

# Fleming College

## Annual LEAN/Continuous Improvement Report

### 2014 - 2015

#### **YEAR IN REVIEW – Sonia Crook, VP Human Resources and Student Services**

This third annual Lean report highlights achievements under each of our six college strategic priorities. This year we reviewed our quality assurance processes, developed a process and tools for academic budgeting and continued our work with using Lean tools for improving HR recruitment and redesign of academic programs. Many smaller projects were undertaken, such as redesign of the student appeal process or streamlining electronic records management in student services. All of these projects were supported through the coaching and guidance of a growing number of certified Lean Six Sigma practitioners across the college. Developing internal resources to support this work will be important as we move forward with our new strategic plan. Projects will be selected and evaluated for both cost savings and alignment with the new strategic plan transformation initiatives, as Fleming continues to grow the in-house talent to lead these projects.

Continuous improvement work relies heavily on good metrics to benchmark performance in “current state” and measure improvement. Therefore, another important achievement this past year was launching our Integrated Program Planning process and a tool to collect and report key performance metrics for all of the academic programs. This included quality and cost metrics and set the foundation to identify issues and help inform decision regarding alignment of resources. Going forward we will build on what we learned in the academic area and start to collect metrics for integrated planning across service and administrative areas.

“A Lean enterprise is like a school in that it is a teaching and learning organization. The learning is directed towards continuous improvement of how the work gets done in order to serve customers better (Martichenko, 2008)

## WHAT IS LEAN?

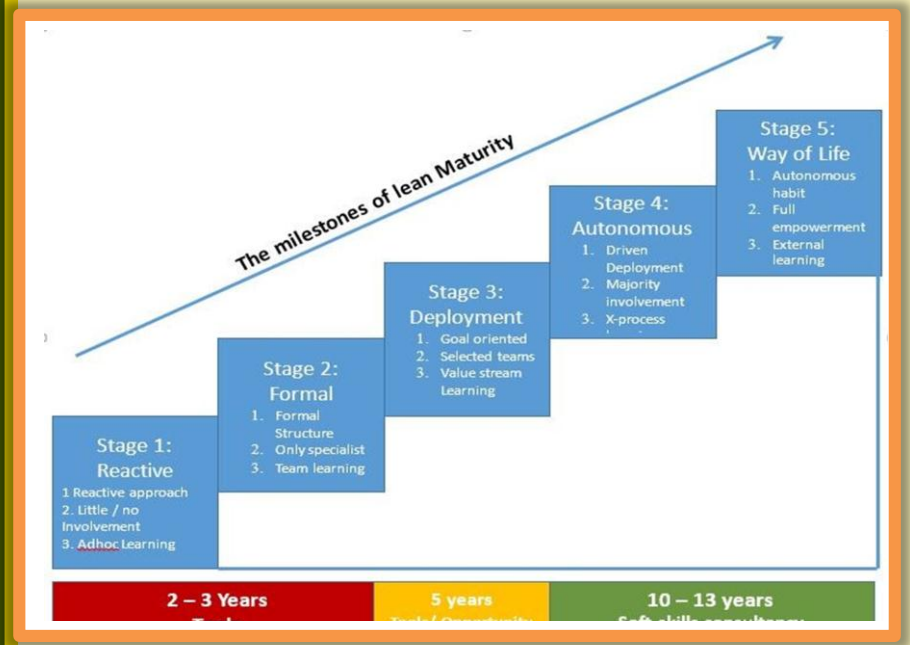
Lean is a way to reduce waste and variation in our processes in order to increase value added work. The term was originally coined as “Lean Thinking” by James Womak and Daniel Jones (1996/2003). Lean is really about the problem solving and innovation capabilities in organizations to improve quality, increase efficiencies, eliminate waste and improve the value to our students. Studies have shown that, in a typical organization, only a small fraction of total time and effort actually adds value for the end customer. Who are our clients? Our clients are the students that we serve and the employers and industries who hire them.

When Fleming takes a Lean Thinking approach we seek to look at how each step within our processes bring value to our clients/students and to eliminate processes that do not add value. This is done through 1) identifying value through the eyes of our customers; 2) mapping the process flow of value; 3) eliminating waste by creating flow or customer pull (what do they demand?), and then 4) perfecting through continuous improvement. The key tool for mapping the flow of work is the value stream mapping process and implementation is achieved through rapid improvement events called Kaizens. By adopting Lean principles, more time will be spent on strengthening strategic work and supporting innovation in how Fleming delivers programs and services to its students. This approach leads to more satisfying work for everyone!

*I only did the workshop as it is mandatory for the Support Staff Prof Dev Cert and truthfully would not have found the time otherwise. I'm so glad I did - it was fun but inspired me to look at all of my processes differently. I'm making changes and looking for all different types of waste. I think more staff should take this and managers should be strongly encouraging their staff to take it.*  
Support Staff Certificate Workshop Participant

## WHAT WAS OUR FOCUS AT FLEMING THIS YEAR?

The focus of this year's work has been to build capacity across the college and to engage staff in more areas of the college. To date the college has trained well over 100 staff – 47 in the last year alone! Most organizations build a reliance on external consultants and efficiency gains have to be offset against these costs. Fleming has now developed an internal roster of Lean Six Sigma Green Belts, Whitebelts and a Blackbelt. The group includes staff, faculty and administrators ranging from curriculum consultants, school operations officers to IT and HR Managers. The staff are from the Academic Division, Student Services, HR, Finance and Facilities and IT. We used the FSHG to fund this training and there was no out of pocket expense to Fleming. Building internal talent and a formal framework for “deployment” moves our organization to stage 3 of maturity (inset below) going forward.



## FLEMING'S STRATEGIC PLAN GOALS

- Achieving Excellence in Student Learning
- Providing Superior Services and Facilities
- Leading in Sustainability
- Growing with Positive Results
- Building Community Success
- Developing the Fleming Working Environment

## OVERVIEW OF NUMBER OF PROJECTS COMPLETED, UNDERWAY & DEFERRED

Our Lean project work has crossed the organization in the past year, from Human Resources to Finance and from Student Services to the School of Justice and Business Studies. The breadth of work has included internal processes, academic program design, external partnerships and work with the community.

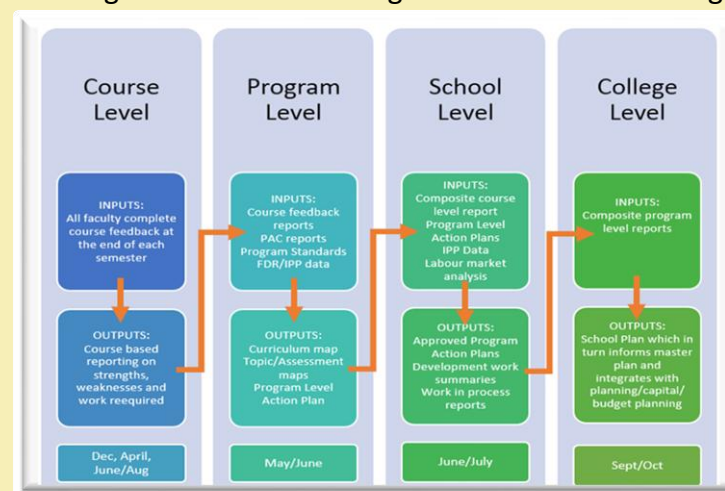
Here's how we did:

- 5 value stream improvement projects
- 6 Green Belt Process Improvement Projects
- Developed 1 Blackbelt, and certified 7 Green Belts and 34 Whitebelts – Fleming Staff
- To date – trained over 100 staff, faculty and students involving 7 departments
- Delivered 6 External training sessions for local private and public sector leaders
- Bottom line – used FHSG to realize \$282,350 in revenue and costs savings and to date have achieved over \$290k in revenue and cost savings and avoidance through efficiencies gained by eliminating non-value added work

## HIGHLIGHTS OF 2014/15 ACCOMPLISHMENTS

### Goal 1 – Achieving Excellence in Student Learning

- Redesigned Common First Year for 6 programs to improve retention by 25%
- Redesigned Culinary Management and Chef Training to refocus program on culinary skills for the “Full Food Experience” and to increase applied learning to 70% of program delivery
- Redesigned process for annual curriculum renewal (inset below) to increase completion rate from 52% to 80% and connect to Integrated Planning
- Incorporated Lean principles and tools into business curriculum delivery
- Launched a student success course in common first year of Business programs which leverages student service supports
- Launched Lean Plus in continuing education certifying 41 White and Green Belts in local private and public sectors – achieving a consistent 80% or greater satisfaction rating.



## Goal 2 – Providing Superior Services and Facilities

- Streamlined the process for Non Academic Requirements for Students in CD&H eliminating 86% of inefficiencies
- Academic council task team developed a streamlined student appeal process reducing length of appeal process by 22%
- Redesigned and piloted a new automated process for onboarding so that staff have the resources they need on Day 1 on the job (currently “job ready” only 44% of the time)
- Streamlined process for Academic and Donor awards.
- Advancement Office launched online bursary for significant savings of staff and student time
- CREW streamlined intake processes and through continuous improvements exceeded Ministry service targets for 1<sup>st</sup> time – 21% increase in Ontario Works client placement.
- RO and IT launched online registration for con-ed students
- RO moved to electronic records for International student applications reducing \$1500 in print costs and 240 labour hours
- Finance launched electronic fund transfer (EFT) to pay contractors directly and avoid cheque processing.



## Goal 3 – Leading in Sustainability

- Used capital planning process and approved LED lights for all external buildings to reduce energy use and achieve 56K in savings for 15/16 (corresponding reduction in GHGs)
- Green Belt project in the School of General Arts and Science reduced duplicating and paper use by 13% saving 8K.
- Approved a proposal to conduct a value stream map for increased waste diversion for KTTC.



## Goal 4 – Growing with Positive Results

- Launched an Integrated Program planning process and tool to rank all academic programs using quality, demand and financial metrics
- Redesigned the Culinary and Chef Training programs to better differentiate our programs and appeal to the growing trends of local, sustainable “field to fork” culinary, and eating for wellness
- Redesigned the first year of 9 programs (originally 6) in the School of Business to improve enrollment and retention by integrating the learning across courses and student success strategies for retention - projected 52K in retained revenue.
- Launched Lean Plus through continuing education and earned 92K in revenue in the first six months and 93K for 15/16 with a projected additional 250k.

## Goal 5 – Building Community Success

- Certified Eastern Ontario Warden’s Association in Lean to implement an electronic records management system; Northumberland County streamlined their IT ticket system; Haliburton County standardized data storage across departments for a saving of \$4200 per annum, and the County of Peterborough converted paper storage to digital to save time and money (insets) .
- Best practices between the County of Peterborough, City of Kawartha Lakes and Community Futures Development Program offices to drive efficiencies in process and capture time for “value –added” economic development activities
- Developed a repository of Green Belt projects in D2L for sharing among local industry training participants
- Delivered three White Belt Certification sessions to Eastern Ontario CFDC staff and board members
- Utilized internal Lean certified staff to deliver external training sessions – volunteer work to process redesign the Peterborough Community Legal Clinic intake process



## Goal 6 – Developing the Fleming Working Environment

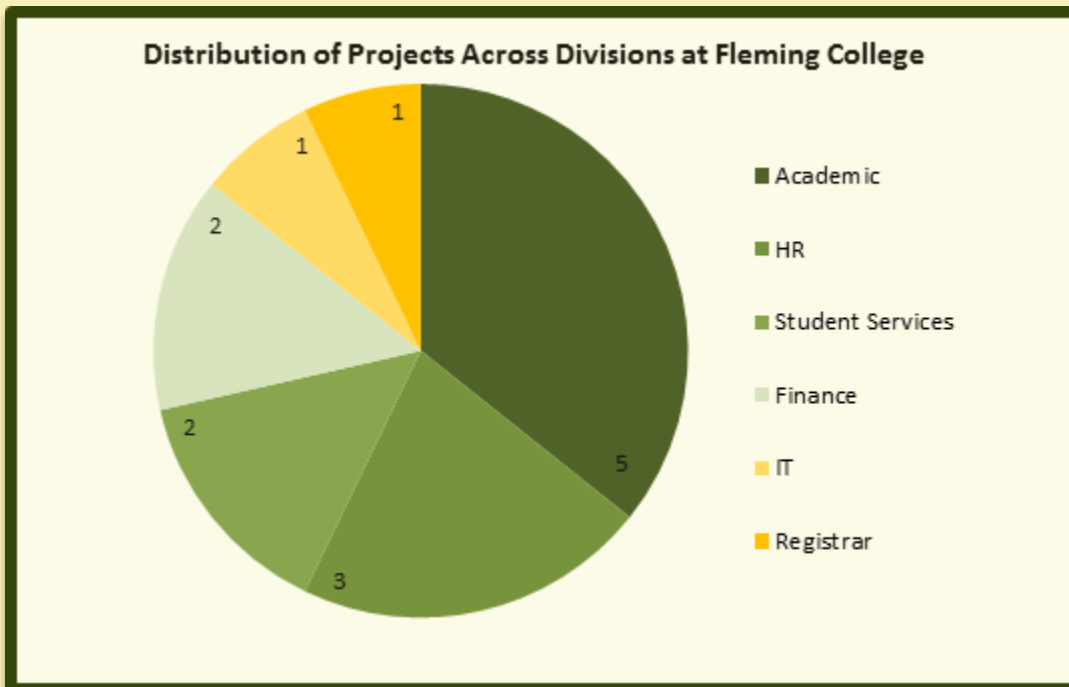
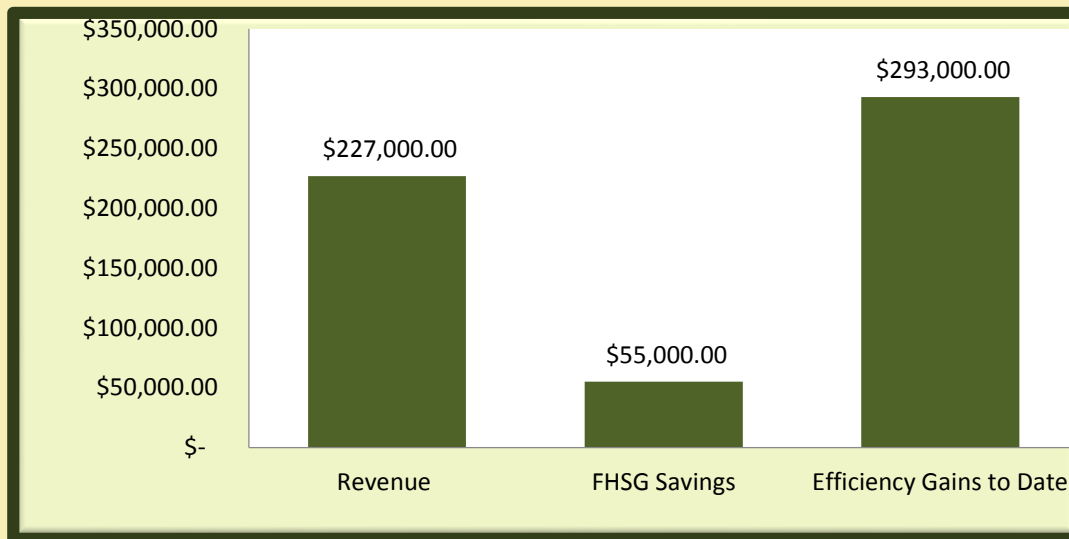
- Delivered Lean training as part of the Support Staff Certificate program to 18 staff
- Certified 8 Fleming leaders in “Leading Lean”
- Trained and certified 47 support staff, faculty and administrators in Lean White and Green Belt
- Delivered Creativity and Lean workshops (“Innovation Accelerator”) to a cross section of staff
- Green Belt Project to redesign the Support Staff Union vacancy report process for 71% greater efficiency, faster reporting and savings of 22 hours of work annually
- Launched a new automated workloading tool to drive efficiency for the workloading process
- Redesigned the academic preliminary budget process to implement new tools and training
- Reduced lead time (time to advertise and time to fill) for recruitment by 22%
- Implemented electronic file management in the Student Services Division to reduce time inefficiency by 279 staff hours per year - saving 8K of non-value added time annually

*“Our team was rejuvenated after our Lean Six Sigma training provided at Fleming College! The course provided us with the framework and valuable tools needed to review our processes and procedures from a change management mindset. In days of such fiscal prudence it is imperative that public sector organizations ensure efficiency and effectiveness of their operations. Fleming College professionally guided and supported our team through the Lean Six Sigma program and we have taken the tools learned and continue to apply them.”*

*-Sheridan Graham, County of Peterborough, Director, Corporate Projects & Services*



## SAVINGS, REVENUES & STAFF ENGAGEMENT



*I found the “Leading Lean – Managing the Launch and Application of Lean” workshop to be extremely interesting. The workshop provided foundational knowledge that can be applied to any Lean project.*  
*Lois Fleming, Manager, Registrar’s Office*

## LEAN Updates/Annual Reports:

Annual reports - - <https://department.flemingcollege.ca/hr/staff-development/lean/.PDF>

December 24, 2014 - <https://department.flemingcollege.ca/hr/staff-development/lean/.PDF>

March 24, 2014 - <https://department.flemingcollege.ca/hr/staff-development/lean/.PDF>

October 15, 2013 - <https://department.flemingcollege.ca/hr/staff-development/lean/.PDF>

April 29, 2013 - <https://department.flemingcollege.ca/hr/staff-development/lean/.PDF>

February 12, 2013 - <https://department.flemingcollege.ca/hr/staff-development/lean/.PDF>

December 5, 2012 - <https://department.flemingcollege.ca/hr/staff-development/lean/.PDF>

October 19, 2012 - <https://department.flemingcollege.ca/hr/staff-development/lean/.PDF>

*The Lean Project is an engaging and transparent process that has revitalized the energy within the Culinary Faculty Team giving us a positive and refreshing focus for the future of the program.*

*Culinary Faculty*

