PLACE YOUR MINISTRY LOGO HERE

1) Management commitment

- ☑ Clear common vision and SMART objectives
- ☑ Real desire to support inside teams
- ☑ Real desire to invest the necessary time (Walk the Talk)
- ☑ Patience for results

2) Change management

- ☑ Understanding of force fields involved
- ☒ Satisfactory incentive to change for each stakeholder
- ☑ Strong, clear feeling of urgency
- ☒ Common vision of improvement (focus)
- ☑ Effective communication plan
- ☑ Effective project management

3) Mobilization

- ☑ Desire to get employees actively involved
- ☑ Employees desire to participate and cooperate
- ☑ Fast implementation
- ☑ Availability of inside resources
- ☒ Operational continuity (ability to replace resources during project)

4) Improvement approach

- ☑ Overall, structured and systematic approach
- ☑ Choice of implementation method
- ☑ Well-define roles and responsibilities
- ☑ Strong internal leader
- ☑ Strategic choice of project teams
- ☑ Depth of supervision of Lean expertise (outside support)
- ☑ Showcase project strategy

5) Performance measurement

- ☑ Well-defined, simple and meaningful performance indicators
- ☑ Visual scorecard (communication of performance)
- ☑ Desire to own indicators (managers and users)

Kewley, Mark MTIC:EX

From:	Chauhan, Mayank FIN:EX
Sent:	August-19-13 3:07 PM
To:	Fuller, Russ D MTIC:EX; FitzSimons, Cheryl MTIC:EX; Flatman, John MTIC:EX; Dunz, Uta MTIC:EX; Handysides, David J MTIC:EX; Kewley, Mark MTIC:EX; Foster, Anita MTIC:EX; Borg, Neva MTIC:EX; Flin, Deborah MTIC:EX
Cc:	Clark, Heather L FIN:EX; Bradley, Michelle FIN:EX; 'Ian Johnston'
Subject:	FOI Lean Project - Survey

Good Afternoon,

As part of the FOI Lean Project, Ministry of Finance is conducting a survey with key stakeholders in an effort to understand and improve the Finance FOI Process.

Please complete the following survey by **5pm this Friday August 23, 2013**:

Survey link: http://fluidsurveys.com/surveys/LeanSurvey/mof-foi-request-process-voc/

Your feedback is appreciated. Note that **ALL RESPONSES WILL BE ANONYMOUS**.

Thank you for your time.

Mayank Chauhan
Client Business Manager, IMB, Corporate Services Division, Ministry of Finance

Kewley, Mark MTIC:EX

From:	Chauhan, Mayank FIN:EX
Sent:	August-22-13 2:39 PM
To:	'Ian Johnston'
Subject:	FOI Documents
Attachments:	Fit Gap Anlaysis.docx

Hi Ian,

Here are the notes from the Fit Gap meeting.

I didn't get to work on the Process Diagram due to limited time and no Visio. I can try to get Visio when I get back but it takes few weeks including approvals, etc.

For the Stakeholder Analysis document, I am also having technical issues. I can't seem to open it on the computer I have. I don't think I will be able to get this worked out and put in the data but am happy to do so first thing when I get back if it's not too late.

I have also setup a couple of interviews with two Division contacts for September when I get back in addition to the one I had with Kim Nagle today.

Thanks

Mayank

Following are common elements between Finance FOI process and Cabinet Operations FOI Process

Stakeholders (People and Groups)

- Office of Information and Privacy Commissioner
- IAO
- John Dyble
- Ministries
- FOI Coordinator
- Analyst/Reviewer (Office resource)
- ADM – Cab Ops and TBS
- DM – Finance
- Michelle Leamy
- Applicant (Individuals/media/political party)
- Shalegh (Section 12)
- Premier
- Section 12 Advisor
- Charlotte Powell/Cab Ops
- BC Citizens/Public
- Section 12 – TBS Approval
    - TBS Analyst
    - Dep Sec to TB
    - Sec to TB
    - Cabinet Sec
    - DMO Finance

Process/Task

- Research
- Review of records/past records
- Approval
- ID of harms
- ADM/DM/DM approval/Sign off process
- S 12 review of TBS records previously sent
- Fox team serving ministries identifies possible cabinet confidences – requests s. 12 consult in OOP
- Intake (IAO) opens S.12 consult once rec'd – deployed to s12 FOI team

- Review of s.12
- S 12 advisor – prepares recommendations for approval
- Approval rec'd
    - S12 Advisor responds to For team serving Ministry
- Clarification of request of policy interpretation
- Tracking requests and status
- Records management
- S12 reconsidering/reviews/Inquiries – OIPC

Business Rules

- Delegation of approval/strict for section 12. Same process for small or big request
- S.0. process must be timely
- 30 day response
- Time allocated per group (per Division/Ministry)
- Cabinet confidences (s12) must be withheld
- Format of records
- Reconsiderations
- Reviews
- TB minutes & BN; sub to be reviewed – all cab. Confidences
- Time extension additional / 30 days for section 12 review/turns to a 60 day response
- Fees rules (over X hours)

Data

- Call for records
- # of places data is stored (CRTS, TRIM)
- S12 approval form
- Actual records at issue (e.g. calendars
- Summary table from sending Ministries FOI team
- Research docs
- Emails
- Time spent per request per employee
- Total Process Time
- # of people looking at requests
- Types of records (e.g. calendar) – list of contracts
- Requester
- # of people approving/requests (small or big)
- # of section 12 files

Policy and Legislation

- S.12 – for 15 years
- Policy re: S12 approval – from the office of the DM to the Premier
- Legislated timeline assocted with actual request
- S12 is mandatory
- TB matters approval includes D/sec to TB. Sec to TB + Cab Secretary
- Legislation hard to change; policy not
- Delegation of approval/we can't change without changing the section 12 policy/legislation -> internal reviews could be changed.
- IAO policies
- Policy interpretation
- S12 – background released under circumstances

Business Operations

- Emailing FOI Coordinator on S12s
- Review of records/s12 recommendations from Cab Ops or TBS
- Harm assessment
- Approval
- How request is:
    - received
    - reviewed
    - stored
    - researched
- Process flow
- Tracking
- The ministry the request is the releasing body.

Kaizen Workshop Participants
What you should know

What is a Kaizen?

It is a workshop during a process optimization activity. The Kaizen workshop is a structured methodology relying on the decision making process owners ; more specifically, a Kaizen :

- Brings together a multifunctional team including process owners, but excluding the project's sponsor
- Allows identifying solutions within established project scope
- Favours a strong involvement from every team member taking part in the project
- Aims at short term solution implementation
- Aims at quick results

Team members – Your roles and responsibilities

You will get the opportunity to fully participate in challenging the process, and in the implementation of solutions. Your responsibilities will include:

- Share your knowledge of what the actual state of the process is
- Develop and implement concrete solutions
- Promote the new and improved process
- Facilitate change
- Get people's feedback regarding changes that affect them
- Communicate the project's progress to your colleagues

Team member – Your participation

Preparation – 1 to 4 weeks prior to intensive session

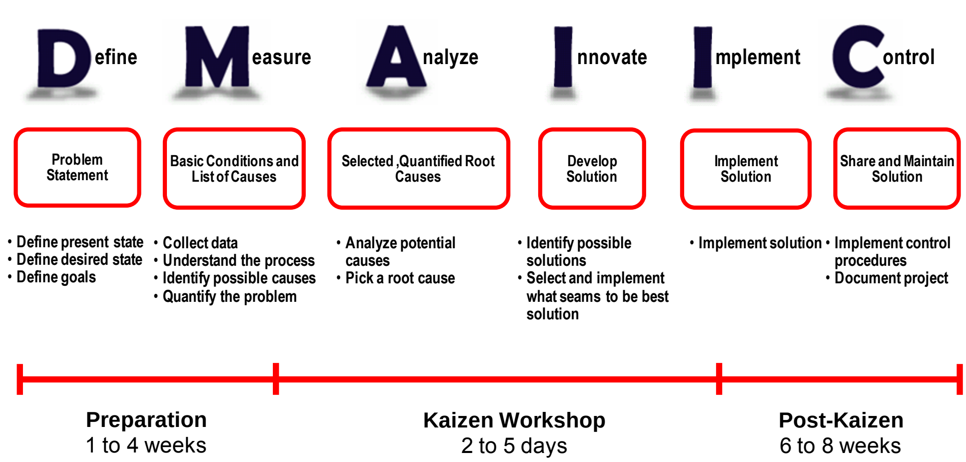
- Attend the White Belt one day training
- No other preparation is required

Kaizen Workshop – intensive session

- Sharing knowledge and ideas in order to:
    - Analyse process actual state
    - Define required solutions to attain project's objectives
    - Develop an implementation plan

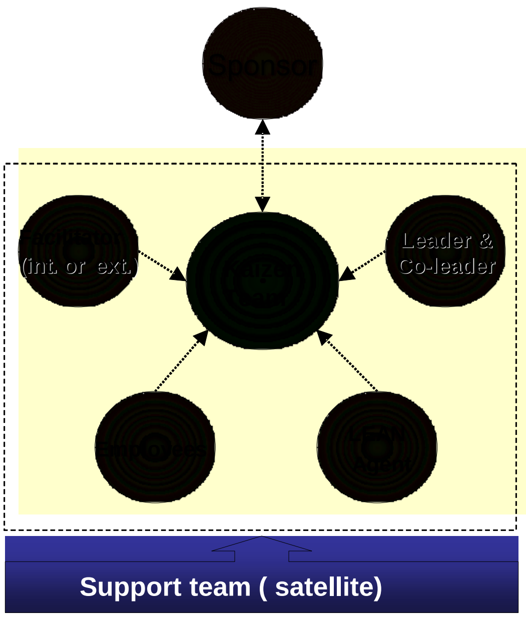
Post-Kaizen – 6 to 8 weeks following the intensive session

- Participate in weekly project follow-up meetings
- Take charge of the solutions implementation actions selected by the Kaizen team and assigned to sub-teams.
- These two items can take up to one day of work per week over the whole post-Kaizen period



Kaizen Workshop Participants
What you should know

Composition of a Project team



Who does what within a project team

Sponsor
- Responsible for the analysed process' performance

Kaizen Leader and co-leader
- Responsible for project's execution, they are assigned by the sponsor

Facilitator
- Conducts and ensures good functioning of work sessions

LEAN Agent
- Lean Expert and methodology watchman

Kaizen team
- Responsible for challenging work process and for implementing improvements

Support team (satellite)
- When needed, intervenes on subjects that are not of current knowledge, that is more specific.

Project mandate – A4 Project Form

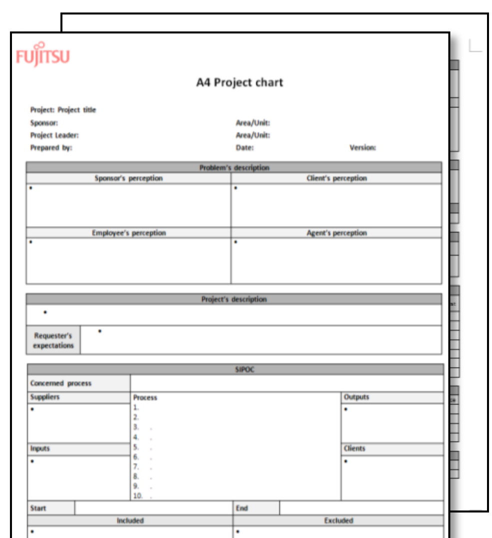
The project scope, as described on the A4 Chart, will be presented on the first day of the intensive session. This chart is to show, on a single page, the project mandate. On it, you will find the following information:

- Present situation
- Desired situation (goals to attain)
- Project scope
- Constraints to comply with

Why is named the A4 chart?

Simply because:

- A4 is the paper format used for this specific chart
- The whole mandate must fit on one letter size page only



Communicator's Role

Communication is very important in any change effort; as a project's team member, you will be the contact person to communicate :

- From the project team to your colleagues
- From your colleagues to the members of your project team

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Kaizen Workshop

Finance FOI Process Lean Event

Final presentation

October 25, 2013

Overview


Redline
Calendar
Minister
Delay
FOI
ProgramArea
Finance
TBS
S.12
ADM
Opposition
Variation
DM
IAO
Director
Assistant
Nonstandard
Request
Records
Executive
Branch
Volume
Division
Media

Welcome

s22

United Way contribution

Amount = $ 16

SIPOC

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Process Description

cess name: Finance FOI Request

Process starts with:	Process ends with:
ceive new FOI Request from IAO	Approved and signed FOI Response to IAO

Suppliers

IAO Requestors
Ministry Requestors
Office of the Premier Requestors
Ministry FOI Coordinator
Division process supporters
Division approvers (ADM's)
Ministry Government Communications & Public Engagement (GCPE) resources
3rd party requestors (i.e. Federal gov't)
FOI applicant
Other team members

Inputs

FOI Requests via (e-mail or paper copy through the mail) to IAO e-mail to FOI Coordinator
(FOI Requests via (fax)
Division contacts coordinate within their division, gather the responses and send to FOI Coordinator. They also forward questions, concerns, and requests for clarification to FOI Coordinator as necessary. They obtain final sign-off and send to FOI Coordinator
Signatures and approvals from ADM/DM
Phone calls/email

Process

- Receipt of FOI requests

  Request received by e-mail from IAO and

- Coordination of FOI requests

  FOI Coordinator e-mails request to appropriate program area(s)

- Search for records

  Program areas search for records then forward them or a "no records response" to the FOI Coordinator who then sends all relevant responses to IAO in one e-mail.

- Records review

  IAO Reviews the records

- Severing recommendations

  HARMS are provided by program areas when sending the initial response. IAO will contact FOI Coordinator to verify severing, FOI Coordinator contacts program area. IAO will on occasion go directly to the program area.

- Approval

  IAO sends redline and sign-off to FOI Coordinator for forwarding to program area for review and sign-off. Occasionally redline has to be redone if changes are required.

- Sign-off

  ADM/DM sign off is e-mailed back to FOI Coordinator who then forwards to IAO for release package to be prepared and sent to applicant

Clients / Customers

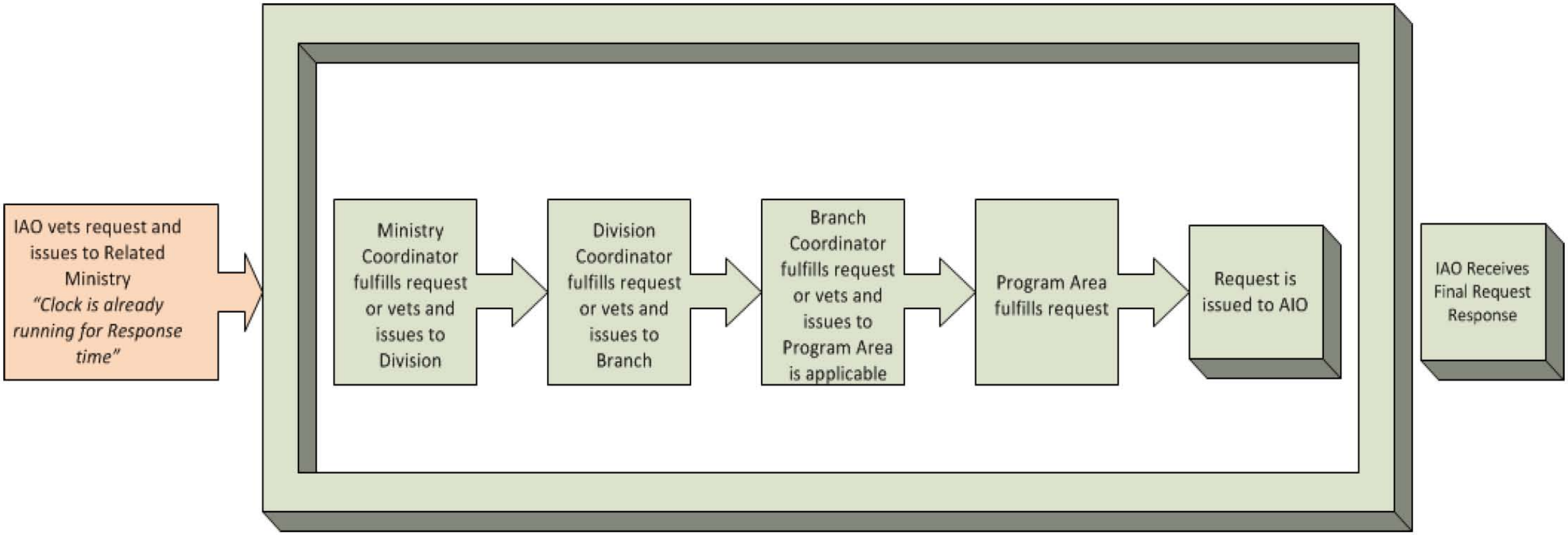
- IAO Requestors
- Ministry Requestors
- Office of the Premier Requestors
- Ministry FOI Coordinator
- Division process supporters
- Division approvers (ADM's)
- Other team members
- Ministry Government Communications & Public Engagement (GCPE) resources
- 3rd party requestors (i.e. Federal gov't)
- FOI applicant

Outputs

- Research requests for FOI request
- The ADM's review records for HARMS. and receive the final package for review and sign-off once severing has been done by IAO.
- S12 consults are sent to DM for sign-off once approved by TBS
- Signed requests
- Approved requests

Upstream		Downstream

Project Boundaries



Lean Six Sigma Approach & Methodology

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DMAIIC Methodology

Define	Measure	Analyze	Innovate	Implement	Control
Percentage of overall project progress					
5%	20%	40%	60%	90%	100%
Approximate effort in each phase					
5%	15%	20%	20%	30%	10%
Deliverables for each phase					
❑ SIPOC ❑ Qualification sheet ❑ Communication plan	❑ VOC ❑ VOE ❑ Mapping ❑ VOP/PCE ❑ Opportunities identification ❑ KPI baseline ❑ Success factors validation ❑ A4 Form ❑ Communication plan	❑ Lean training for project team ❑ Value added analysis of process ❑ Project directions	❑ Future state mapping ❑ Action plan ❑ Implementation plan ❑ Implementation strategy ❑ Change management strategy ❑ Project presentation	❑ Detailed solution development ❑ Procedure documentation ❑ Training plans and communication plan ❑ Physical implementation of solutions ❑ Coaching with implementation	❑ Control plan ❑ Dashboard with KPI ❑ Final project report
Signatories:	Signatories:	Signatories:	Signatories:	Signatories:	Signatories:

Kaizen Workshop Agenda

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5 Day Kaizen Workshop Agenda (8h30 to 16h30)

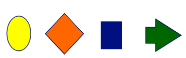
Kick-off

Introduction

Data collection

Opportunity, Parking Lot & Quick Win

As is process



As is process

Briefing

As is Process

Analyze +KPI

Mura, Muri & Muda

Problem Solving

Area to improve

Problems

Briefing

Ideal process

Lean Principles

Process direction

To be process

Analyze + KPI

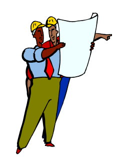
To be process

Briefing

Solution for waste and problem

Solution for complex problem with PST

Action Plan



Solution & Action plan

Action plan

Implementation strategy

Transition Plan

Control Plan

Communication Plan

Report & Closing

Workshop closeout

Morning Briefings With Sponsors and Champion

s22

Magic Wand – First Brainstorming

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- No FOI requests
- Public, get a life!
- Auto severing as created
- No us vs them (public, media, government)
- Curses on Vexacious people, with increasing severity.

- Published Calendars and open to all
- Understand what they want and for what
- Every staff understands FOI
- Bar politcal use of FOI
- Publish EVERYTHING.

Team – CHOP-Fu-E-Y

Analysis Measurements

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- Steps
- People
- Cost
- On time
- Request volumes
- Request types
- Requestor
  - Most common
  - Volume
  - Percentage overall

Current State

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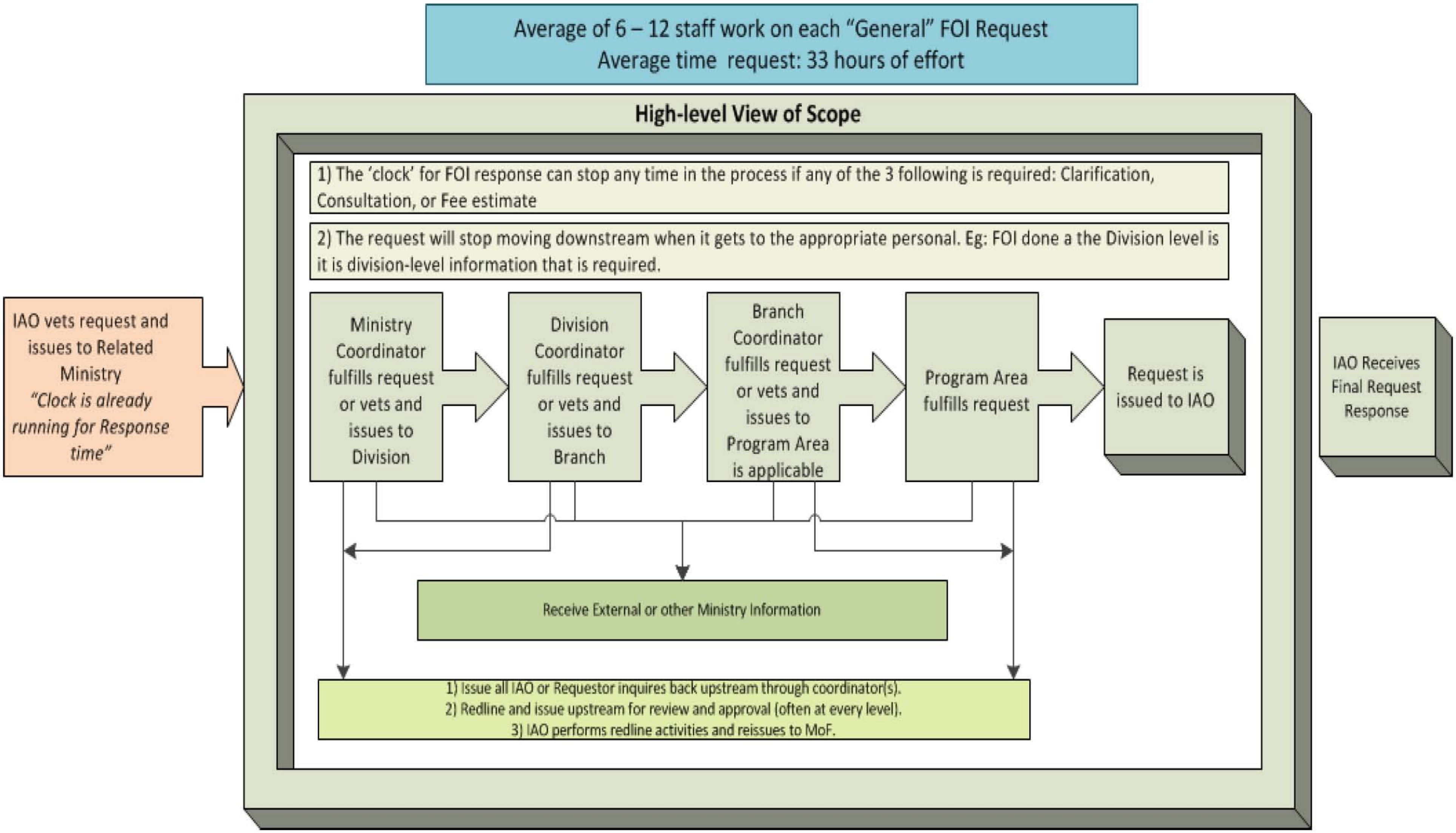
- General Process Steps (simplified activities list)
  1. Request is received, distributed and tracked at each org level
  2. Record searches are done for General Requests
  3. Response records or calendars are compiled
  4. All response records are reviewed and redlined (severed)
  5. Redlines are marked with justification of related act section number
  6. All records and redlines are reviewed by a minimum of one level of approval at each org level (sometimes 2 – 4 reviews/approvals)
  7. Ministry provides records to IAO
  8. IAO Analyst reviews records and redlining
  9. IAO returns updates records to ministry for final review
  10. Ministry and IAO negotiate or discuss changes
  11. Ministry issues final version to IAO
- All IAO negotiations go through each higher level in the organization
- The process is further complicated if there are any redlines that potentially correspond to section 12 of the Act.

High-level Process Steps



VOP – Request Closed by Ministry of Finance

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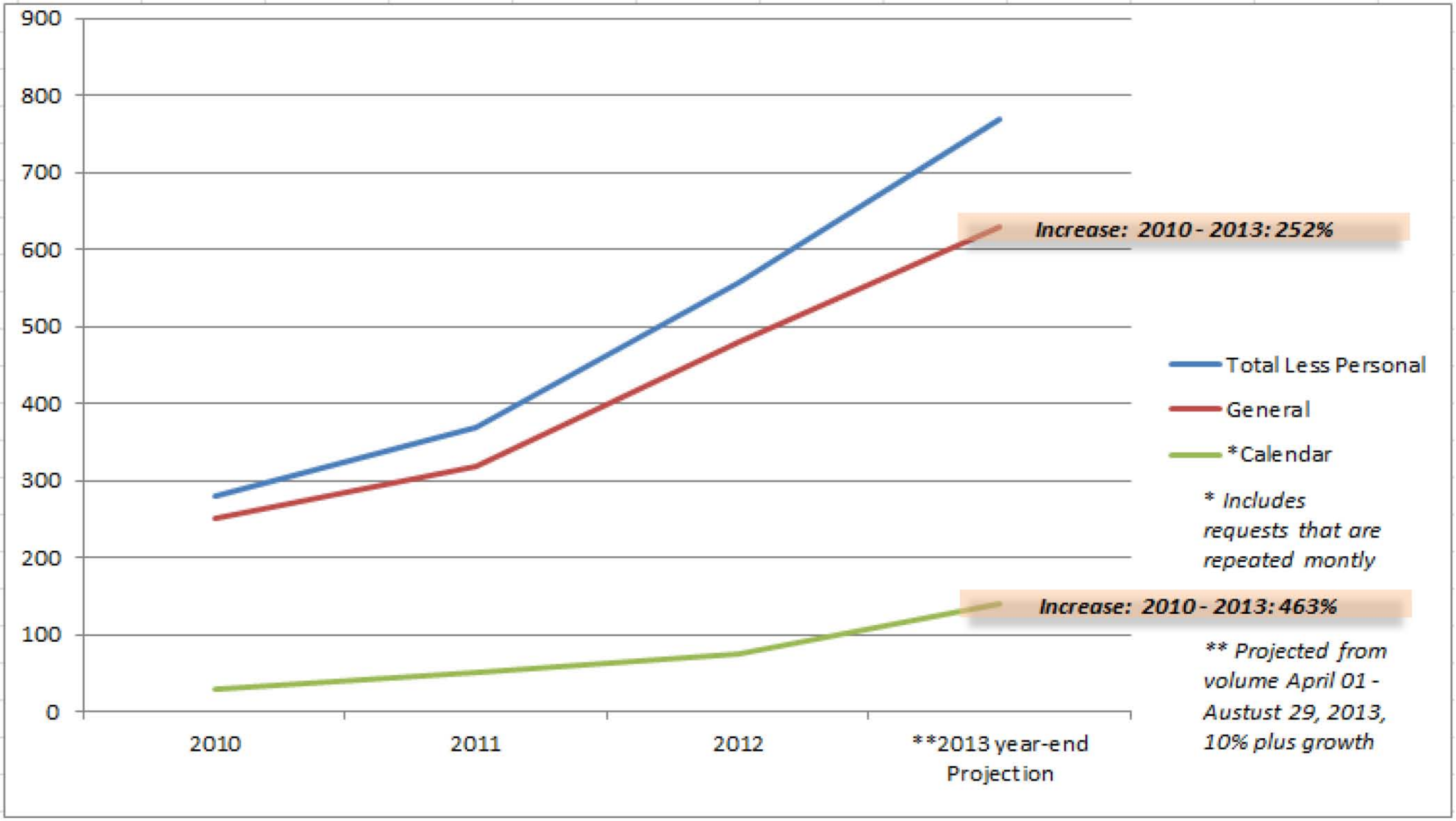

NOTE: The yearly increases are in direct relation to the overall requests received by IAO

VOP – FTE Hours and Costs / Grand Totals

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Totals are calculated from FY 2012/13

Monthly Total hours	**2011**
Annual Totol Hours	**24128**
Monthly Total FTE Costs	**$86,862.29**
Annual Total FTE Costs	**$1,042,347.50**

All calculations are derived from a combination of quantifiable data from statistical reports and estimated data that was collected during interviews and surveys.

All estimated data is conservative and estimates can be qualified in the detailed calculations *<MFIN FOI Effort FTE and Cost Calculations - Lean FOI Request Project.XLS>*.

VOP – Requestor Volumes

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Requestor ID	Quantity of Requests	Percent of overall Requests
1	1567	34.3%
2.	648	14.2%
3.	114	2.5%
4.	95	2.1%
5.	58	1.3%
6.	40	0.9%
7.	35	0.8%
8.	26	0.6%
9.	25	0.5%
10.	25	0.5%
11.	25	0.5%
12.	24	0.5%
13.	24	0.5%
14.	23	0.5%
15.	21	0.5%

VOP – Requestor Volumes/Ministry Cost

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Requestor ID	Quantity of Requests	Percent of overall Requests	Estimated Cost to Ministry
1	1567	34.3%	$350, 000
2.	648	14.2%	$145, 000
3.	114	2.5%	$28, 000
4.	95	2.1%	$25, 000
5.	58	1.3%	$15, 000
6.	40	0.9%	$10, 000
Top 6 Requests FTE Cost to Min. of Finance			$573,000

Note: This is only the cost for this ministry. It does not include IAO, Xministry requests, or requests to other ministries

Team Work In Action – As Is Process

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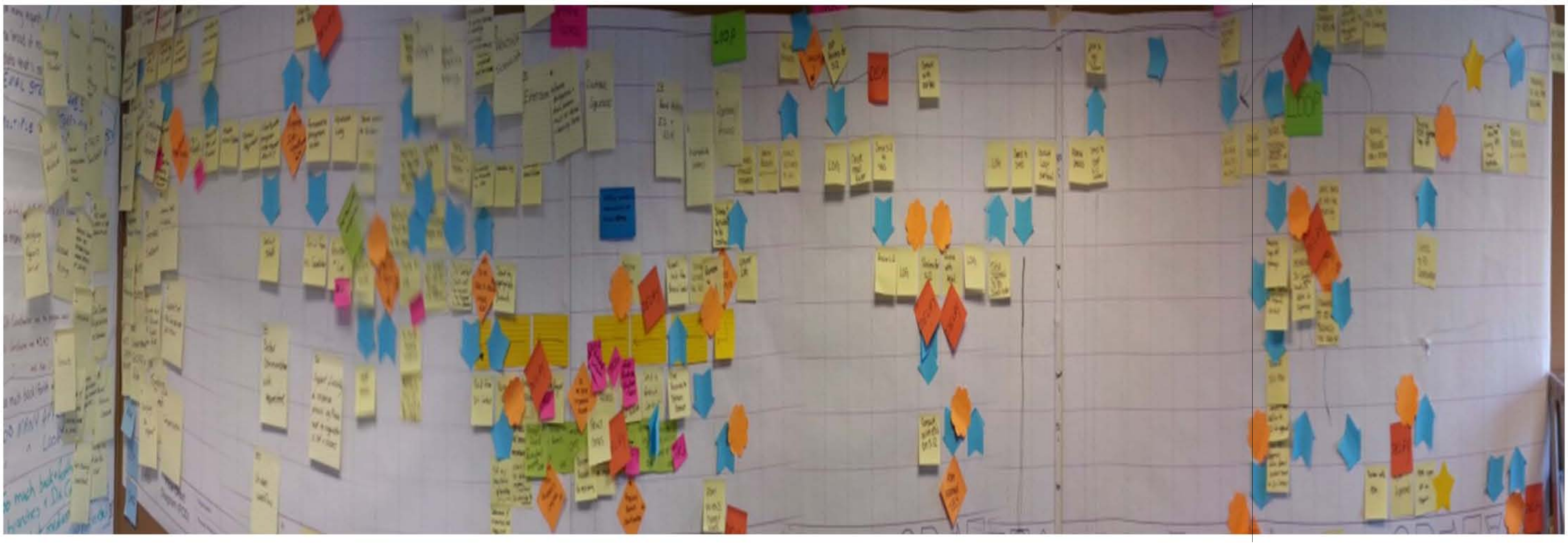
VSM As Is, Overview



Activities by Type (Key Performance Indicators KPIs)

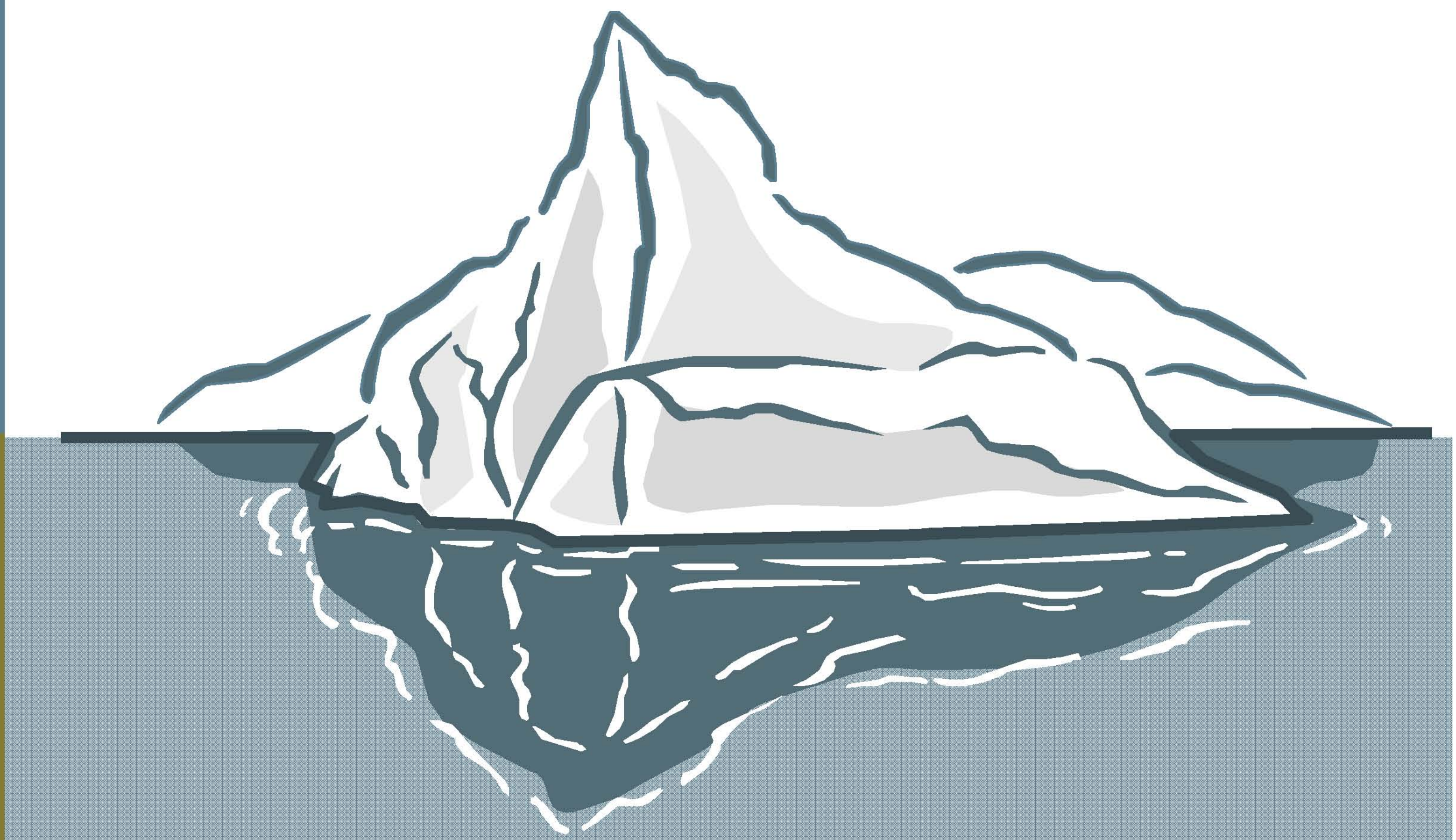
- As is
  - 238 Operations
  - Value Add Operations for customers = 2
  - Efficiency = 0.84%

Reducing Waste

MUDA
The Waste

MURI
The Excess

MURA
The Irregularities



Mura, Muri, Muda

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Over … Wastes!

Muda – Lost Creativity

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- **Inability to affect IAO process**
- Approval process

(asked for ideas to streamful with no results)

- Lack of support (from superior)
- Large volume = constraints
- Undefined responsibilities
- Lack of compensation*
- No positive feedback* (only negative – "its late")
  - If you skip a step more negative feedback so you don't take chances
- Feedback to IAO is ignored

Lost Creativity

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- **Self-sensoring**
- **No benefit – negativity, onerous**
- **Legislation**
- No FOI ministry meetings
- Inability to consult with others who are in the same boat – Isolated
- Processing of the “processing”
- Calendar no longer useful
- FOI bogging down ability to do jobs
- No control
- Rigid process
- Surges in workflow

Non Quality

- **Multiple approvals**
- **Unclear requests**
- **Lack of training / experience**
- Logging of files
- Requests being sent directly to inquiry
  - JAG -> whole other process
- Repeat FOI requests
- Complete response files

Non Quality

- Too many sign offs / approvals
- HARMs not identified
- Harms not adhered to
- Excessive logging or tacking
- **Independent logging or tracking**
- Vague requests
- Gather records at same time as fee estimated
- Finding records after request is closed
- Printing

Non Quality

- **Lack of consistency between IAO and branches**
- IAO having approval
- Processing the "processing" of records

Over-Production

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- **Approval steps – too many**
- Multiple copies (hard, **electronic copy**)
- Exceeding customer's request
- Multiple emails
- Unclear requests
- Repetitive Process steps
- Background to request – re-stated
- Multiple sign offs

Over-Production

FUJITSU

- **Excessive Logging / Independent Logs**
- Printing records
- ED + ADM S/O
- Requests sometimes come in Lumps – not evenly distributed
- Interpretation of FOI requests
  - Some take broader view than others

Excess Processing

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- **Too many hands / eyes to see the request**
- **Duplication (electronic/hard copy ccs)**
- **Independent Logging**
- Too many loops x 2
- Too many logs
- More specific direction from beginning from Program Area/IAO
- Too many bottleneck FOIs – fishing expeditions
- FOI = Free Goods (Insatiable demand)
- Approval process

Variation

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- **Inconsistency between branches**
- **FOI knowledge levels**
- **Process is different**
- **Support is different**
- Requests different
- Approvals are different
- People have different logic processes which lead to different bandaids
- Exec support is different
- IAO analysts have different approaches to severing
- Branches have different approaches to harms

Muda – Waiting

- **Approvals**
- **Clarification from applicant**
- Conflicting priorities
- Workloads
- Perceived importance – FOI is a headache – the larger/complex requests most waiting
- Process rules
- Absenteeism
- Excess records
- Volume creates delay

Muda – Waiting

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- Lack of FOI knowledge
- Unreasonable time range in applicant requests
- Approvals from leadership
- Brain drain
- No job backfill
- Processing of the “processing”
- Redlining
- Copying records

Inventory

- Too many printing
- Too many logs
- Too many emails
- Too many requests
- Too broad of requests
- Data that's not organized
- Email strings – same string stored many times
- Multiple sets of same data

Transfers

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- **Too much back and forth between branches and division contacts**
- **Too much back forth with FOI coordinator**
- Data/USB sticks all over the Place!
- Too many loops
- FOI coordinator and the program areas
- FOI coordinator and IAO
- FOI coordinator and Ken (S.12)
- Too many approvals/levels/loops
- Inconsistent medium per audience for review and approaches (hard copy vs electronic)

Motion

- Printing
- Hard copy/sign off
- Receiving (better knowledge)
- Duplicate files/copies
- Emailing – back and forth x 2
- Looping of the same file
- No standardization

Parking Lot

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- What priority does the DM put on being on time? FOI process? FOI time? FOI priority?
- PSA vs Finance
  - Under Finance
  - Own public domain
- Are some Divisions severing (or recommending) records? Should they?
- How do we identify Harms earlier?
- Can S12 consults reference FOI numbers
- Finance/OOP/GCPE all under one client group
- Requester anonymity

Parking Lot

- When does Trim cost? How much?
- IAO training on Call for Records form
- Further improve ADM Harms Identification process
- Is there a budget with in the Ministry (each ministry) for FOI?

Quick Wins

- Program area directly contacts analyst assigned to the file for any clarification (fee estimates, extensions, etc)
  - WIN – FOI coordinator does not do that
- Cross-ministry requests done by program/division/branch levels before sending to FOI coordinator

Opportunities

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- Alert IAO in timely fashion to other Min (public body) needed for a FOI request (partial transfer)
- Change “search only fee” a IAO. This will also stop the clock
- Push and pull education
  - Technical too
  - FOI purpose
  - Harms and records review
- Find and review “cheat sheet”, checklist
- Standardized way to provide harms
- Div/Min meeting to communicate

Opportunities

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- Colour code request at intake
  - Blue = FOI
  - Red = Urgent
- Educate executives regarding FOI process – i.e. once a request is started no edits/no creating records unless applicant has agreed

Improvement in Process

- Decreased emails
- 25-50 spreadsheets
- Decrease loops through education
- Less control points (delegation of authority)
- Multiple copies gone
- Less inventory links vs copies

Process Direction

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- Standardized and cross training
- Iterative Implementation. E.g. pilot project
- On time!/Quality
- Fees
  - Estimation process training
  - Mandatory submission fee
- Proactive release
- Proactive response for reoccurring requests

Process Direction

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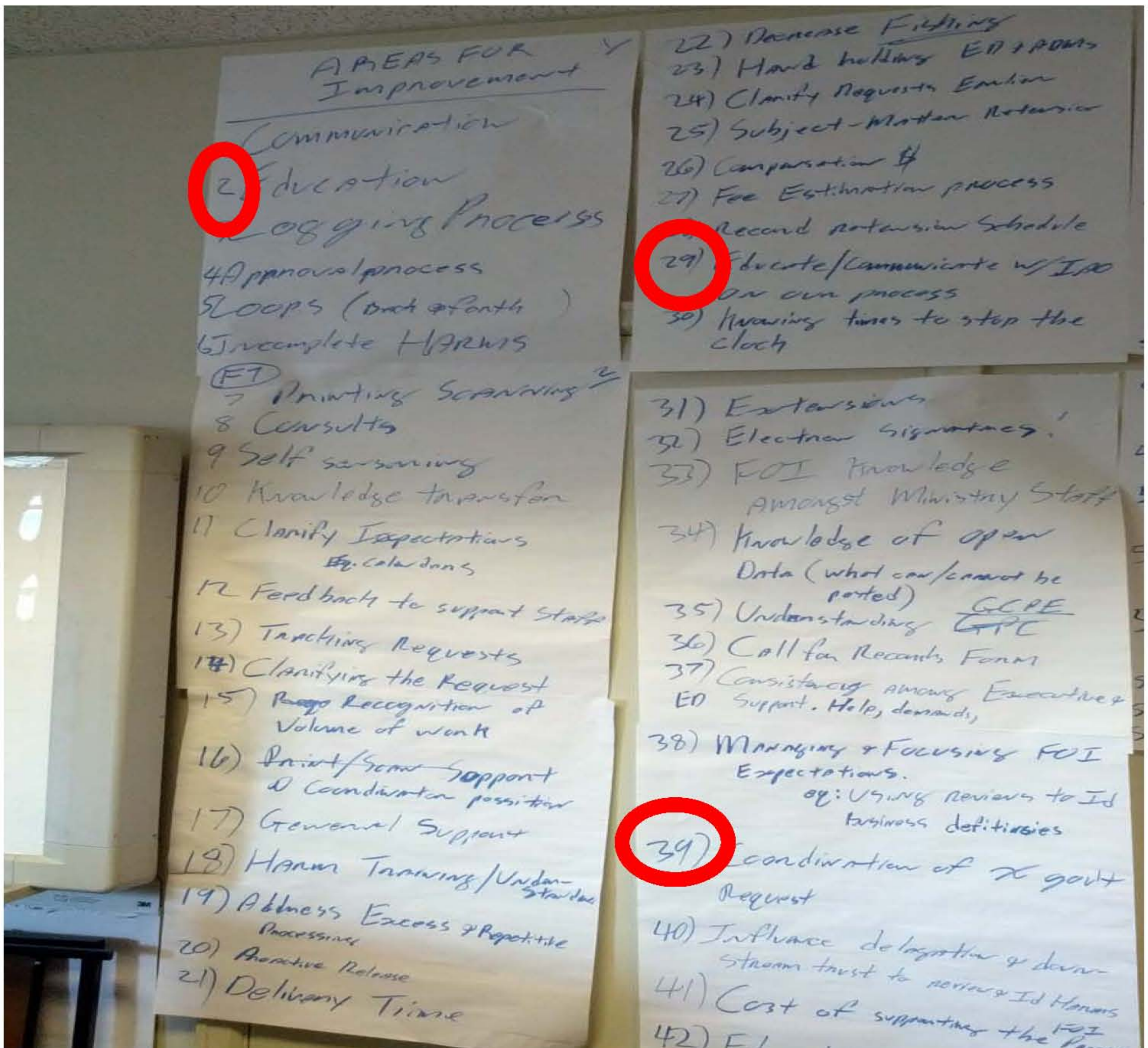
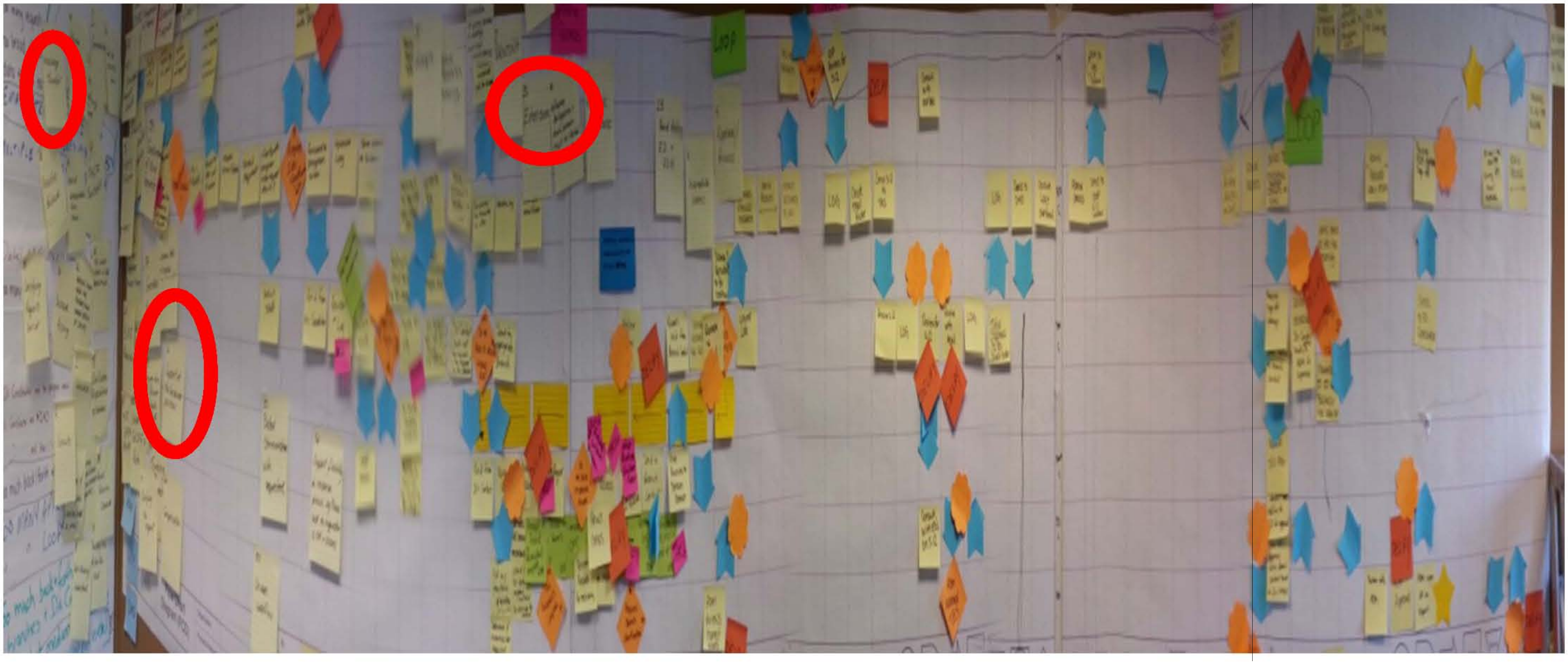
- Deal with the bottlenecks
- One system (electronic)
  - Approvals, records, emails
- Education
  - Mandatory for new hires
  - All FOI support staff
  - Just in time (Push and pull)
  - Objectives and Customers
- Leverage ?? And any existing tools that currently exist. E.g. MoEd, ITST, Tran, Training, Systems, Dashboard, Executive report
- External SH communication

Areas to Improve



Areas to Improve



Insert picture and update header

Areas of Improvement

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1. Communication
2. Education
3. Logging Process
4. Approval process
5. Loops (back and forth)
6. Incomplete
7. Printing / scanning
8. Consulting
9. Self-sensoring
10. Knowledge transfer
11. Clarify expectations. E.g calendars
12. Feedback to support staff

Areas of Improvement

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13. Tracking requests
14. Clarifying the requests
15. Recognition of volume of work
16. Support and coordination possi...
17. Government Support
18. Harm training/under standardized
19. Address the excess and repetitive processing
20. Proactive release
21. Delivery time
22. Decrease Fishing
23. Hand holding EDs and DMs
24. Clarify requests

Areas of Improvement

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25. Subject Matter retention
26. Compensation
27. Fee estimation process
28. Record retention schedule
29. Educate/communicate w/ IAO on own process
30. Knowing times to stop the clock
31. Extensions
32. Electronic signatures
33. FOI knowledge amongst Ministry staff
34. Knowledge of open data (what can/cannot be posted)
35. Undestanding GCPE
36. Call for records form

Areas of Improvement

37. Consistancy among Executive, ED support, Help, demands
38. Managing & Focusing FOI Exceptions. E.g. using reviews to ID business defencies.
39. Coordination of X government request
40. Influence delegation and downstream trust to review & ID harms
41. Cost of supporting the FOI process
42. Educating stakeholders. E.g. service contracters, requesters.
43. Consistency and education in how to present harms
44. Requester satisfaction
45. Understand OIPC role
46. External communication (public, media)
47. Understanding Fee waivors

Areas of Improvement

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48. Employee satisfaction
49. Quality of requests
50. Volume
51. Better communication with the requester
52. Common told and location of the requests
53. Filtering non-quality requests
54. Support flexibility in response process. e.g. Phone call to requesters is okay and closed
55. Clarified objectives and customers across Ministry
56. Everyone understanding the upstream and downstream affects of the delay
57. Uneven workflow across ? Reps
58. FOI in ?? descriptions

Insert picture and update header

Ideal process

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- Piggyback / leverage existing tracking tools
- Dedicated FOI process
- Employee recognition from FOI work
- Lower level for approvals – Trust and Training
- Two-way communication with the requester at the analyst level
- Record retention is proactively followed
- Every government employee knows the process and understands how to support it.
- 1 common tool for tracking and logging requests
- No printing
- No scanning
- Electronic approvals

Ideal process

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- Searchable Request contact via common tool
- Clean and simple process
- 100% Just in time
- Everybody understands the objectives
- Incentive (reachable carrot) to be on time for front-line (people doing FOI work)
- Requests are:
  - Clean
  - Comprehensible
  - Relevant to Ministry
  - Specific
  - Limited to time duration (1 year)
- All records are electronic

Ideal process

- Fees based on all process work
- Submission fee
- Fees and cost recoverable to Ministry
- Mandatory FOI records management training
- Everything already proactive and routine release
  - Calendars
  - High profile travel
  - Direct awards and audits
    - Lists
  - Briefing binders
- No us and them
- Not afraid to release sensitive data/big data

Insert picture and update header

Process Direction

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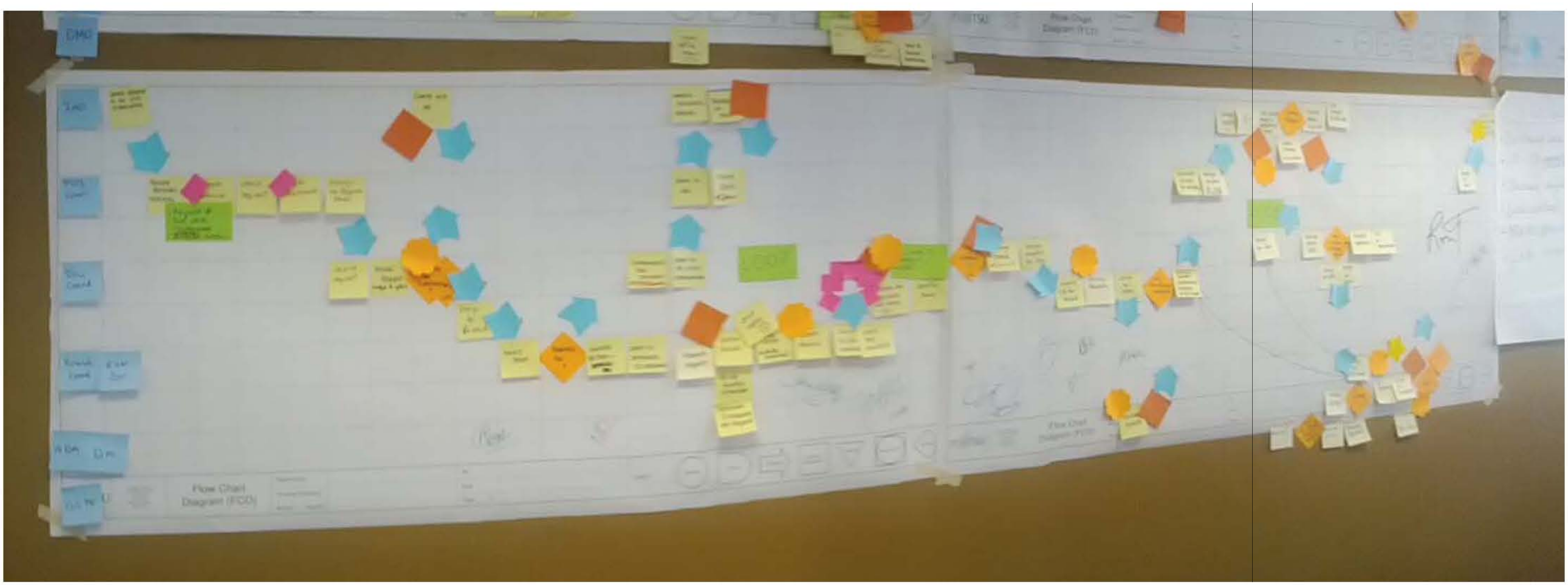
- Easy for the customer to get to our service
- Ask the right questions up front to get the customer to the service
- Create system/form/process to get what we need up front
- Will have an automated, clear, intuitive, early communication electronically notification to Managers – PeopleSoft/Time OnLine
- Use/leverage existing and dumb fields in OHM
- Eliminate ICM or ICM notifications
- Align RTWS & OHN complex criteria

Process Direction

- I believe there is a page of text missing here. We had two pages of notes and I think some are missing.

VSM To Be



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To be

- 153 Operations
- Value Add Operations for customers = 2
- Efficiency = 1.30%

Consensus

Activities by Type (Key Performance Indicators KPIs)

As is

- 238 activities (128 operations)
- Value Add Operations for 2 customers = 2
- Process Cycle Efficiency = .84%

Future State

- 128 activities (75 operations)
- Value Add Operations for 2 customers = 2
- Efficiency = 1.45

Gains

- 80% Increase in process efficiency,
- 42% fewer operations, 40 fewer transfers,
- and ***massive cost saving***!

Strategy / Solutions

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Quick Wins

- Program areas directly communicate with OAO Analysts assigned to the file for any clarification (eg: fee estimates, extensions, clarity, etc…)
- Cross-ministry Harms done by the program/division/branch level before sending to the ministry FOI coordinator.

Overall Strategies

- Implement a consistent process that is supported by push and pull education
  - Materials, training and sustainable standards
  - Re-occuring and accessible messaging
- Consistency in training and approach with other ministries
- Implement one systems and leverage existing technologies
- Support FOI but deter abuse and fishing
- Better use of fees

- **Higher client satisfaction and protection of the taxpayer resources!!!!**

First Draft of Action Plan

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Eleven Primary Improvement Areas

1.	Communication Plan
2.	Implementation Plan
3.	Education and Training
4.	One System
5.	Deal with the Bottle necks
6.	Leverage Existing Materials
7.	External Communication
8.	Fee Estimation Process
9.	Mandatory Fees
10.	Proactive Release
11.	Proactive Response

First Draft of Action Plan

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Ninety eight subprojects and tasks identified

Solution	Subproject or Tasks	Sub-Tasks
2. Implementation Plan		
2.1. Assign ownership		
2.2. IAO Records reviews project strategies and processes		
2.3. Roll our system division wide		
2.4. Pilot select branches		
3. Education and Training		
3.1. Xcross Training		
	3.1.1. Document the process at each level (keep documentation concise)	
		3.1.1.1. Train using the documentation
		3.1.1.2. Push / Pull Educ
		3.1.1.2.1. Add links in th Assignment* notifications to training and cheat-sheet tricks for FOI
		3.1.1.2.2. Contact infor help at Ministry and IAO

		3.4.4.1. Identify location
	3.4.5. Communicate location and training objectives	
3.5. System training		
	3.5.1. One-system (eg: e-Approval)	
		3.5.1.1. Sharepoint
	3.5.2. Notification emails	
	3.5.3. Less printing and Scanning	
	3.5.4. Adobe (Harms, and redline reviews)	
	3.5.5. What	
3.6. Fee Estimation Interpretation and Process		
	3.6.1. Education from IAO (something that is universal)	
	3.6.2. Learn to manage request volume via reasonable estimation	
4. One System		
4.1. Presentation of E-Approval from the owner - MSD		
4.2. Approval for purchase of system		
	4.2.1. Business Case	
	4.2.1.1. Quantify the saving	
		4.2.1.1.1. Efficiency saving
		4.2.1.1.2. (decrease emails, loops,

First Draft of Action Plan

FUJITSU

Ninety eight subprojects and tasks identified

Solution	Subproject or Tasks	Sub-Tasks
5. **Deal with the Bottle**		
	5.1. Regular reporting (eg: daily, weekly – as per SOP)	
	5.1.1. Identify the BN, BN asks for help (Add to training)	
	5.1.2. Assign resources (Time, People, or	
	5.1.3. Assist the BN	
6. **Leverage Existing**		
6.1. Ian Make a list of materials and documents, and update plan		
	6.1.1. Ministries	
		6.1.1.1. JTST
		6.1.1.2. MSFD
		6.1.1.3. Education
		6.1.1.4. Transportation
		6.1.1.5. Forestry
		6.1.1.6. Citizen
		6.1.1.7. MoFin. RSB
	6.1.2. Partners	
	6.1.3. Materials	
	6.1.4. Past projects	
	6.1.5. People	
7. **External**		
7.1. Identify Stakeholders		
	7.1.1. Objectives of communications	

Solution	Subproject or Tasks	Sub-Tasks
8. **Fee Estimation Process**		
	8.1. See Educations	
9. **Mandatory Fees**		
9.1. Explore the possibility of charging for request, as per sections 75.1.c and d)of the act		
	9.1.1. (75.1.d) – The head of the public body may require an applicant who makes a request under the section 5 of the pay to the public body fees for the following services: ***c) shipping and handling the record.***	
	9.1.2. (75.1.d) – The head of the public body may require an applicant who makes a request under the section 5 of the pay to the public body fees for the following services: ***d) providing a copy of the record***	
9.2. Work with current reporting figures to gain support		
	9.2.1. Other ministries	
	9.2.2. John Dyble	
	9.2.3. AMDs	
	9.2.4. Act Interpretation of costs: eg: shipping, handling, records gathering	

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Draft Communication Plan - Innovation

13	Final Kaizen workshop presentation	Kaizen Team	• C/I Leader
			• Process' managers
			• ADMs
			• EDs, directors, managers
				• (+/- 1h)
				• Last day of Kaizen workshop, 3pm
					• PowerPoint presentation	• Show and tell of the week's accomplishments, of main changes and of implementation strategy
						• Demonstrate:
						  • Paint the picture (using current stats including cost, effort, duplication, delays, bottlenecks, wastes)
						  • Quantified improvements (238 to 138)
						  • New standardized process:
						    o one electronic management system
						    o better efficiency
						    o faster
						    o cost effective
						    o more education
						    o proactive release
						  • Future focus:
						    o Implement new mandatory fee structure
						    o decrease volume of requests
						    o Implementation government wide.

Implementation Phase						

Draft Communication Plan - Implementation

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No	What	From whom	To whom	When	How	Why
14	Email communication	Project Sponsor (Debra Fayad)	• Affected employees	• Week of Oct. 28th - Nov 1st	• Email	• To encourage affected employees to attend PPT presentation on FOI Kaizen workshop results, and upcoming new process implementation • Encourage ACTIVE support for the resource time • Support visual dashboard and Objectives x 6
15	Presentation of Kaizen workshop results	FOI ambassadors	• Employees of involved process	• Presentations to happen between Nov. 4th – Nov. 23rd	• PowerPoint Presentation	• Show and tell of the week's accomplishments, of main changes, and of implementation strategy • Summary of roll-out of education plan • Request for support of work groups for the realization of improvement projects
16	FIN 5 alert	FOI ambassadors	• All Fin employees	• Week of Oct. 28th - Nov 1st	• Email / Intranet	• Inform FIN employees about Kaizen workshop results and new implementation (cultural shift)

Draft Control Plan

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FOI PROJECT: Ministry of Finance

Date: October 25th, 2013

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Critical parameters to control	Standard measure	Conformance	Non-conformance	Reason for the non-conformity
Number of Staff trained on estmiation process:	Number of people within specified times			
Number of executives trained on Harms and redline review process	Number of people within specified times			
Number of Staff trained on Harms identification and marking process	Number of people within specified times			
Number of requests that have estimation costs applied	Number of requests that have estimation costs applied			
Number of requests that have a handling and/or providing fee applied.	Number of requests that have a handling and/or providing fee applied.			
Time lines in project/action plan are met	Action plan			
Compliance to the process	Number of request that are outside the process. Eg: emails. ADMs/Eds reviewing redlines that are equal to original Harms submitted.			
Project is ontime	Monitor and execute the Action plan, measure completion statuses against timelines			

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Comments and Questions

Process Mapping – Art and Science

An ideal process map should show where improvements can be made, where delays exist and where smooth handoffs are not taking place. Creating a process map should be the first act any organization performs when seeking to make process improvements.

Lean Six Sigma practitioners who think process mapping can be completed in a two-hour session with a group of subject matter experts, a white board and some sticky notes are likely to end up with a nice piece of paper with a bunch of squares and diamonds and not much else. This is because process mapping is not for the faint of heart. Creating a process map that tells a full, data-based story requires a decent amount of time and effort by, and must include, those individuals involved in the process.

Data Collection

Creating a process, or value stream, map should be the first act an organization performs when seeking to make process improvements. If they start more advanced process improvement methodologies without completing a value stream map first, organizations may make a slower start on their road to improvement. Process improvement leaders should not avoid these advanced methodologies, but they will benefit from beginning with a process map, which can make an immediate impact – immediate in the sense of less than three months.

Process mapping is not an easy undertaking. It requires a great combination of business acumen and art. It takes a special talent to interview individuals and get them to explain exactly what they do in their job every day, as well as share their pains and express their wants. In fact, it takes the ability to connect with many different types of people and personalities, the know-how to ask questions that will effectively prompt the interviewee, and the listening skills to understand what a person is saying – without judgment or prejudice.

A skilled practitioner may ask some of the following questions during an interview to capture process users pains and wants:

- What parts of the process would you seek to eliminate, and why?
- Where do you spend most of your time, and why?
- Where in the process do you repeat work? How often, and why?
- What does your manager think happens in the process? What really happens?
- When pressed for time, what steps in the process do you skip or work around?

But what about the data-based story component? Well, to perform a true value stream mapping exercise, data must be collected in conjunction and concurrently with the interviews. Questions to collect this data may include:

- Where do delays exist?
- Where do handoffs take place?
- Do people actually hand something off, or is it submitted to a system with the assumption that it is handed off?
- What data points are put into systems? What data points are taken out?
- What pains does the process cause? What do people want or desire from the process?

Gathering data is the real power of performing process mapping. The master plot, the final map with all the details, is great for showing people the process, but the main power is in the data that is collected.

Five Key Tips

The following are some tips and tricks for process mapping any process in an organization:

1) **Scope the process:** Clearly define a start and stop in the process.

2) **Identify Key Process Indicators / metrics**: To give the effort value, you should determine what they want to eliminate from the process – process steps that generate cycle time, steps where individuals seek approvals, steps where individuals perform manual effort and so on. These will become the steps to colour code as action items.

3) **Select a map collection method:** Process mapping can be performed using sticky notes, a spread sheet or technical drawing software program, or paper and pen. Practitioners should select the method that works best for them and their organization.

4) **Validate the process maps:** After completing a first round of interviews, practitioners should have someone within the organization who is familiar with the process read the maps. This person should check for clarity, content and continuity. The practitioner can review the feedback with the original interviewee for confirmation.

5) **Minimal interviewees at one time**: Practitioners should not attempt to create process maps with large groups. It is best to interview one or two people at a time, therefore reducing social conversation and the desire to correct the process during the mapping session.

RISK PLAN

Risk Code and Impact Code
L = Low
M = Medium
H = High

PROJECT: MINISTRY OF FINANCE: FOI LEAN PROJECT

DATE CREATED/UPDATED: OCTOBER 25TH, 2013

Item #	**Likelihood** (L, M, H)	**Impact of Risk on Project** (L, M, H)	**Category of Risk**	**Risk Details**	**Action (Control, Avoid, Accept, or Transfer)**	**Action Details**
1	H	M/H		Commissioner Challenges OCIO unwilling to shift to new lean culture and process	Accept Communicat e pains	• Keep implementation of the plans and push back. • Communicate the pains, affects, workload and costs • People not doing the work dictating how the work should be done.
2				Lack of Political will for change with the public facing ministers: eg: stopping the abuse of the system		• Put 2 minute agenda item in the Budget Day agenda to present Estimated FOI Government costs. • Keep implementation of the plans and push back. • Communicate the pains, affects, workload and costs • People not doing the work dictating how the work should be done.

DRAFT

Item #	**Likelihood** (L, M, H)	**Impact of Risk on Project** (L, M, H)	**Category of Risk**	**Risk Details**	**Action (Control, Avoid, Accept, or Transfer)**	**Action Details**
3				EDs / ADMs refuse to Change		Follow the education plan and execute the bullets above. Communicate and message how the process will save time (be more efficient)
4				Full implementation but no objectives are met or are not significantly measurable		Follow and track: • Implementation plan • Lean project methodology • Visual measurements and dashboard
5				Not getting the one-system setup in timely manner		Above and follow Kotter's Leading 8 steps of Leading Change
6				No Money		Provide business Case! See: 4.2.1 of Action Plan

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Heather Clark *4-Dec-13*

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						Avancement					
						Known & Appr oved	Reali satio n in progr	Test & Imple ment	Docu ment a-tion &	Proce ssus Self-suffic	
Solution	**Subproject or Tasks**	**Sub-Tasks**	**In charge**	**Support team**	**Target Date**	**20%**	**40%**	**60%**	**80%**	**100%**	**Total**
1. Communication Plan					**15-Nov-13**	1					**20%**
1.1. Complete Implementation section of Communication plan			Lynette, Janis	Maggie	15-Nov-13	1					**20%**
1.2. Heather is the owner			Lynette, Janis	Maggie	15-Nov-13	1					**20%**
2. Implementation Plan					**15-Nov-13**	1					**20%**
2.1. Assign ownership			Eleanor, Heather		15-Nov-13	1					**20%**
2.2. IAO Records reviews project strategies and processes			Michelle, Brandy, Lynette	Blair Turner	1-Nov-13	1	1	1	1	1	**100%**
2.3. Roll our system division wide			Brandy		15-Nov-13	1					**20%**
2.4. Pilot select branches			Brandy		15-Nov-13	1					**20%**
3. Education and Training					**Ongoing**	1					**20%**
3.1. Xcross Training			Michelle			1					**20%**
	3.1.1. Document the process at each level (keep documentation concise)		Michelle, Petra	IAO	20-Dec-13	1					**20%**
		3.1.1.1. Train using the documentation	Michelle, Petra	IAO, Eleanor	31-Mar-14	1					**20%**
		3.1.1.2. Push / Pull Education	All		30-Nov-14	1					**20%**
		3.1.1.2.1. Add links in the “Request Assignment” notifications that lead to training and cheat-sheets/tips and tricks for FOI	Brandy			1					**20%**
		3.1.1.2.2. Contact information for help at Ministry and IAO	Brandy			1					**20%**
3.2. Communicate the project and new/Leaned process to ADMs			Heather, Deborah	Mayank		1					**20%**
	3.2.1. AMD Change and Cultural Management		Heather, Deborah	Mayank		1					**20%**
		3.2.1.1. Less approvals and	Heather, Deborah	Mayank		1					**20%**
		3.2.1.2. Debra to provide support and communicate via MFEX	Heather, Deborah	Mayank		1					**20%**

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						Avancement					
						Known & Approved	Realisation in progr	Test & Implement	Document-ation &	Processus Self-suffic	
Solution	**Subproject or Tasks**	**Sub-Tasks**	**In charge**	**Support team**	**Target Date**	**20%**	**40%**	**60%**	**80%**	**100%**	**Total**
		3.2.1.3. Communicate the cultural change that supports the process improvements and the education to staff that increases quality and efficiency	Heather, Deborah	Mayank		1					**20%**
	3.2.2. Less Paper and Scanning		Mayank	Mayank		1					**20%**
	3.2.3. What are the benefits: EG: up-to-date tracking, current reporting, central document, repository, limit & expedite the approval process		Mayank	Mayank		1					**20%**
3.3. Harms Identification Training			Michelle	IAO	20-Dec-13	1					**20%**
	3.3.1. Checklist / Cheat-sheet		Michelle	IAO	20-Dec-13	1					**20%**
	3.3.2. Consider an IAO video		Michelle	IAO	20-Dec-13	1					**20%**
	3.3.3. Put in central location		Michellle	IAO	20-Dec-13	1					**20%**
		3.3.3.1. Identify location	Michelle	IAO	20-Dec-13	1					**20%**
	3.3.4. Communicate location and training objectives		Michelle	IAO	20-Dec-13	1					**20%**
3.4. Redline Creation and Reviews Training			Michelle	IAO	20-Dec-13	1					**20%**
	3.4.1. IAO redline training on Ministry's needs		Michelle	IAO	20-Dec-13	1					**20%**
	3.4.2. Ministry reviews of the IAO's redlined version		Michelle	IAO	20-Dec-13	1					**20%**
	3.4.3. Consider an IAO video		Michelle	IAO	20-Dec-13	1					**20%**
	3.4.4. Put in central location		Michelle		20-Dec-13	1					**20%**
		3.4.4.1. Identify location	Michelle		20-Dec-13	1					**20%**
	3.4.5. Communicate location and training objectives		Michelle	IAO	20-Dec-13	1					**20%**
3.5. System training			Brandy	Michelle	30-Jun-14	1					**20%**
	3.5.1. One-system (eg: e-Approval)		Brandy	Michelle, Jenn Stonnell	30-Jun-14	1					**20%**
		3.5.1.1. Sharepoint	Brandy	Michelle, Jenn Stonnell	30-Jun-14	1					**20%**
	3.5.2. Notification emails		Brandy	Michelle, Jenn Stonnell	30-Jun-14	1					**20%**
	3.5.3. Less printing and Scanning		Brandy	Michelle	30-Jun-14	1					**20%**

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Solution	Subproject or Tasks	Sub-Tasks	In charge	Support team	Target Date	20%	40%	60%	80%	100%	Total
						Avancement					
						Known & Approved	Realisation in progr	Test & Implement	Document-ation & Processus	Self-suffic	
	3.5.4. Adobe (Harms, and redline reviews)		Brandy	Michelle, Jenn Stonnell	30-Jun-14	1					20%
3.6. Fee Estimation Interpretation and Process			Michelle	IAO	20-Dec-13	1					20%
	3.6.1. Education from IAO (something that is universal)		Michelle	IAO	20-Dec-13	1					20%
	3.6.2. Learn to manage request volume via reasonable estimation		Michelle	IAO	20-Dec-13	1					20%
4. One System					**30-Jun-14**	1					20%
4.1 Examine System Options					31-Jan-14	1					20%
	4.1.1 Determine Criteria		Brandy	Jenn Stonnell	31-Dec-13	1					20%
		4.1.1.1 Decrease emails, loops, spreadsheets, approvals, hardcopies, etc.	Brandy	Jenn Stonnell	31-Dec-13	1					20%
	4.1.2 Sharepoint - custom system		Jenn Stonnell	Brandy	31-Jan-14	1					20%
	4.1.3 Presentation of E-Approval from the owner - MSD (Colleen Davis)		Brandy	Jenn Stonnell	31-Jan-14	1					20%
	4.1.4 CRTS Access		Brandy	Jenn Stonnell	31-Jan-14	1					20%
	4.1.5 Master spreadsheet		Brandy	Jenn Stonnell	31-Jan-14	1					20%
4.2. Approval for purchase of system			Brandy	Jenn Stonnell, Heather Clark	15-Mar-14	1					20%
	4.2.1. Business Case		Brandy	Jenn Stonnell	15-Mar-14	1					20%
		4.2.1.1. Get business case template	Brandy		15-Nov-13	1	1	1	1	1	100%
		4.2.1.2 Quantify the savings	Brandy	Jenn Stonnell	28-Feb-14	1					20%
		4.2.1.1.3. Approval to proceed	Brandy	Jenn Stonnell, Heather Clark	15-Mar-14	1					20%
4.3. System Construction			Brandy	Jenn Stonnell	31-May-14	1					20%
	4.3.1. System developed with IT department		Brandy	Jenn Stonnell	30-Apr-14	1					20%
	4.3.2. Testing Completed		Brandy	Jenn Stonnell	31-May-14	1					20%
4.4. Training on Systems			Brandy	Michelle	1-Jun-14	1					20%
	4.4.1. Training Material developed		Brandy	Michelle, Jenn Stonnell	31-May-14	1					20%
	4.4.2. Commence Training - *see Education*		Brandy	Michelle, Jenn Stonnell	1-Jun-14	1					20%

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Heather Clark *4-Dec-13*

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						Avancement					
						Known & Approved	Realisation in progr	Test & Implement	Document-ation & Process	Self-suffic	
Solution	**Subproject or Tasks**	**Sub-Tasks**	**In charge**	**Support team**	**Target Date**	**20%**	**40%**	**60%**	**80%**	**100%**	**Total**
4.5. Implementation & Monitoring			Brandy	Michelle	30-Jun-14	1					**20%**
	4.5.1. Roll-out to users		Brandy	Michelle	30-Jun-14	1					**20%**
	4.5.2. Ongoing monitoring for system fixes		All	All	Ongoing	1					**20%**
5. Deal with the Bottle necks					**1-Aug-14**	1					**20%**
5.1. Regular reporting (eg: daily, weekly – as per SOP)			Lynette, Maggie	Jen Michell, Shalegh	1-Aug-14	1					**20%**
	5.1.1. Identify the BN, BN asks for help (Add to training)		Lynette, Maggie	Jen Michell, Shalegh	1-Aug-14	1					**20%**
	5.1.2. Assign resources (Time, People, or		Lynette, Maggie		1-Aug-14	1					**20%**
	5.1.3. Assist the BN		Lynette, Maggie, Jen Michell & Shalegh	Eleanor	1-Aug-14	1					**20%**
6. Leverage Existing Materials					**30-Nov-13**	1					**20%**
6.1. Ian Make a list of materials and documents, and update plan			Ian	Michelle	30-Nov-13	1					**20%**
	6.1.1. Ministries		Ian	Michelle	30-Nov-13	1					**20%**
		6.1.1.1. JTST	Ian	Michelle	30-Nov-13	1					**20%**
		6.1.1.2. MSFD	Ian	Michelle	30-Nov-13	1					**20%**
		6.1.1.3. Education	Ian	Michelle	30-Nov-13	1					**20%**
		6.1.1.4. Transportation	Ian	Michelle	30-Nov-13	1					**20%**
		6.1.1.5. Forestry	Ian	Michelle	30-Nov-13	1					**20%**
		6.1.1.6. Citizen	Ian	Michelle	30-Nov-13	1					**20%**
		6.1.1.7. MoFin. RSB	Ian	Michelle	30-Nov-13	1					**20%**
	6.1.2. Partners		Ian	Michelle	30-Nov-13	1					**20%**
	6.1.3. Materials		Ian	Michelle	30-Nov-13	1					**20%**
	6.1.4. Past projects		Ian	Michelle	30-Nov-13	1					**20%**
	6.1.5. People		Ian	Michelle	30-Nov-13	1					**20%**
7. External Communication					**31-Aug-14**	1					**20%**
7.1. Identify Stakeholders			Janis	Rita	31-Aug-14	1					**20%**
	7.1.1. Objectives of communications		Janis	Rita	31-Aug-14	1					**20%**
	7.1.2. Who will communicate		Janis	Rita	31-Aug-14	1					**20%**
	7.1.3. Develop content		Janis	Rita	31-Aug-14	1					**20%**

Chop Fu-EY
Ministry of
FIO Process
Chop Fu-EY
Heather Clark *4-Dec-13*

PLACE YOUR MINISTRY LOGO HERE

Solution	Subproject or Tasks	Sub-Tasks	In charge	Support team	Target Date	Avancement Known & Approved 20%	Realisation in progr 40%	Test & Implement 60%	Documenta-tion & 80%	Processus Self-suffic 100%	Total
8. Fee Estimation Process					**20-Dec-13**	1					**20%**
8.1. See Educations			Michelle	IAO	20-Dec-13	1					**20%**
9. Mandatory Fees					**28-Feb-14**	1					**20%**
9.1. Explore the possibility of charging for request, as per sections 75.1(c) and (d) of the Act			Ron, Brittany, Petra		28-Feb-14	1					**20%**
	9.1.1. (75.1.d) – The head of the public body may require an applicant who makes a request under the section 5 of the pay to the public body fees for the following services: ***c) shipping and handling the record.***		Ron, Brittany, Petra		28-Feb-14	1					**20%**
	9.1.2. (75.1.d) – The head of the public body may require an applicant who makes a request under the section 5 of the pay to the public body fees for the following services: ***d) providing a copy of the record.***		Ron, Brittany, Petra		28-Feb-14	1					**20%**
		9.1.2.1 Investigate volume statistics from frequent requestors	Ron	Chad	1-Dec-13	1					**20%**
		9.1.2.2 Review commissioners rulings re Sec 43; gather information regarding past experience with frequent users	Ron	Kathleen Ward	1-Dec-13	1					**20%**
		9.1.2.3 Obtain a legal understanding regarding the circumstances when a fee can be applied under 75.1 especially (c) and (d) - review with counsel; explore options pertaining to FOI fishing requests	Ron	John Tuk	1-Dec-13	1					**20%**
9.2. Work with current reporting figures to gain support			Ron, Brittany, Petra		TBD	1					**20%**
	9.2.1. Other ministries				31-Jan-14	1					**20%**
		9.2.1.1 Network with other ministries to gain support	Ron, Brittany, Petra		31-Jan-14	1					**20%**
	9.2.2 ADMs				28-Feb-14	1					**20%**

Chop Fu-EY
Ministry of
FIO Process
Chop Fu-EY
Heather Clark *4-Dec-13*

						Avancement					
						Known & Approved	Realisation in progr	Test & Implement	Documenta-tion &	Processus Self-suffic	
Solution	**Subproject or Tasks**	**Sub-Tasks**	**In charge**	**Support team**	**Target Date**	**20%**	**40%**	**60%**	**80%**	**100%**	**Total**
		9.2.2.1 Discuss project with Finance ADM	Ron		1-Dec-13	1					**20%**
		9.2.2.2 Take case to ADMCS to gain support	Deborah Fayad		31-Jan-14	1					**20%**
		9.2.2.3 Take to DMC to gain support	Deborah Fayad		28-Feb-14	1					**20%**
	9.2.3. John Dyble				1-Dec-13	1					**20%**
		9.2.3.1 Talk with Ian about timing, messaging and support	Ron, Brittany, Petra		1-Dec-13	1					**20%**
	9.2.4. Implement Change if there is support				TBD	1					**20%**
10. Proactive Release			**Eleanor**	**Cindy**	**28-Feb-14**	1					**20%**
10.1.Make a list of potential materials that could be proactively released			Eleanor	Cindy	28-Feb-14	1					**20%**
10.2.Locates 2011/12 T-and-T document that outlines possible opportunities for proactive release			Eleanor	Cindy	28-Feb-14	1					**20%**
	10.2.1. Provide training (Cindy to send flowchart from website)		Eleanor	Cindy	28-Feb-14	1					**20%**
	10.2.2. Confirm process is in place to execute and post		Eleanor	Cindy	28-Feb-14	1					**20%**
11. Proactive Response			**Eleanor**	**Cindy**	**31-Jan-14**	1					**20%**
11.1.Education on how to watch for and prepare for request on hot topics			Eleanor	Cindy	31-Jan-14	1					**20%**
12: Public Accounts			**Eleanor**		**1-Nov-13**	1					**20%**
12.1 Having the cost of all FOI work reflected in public accounts.			Eleanor		1-Nov-13	1					**20%**

Project: Finance FOI Request
Requester : Heather Clark
Project Leader : Ian Johnston
Prepared by: Heather Clark
Date: July 31st, 2013

Define Phase						
No	**What**	**From whom**	**For whom**	**When**	**How**	**Why**
1	Project kickoff meeting	Lean Agent	• Project team • Ministry/IAO contributors	• July 31, 2013		•
2	Project announcement	Requester/ Sponsor	• Ministry/IAO contributors • MFEX	• August 2, 2013	Email sent to ministry and IAO contributors, and ADM's/supervisors	• Executive commitment • Information about timelines and expected commitment required
3	Request participation to data collection to develop of present situation statement	Each participant's manager	•	• August-September	•	•
4	Presentation of actual state report	Lean Agent	• Requester / Sponsor • Other members identified by requester	•	• PowerPoint Presentation • Document hand off	• Share orientations and recommendations • Develop A4 chart • Request their support towards project's realization through their teams • Prepare information transfer to their teams ; raise consciousness about the importance of participation
5	Request to free up team members to participate in Kaizen workshop	Requester and process manager	• Involved teams managers	•	• Initial email to requester and sponsor • Email to managers • Follow-up to confirm attendance (telephone)	• Inform that you will soon need to request employees to temporarily be relieved of their duties • Confirm possibility to temporarily relieve employees of their duties • Inform that you will shortly need to consult with members of teams involved in the process targeted by the project

Define Phase						
No	**What**	**From whom**	**For whom**	**When**	**How**	**Why**
6	Personal invitation to employees selected to participate in Kaizen workshop	Participant's manager	• Kaizen team	•	• Presentation of the « Kaizen workshop participant » document • Invitation to attend team meeting • Managers to email standardised note • Validation of information supplied by managers to selected employees	• Get employees to participate voluntarily • Raise consciousness about the impact of their participation, including the importance of their involvement in the implementation of the action plan.
7	Presentation of actual state report w/o details related to opportunities *(Discretionary to the requester / Sponsor)*	Lean Agent and/or requester/ Sponsor	• Managers • Team Leaders • Employees involved in data collection • Kaizen Team	• (+/- 1h) • Following presentation of the A4 chart	• PowerPoint Presentation	• Introduction to Lean tools and of optimisation strategy • Request for support in the achievement of their improvement project • Understand the role of employees invited to participate to a Kaizen workshop • Prepare information transfer to their teams ; raise consciousness about the importance of their participation
8	Presentation of a brief account of actual state report and of project's progress	Requester / Sponsor	• Dept. head /managers	• (+/- 1h) • During the biweekly meeting preceding the Kaizen workshop	• PowerPoint Presentation	• Support the implementation of a Lean culture • Keep department heads and managers informed of ongoing efforts/projects
9	Presentation of a brief account of actual state report and of project's progress	Team Leaders / Supervisors	• Employees of involved departments/units	• (+/- 1h) • During weekly meeting preceding the Kaizen workshop	• PowerPoint Presentation	• Introduction to lean tools and of optimisation strategy • Request for support in the achievement of their improvement project • Raise consciousness about the importance of their participation
10	White belt Lean training	BCPSA	• Kaizen Team[1] • Managers[1]	• (1 day)	• PowerPoint presentation • Simulation of standard transaction model versus Lean transaction model	• Allow participants to better understand the Lean approach and initiate thinking process in relation to possible opportunities to apply Lean methodology to their and co-workers' daily tasks • Prepare participants to the intensive Kaizen workshop session

Define Phase						
No	**What**	**From whom**	**For whom**	**When**	**How**	**Why**
11	Kaizen workshop launch	Requester/Sponsor	• Kaizen Team • C/I Leader • Manager	• At the beginning of the first day of the Kaizen workshop	• Using the launch module on PowerPoint, requester will accomplish the initial "start-off"	• Presentation of the mandate as defined in the project's A4 chart • Allow power of decision in relation to defining solutions within project's scope/limits
12	Press release	Kaizen Leader	• Requester/ Sponsor • Process' managers • C/I Leader	• (+/- 15 min.) • At the beginning of day 2, 3 and 4 of Kaizen workshop	• Stand up meeting	• Present team accomplishments from the day before • Insures progress follow-up in relation to the work accomplished by the team • Highlight new ideas or add items to thinking process • If needed, clarify project limits
13	Final Kaizen workshop presentation	Kaizen Team	• C/I Leader • Process' managers • VP • Dept. head /managers • Other employees selected by requester	• (+/- 1h30) • Last day of Kaizen workshop, 2pm	• PowerPoint presentation	• Show and tell of the week's accomplishments, of main changes and of implementation strategy • Ask managers to identify employees involved in proposed changes in order to invite them to the Kaizen workshop results presentation
14	Presentation of Kaizen workshop results	Requester/ Sponsor Process' manager	• Employees of involved process	• (+/- 1h30)	• PowerPoint Presentation	• Show and tell of the week's accomplishments, of main changes, and of implementation strategy • Request for support of work groups for the realization of improvement projects
15	Follow-up meeting with requester/ Sponsor	Lean Agent	• Requester/ Sponsor	• (+/- 1h) • Monthly	• Meeting	• Assess requester/Sponsor's comfort zone • Know what worries them • Validate conditions for success follow-up
16	Report on progress state to tactical committee	C/I Leader	• Tactical committee	• (+/- 20 min)	• PowerPoint Presentation	• Present solutions • New tools • New practices
17	Action plan progress follow-up meeting	Lean Agent	• Kaizen Leader	• (+/- 45 min) • Weekly during the post-Kaizen period	• Action plan	• Report on implementation action plan follow-up • Measure results • Plan what still needs to be accomplished to attain objectives

Define Phase						
No	**What**	**From whom**	**For whom**	**When**	**How**	**Why**
18	Follow-up on Kaizen achievements	Kaizen Leader	• Kaizen Team • Lean Agent	• (+/- 2h) • Weekly during the post-Kaizen period	• Action plan	• Report on implementation action plan follow-up • Measure results • Plan what still needs to be accomplished to attain objectives
19	Project's post-mortem	Requester/ Sponsor	• Kaizen Leader • C/I Leader • Lean Agent	• (+/- 2h) • End of control phase	• Power point Presentation	• Report on implementation action plan follow-up • Celebrate wins, small or big • Measure attained results • Assess project's satisfaction level in relation to Cost, Lead-time and Quality • Validate achievement of objectives • Measure improvements vs. initial state

*** Item 6; *Standardised email to managers from C/I Leader or requester / sponsor :***

- Notice of request to free up employees from other departments/ units
- Included in email a part to be forwarded to Kaizen participant's manager; personal invitation to participate including dates for following events
  - Presentation of diagnostic and Kaizen mandate
  - One day training on Lean service (date)
  - Kaizen week (date)
  - Kaizen schedule :
    - Monday through Thursday from 8h30am to 4h30pm (hours could be extended until later in the day on Thursday only)
    - Friday from 8h30am to 4pm
    - Breaks : 45 min lunch and 2 x 15 min in the morning and in the afternoon
  - Acknowledgements for their support

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shaping tomorrow with you

Strategic Session
Finance FOI Process - Lean Project
October 15th, 2013

Deborah Fayad - Project Sponsor

Heather Clark – Project Champion

Mayank Chauhan – Ministry Lean Consultant

Christopher Miller – PSA Lean Consultant

Ian Johnston – Fujitsu Lean Six Sigma Consultant

Overview


Redline
Calendar
Minister
Delay
FOI
S.12
ADM
Opposition
Variation
DM
IAO
Director
Assistant
Nonstandard
Request
Records
Executive
Branch
Finance
ProgramArea
TBS
Volume
Division
Media

Agenda

- Project overview & Lean approach / Methodology
- Define Phase
  - SIPOC, Project Charter & Project Plan
- Measure Phase
  - Gemba, Voices, …
- Analyze Phase
  - Strategies & Opportunities
- Select KPI (indicators)
- Non-negotiable Principals
- Change Management
- Communication plan & logistics
- Align the future state
- Kaizen principles

Project overview & Lean approach / Methodology

Project overview

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Context

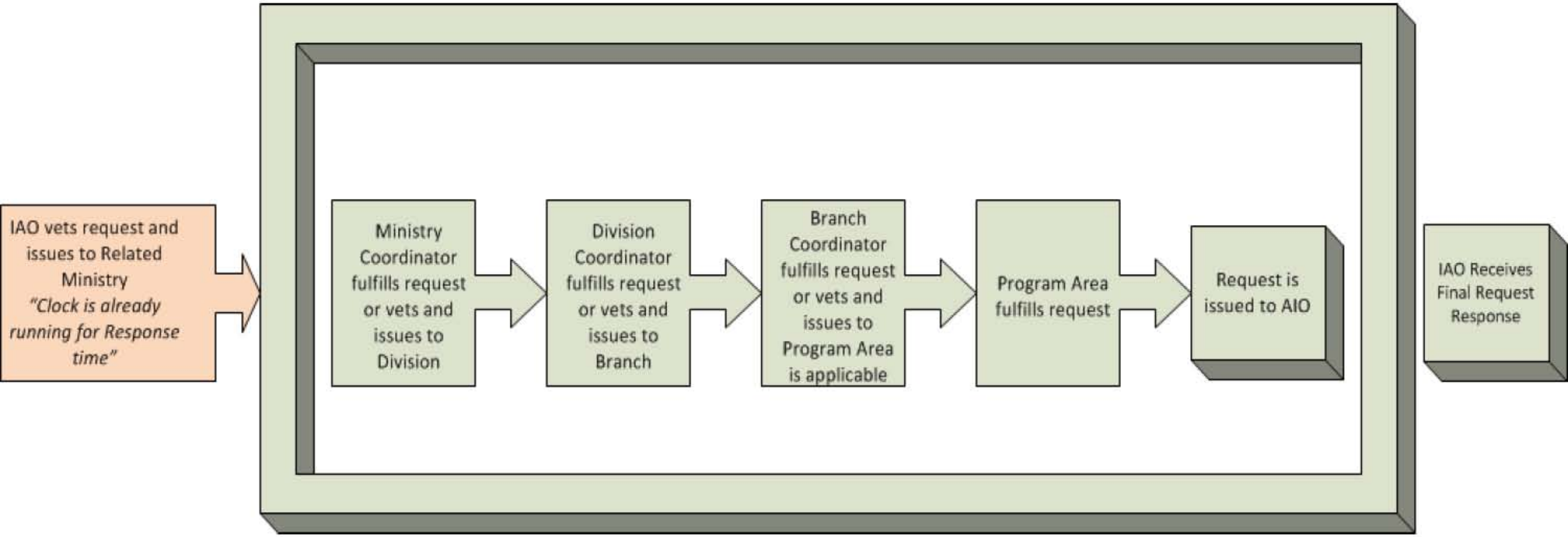
It was determined that applying a Lean services approach would be a positive enabler for: improved response times, better quality of information which will improve service to the citizens who are requesting the information. Internally, this outcome would reduce the time our employees spend on the FOI process, reduce paper use, and reduce errors.

Approach

The project crossed multiple offices and stakeholders, including Finance employees and managers via phone interviews and surveys. To perform an in-depth Lean data collection with the FOI Coordinator, several Division contacts, managers and executives via interviews, and to reach a broader base of employees via survey. Then to analyze the entire process and present the data in this report to a Kaizen Team that will be representing a broad section of the Finance Divisions and IAO. The Union and IT people may also be represented at the Kaizen workshop.

IAO Executive decline to allow the team to interview a select group of requestors.

Project Boundaries



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Lean Six Sigma Approach & Methodology

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DMAIIC Methodology

Define	Measure	Analyze	Innovate	Implement	Control
Percentage of overall project progress					
5%	20%	40%	60%	90%	100%
Approximate effort in each phase					
5%	15%	20%	20%	30%	10%
Deliverables for each phase					
❑ SIPOC ❑ Qualification sheet ❑ Communication plan	❑ VOC ❑ VOE ❑ Mapping ❑ VOP/PCE ❑ Opportunities identification ❑ KPI baseline ❑ Success factors validation ❑ A4 Form ❑ Communication plan	❑ Lean training for project team ❑ Value added analysis of process ❑ Project directions	❑ Future state mapping ❑ Action plan ❑ Implementation plan ❑ Implementation strategy ❑ Change management strategy ❑ Project presentation	❑ Detailed solution development ❑ Procedure documentation ❑ Training plans and communication plan ❑ Physical implementation of solutions ❑ Coaching with implementation	❑ Control plan ❑ Dashboard with KPI ❑ Final project report

Signatories: Signatories: Signatories: Signatories: Signatories: Signatories:

Define Phase

Project Charter

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Project Charter – A4 Form

BRITISH COLUMBIA

Initiator	**Heather Clark**
Project	FOI Requests
Co-Sponsors	Deborah Fayad
Process Owner	Michelle Bradley
Champion	Heather Clark
Project Management	Ian Johnston
Lean Support - BC Government	Christopher Miller
Lean Project Leader - Fujitsu	Ian Johnston
Prepared by	Ian Johnston / Heather Clark
Date	July 31st, 2013
Version	3

SIPOC

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Process Description

Process name:	Finance FOI Request

Process starts with:	Process ends with:
Receive new FOI Request from IAO	Approved and signed FOI Response to IAO

Suppliers

- IAO Requestors
- Ministry Requestors
- Office of the Premier Requestors
- Ministry FOI Coordinator
- Division process supporters
- Division approvers (ADM's)
- Ministry Government Communications & Public Engagement (GCPE) resources
- 3rd party requestors (i.e. Federal gov't)
- FOI applicant
- Other team members

Inputs

- FOI Requests via (e-mail or paper copy through the mail) to IAO e-mail to FOI Coordinator
- (FOI Requests via (fax)
- Division contacts coordinate within their division, gather the responses and send to FOI Coordinator. They also forward questions, concerns, and requests for clarification to FOI Coordinator as necessary. They obtain final sign-off and send to FOI Coordinator
- Signatures and approvals from ADM/DM
- Phone calls/email

Process

- Receipt of FOI requests

  Request received by e-mail from IAO and

- Coordination of FOI requests

  FOI Coordinator e-mails request to appropriate program area(s)

- Search for records

  Program areas search for records then forward them or a "no records response" to the FOI Coordinator who then sends all relevant responses to IAO in one e-mail.

- Records review

  IAO Reviews the records

- Severing recommendations

  HARMS are provided by program areas when sending the initial response. IAO will contact FOI Coordinator to verify severing, FOI Coordinator contacts program area. IAO will on occasion go directly to the program area.

- Approval

  IAO sends redline and sign-off to FOI Coordinator for forwarding to program area for review and sign-off. Occasionally redline has to be redone if changes are required.

- Sign-off

  ADM/DM sign off is e-mailed back to FOI Coordinator who then forwards to IAO for release package to be prepared and sent to applicant

Clients / Customers

- IAO Requestors
- Ministry Requestors
- Office of the Premier Requestors
- Ministry FOI Coordinator
- Division process supporters
- Division approvers (ADM's)
- Other team members
- Ministry Government Communications & Public Engagement (GCPE) resources
- 3rd party requestors (i.e. Federal gov't)
- FOI applicant

Outputs

- Research requests for FOI request
- The ADM's review records for HARMS. and receive the final package for review and sign-off once severing has been done by IAO.
- S12 consults are sent to DM for sign-off once approved by TBS
- Signed requests
- Approved requests

Upstream		Downstream

Project Charter – A4 Form

BRITISH COLUMBIA

Problem Description	
Requestor Problems	Customer Problems
• There are too many steps in the process. This causes: • Extra workload for staff • Opportunities for people or steps to get missed and fall through the cracks • Poor on time record – current ministry is 75%, on-time while the gov't targe is 90%+ • Program areas not responding to request s – duplication of work (repeat emails) . • Late and no responses can lead to applicants filing complaints to OIPC which means reviews of the requests. • Late requests often lead to a new request from the same applicant, asking for the processing of the original request.	Common knowledge or Socialized issues: • Process takes too long and affects gov't on-time rate TBD
Employee/Contributor Problems	**Additional Observations**
Common knowledge or Socialized issues: • TBD •	•

Project Charter

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Process Involved			
Process	Receive and Process an FOI Request		
Start	Receive new FOI Request from IAO	**End**	Approved and signed FOI Response to IAO

Included	Excluded
• Method receiving FOI requests • Minor to moderate IT improvements • Inter-divisional and interministry communication methods • Process maps	• No majoy new systems or applications. • IAO Processes

Project Success Criteria: Objectives, Outcomes and KPI's *(S.M.A.R.T.)*

specific, measurable, attainable, relevant and time-bound

1. Improve "On-time Record from 75% to at least the targeted 90% (FOI response within 30 days) .
2. Improve IAO overall delivery time satisfaction.
3. Reduced formal complaints and inquiries from requestors (public, media, political parties, etc.).
4. Employee engagement increases as process is less frustrating and results in better service to IAO and the public.

Opportunities	Constraints
• Best use of available resources • More engagement/satisfaction for employees and customers	• No major system development or new systems • IAO processes • FOIPAA Legislation • Direction from Premier's Office DM

Any questions/comments?

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Measure Phase

Measure Phase

- Gemba
- Voice of the Process
  - Systems (Current & Proposed)
- Voice of Customer and Employee – Wastes and Pains
- Voice of the Stakeholder (IAO and Communications)
- Voice of the Survey – High-level Results
- Additional “Voice of” data can be found in Appendix

Gemba

Kick Off Meeting

- Ross Fuller: IAO Finance Pod lead
- Michelle Bradly
- Brandy TBD
- Tammy TBD: Assistant to the ADM
- Kim Nagle Policy and Legislation
- Ellenore (Michelle's backup)
- Rita TBD
- Brittney TBD: Internal Audit
- Lynette TBD:
- Deborah Fayad: AMD
- Jamie Edwardson: Communications Director
- Janice Robertson: Communications/ Public Affairs

IAO and Communication rejected the approach to interview the customer of the process.

VOP Workshop

- Russ fuller
- Hather
- Maggie Hunter-frieson
- Mayank
- Christopher Miller
- Kim Nagle – Policy and Leg
- Jenn Michell – TBS

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Gap fit Analysis workshop

- Russ fuller
- Hather
- Cindy Elbahir – Information Access Operations
- Ken Bejcek – (Section 12 Advisor, IAO)
- Veronique Meircer – IGRS Lean Lead
- Christopher Miller – PSA Lean Agent
- Mayank Chahan – Ministry Green Belt
- Heather Clark – Director Corporate Services Division
- Michelle Bradley – Finance FOI Coordinator
- Charlotte Powell – Cab Ops
- Jenn Michell – TBS/s.12

Gemba Walk, Interviews & Workshop

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- 3 Gemba Walks: meeting the people, seeing the work and materials – Across 3 offices
- Interviews with all Division FOI Coordinators(s)
    - Eleanor Mulloy, Corporate Services Division
    - Kim Nagle, Policy and Legislation
    - Brittany Reijeris, Internal Audit and Advisory Services
    - Ron Tannhauser, Office of the Comptroller General
    - Rita Chand, Provincial Treasury
    - Tammy Salling, Strategic Initiatives and Crown Agencies Resource Office (and Gaming)
    - Brandy Dickson, Gaming Policy and Enforcement Branch
    - Margaret Hunter-Friesen and Lynette Linkletter, Revenue
    - Jennifer Michell and Shalegh Ringma, Treasury Board

    And

    - Russ Fuller and Brad Williams, IAO
- One Voice of Process workshop to determine the base process and look for immediate wins

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Gemba Participants

- Overall, participants' attitudes were cooperative and fully engaged throughout the entire data collection process and they were optimistic about the FOI project.
- There were primary issues expressed with the process and an openness to learn the Lean methodology.

- There is a good sense of teamwork within each office and even more so with in each role in an office, and although there can be a supportive atmosphere between offices and levels there is a lot of evidence that they are not a unified team.

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Gemba: Organized Work Environment

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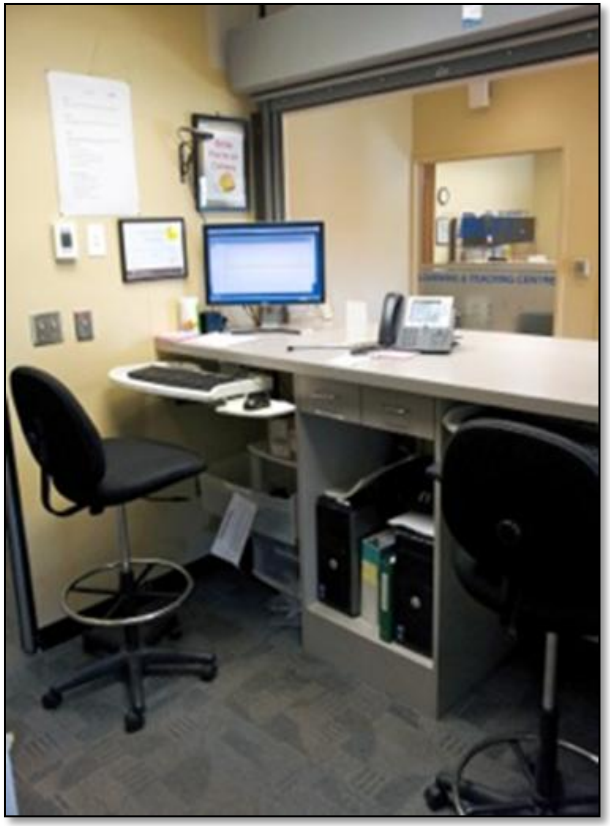
- For the most part, work environments were kept professional, organized, and very functional; partially meeting 5S standards.
- Each FOI coordinator person has their own method of managing artifacts and documents that support FOI requests.
- Most FOI coordinators organized the request data in Excel sheet and were well organized. Some had a small level of visual management. However work standards, and data standards, were lacking in most areas.



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Gemba: Efficiency Observations

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Lean Foundational Deficiencies

- Although the process is similar throughout the offices there are no standards tasks, the process, or approvals.

- There is a inconsistency on how the initial data is reviewed and that data is often reviewed several times.

Gemba: Efficiency Observations

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Lean Foundational Deficiencies

- Insufficient Poke Yoke and Visual Management standards in data collection standards and cross-organization presentation;
- Multiple systems often duplicating data and work:
    1. Emails
    2. Excel sheets

Gemba: Efficiency Observations

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Lean Foundational Deficiencies; continued

- Workflow is uneven, some employees have twice the workload of others
- "Challenging and busy" ministries are having difficulty provide time for FOI requests. Very few dedicated positions for the requests.
- Time consuming and various workarounds are done to support and meet legislated deadline.
  - Deadlines pressure comes from IAO
  - Management pressure is on quality of data rather than timeliness and therefore many deadlines are missed.

Voice of Process

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Current State

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- General Process Steps (simplified activities list)
  1. Request is received, distributed and tracked at each org level
  2. Record searches are done for General Requests
  3. Response records or calendars are compiled
  4. All response records are reviewed and redlined (severed)
  5. Redlines are marked with justification of related act section number
  6. All records and redlines are reviewed by a minimum of one level of approval at each org level (sometimes 2 – 4 reviews/approvals)
  7. Ministry provides records to IAO
  8. IAO Analyst reviews records and redlining
  9. IAO returns updates records to ministry for final review
  10. Ministry and IAO negotiate or discuss changes
  11. Ministry issues final version to IAO
- All IAO negotiations go through each higher level in the organization
- The process is further complicated if there are any redlines that potentially correspond to section 12 of the Act.

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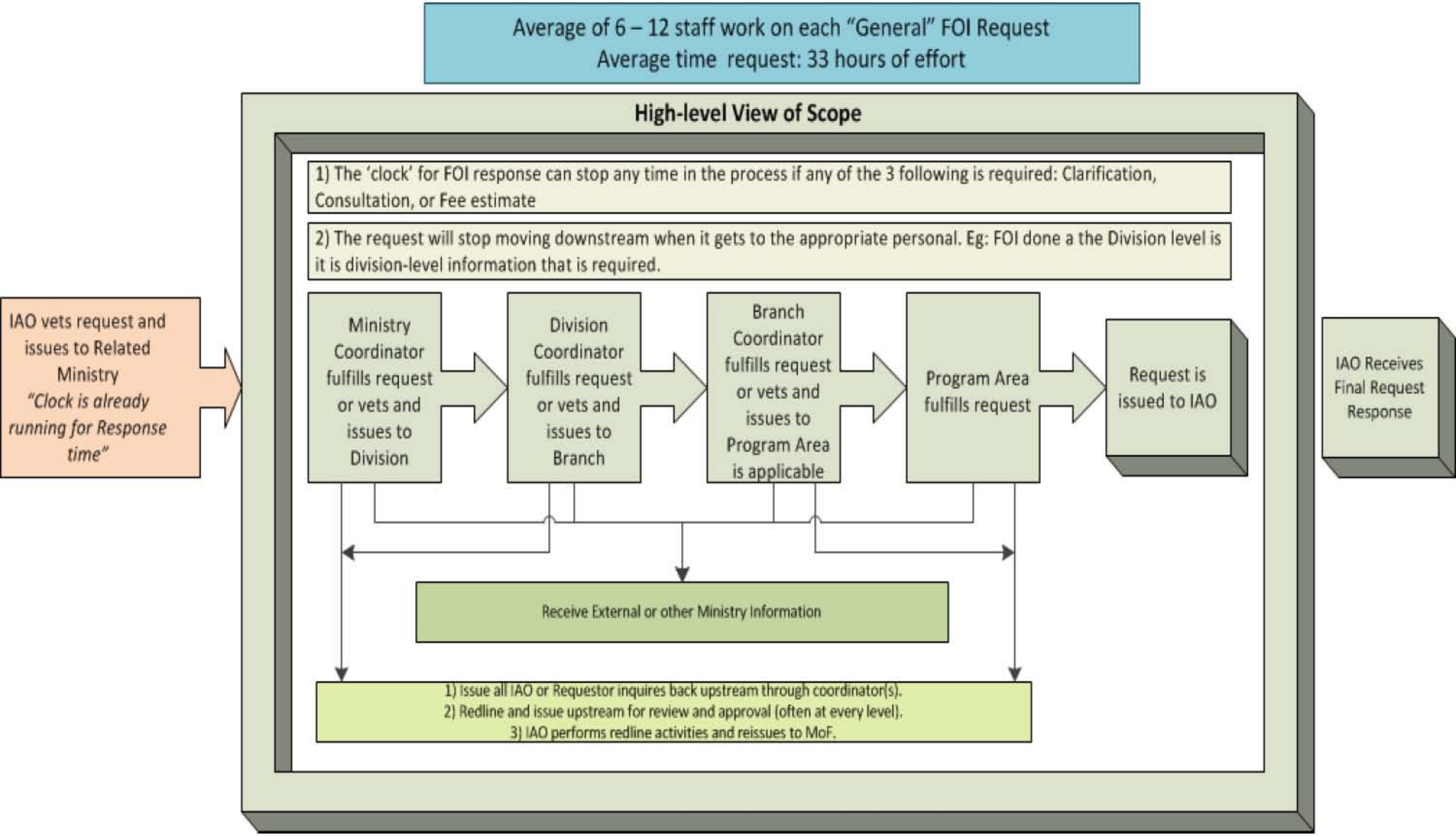
High-level Process Steps



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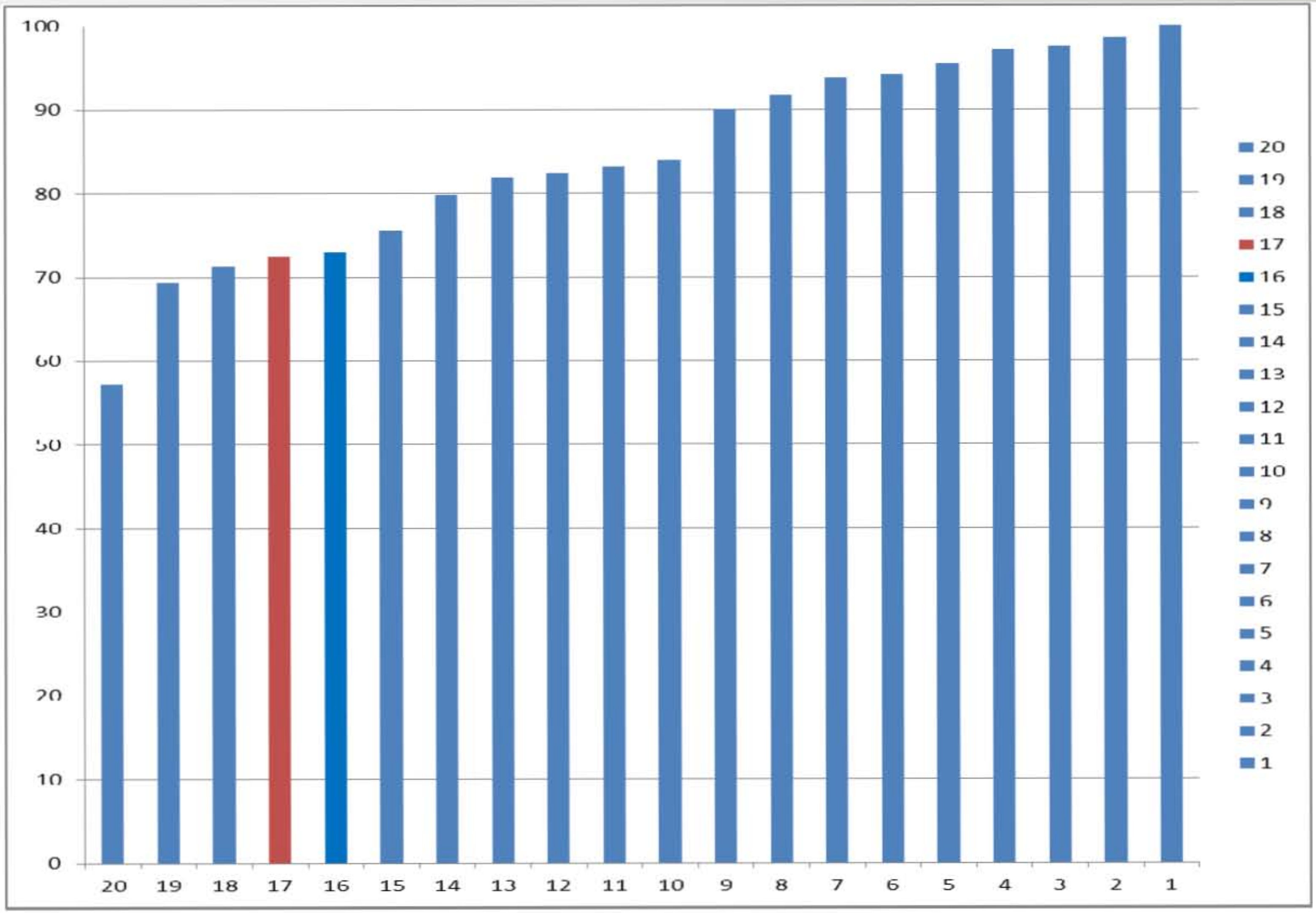
MoF: Call to Record – On-time Response



- Ministry is 17th of 20 reported ministries.

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MoF: Call to Record – On-time Response

- Ministry is 17th over all for response time of 20 reported ministries.

- 45 of 163 Responses are past 30 days (2013/14 YTD)
  - 28% are over due

- Average processing for general requests is 33 days.

- Average time overdue for general requests is 32 days.

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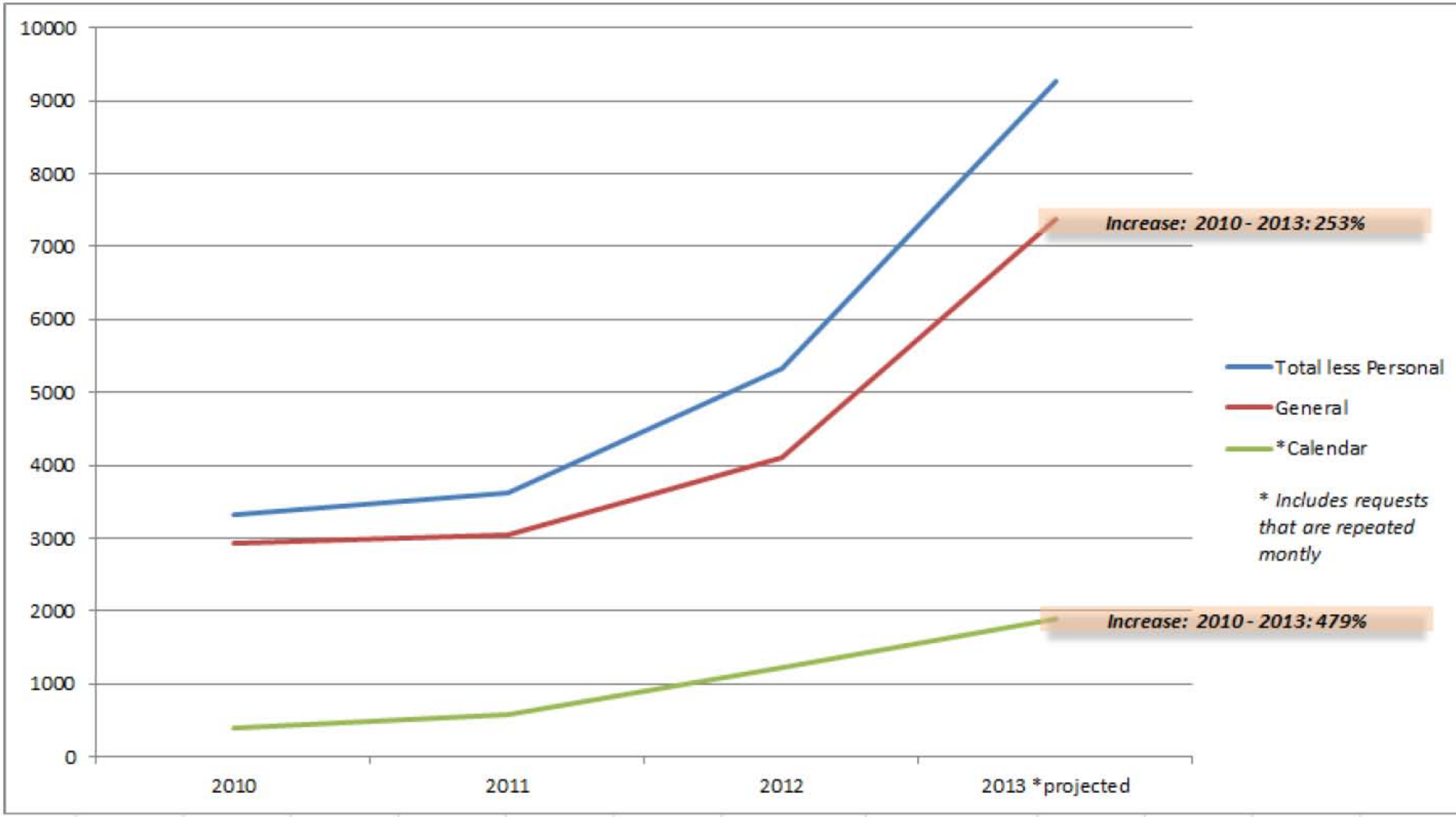
VOP – Requests Closed at IAO



FOI requests 2013/14 projections are based on current/YTD (30/09/2013)
YTD – General: 3687 Calendar: 905

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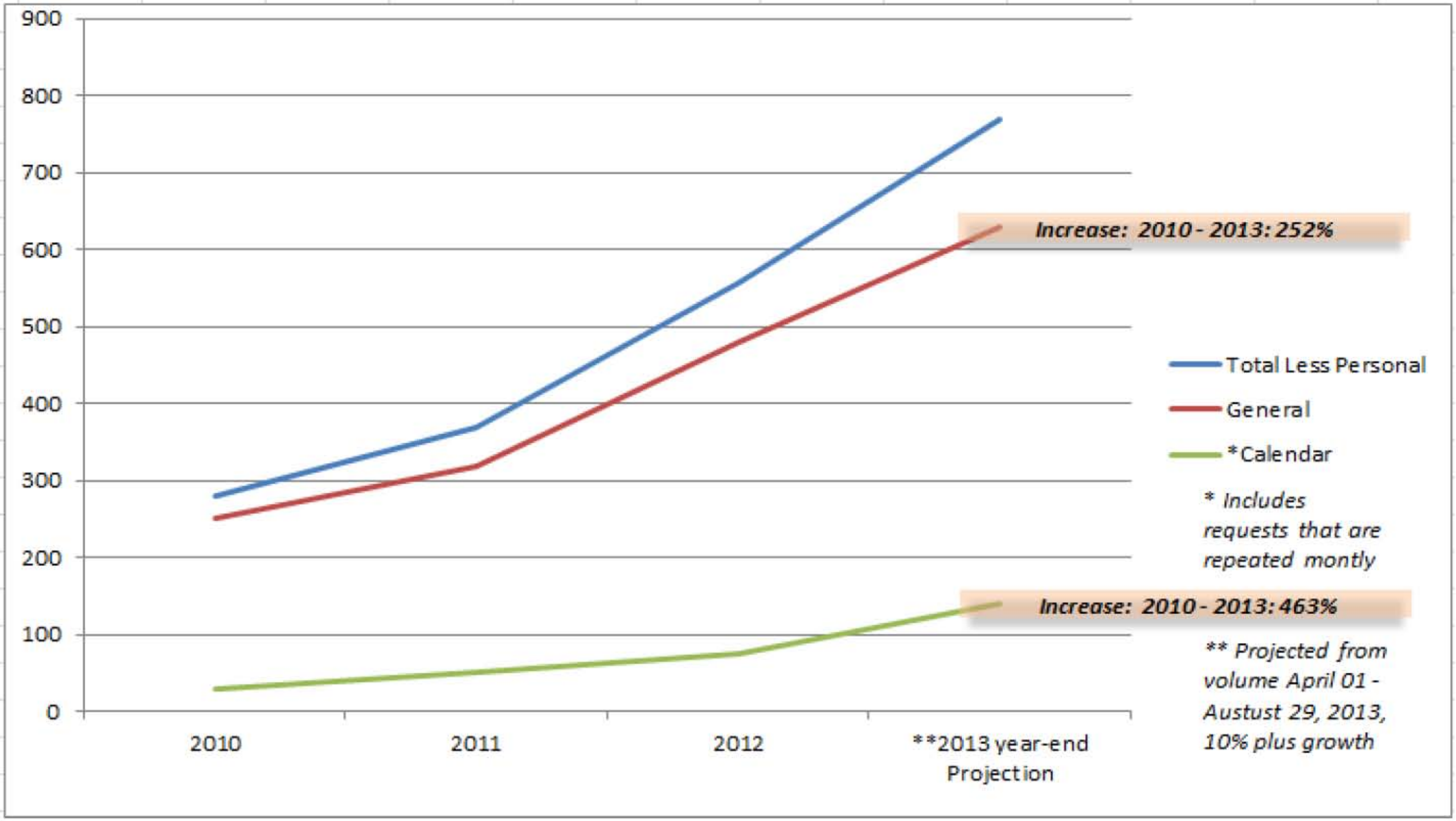
VOP – Request Closed by Ministry of Finance



NOTE: The yearly increases are in direct relation to the overall requests received by IAO

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VOP – FOI MoFin. Resource Calculations

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	Resource Supporting FOI Request	
	Orgs	People
Divisions	9	18
Branches	30	60
Program Areas	50	55
Totals	89	133

Note: These estimates are conservative. There are many branches where 3 or 4 people are involved in the FOI process. Actual estimates are between 145 and 160 people regularly touch the FOI process.

Revenue Division has 10 branches and many branches have multiple program areas. This is one example of how so many resources are affected by the high volume of requests, the high cost in resources and variation in the process.

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VOP – Percent of FTE Commitments - Survey

Response	Chart	Percentage
Less than 5% (1 to 7 hrs. a month)		68%
5% to 10% (8 to 14 hrs. a month)		18%
11% to 20% (15 to 28 hrs a month.)		2%
21% to 30% (29 to 42 hrs. a month)		6%
31% to 40% (43 to 56 hrs. a month		2%
41% to 50% (57 to 70 hrs. a month)		1%
51% to 60% (71 to 84 hrs. a month)		1%
71% to 80% (99 to 112 hrs. a month)		1%
100% (140 hrs. a month)		1%

Data collected during interviews would suggest that these estimates are deflated or conservative, which is common when surveying employees on their work efforts.

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VOP – FTE Hours and Costs / part 1 of 2

		Estimated Calculations for Frontline Staff to Management			
% of FTEs	Hrs of Effort	Montly hours *81 FTEs (65% of 125)	Hourly **Rate	Monthly FTE Cost	Annual FTE Cost
68%	7 hrs	386.75	$40	$15,470	$185,640
18%	14 hrs	204.75	$40	$8,190	$98,280
2%	28 hrs	54.17	$40	$2,167	$26,000
6%	42 hrs	203.13	$35	$7,109	$85,313
2%	56 hrs	108.33	$35	$3,792	$45,500
1%	70 hrs	87.50	$30	$2,625	$31,500
1%	84 hrs	105.00	$30	$3,150	$37,800
1%	112 hrs	140.00	$25	$3,500	$42,000
1%	140 hrs	175.00	$25	$4,375	$52,500
		1465	**P/Mth**	**$50,378**	**$604,533**
		17576	**P/Yr**		

**Estimated support staff is closer to 140 than the 125 used in these calculations*

*** Rate is set as an average for 65% of the people in the process (frontline to management)*

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VOP – FTE Hours and Costs / part 1 of 3

		Estimated Calculations for Senior Management to Senior Executive			
% of FTEs	Hrs of Effort	Montly hours - *44 FTEs (35% of 125)	Hourly **Rate	Monthly FTE Cost	Annual FTE Cost
68%	7 hrs	208.25	$70	$14,578	$174,930
18%	14 hrs	110.25	$70	$7,718	$92,610
2%	28 hrs	29.17	$65	$1,896	$22,750
6%	42 hrs	109.38	$65	$7,109	$85,313
2%	56 hrs	58.33	$60	$3,500	$42,000
1%	70 hrs	30.63	$55	$1,684	$20,213
1%	84 hrs	0.00	$50	$0	$0
1%	112 hrs	0.00	$50	$0	$0
1%	140 hrs	0.00	$50	$0	$0
		546	**P/Mth**	**$36,485**	**$437,815**
		6552	**P/Yr**		

**Estimated support staff is closer to 140 than the 125 used in these calculations*

*** Rate is set as an average for 35% of the people in the process (Senior Management to Senior Executive)*

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VOP – FTE Hours and Costs / Grand Totals

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Totals are calculated from FY 2012/13

Monthly Total hours	**2011**
Annual Totol Hours	**24128**
Monthly Total FTE Costs	**$86,862.29**
Annual Total FTE Costs	**$1,042,347.50**

All calculations are derived from a combination of quantifiable data from statistical reports and estimated data that was collected during interviews and surveys.

All estimated data is conservative and estimates can be qualified in the detailed calculations *<MFIN FOI Effort FTE and Cost Calculations - Lean FOI Request Project.XLS>*.

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Request Process

- Each Division, Branch & Program Area is the keeper of their own records.

- The request usually makes it to the organizational level related to the request (eg: program area or Branch) before it is determined if it is S.12 (or other questionable requests) that needs to go to TBS or Cab Ops.

- TBS s.12s
  - 3 years ago there were approximately 20 requests per year
  - Now, 700+ per year.

- 40% of request come with data requests that are not clear.

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Request-process Data

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- Each request has 3 free hours of research.
- Requests can be made with no cost or consequence to applicants.
- There is no mechanism to stop a person or party from abusing the system or submitting multiple, similar and nonsensical requests.
- There is no mechanism to stop a person or party from potentially being intentionally vexatious.
  - The Act does has contingencies for this, but it is hard to support
  - 10-1D is a voluntary extension form. This has been done more as relationships with applicants is increased.

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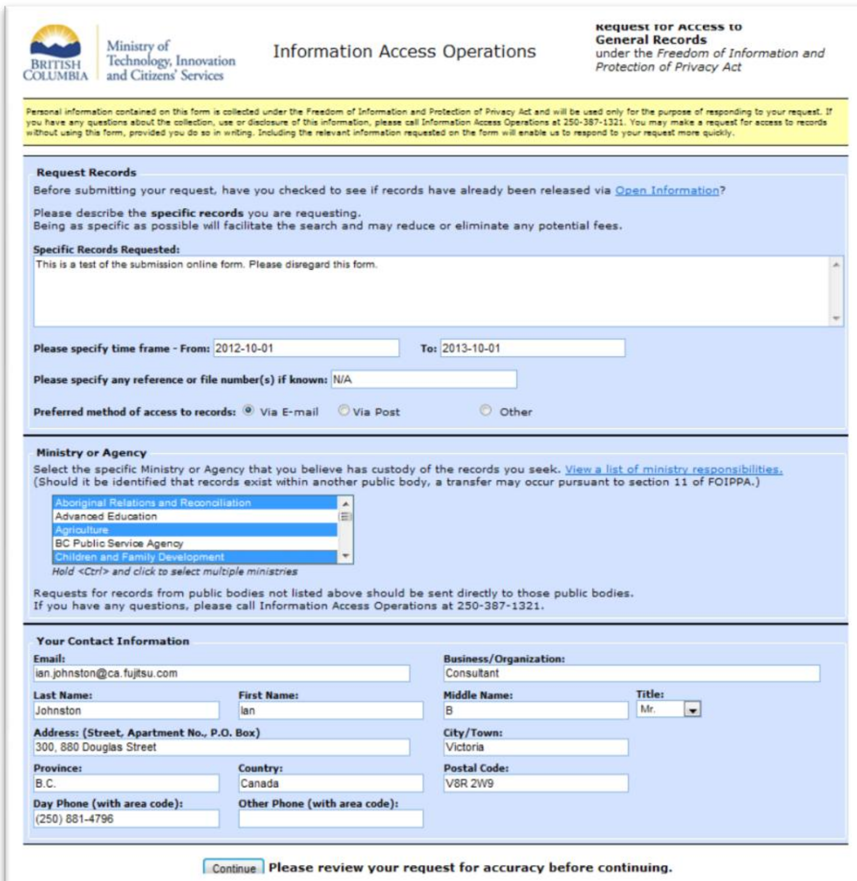
Request-process Data

- It took <60 seconds to, search, navigate to and submit this request.
  - There was not motivation or mechanism for the requestor to consider or understand the consequences and expense for submitting this request.


BRITISH COLUMBIA | Ministry of Technology, Innovation and Citizens' Services

Information Access Operations

Request for Access to General Records under the *Freedom of Information and Protection of Privacy Act*

Personal information contained on this form is collected under the Freedom of Information and Protection of Privacy Act and will be used only for the purpose of responding to your request. If you have any questions about the collection, use or disclosure of this information, please call Information Access Operations at 250-387-1321. You may make a request for access to records without using this form, provided you do so in writing. Including the relevant information requested on the form will enable us to respond to your request more quickly.

Request Records

Before submitting your request, have you checked to see if records have already been released via Open Information?

Please describe the **specific records** you are requesting.
Being as specific as possible will facilitate the search and may reduce or eliminate any potential fees.

Specific Records Requested:
This is a test of the submission online form. Please disregard this form.

Please specify time frame - From: 2012-10-01 **To:** 2013-10-01

Please specify any reference or file number(s) if known: N/A

Preferred method of access to records: (•) Via E-mail ( ) Via Post ( ) Other

Ministry or Agency

Select the specific Ministry or Agency that you believe has custody of the records you seek. View a list of ministry responsibilities.
(Should it be identified that records exist within another public body, a transfer may occur pursuant to section 11 of FOIPPA.)

Aboriginal Relations and Reconciliation
Advanced Education
Agriculture
BC Public Service Agency
Children and Family Development

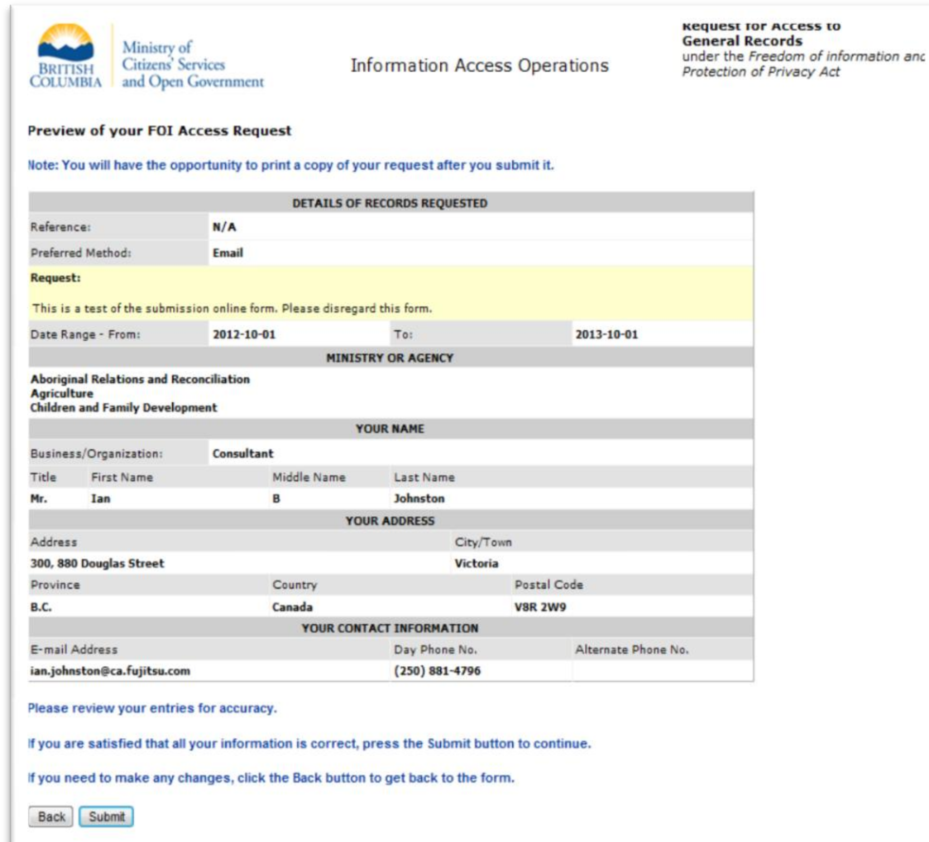
Hold <Ctrl> and click to select multiple ministries

Requests for records from public bodies not listed above should be sent directly to those public bodies.
If you have any questions, please call Information Access Operations at 250-387-1321.

Your Contact Information

Email: ian.johnston@ca.fujitsu.com
Business/Organization: Consultant
Last Name: Johnston
First Name: Ian
Middle Name: B
Title: Mr.
Address: (Street, Apartment No., P.O. Box) 300, 880 Douglas Street
City/Town: Victoria
Province: B.C.
Country: Canada
Postal Code: V8R 2W9
Day Phone (with area code): (250) 881-4796
Other Phone (with area code):

Continue **Please review your request for accuracy before continuing.**


BRITISH COLUMBIA | Ministry of Citizens' Services and Open Government

Information Access Operations

Request for Access to General Records under the *Freedom of information and Protection of Privacy Act*

Preview of your FOI Access Request

Note: You will have the opportunity to print a copy of your request after you submit it.

DETAILS OF RECORDS REQUESTED			
Reference:	N/A		
Preferred Method:	Email		
Request:			
This is a test of the submission online form. Please disregard this form.			
Date Range - From:	2012-10-01	To:	2013-10-01
MINISTRY OR AGENCY			
Aboriginal Relations and Reconciliation Agriculture Children and Family Development			
YOUR NAME			
Business/Organization:	Consultant		
Title / First Name	Middle Name	Last Name	
Mr. Ian	B	Johnston	
YOUR ADDRESS			
Address		City/Town	
300, 880 Douglas Street		Victoria	
Province	Country	Postal Code	
B.C.	Canada	V8R 2W9	
YOUR CONTACT INFORMATION			
E-mail Address	Day Phone No.	Alternate Phone No.	
ian.johnston@ca.fujitsu.com	(250) 881-4796		

Please review your entries for accuracy.

If you are satisfied that all your information is correct, press the Submit button to continue.

If you need to make any changes, click the Back button to get back to the form.

Back Submit

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Request-process Data

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- 50% of all media requests are from one source.
- Over 50% of all political requests are from one source.
- 75% of all General and Calendar requests are from a small percent of requestors.
  - The reporting for this data is not easily available.
- Every request requires a resource time and other investments.
- All requests are received and addressed, which is a massive strain on resources – most of which are doing this work in addition to their primary duties.
  - Many believe this “accommodating process” is “bogging down” Government

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Request Process

- 50% of FOI Coordinator's time was spent doing FOI in Spring of 2011, now it's over 80%.

- Most divisions, branches, program areas have their own FOI tracking spreadsheet. Estimated between 25 and 50 different spreadsheets with duplicate, and often conflicting, information.

- Each person working on a FOI request must track everyone that they contacted for each request.

Revenue Solutions Branch

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- Revenue Solutions has a unique and complex approval process with many layers of approval, which include the executive director of the Branch and all program area directors providing their review and approvals.
- This branch as the slowest rate of response in the Division and one of the slowest within the Ministry.
  - This speaks to the variation and communication in the process:
    - They did not know and they did not know the pressure that the Ministry Coordinator puts on them was a direct result of the pressure that IAO puts on the Coordinator, and that the pressure comes from the public and OIPC
  - Average time spent on requests is no less than :
    - Calendar requests 4 hours – 12 hours
    - Complex request 30 – 38 hours
    - Very Complex 40+ hours

Note: These estimates do not include support effort outside the Branch. This is estimate 2-4 hours per resource X 10 resource per month

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VOP - Calendars

- Calendar Management (cleaning) and use has become a priority and a is very time consuming.
  - There is a training course being held at IAO

- As calendar request get push in further to the staff structure employees are at issue as to how to properly maintain a written schedule as there is no “safe” place to record all meeting objective, agenda items and meeting-topic data.

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Perceived Objectives and Value

The Ministry's FOI objectives and customers are not consistent across IAO, Communications, and Ministry or levels with in these organizations.

- What is the product/service and value provide?
- What is the Ministry's objective?
- What is the IAO's Ministries objective?
- What is the Communications' objective?
- Who are your customers:
  - Communications – The Minister
  - Ministry – Depending on level of org: Requestor, next level of Org, but never IAO (who is actually the Lean customer)
  - IAO – The requestor or IAO

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VOP Opportunities

- Create one tracking sheet per group
- Encourage changes to the Act that support the a manageable process
  - The Act was 20 years old this October, with revisions over the years.
- Be proactive with:

Voice of Process – Systems

Systems

- All levels have a MS Excel Tracking sheet, most of which are designed separately at each level
  - Several divisions and few branches have adopted the file used by the Ministry FOI coordinator, but many of these have been modified.
  - WASTE:
    - Variation, duplication of data and effort, excess processing, no ability to share data
- The Corporate Request Tracking System (CRTS Dashboard)is available to ministry FOI coordinators and managers. However;
  - All this data is re-entered
  - Is often outdated.
  - Does not actually track the request
  - Process for gathering the records, which is often request once the request is fulfilled

Update on New FOI System at the IAO

- The MTICS Information Access Office MTICS is testing a new FOI management system called Axis
- Purpose of Axis is to manage their entire FOI processes and reduce the current five separate systems into a single integrated one for overall efficiency and cost savings
- Axis is currently undergoing testing and planned to be implemented by Feb. 2014
- The current plan is to use Axis only within the IAO, however, if shown to be cost effective it may be implemented in other Ministries over the next few years, if funding is available
- At this time it will not replace the current SharePoint dashboard used by Ministries.
- There is no negative impact expected from the use of this new system and IAO staff expect that they will be able to decrease the amount of time it takes them to complete their internal FOI processes for Ministry clients
- Axis has a ‘de-duplication’ feature that will sort through requests and pull out duplicate records that could generate substantial efficiencies

Voice of – Wastes

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Wastes Observed

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Defects

- Vague, unclear forms
- Missing data
- Scope of request unclear
- Shortage of staff during time off
- Missed communication via emails
- Non-standard processes: Each branch and program area has own internal process.
- Poor scanning quality

Wastes Observed

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Over-production

- Responses bigger than needed
- Too many approvals required
- Too many emails:
  - To perform the FOI request for records
  - Multiple and duplicate emails as part of the record
- Too many FOI requests for the staff resources available

Wastes Observed

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Waiting (Delay)

- Delay between each transfer and approval
- Support/backup staff are not able to keep the process moving
- Absent staff (holidays, sick, busy, etc..) holding up the requests
- Waiting for outside processes and responses (e.g. contractors)

Non-utilized Resources/Talent (Lost Creativity)

- Repetitive work
- Over worked employees
- People working below their skill set
- De-motivated staff:
  - Working below capabilities (e.g. spending time redlining 200-400 page repetitive email chains

Wastes Observed

Excess and Inefficient Processing

- Multiple scanned copies of forms and backup materials (emails, PDFs, print outs)
  - Multiple copies of data (inventory)

- Time spent estimating effort process of a request that applicant decides to cancel

- Saving information in multiple locations (branches, program areas, division level) and storing hardcopies at multiple sites

- Over worked employees

- Uneven workflow across that are involved in FOI employees, specifically ministry dedicated employees.

Wastes Observed

Inventory

- PDF, hardcopies and emails of the same files
- Multiple scanned copies of forms and backup materials (emails, PDFs, print outs):
  - Multiple copies of data

Transfers

- Multiple loops of approvals, reviews, inquiries requiring many transfers and hand offs

Muri (irregularities)

- All staff have their own methods of tracking data
- Training methods vary by division
- Support/backup staff are not able to keep the process moving

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Voice of Employee –Pains

Interviews – Summary

- Each area has common requests
- Quality of requests is low (often vague and unclear)
- Email is the primary system being used and is problematic
- Each Division does things differently
- Increasing demand in requests but low (or reduction of) capacity

Interviews – Observations & Pain Points

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Common Requests

- Executive calendars is a very common request
- Other common requests include: list of contracts, expenses (by Ministry or travel), “hot” topics and briefing notes.
- Some of the requested information is already available in public domain but applicant was unable to find it or did not know how to get it.

Interviews – Observations & Pain Points

Quality of Requests

- Many FOI requests are unclear and require clarification with applicant rather than IAO.
- Often applicant is provided only information requested but applicant actually wanted more information but did not how to ask. This leads to appeals to commission which could be prevented.
- Most delay occurs at IAO or program areas.
- Consultations are often late in the process, usually not allowing time to meet call for records
- Redlining:
  - Reviewing the IAO redline version
  - Executive Director requires justification of missing or extra redlines done by the Branch, Division, Ministry
- Not rejecting request that are simple answers or are requesting readily available data.
- FOI request on FOI request
- Lack of Standardization in requests

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Interviews – Observations & Pain Points

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Technology

- Email is primary method of communication (and for some, tracking requests).
- Attachments have to be PDFs.
- Email within emails
  - Duplicate emails are often missed
  - Email changes require extensive work to redline
- No common tools across the ministry or Government
- Using Adobe (it is not the right tool for that job)
- Manual approvals
- Manual/hardcopy files. E.g. Rekeying data to system from request forms.
- TRIM is not being used.

Interviews – Observations & Pain Points

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Divisional Variances

- Each division does information research differently:
  - Each has own request tracking sheet or personal system;
  - Each branch has their own process for records management, and approval/review process
- IAO personnel that do not understand a ministries business
- Unclear who has reviewed and approved the requests (miscommunication)
- Some records are really old – there is no organizational memory.
- Reviewing other branches records for “harms”
- Waiting for outside processes and responses (e.g. contractors):
  - Work with outside resources (contractors, which all have different process)

Interviews – Observations & Pain Points

Cultural Issues

- Conflicting objectives for Communication, IAO and Ministries
- FOI requests are seen as an “irritant” by many staff.
- Overwhelmed by importance of requests.
- Responsibility of identifying and noting other people’s “pains”
- “Some people don’t care”
- Delay caused by reviews of ADMs and analysts

Interviews – Observations & Pain Points

Cultural Issues

- Big learning curve for someone new in position – don’t know who to send requests too.
- Going through Finance FOI Coordinator:
  - Slows process
  - Things get lost in translation
- IAO is inconsistent with allowing access to applicant:
  - Some branches want to talk directly to applicant but IAO won’t allow it. For some parts of government this has been allowed.
- Having all communications tracked by Communications:
  - GCP has access to dashboard but they still ask for the status of requests.
- Program areas and Branches have a limited understanding of the upstream affect of their delays.

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Interviews – Observations & Pain Points

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High Demand and Low Capacity

- Most ADMs redline their own calendar content (8 – 12 hours per month, just on calendar redlining!
- Often applicant is provided only information requested but applicant actually wanted more information but did not how to ask. This leads to appeals to commission which could be prevented.
- There are too many requests for some:
  - Finance FOI coordinator on average deals with 65 emails per request!
- Most positions were not hired for FOI related work but now involve a big chunk of their time on the process. (e.g. one person spent 90% of one week dealing with FOI request)
- 30 day is very short time for many requests
- TBS and Revenue Services causing delays in the process
- Certain applicants may be “flooding” with requests and abusing the service.
- Volume of requests has increased steadily since for 4 years ago. (e.g. one area it’s gone from 20/year to 50-80/month!)

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Interviews – Observations & Pain Points

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High Demand and Low Capacity

- Repetition of the work (e.g. looking at a 200 page Red line document twice).
- Some staff have gone from spending 20% of their time to 80% in FOI process (in addition to their other regular duties).
- Some records are up to 1000 pages – overwhelming amount of work for an analyst to review.
- Revenue Division often takes too much time due to too many approvals.
- Not being able to get the regular job done
- Absent staff (holidays, sick, busy, etc.) holding up the requests.
- Lack of training for program area and branch resources that requires executives to review all requests.

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Opportunities

Interviews – Opportunities

- Use proactive release of any information that is likely to be requested. Examples:
  - Direct Award posting, lists only – not the details
  - Internal Audits, lists only – not the details
- Monthly posting @ OCG instead of annual postings
- Rejecting inappropriate requests: eg: security and personal safety
  - IAO clarifies requests early in the process
- “Push back” on request and offer simple answers when appropriate
- Create common objectives for Communication, IAO and Ministries

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Interviews – Opportunities

- Routine /proactive release of information into Open Data:
  - If no “harms” and data readily available (e.g. calendars)
  - Direct Award posting, lists only – not the details
  - Internal Audits, lists only – not the details
- Remove Finance FOI Coordinator from the middle:
  - Requests and communication from IAO can go directly to Division contact or program areas. Much of the existing communication through Finance FOI Coordinator is excessive and slows the process.
  - There will need to be easy way for IAO to know who to contact within Finance if this was to implemented.
- Timing
  - Increase 30 day limit
  - More flexibility in timing of requests.

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Interviews – Opportunities

- Reduce overall number of requests
- Reduce repetition – review and approval cycles.
- Communication
  - Have IAO the program areas work directly together. Get the division lead and FOI coordinator out of the loop.
  - Be more forgiving with the language in requests
  - Allow talking to applicant anonymously. (e.g. through chat service)
- Management and IAO jointly need to decide and communicate what's more important timeliness or accuracy of information.
- Better education for applicants to make better requests & have internal support to help with quicker clarification
- Review the fees threshold

Interviews – Opportunities

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- Track the process of filling a request as it is being processed/fulfilled, (FOIs requests that are FOIing the process used on fulfilling an FOI request)
- Having a proper electronic system for FOI that is across Government.
- Requests:
  - Rejecting inappropriate requests: eg: security and personal safety
  - IAO clarifies requests early in the process
  - Push back on request and offer simple answers when appropriate
- Create common objectives for Communication, IAO and Ministries

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Voice of the Employee – Surveys

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Summary

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- 29 respondents
- 97% of respondents said that only 20% or less of requests require follow up with applicant. (#4)
- 93% of respondents said that only 20% or less of requests require follow up with staff. (#5)
- Quality of requests (e.g. vague) is the primary reason requiring follow-up with the staff or applicant (#6)
- For up to 40% of requests, IAO will contact program area directly. (#8)
- 80-90% of people consider FOI process stable and with tasks clearly defined. (#9, #10)

1. What is your role in the process?

Response	Chart	Percentage	Count
FOI Coordinator		3%	1
Program (Division) Area representative		50%	15
Branch Representative		40%	12
Other:		7%	2
		Total Responses	**30**

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2. Is it clear who should receive the FOI request from you?

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Response	Chart	Percentage	Count
Yes, Always		47%	14
Most of the time		50%	15
Not most of the time		3%	1
Seldom or never		0%	0
		Total Responses	**30**

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3. Does the initial request contain sufficient information to make an informed decision?

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Response	Chart	Percentage	Count
Strongly Agree		7%	2
Agree		83%	24
Disagree		10%	3
Strongly Disagree		0%	0
		Total Responses	**29**

4. Typically what percentage of FOI requests require follow-up with the applicants for clarification or missing information?

Response	Chart	Percentage	Count
Between 0% and 5%		38%	11
Between 6% and 10%		17%	5
Between 11% and 15%		31%	9
Between 16% and 20%		10%	3
More than 21%		3%	1
		Total Responses	**29**

5. Typically what percentage of FOI requests require follow-up with staff (Division/Branch contacts or FOI Coordinator) for clarification or missing information?

Response	Chart	Percentage	Count
Between 0% and 5%		36%	10
Between 6% and 10%		18%	5
Between 11% and 15%		29%	8
Between 16% and 20%		11%	3
More than 21%		7%	2
		Total Responses	**28**

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6. What is the most common type of missing information or clarification from FOI requests that often requires follow-up with the staff or applicant?

- Vague requests - What are they really wanting?
- Often very vague
- What are the time frames for applicant?
- Clarification of exactly which records are being requested or errors in the date range provided.
- Make sure the request has been sent to the correct branch representatives.
- Interpretations of words, or the use of conjunction words.

7. On average, how many days does your Program Area take to process "Search for records"?

Response	Chart	Percentage	Count
Between 0 and 2 days		48%	13
Between 3 and 5 days		33%	9
Between 6 and 8 days		7%	2
Between 9 and 11 days		4%	1
12 or more days		4%	1
No applicable - We do not Search for Records		4%	1
		Total Responses	**27**

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8. During severing recommendations, typically what percentage of requests will IAO directly contact the program area (vs. dealing through the FOI Coordinator)?

Response	Chart	Percentage	Count
Between 0% and 20%		65%	17
Between 21% and 40%		12%	3
Between 41% and 60%		0%	0
Between 61% and 80%		4%	1
More than 81-100%		8%	2
Not applicable		12%	3
		Total Responses	**26**

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9. Would you consider the FOI process generally stable (i.e. similar process steps) from year to year?

Response	Chart	Percentage	Count
Strongly Agree		7%	2
Agree		93%	25
Disagree		0%	0
Strongly Disagree		0%	0
		Total Responses	**27**

10. The tasks I perform to assess applications are clear and well defined.

Response	Chart	Percentage	Count
Strongly Agree		12%	3
Agree		81%	21
Disagree		8%	2
Strongly Disagree		0%	0
		Total Responses	**26**

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11. What are current problems of the FOI process expressed to you by:

Variable	Response
Applicant:	There are 9 response(s) to this question (not exportable to PowerPoint).
IAO:	There are 11 response(s) to this question (not exportable to PowerPoint).
FOI Coordinator:	There are 11 response(s) to this question (not exportable to PowerPoint).
Division contacts:	There are 23 response(s) to this question (not exportable to PowerPoint).
Branch contacts:	There are 15 response(s) to this question (not exportable to PowerPoint).
Other:	There are 12 response(s) to this question (not exportable to PowerPoint).

12. What steps in the process are creating the most frustration or pain for you and your co-workers?

FUJITSU

Applicant:

- Time delays
- The ministry did not search thoroughly; the applicant believes there are records that have not been disclosed
- Records are not what I wanted. No way to clarify what I want until after I get records I don't want.

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12. What steps in the process are creating the most frustration or pain for you and your co-workers?

IAO:

- I have heard from IAO that they are extremely understaffed.
- Providing the full wording of the requests.
- Severing consultations- IAO not able to determine what should be severed
- Insufficient time for processing
- Lack of certainty regarding harms
- Not knowing who to contact
- Where are the records? What are the harms? Is there anyone I can speak to directly over there?

12. What steps in the process are creating the most frustration or pain for you and your co-workers?

FUJITSU

FOI Coordinator:

- I notice the replication of work issue that I described earlier, but is a real problem when records are large in number
- Not clear on what the requirement is.
- Need clarification
- Review for harms on responsive records
- OCG
- Call For Records Form
- the sheer volume of requests, volume of emails, follow ups etc.
- None we have great service provided.
- Not enough time to handle how many requests we get in in addition to all the S12 consults we receive, requests are often very vague "fishing expeditions" by the applicant...they waste time.

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12. What steps in the process are creating the most frustration or pain for you and your co-workers?

FUJITSU

Division Contacts:

- Not clear on what information is actually required. Quite often they are asking for the wrong info for what trying to achieve.
- Follow up reminders of impending due dates.
- GCPE routing
- Each FOI response needs a separate email
- Not knowing who to contact
- Not receiving records on time due to lengthy sign off process, problem branches not making deadlines
- FOI requests should be considered a top priority

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12. What steps in the process are creating the most frustration or pain for you and your co-workers?

FUJITSU

Branch Contacts:

- Usually issues with understanding severing
- Too much work in addition to the day-to-day job
- Lack of clarity on some requests,
- Branch requires minimum of five days for review and approval.
- Ask for extensions as branch is waiting for outside information
- Too many requests and too little time to handle them
- What is it that the applicant is looking for? Can we talk to the applicant? Maybe they didn't know exactly what they wanted/knew existed.

12. What steps in the process are creating the most frustration or pain for you and your co-workers?

Other:

- Usually, the problem is that there is a LARGE volume of records required and not nearly enough time to find them, review them and mark them for harms within the allotted time.
- Clarity of process
- Duplication of work
- Too many FOI requests
- Staff generally complain about having to search out all of the information.
- If relevant staff away, difficult to meet timelines
- Can we proactively post this stuff? Can we not give out Drafts?

12. What steps in the process are creating the most frustration or pain for you and your co-workers?

FUJITSU

- This year we have not had a lot of requests that actually generated records, but usually it is the amount of time required. Or understanding what exactly is responsive to the request. Personally, I feel that there is a lot of duplication, because the Analyst generates the records, does severing, the ED has to approve it, and then the ADM has to review and approve the severing.
- All the requests that seem frivolous (for example, copies of calendars).
- FOI's on FOI's
- Sometimes the tight timeframes are difficult.
- Back and forth approval process (e.g. FOI coordinator to Div Contact to me) this happens at the beginning and then it goes through the whole process if IAO has a question and then the redline is routed for approval the same route. (Sometimes I receive the redline from IAO directly and then I also see it again when it goes through for approval.
- Too many e-mails going back and forth between me, IAO and program areas.
- Spending any administrative time on tasks such as copying records and severing that should be done by IAO. The increasing % of our work days spent on FOI requests.
- Repeat requests for the exact same records.
- Lack of clarity by the requestor regarding exactly which records are requested.

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12. What steps in the process are creating the most frustration or pain for you and your co-workers?

FUJITSU

- Having to print all the documents and then scan them. wasted paper wasted time vs. sending emails with original emails as attachments included.
- Asking for further information not included in the request after the responsive records have been sent to the FOI Coordinator and not having the knowledge and expertise about FOI that I would like in order to feel more confident in my role.
- Review for harms on responsive records provided by other parties/branches does not allow adequate time for internal review/approval.
- If documents could be made available to public, some of the FOIs would not be necessary.
- Delays with ED sign offs due to absences or multiple sign off process, sending email with multiple call for records forms for no responses.
- Final for CFR form confusing when there are no responses.
- Requests for historical records stored off-site.
- Too many requests.
- The Coordinator position. The fact that everything must go through a bottleneck serviced 2 hours a day is not helpful with legislated timeframes. Also, Sign-Offs are held back (slowing the process) if the pre-requisite paperwork has not been filled out.

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13. Are there any consistent bottlenecks, constraints, delays in the process? If "yes", please

FUJITSU

Response	Chart	Percentage	Count
Yes		40%	8
No		60%	12
		Total Responses	20

Responses:

- When people are away or when issues notes have to be prepared by GCPE.
- Program areas take too long, some have too many people involved in review.
- The uncertainty of requests, the lack of clarity. Not necessarily an FOI office issue, but more specific requests could ease things up.
- Would be more efficient in some circumstances to deal directly with IAO rather than have to go through the FOI Coordinator.
- Staff unavailable, branches having to wait for outside info, sign off processes.
- Lack of sufficient time in the process to deal with the volume of requests.
- Too many requests, too many S.12 consults. Staff are preoccupied with their jobs, don't have a lot of time to assign to FOI.
- FOI Coordinator Position.

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14. What are top 3 improvements you would make to the FOI process? Be as specific as possible.

1) Increase the time allotted to complete a request or at least make it vary based on the volume of records.

2) Increase the number of IAO Records Analysts. Our redlines can take a long time to come back.

3) Start routinely releasing things like calendar request. I think I get more of those than anything else.

4) Avoid duplication of work - Approx 5 to 7 people touch it. Standardized severing guidelines for IAO staff

5) Intake look at request and make sure it comes to correct ministry, just because it says Finance doesn't mean it is us. Each ministry has a finance group so it's not always for us.

6) FOI Coordinator should stop being involved after response goes to IAO until sign off ready. Clarification of records should be between IAO and program area.

7)Some program areas need to streamline, they have too many people involved in sign offs.

8) Push more responsibility on the applicant at the front end to provide sufficient specificity to allow quick request processing.

9) Some way of dealing with fishing or frivolous requests that take much needed time and resources.

10) eApproval/signatures - Less paper. A call for records form that can be populated w/o printing if a signature is not required.

14. What are top 3 improvements you would make to the FOI process? Be as specific as possible.

FUJITSU

11) FOI training for people new to the role.

12) A manual with the procedures from start to finish.

13) More specific direction from IAO at the beginning rather than continuously asking for more information through out the lifespan of the request.

14) Internal branch process investigate e-review/approval.

15) Reduce levels responsive packages are punted through.

16) Make sure the request include all the information they require so wording does not discount records that may be available e.g. "we request records by the comptroller general". The requester may actually want all reports to and from the comptroller, but did not ask for it properly.

17) Be proactive and post reports that do not contain harms.

18) Sometimes we (OCG) get requests for other Ministries, because money is involved and it may not always be for our division. If someone is inquiring about health or education and the word finance is included, we get requests that are not necessarily ours.

14. What are top 3 improvements you would make to the FOI process? Be as specific as possible.

19) IAO should deal with staff in the branches who are gathering the records more and cut out branch and division contacts as it is unnecessary for us to be in the loop on everything.

20) Not have to fill out completed call for records if branch has no records.

21) The Call for Records form seems a little confusing.

22) Distribute requests directly to appropriate work units.

23) Plain language use in request, clarification on how to deal with calendar requests, longer turn around time.

24) have applicants be VERY specific about what they are seeking. set out rules so there are fewer "fishing expeditions", have a dedicated FOI staff person in our branch to dedicate time to the volume of requests we have.

25) Turn the FOI Coordinator position into a sign/off- approver TRACKING position. Allow for ways to communicate with the applicant to clarify what they are after. Have the coordinator position maintain a contact list in case anyone wants to get a hold of another person in the FOI process.

15. Do you have any other questions, suggestions, comments or advice of the FOI process?

- Vastly increase applicant fees to better match government staff processing costs and recoup from decreased productivity, as well as reduce the number of frivolous requests.
- FOI is used for "fishing trips" by media and political parties; put a limit on the number of enquiries from a any single source; lower the thresholds for charging a fee for FOI responses.
- I found the "Managing Executive Director's Calendars" training very helpful and informative. Would have loved to have something like that offered to me when I first stepped into the role as a branch representative. Sometimes I feel IAO expects us to know a lot more about severing than we actually do.
- Emails are sent around asking "does this belong to you" not just for FOIs, but in general, for example a revenue problem came to this office and our time is wasted tracking down the relevant contact. This happens fairly often.
- Suggestion: Separate the Call for Records Form - First request a Yes/No (shorten this timeframe if there is a concern) then send the request for a fee estimate to "only those" who have responsive records.

Any questions/comments?

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Voice of the Customer – Findings

Voice of the Customer – Summary

- 89% of people say they don’t have enough time to review the response from Program area (#3)
- 100% of responses identified the process has bottlenecks (#7)
- Timely responses from Finance are cited repeatedly as area of improvement (#8)
- 78% are unsatisfied or very unsatisfied with the current FOI process. (#9)
- Hiring a full time dedicated Finance FOI coordinator is suggested (#10)

1. What is the most important part of the FOI process to you?

- Receive records ASAP, receive approved sign off ASAP.
- Analysis of records; meeting Act timelines.
- Staying organized, on time, and accurate.
- Generally, providing complete responses within legislated timelines while ensuring the mandatory exceptions to disclosure are applied. From the s.12 perspective, being able to respond to requests for s.12 consultation involving TBS in a timely manner in order that the sending Ministry meet their legislated timeline.
- Organization and continuity from the program area, as well as a single point-of-contact on the client ministry's end of things.
- Meeting legislated requirements for content and timeliness of responses to FOI applicants.
- Receiving records and harms assessment in a timely manner.
- Having all responsive records with clear comprehensive harms assessments.
- Assisting provincial government to be as transparent as possible, while maintaining confidentiality and security of information where appropriate.

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2. Do FOI coordinator or Program areas regularly ask for similar information?

Response	Chart	Percentage	Count
Yes		22%	2
No		78%	7
		Total Responses	**9**

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3. On average, do you have enough time to review responses from Program areas?

Response	Chart	Percentage	Count
Yes		11%	1
No		89%	8
		Total Responses	**9**

Responses:

- If "information" can include insight into exceptions, Open Information, IAO process (extensions)
- Clarification and narrowing of applicants' FOI requests.

4. What additional information from the Program areas would make your job easier?

- To mention or identify any harms associated with the records.
- receiving records/harms/sign-off in timely manner.
- Having all harms and information come in one response email from the Ministry rather than multiple program areas. Sometimes additional harms are given halfway through a file's processing which can cause confusion.
- For s.12 purposes, adequate information (e.g. status of Cabinet submission, when was a decision made) prior to the records being sent for s.12 consult.
- For calendars - a full and complete list of names that should be included in the records package. i.e. Executive Director calendars - please provide a full and complete list of the names which we should have records for, so that we are aware when we have all the records required for the response package.
- Timely provision of the responsive records with completed harms assessments.
- Receiving a more detailed harms assessment.
- Concise background info on the subject matter. Consistently receive sufficient harms information.
- More detailed & articulated information on harms with releasing the information would be helpful.

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5. What steps in the process are creating the most frustration or pain?

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- Records forwarded are not being responsive records or duplicates
- Not receiving records/harms/sign-off in timely manner
- Organization of records when they are submitted. Sometimes we receive multiple pdfs poorly labeled within emails, within emails, within emails containing various records(sometimes with harms imbedded in the records). Ideally we would like to have one email with records properly labeled and organized. This will create less confusion and will limit the possibility of accidentally missing records.
- One thing is the approval process (i.e. # of approvers at times and length of time approvals take)
- Disorganization and non-standardized records packages and communications. Additionally, last-minute harms being identified after sign-off.
- Delays in responsive record gathering with harms assessments, and approvals/signoffs.
- Receiving consults from other Ministries but not having enough info to process
- Delays in receiving the records and harms within the agreed timeframes. Receiving insufficient or no harms information. Receiving records as multiple emails with attachments. Receiving duplicate records.
- The number of administrative processes necessary to process an information access request.

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6. Are your complaints and follow ups listened to by the FOI coordinator and Program Areas?

Response	Chart	Percentage	Count
Yes		22%	2
No		11%	1
Sometimes - Comments:		67%	6
		Total Responses	**9**

Responses:

- Listened to yes, able to change not necessarily.
- From a s.12 perspective, TBS consults are often not turned around in a timely manner
- Depends which program area.
- FOI coordinator forwards requests for assistance and follows up on same, but does not have the authority to address all issues.
- Some program areas unable to respond in a timely manner.
- A few program areas do not respond when asked questions on specific harms.

7. Are there any consistent bottlenecks, constraints, delays in the process? If "yes", please provide an example.

FUJITSU

Response	Chart	Percentage	Count
Yes		100%	9
No		0%	0
		Total Responses	9

Responses:

• The current FOI contact person is more or less a messenger in between the program areas and us; for example, the ministry of transportation was in the same situation and created a full time position for a FOI senior analyst - since then it is smooth sailing as this person checks the records for responsiveness duplicates and will first forward to us when all is completed and in fact responsive. the same goes for sign off and any clarifications required. it makes sense. I believe the Ministry of Finance is so big that they would just profit from such a contact for both sides.

• TBS & Getting proper harms.

• For s.12 purposes, getting the information necessary to determine if s.12 applies AND the timing of when the records are sent for s.12 consultation (i.e. often too late in the process).

• Sign-offs can take an extraneous amount of time, leaving the FOI analyst with very little time to get the records to the applicant by the legislated due date.

• Record gathering with harms assessments, and approvals/sign-offs.

• S.12 consultations - as a result of not receiving enough info from program areas, not having s.12 consults sent to s.12 advisor on time.

• Gathering of records and harms & Getting program areas to articulate potential section 12 entries.

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8. What are top 3 improvements you would make to the FOI process? Be as specific as possible.

FUJITSU

Variable	Response
Area to improve #1	There are 9 response(s) to this question (not exportable to PowerPoint).
Area to improve #2	There are 8 response(s) to this question (not exportable to PowerPoint).
Area to improve #3	There are 7 response(s) to this question (not exportable to PowerPoint).

Responses:

1. FOI senior analyst as FOI contact and FOI Mailbox.
2. TBS/s12 - current triple loop approval is frustrating and confusing.
3. Have a full time FOI Coordinator position who is able to collect harms from various program area and summarize them onto the Integrated Call for Records form.
4. Records and adequate information submitted for s.12 consult in a timely manner.
5. Organization - Do not send emails within emails (as attachments) - this creates a real headache on our end of things.
6. Gather and provide all responsive records within requested timeframe.
7. Receiving records in a more timely manner.
8. Receiving records and harms within agreed timeframe.
9. Have program areas complete a specific checklist for potential section 12 entries (i.e. current status before Cabinet, is the item on-going, etc.).

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8. What are top 3 improvements you would make to the FOI process? Be as specific as possible.

FUJITSU

Variable	Response
Area to improve #1	There are 9 response(s) to this question (not exportable to PowerPoint).
Area to improve #2	There are 8 response(s) to this question (not exportable to PowerPoint).
Area to improve #3	There are 7 response(s) to this question (not exportable to PowerPoint).

Responses:

1. Program areas to respond ASAP.
2. Increased communication with program areas.
3. Sending well labeled, organized records in one email response along with the Integrated Call for records form.
4. Review the approval process for s.12 consults involving TBS.
5. Standardized harms sheets. They do exist; however, it seems different people provide harms in different ways. Please use the sheets and be as specific as possible.
6. Complete and provide harms assessments with responsive records.
7. Receiving harms assessments in better detail.
8. Records to come in PDF format (one pdf where size permits). Not to receive emails within emails and attachments (excel, word etc) within emails.

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8. What are top 3 improvements you would make to the FOI process? Be as specific as possible.

FUJITSU

Variable	Response
Area to improve #1	There are 9 response(s) to this question (not exportable to PowerPoint).
Area to improve #2	There are 8 response(s) to this question (not exportable to PowerPoint).
Area to improve #3	There are 7 response(s) to this question (not exportable to PowerPoint).

Responses:

1. Program areas not including duplicates or not responsive records to the request.
2. Up front section 12 information provided to the analyst when the records arrive.
3. Consider what steps would help s.12 consults involving TBS being responded to in a timely manner.
4. Be more conscientious of whether or not the records being forwarded to IAO are within the scope of the request, instead of sending massive packages of records, which often times include records which are not responsive to the applicants request.
5. Complete sign-offs by delegated head within requested timeframe.
6. More analysts.
7. Improved process for where Treasury Board Staff (TBS) provide records containing cabinet confidences. IAO will then need consultation with Office of the Premier, who return to TBS for review and internal sign-off, and then IAO returns to Finance/TBS for final approval. TBS are hit 3 times for the same FOI request.

9. How do you rate your satisfaction with the current FOI process?

Response	Chart	Percentage	Count
Very unsatisfied		11%	1
Unsatisfied		67%	6
Satisfied		22%	2
Very satisfied		0%	0
		Total Responses	**9**

10. Do you have any other suggestions, comments or advice of the FOI process?

FUJITSU

- I think the loophole is the missing contact in the office - one person full day working with these requests , following up on given due dates by IAO, checking for responsiveness and harm provided, any questions/clarifications being taken care of by this contact. We went through the same situation previously with the Ministry of Transportation, I am aware of what a difference this makes for any person involved and that this way things can get more smooth.
- The current FOI Coordinator is doing a fantastic job with the resources and procedures she has, however I would suggest hiring a full time, trained FOI analyst as another FOI Coordinator (much like the Ministry of Transportation & Infrastructure have who often have a 100% on time rate)
- Consider highlighting the 'harms' within the records (by using the highlight function in Adobe - everyone with Adobe has it) and simply add 'sticky notes' within Adobe (once again everyone who has Adobe has this function) next to the specifically highlighted harms. Not necessary, but it helps to expedite the process.
- Keep Ministry issues management separate from the FOI process.
- Ministry of Finance to have a full time coordinator or project manager to allow a more involvement in the FOI requests (similar to the Ministry of Transportation FOI model).

Analyze Phase

Project Team Analysis

FUJITSU

- The project team worked together on the materials in this report.
- All team members have provided input and had opportunity for analysis.
- Detailed analysis by the team will continue up to and including at the Kaizen workshop.

KPI

Potential KPIs

- Improve “On-time Record from 75% to at least the targeted 90% (FOI response within 30 days) .
- Improve IAO overall delivery time satisfaction.
- Reduced formal complaints and inquiries from requestors (public, media, political parties, etc.).
- Employee engagement increases as process is less frustrating and results in better service to IAO and the public.

Non-negoitiable Principles

Non-negotiable Principles

FUJITSU

- *For discussion during the Strategic Session. Some examples include:*
  - The outcome of the Kaizen workshop is not intended to create additional work for the teams
  - No IT expenditures over $TYD
  - No hiring or layoffs
  - No changes to CHIPS, this excludes uploads from Chips
  - No major system renovations/enhancements will be considered for this iteration
  - No major building renovations will be considered for this iteration
  - No one from within WHS (STIIP team) will be exempt from recommendations of Kaizen team
  - The focus of the Kaizen workshop is to ultimately improve the experience of our Customers

Change Management

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Change Management

Project Success

The next four weeks (20 working days) are a crucial time to implement proper change management. This will help to ensure:

- Stakeholder support of the FOI Lean project
- Stakeholder support of the FOI Request solution
- Organizational culture change to support Lean and the changes within Ministry, IAO, and other stakeholders
- Staff buy-in to the enhanced approach/process
- Resource availability for the workshops and implementation phases
- A continued senses of priority of the FOI Lean project (Control phase)
- What additional CM opportunities can we implement before, during and after the Kaizen Workshop?

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Prior Success Conditions (25)

FUJITSU

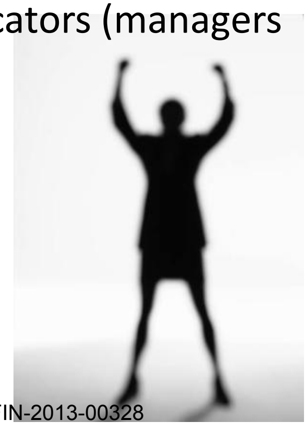
1) Management commitment
- Clear, common vision and SMART objectives
- Real desire to support internal teams
- Real desire to invest the time required (Walk the Talk)
- Patience for results

2) Change management
- Understanding of force fields involved
- Incentive to change satisfactory for each stakeholder
- Strong, clear sense of urgency
- Common vision of improvement (focus)
- Effective communication plan
- Effective project management

3) Mobilization
- Real desire to get involved among the employees
- Employee desire to get involved and work together
- Rapid implementation
- Availability of internal resources
- Operational continuity (ability to support resources during project)

4) Improvement approach
- Overall, structured and systematic approach
- Selection of implementation method
- Well defined roles and responsibilities
- Strong internal leader
- Strategic choice of project teams
- Depth of supervision of Lean expertise (external support)
- Showcase project strategy

5) Performance measurement
- Well define, simple and meaningful performance indicators
- Visual dashboard (communication of performance)
- Desire to take ownership of indicators (managers and users)



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Communication Plan & Logistics

Communication Plan

BRITISH COLUMBIA

Communication Activities Calendar

Project: STIIP Intake and Triage Lean
Requester : Kristin Vanderkuip
Project Leader : Ian Johnston
Prepared by: Dana Askew/Valerie Heckman
Date: June 12, 2013

Define Phase						
No	**What**	**From whom**	**For whom**	**When**	**How**	**Why**
1	Project kickoff meeting	Ian Johnston	• Project team (Kristin Vanderkuip, Julie Feather, Tamera Morrison, Stephanie Fisher, Dana Askew, Valerie Heckman, Ian Johnston, Liz Vickery)	• May 8	Live meeting	• Formulate the A4 and SIPOC, confirm scope
2	Project announcement	Dr. Lakey	• Workplace Health and Safety	• May 15	Director's Update	• To advise entire team re: initiative, high level re: dates, participation, scope
3	White belt Lean training	BC Lean	• Kaizen Team[1] • Managers[1]	• May 27 • (1 day)	• PowerPoint presentation • Simulation of standard transaction model versus Lean transaction model	• Allow participants to better understand the Lean approach and initiate thinking process in relation to possible opportunities to apply Lean methodology to their and co-workers' daily tasks • Prepare participants to the intensive Kaizen workshop session
4	Request to free up team members to participate in Kaizen workshop	Kristin Vanderkuip	• Involved teams managers	• Reconfirmed May 31 with new Kaizen date	• Initial email to requester and sponsor • Email to managers • Follow-up to confirm attendance (telephone)	• Inform that you will soon need to request employees to temporarily be relieved of their duties • Confirm possibility to temporarily relieve employees of their duties • Inform that you will shortly need to consult with members of teams involved in the process targeted by the project
5	Gemba walk	Ian Johnston/Valerie Heckman	• All staff who are directly involved with work in current scope	• June 6-7 Victoria • June 13-14 Kamloops • June 19-20 Vancouver	• In person, all day gemba walk	• To see the work where it happens, to include employees in the process and to share the lean culture/methodology

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Communication Plan

BRITISH COLUMBIA

Communication Activities Calendar

Define Phase						
No	**What**	**From whom**	**For whom**	**When**	**How**	**Why**
6	Personal invitation to employees selected to participate in Kaizen workshop	Valerie Heckman	• Kaizen team	• Week of June 17	• Presentation of the « Kaizen workshop participant » document • Invitation to attend team meeting • Managers to email standardised note • Validation of information supplied by managers to selected employees	• Get employees to participate voluntarily • Raise consciousness about the impact of their participation, including the importance of their involvement in the implementation of the action plan.
7	Presentation of actual state report	Ian Johnston	• Dr. Lakey • Kristin Vanderkuip	• June 20	• PowerPoint Presentation • Document hand off	• Share orientations and recommendations • Develop A4 chart • Request their support towards project's realization through their teams • Prepare information transfer to their teams ; raise consciousness about the importance of participation
8	Presentation of actual state report w/o details related to opportunities *(Discretionary to the requester / Sponsor)*	Ian Johnston	• Managers • Team Leaders • Employees involved in data collection • Kaizen Team	• Week of June 24 (+/- 1h) • Following presentation of the A4 chart	• PowerPoint Presentation	• Introduction to Lean tools and of optimisation strategy • Request for support in the achievement of their improvement project • Understand the role of employees invited to participate to a Kaizen workshop • Prepare information transfer to their teams ; raise consciousness about the importance of their participation
9	Presentation of a brief account of actual state report and of project's progress	Dr. Lakey	• Workplace Health and Safety team	• Week of June 24 • +/- 1h) • During the biweekly meeting preceding the Kaizen workshop	• PowerPoint Presentation	• Support the implementation of a Lean culture • Keep team informed of ongoing efforts/projects
10	Kaizen workshop launch	Kristin Vanderkuip/ Dr. Lakey (TBD)	• Kaizen Team • C/I Leader • Manager	• July 8	• Using the launch module on PowerPoint, requester will accomplish the initial "start-off"	• Presentation of the mandate as defined in the project's A4 chart • Allow power of decision in relation to defining solutions within project's scope/limits

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Communication Plan

BRITISH COLUMBIA

Communication Activities Calendar

Define Phase						
No	**What**	**From whom**	**For whom**	**When**	**How**	**Why**
11	Press release	Ian Johnston	• Requester/ Sponsor • Process' managers • C/I Leader	• July 9, 10, 11 • (+/- 15 min.)	• Stand up meeting/ live meeting	• Present team accomplishments from the day before • Insures progress follow-up in relation to the work accomplished by the team • Highlight new ideas or add items to thinking process • If needed, clarify project limits
12	Final Kaizen workshop presentation	Kaizen Team	• Occupational Health, Disability Benefits Administration • Executive	• July 12 (2 – 3:30 pm) • (+/- 1h30)	• PowerPoint presentation	• Show and tell of the week's accomplishments, of main changes and of implementation strategy • Ask managers to identify employees involved in proposed changes in order to invite them to the Kaizen workshop results presentation
13	Follow-up meeting with Kristin Vanderkuip/Dr. Lakey	Ian Johnston	• Kristin Vanderkuip/Dr. Lakey	• Week of July 15 (+/- 1h) • Monthly	• Meeting	• Assess requester/Sponsor's comfort zone • Know what worries them • Validate conditions for success follow-up
14	Report on progress state to tactical committee	Kristin Vanderkuip/ Valerie Heckman	• Workplace Health and Safety/Occupational Health	• At various progress points (TBD) • (+/- 20 min)	• PowerPoint Presentation	• Present solutions • New tools • New practices
15	Action plan progress follow-up meeting	Dana Askew/ Valerie Heckman	• Ian Johnston	• (+/- 45 min) • Weekly during the post-Kaizen period	• Action plan	• Report on implementation action plan follow-up • Measure results • Plan what still needs to be accomplished to attain objectives
16	Follow-up on Kaizen achievements	Valerie Heckman	• Kaizen Team • Lean Agent	• (+/- 2h) • Weekly during the post-Kaizen period	• Action plan	• Report on implementation action plan follow-up • Measure results • Plan what still needs to be accomplished to attain objectives

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Communication Plan

BRITISH COLUMBIA

Communication Activities Calendar

Define Phase						
No	**What**	**From whom**	**For whom**	**When**	**How**	**Why**
17	Project's post-mortem	Kristin Vanderkuip/ Dana Askew/ Valerie Heckman	• Kaizen Leader • C/I Leader • Lean Agent	• (+/- 2h) • End of control phase	• Power point Presentation	• Report on implementation action plan follow-up • Celebrate wins, small or big • Measure attained results • Assess project's satisfaction level in relation to Cost, Lead-time and Quality • Validate achievement of objectives • Measure improvements vs. initial state

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Communication plan

- Need to improve the communication plan we did at the define phase
- …

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Align the future state

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14 Principles of the Toyota Way

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1. Base your management decisions on a long-term philosophy, even at the expense of short-term financial goals.
2. Create a continuous process flow to bring problems to the surface.
3. Use "pull" systems to avoid overproduction.
4. Level out the workload **(heijunka).**
5. Build a culture of stopping to fix problems, to get quality right the first time.
6. Standardized tasks and processes are the foundation for continuous improvement and employee empowerment.
7. Use visual control so no problems are hidden.
8. Use only reliable, thoroughly tested technology that serves your people and processes.
9. Grow leaders who thoroughly understand the work, live the philosophy, and teach it to others.
10. Develop exceptional people and teams who follow your company's philosophy.
11. Respect your extended network of partners and suppliers by challenging them and helping them improve.
12. Go and see for yourself to thoroughly understand the situation (genchi gembutsu).
13. Make decisions slowly by consensus, thoroughly considering all options; implement decisions rapidly (nemawashi).
14. Become a learning organization through relentless reflection (hansei) and continuous improvement (kaizen).

Specific Strategic Directions

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- Try to eliminate steps or players with no value added.
- Try to minimize the process's lead time.
- Try to eliminate or reduce the need to communicate information.
- Try to obtain quality first time around (eliminate iteration loops).
- Move towards controlling inputs by phase.
- Try not to start (step) that cannot be finished.
- Try to standardize approaches and methods.
- Move towards simplified visual management.
- Try to implement mistake-proofing mechanisms to reduce human errors.

Lean Concepts Relevant to Our Case

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- Define value from customer's standpoint
- Standardize processes, documentation, templates, tools
- Work Cell, Little's Law (as applicable), Pull flow
- Apply 5S – Sort, Set in order, Shine, Standardize, Sustain
- Stage gate: assuring input quality at the start
- Poka-Yoke: to reduce the risk of human error
- Eliminate waste, non-value-added steps, delays, rework loops
- Move towards simplified visual management.
- Theory of Constraints: bottleneck management
- Performance indicators and dashboard
- Make employee responsible: with empowerment and accountability

Kaizen Principles

Types of Implementation Methodologies

- Traditional
  - Employees are consulted but not necessarily heavily involved in developing solutions and especially in making decisions
  - Decisions and solutions are mainly implemented from a top-down approach
  - Solutions are implemented over a relatively long time (months or years)
- Kaizen
  - Employees are heavily involved in developing solutions and making decisions
  - Decision making power is transferred to employees, and solutions are implemented mainly based on consensus without strong influence from upper management (bottom-up)
  - Solutions are implemented intensively over a very short time (days or weeks)

Types of Implementation Methodologies

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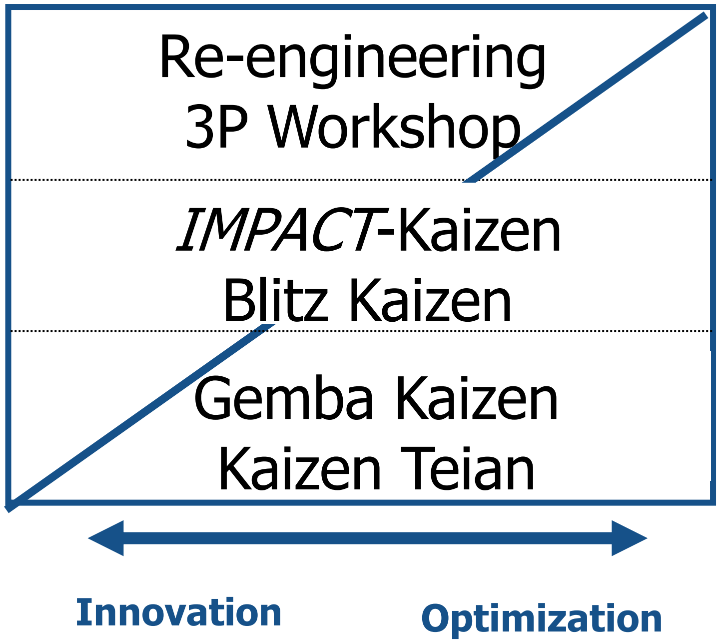
- **Traditional Methodologies:**
  - Problem solving techniques
  - Re-engineering
  - Six Sigma
  - Outsourcing

- **Kaizen Methodologies:**
  - 3P Workshop
  - Kaikaku
  - IMPACT-Kaizen
  - Blitz-Kaizen
  - Gemba Kaizen
  - Kaizen Teian



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Causes of Failed Implementations

- Managers not committed to improvement approach
- Projects not tied to an overall continuous improvement strategy
- Resources not dedicated
- Limited knowledge and experience of improvement agents
- Absence of process to encourage user adherence
- Lack of rigor and discipline
- Lack of management of resistance to change
- Loss of original focus and priorities that change
- Implementation takes an overly long period of time
- Misunderstanding or error in choosing the method of implementation
- Key success criteria not in place before implementation
- Lack of leadership by process owners or project managers

Causes of Failed Implementations

In short…

Weak implementation strategy

Kaizen Workshop Agenda

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5 Day Kaizen Workshop Agenda (8h30 to 16h30)

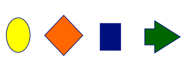
Kick-off

Introduction

Data collection

Opportunity, Parking Lot & Quick Win

As is process



As is process

Briefing

As is Process

Analyze +KPI

Mura, Muri & Muda Problem

Area to improve

Problems

Briefing

Ideal process

Lean Principles

Process direction

To be process

Analyze + KPI

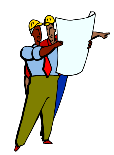
To be process

Briefing

Solution for waste and problem

Solution for complex problem with PST

Action Plan



Solution & Action plan

Action plan

Implementation strategy

Transition Plan

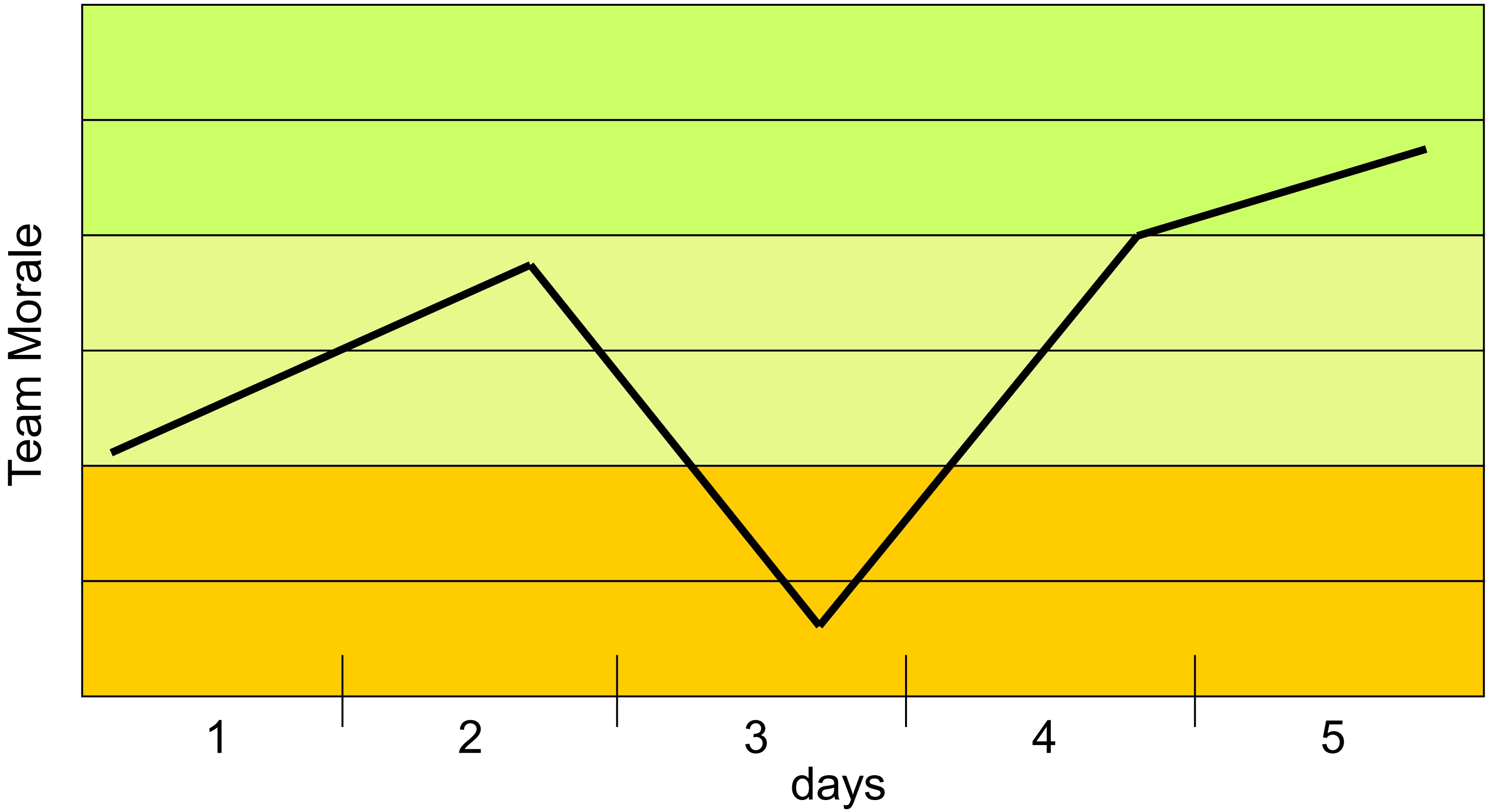
Control Plan

Communication Plan

Report & Closing

Workshop closeout

Predicted Curve of Team Morale



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Implementation Strategy

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- **Definition**
  - An implementation strategy is a plan of coordinated activities, composed of critical elements aimed at successfully implementing the chosen solutions
- **Deliverables**
  1. Action plan
  2. Transition plan
  3. Implementation schedule and sequence
  4. Change Management plan
  5. Training plan
  6. Communication plan
  7. Control plan
  8. Follow-up plan

Kaizen - The Right Attitudes

- Everyone has an equal right to speak
- Only one person speaks at a time
- Do not delay the group (horror stories)
- Find a good pace at which to work
- Don’t say “This doesn’t apply to us”
- Put aside your pre-conceived ideas and paradigms
- Don’t settle for the status quo; strive for improvement
- Avoid trying to be perfect
- Don’t look for excuses; focus on solutions
- The best ideas are not always the most expensive
- Get to the root of the problem right away (5 whys)
- Report problems or live with them forever
- Question everything
- Have fun

Rules During the Project Example

- Be on time! Coming in late and breaking the rules will be penalized by fines of $1.00 (Kaizen piggy bank)

- Forget about unplanned disturbances. The participants can't be disturbed for any unplanned reason whatsoever. The only exceptions are emergencies approved by the team.

- Lunches…

Consensus Procedure Example

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- Every team member has a vote and may provide input.
- All votes are equal. Facilitators do not vote.
- 75% of the team must agree on any action in order for it to be considered approved.
- When considering your vote you may ask any questions to other team members or facilitators.
- With no consensus on any given item, it gets placed in the parking lot.

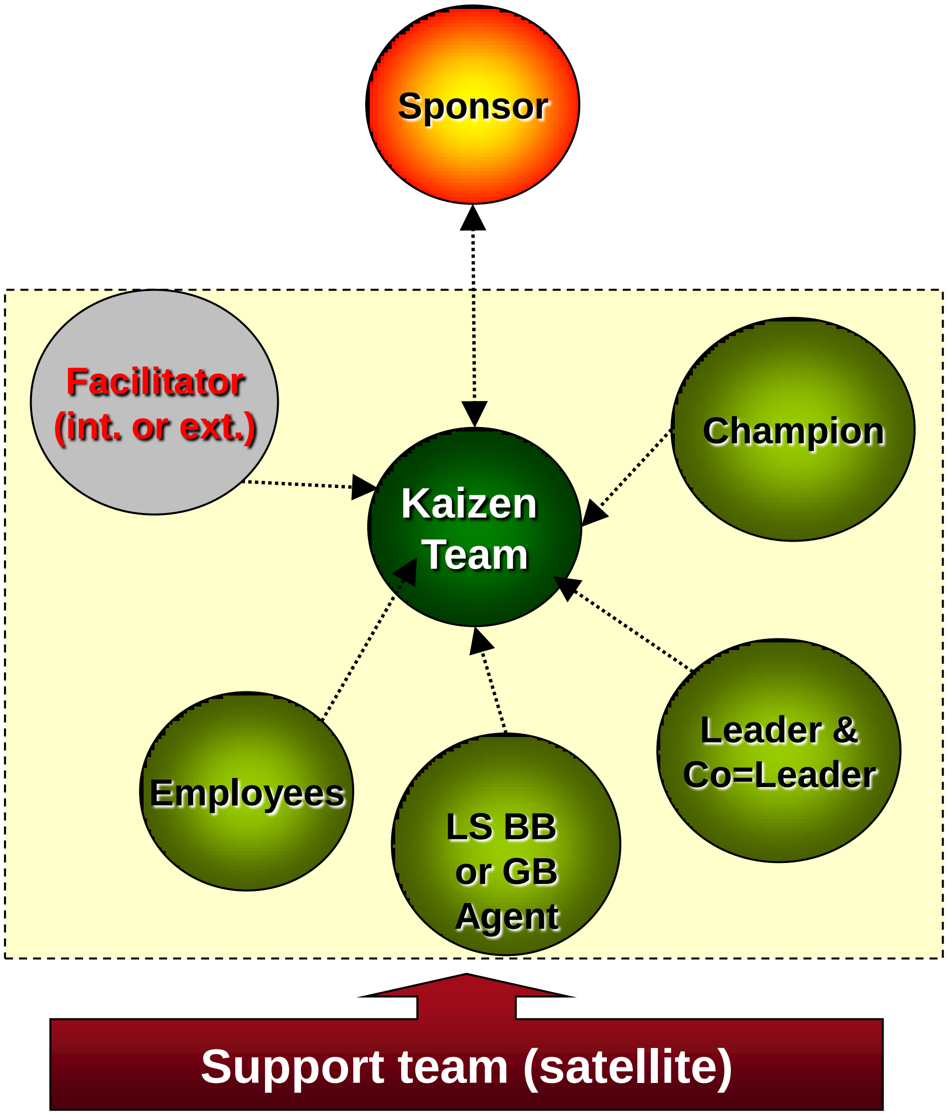
Conflict Resolution Example

- What happens when one identified solutions conflicts with another?

- Procedure:
  - This is not a problem. It presents a new opportunity.
  - What is current best practice?
  - Can we have both?
  - Move to consensus vote.
  - Not resolved – Parking lot. Facilitator owes resolution before end of workshop.

Roles and Responsibilities

- Kaizen Team Structure



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Any questions/comments?

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shaping tomorrow with you

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Appendices – Open-ended Answers

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Any questions/comments?

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shaping tomorrow with you

[redacted]

Finance FOI Lean Initiative

Executive Report

November 2013

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Finance FOI Lean Outcomes

November 2013

Content Page

- Project Boundaries
- Analysis
- As Is Activities by Type
- Non-quality and Overproduction Overview
- Ideal Process
- Lean Activities by Type
- Easy Fixes
- Opportunities
- Process Direction
- Benefits

[redacted]

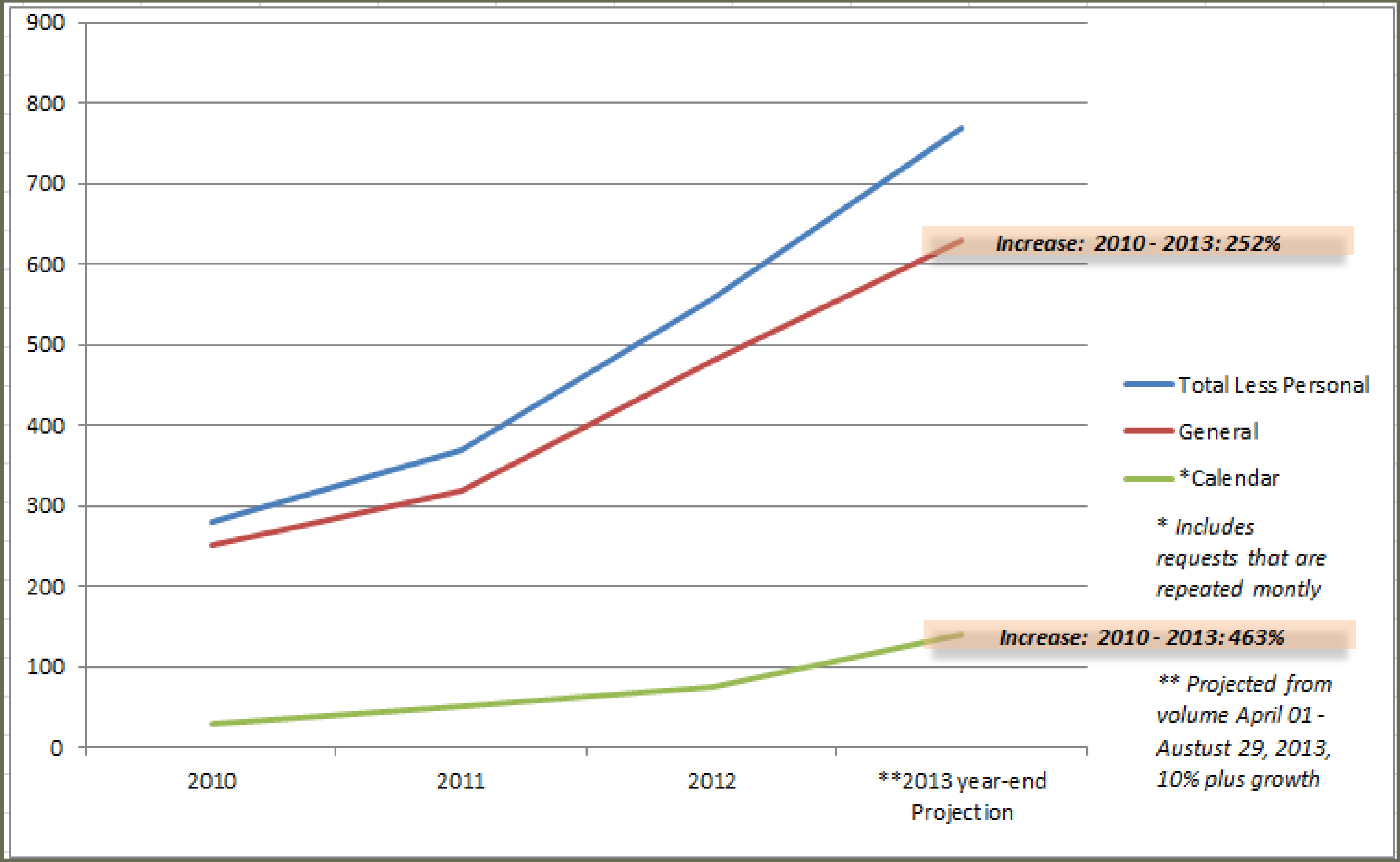
Project Boundaries

Ministry Coordinator fulfills request or vets and issues to Division → Division Coordinator fulfills request or vets and issues to Branch → Branch Coordinator fulfills request or vets and issues to Program Area as applicable → Program Area fulfills request → Request is issues to IAO

Average of 6 – 12 staff work on each "General" FOI Request
Average time of effort per request = 33 Hours

Requests Closed by Ministry of Finance

Note: The yearly increases are in direct relation to the overall requests received by IAO.



FTE Hours and Cost / Grand Totals

Totals are calculated from fiscal 2012/2013.

Monthly Total Hours	2,011
Annual Total Hours	24,128
Monthly Total FTE Costs	$86,862.29
Annual Total FTE Costs	**$1,042,347.50**

All calculations are derived from a combination of quantifiable data from statistical reports and estimated data that was collected during interviews and surveys.

All estimated data is conservative and estimates can be qualified in the detailed calculations [insert hyperlink].

Requestor Volumes
Ministry of Finance Cost

Requestor ID	Quantity of Requests	Percent Overall Requests	Estimated Cost to Finance
1	1,567	34.3	$350,000
2	648	14.2	$145,000
3	114	2.5	$ 28,000
4	95	2.1	$ 25,000
5	58	1.3	$ 15,000
6	40	0.9	$ 10,000
Top 6 Requests FTE Cost to Finance			**$573,000**

Note: This is only the cost for the Ministry of Finance. It does not include IAO, cross -Ministry requests or requests to other ministries.

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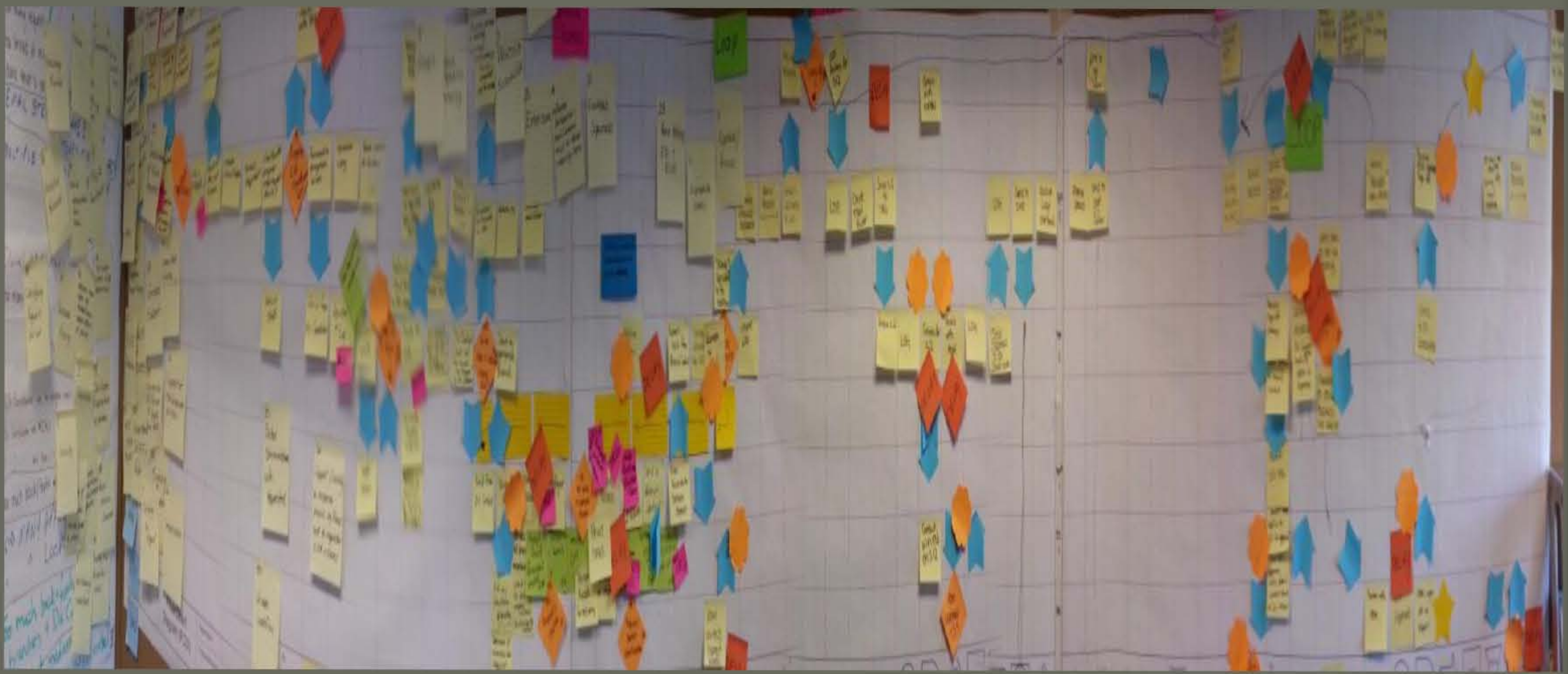
As Is Process Overview



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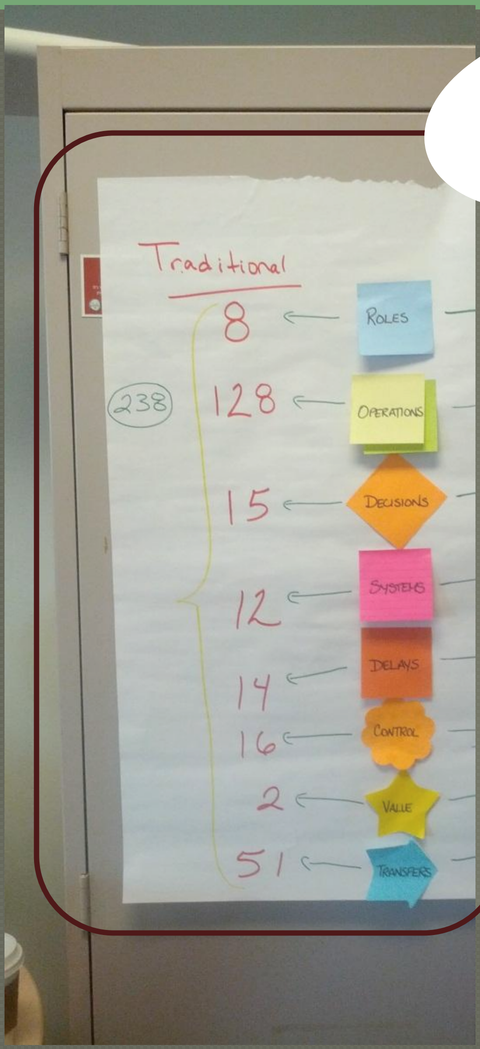
As Is Activities by Type
Key Performance Indicators



238
OPERATIONS

AS IS (Traditional) Activities :

- 238 Operations
- Value Add Operations for Customers = 2
- Efficiency = 0.84%

Non-Quality and Overproduction Overview

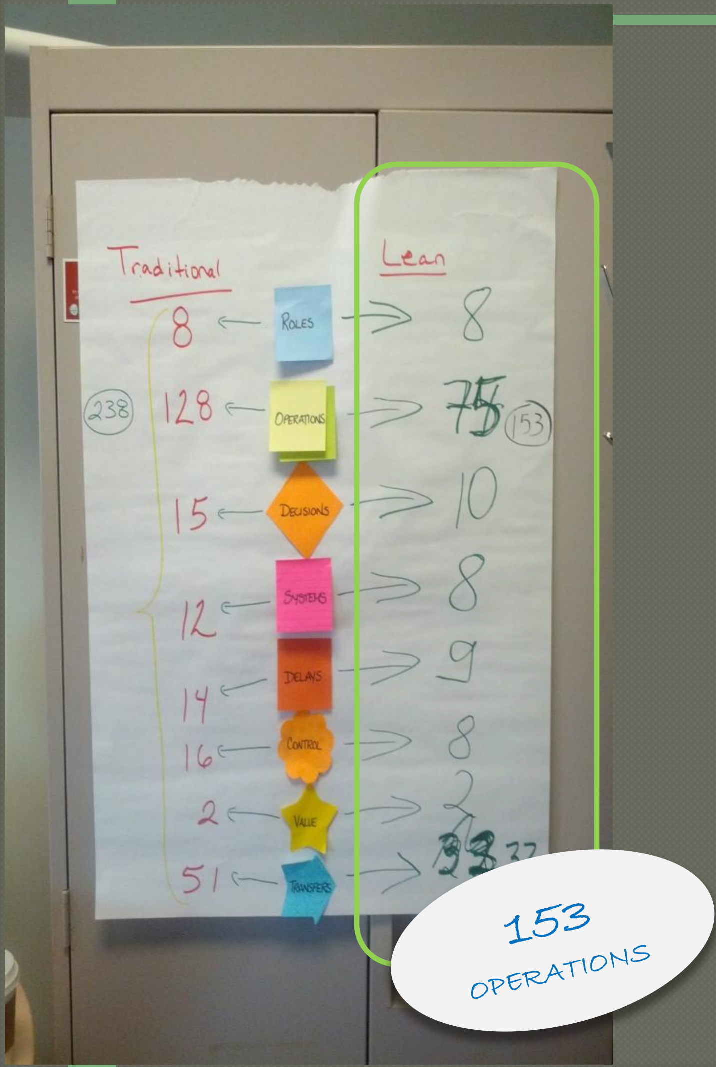
- Multiple Approval
- Clarification Required from Applicant
- Unclear Requests
- Lack of Training/Experience
- Independent Logging and/or Tracking
- Lack of Consistency between IAO and Branches

- Excessive Approval Steps
- Excessive Logging and/or Tracking
- Duplication of Records (*Hard Copy and Electronic*)

Ideal Process

- One System
- Standardized Process which is Understood by all Staff
- Employee Recognition for FOI Work
- Lower Level for Approvals – Trust and Training
- Communication with Applicant at Analyst Level
- Record Retention Proactively Followed
- **NO PRINTING/NO HARD COPY**
- E-Records and E-Approvals
- Requests are Comprehensive, Relevant to Finance, Specific and of Limited Time (One Year)
- Proactive Release of Calendars, High Profile Travel, Direct Awards and Audit Lists
- Proactive and Routine Release of Sensitive Data/Big Data

Lean Activities by Type



AS IS (Traditional) Activities :

- 238 activities (128 operations)
- Value Add Operations for Customers = 2
- Process Cycle Efficiency = 0.84%

Future State (Lean)

- 128 activities (75 operations)
- Value Add Operations for Customers = 2
- Process Cycle Efficiency = 1.45%

Gains

- 80% Increase in process efficiency
- 42% fewer operations, 40 fewer transfers.
- and **massive cost savings**!

Easy Fixes

- Program areas contact assigned IAO analyst directly to discuss clarification of HARMS between themselves.

  FOI coordinator only needs to be involved when clarifying a request or fee estimate as this could impact other program areas.

- If there is a request that requires a program area to create and provide a responsive record(s) such as a list(s) of contracts, audits, etc., the program area(s), who hold related responsive records and would be required to review for HARMS, must be canvassed at the beginning of the process .

  Once HARMS are received from canvassed program area(s) the final responsive record is compiled into one .pdf and sent to FOI coordinator for forwarding to IAO. FOI coordinator will not be involved in gathering HARMS.

- Government Communications and Public Engagement only needs to receive sign off package when received and the FOI coordinator forwards to the relevant program areas. 24 hour notice will be given on receipt of final severing.

Opportunities

- Notify IAO of 'partial transfers' in a timely fashion
- Standardize HARMS reporting format
- Proactive Releases
- Proactive Response for Recurring Requests
- Standardized Cross Training
- Requestor Satisfaction – Value Added Service Delivery

Process Direction

- One System to Provide:
  - Automated, Clear, Intuitive, Early Notification of Request
  - E-Forms that Provide Clear and Concise Information
  - E-Signatures
  - E-Records.
- Customer Able to Access Service with Ease
- Deal with Bottlenecks
- Standardization and Cross Training
- Education:
  - Mandatory for New Hires
  - Mandatory for FOI Support Staff
  - Open Data/Open Information
  - Education of Service Providers.
- Leverage Existing Tools
- Proactive Releases
- Proactive Responses for Recurring Requests

Benefits

- Decreased emails
- One system will reduce the number spreadsheets
- Decreased looping through education
- Decrease control points through delegation of authority
- Mitigate risk through reduction of multiple copies of records
- Reduction of inventory
- Manage the bottlenecks

Kaizen Workshop Kick-Off

Ministry of Finance
FOI Request Process

October 21st, 2013

Welcome

Context

To improve the response times and quality of information, which improves service to the citizens who are requesting the information. Internally, this outcome would reduce the time our employees spend on the FOI process, reduce paper use, and reduce errors.

To develop efficiencies and an enhanced standardized process in the FOI process by using Lean methodology and phases of Define, Measure, Analyze, Improve, & Control (DMAIC).

Project overview

Approach

The scope was to interview and survey the internal and external stakeholders to the process, and to analyze the data collected by these interviews and the Gemba walk.

To perform high-level capacity measurements to completed to measure the required resources to support any given number of requests and to support the future state resourcing requirements.

Thank You Kaizen Workshop Team Members

Your effort on this project are critical to its success and to the implementation of a formal Lean Culture at the Ministry of Finance

Kaizen Workshop Overview

The purpose of the workshop is to apply Lean concepts to the existing FOI As Is process; to

identify waste, map an optimized process

To Be Process

and develop an implementation strategy.

Kaizen Workshop Objectives

- To review the current FOI Request process
- To formulate an enhanced process, integrating attributes leading to new efficiencies, and new levels of effectiveness.

Non-negotiable Principles

- Deb to insert *For discussion during the Strategic Session. Some examples include:*

- The outcome of the Kaizen workshop is not intended to create additional work for the teams
- No IT expenditures over $TYD
- No hiring or layoffs
- No changes to CHIPS, this excludes uploads from Chips
- No major system renovations/enhancements will be considered for this iteration
- No major building renovations will be considered for this iteration
- No one from within WHS (STIIP team) will be exempt from recommendations of Kaizen team
- The focus of the Kaizen workshop is to ultimately improve the experience of our Customers

For the rest, you have *"carte blanche"*

Questions

WEEKLY PROJECT'S PROGRESS REPORT

***Date:* September 23, 2013**

Project : **Ministry of Finance FOI Process**

Requester : **Sponsor:** Debra Fayad / **Champion:** Heather Clark

Project Leaders : Mayank Chauhan/ Ian Johnston

Deadline: **Fujitsu Manager :** Ian Johnston

% progress	30
Availability	
Client satisfaction	
Deadline compliance	

Activities (Plan)	Details (Do)	Activity to end week:	Resources	Completion 25%	50%	75%	100%	Actual date of complet ion	Deadline compliance (Check)	Required actions (Act)
Diagnosis – Define, Measure Phase										
Preparation	Initial data review and analysis Preliminary Lean workplan Prepare and develop kickoff meeting Prepare project documents									• Prepare for kickoff meeting
Kick-off meeting	Coordinate preliminary intervention plan Discuss department's challenges and stakes Definition of global process (SIPOC)									• Obtain A4 approval • Have kickoff for FOI •
Planning data collection	Identify people to meet with Initial communication plan Check-list for data collection Define mandate/project scope									• Finalize and gain client's input and approval of Communication Plan and • Finalize VOC/S questions • Develop list of contacts and related logistics • Sponsor to send intro communication • IAO and Executives decline to interview or survey select group of requestors
Data collection	Gemba Walk VOE – Employee's survey VOC – Clients' survey VOS – Stakeholder's interview VOP – Process mapping MUDA and problems Observing on-going activities Data analysis									• Conducted Division and Stakeholder Gebma walks • Conducted Data interview with Jenny • Finished interviews.
Analysis and report writing	Data analysis Writing and approval of report									
Report Presentation	Introduction Data collection report Identify opportunities Validate conditions for success									

	Official report and recommendations									
Optimization – Analyse, Improve, Implement and Control Phases										
Kaizen pre-work	Finalise A4 chart Communication plan									
Lean service training	Lean service training (including simulations)									
Kaizen workshop (5 days)	Kaizen optimization sessions									
Follow-up activities	Implementation support Control plan									

Under control   To be monitored   Corrective actions required

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WEEKLY PROJECT'S PROGRESS REPORT ***Date:*** **September 23, 2013**

Activities for the upcoming week:

• Schedule Senior interviews (Ministry Lean Lead and OIPC) • Start drafting Strategic report

Special events :

Date	Who	What

Finance: CSD – EDOB FIO Request Process Using Lean Methodology

Kick off Presentation for DFAA Lean Project

November 30th, 2012

Agenda

- **Introductions**
- **Project Overview**
- **Data Collection and Analysis**
- **Logistics**
- **Communication Plan & Approach**
- **Questions**

Agenda

- **Introductions**
- **Project Overview**
- **Data Collection and Analysis**
- **Logistics**
- **Communication Plan & Approach**
- **Questions**

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Improvement initiatives

- **From a historical standpoint, there have been several improvement initiatives over the years, both in the private and public sectors: work organization, process optimization, restructuring, etc.**

- **But fundamental issues seem to persist…**
  - Lack of funds (limited budgets)
  - Shortage of workers
  - Lengthy delays
  - Increasing costs
  - Demanding employees/fatigue/stress
  - Etc.

Are we ready for a new approach?

"Madness is to continue acting the same way, while expecting a different outcome."
Einstein

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MINISTER
Political attaché
Minister
ADMINISTRATIVE SECRETARIAT
Officer
Coordinator
GENERAL SECRETARIAT
Secretariat
General secretariat
Deputy minister
EXECUTIVE VICE-PRESIDEN
ADM
Number of transfers : 58
Travelling distance : 879 meters
Process lead time : 233 hours
Director
Secretary
Officer
SERVICE
Service manager
Secretary
Professionnal

Project Charter

Project Charter – A4 Form

Roles & Responsibilities	
Initiator	Heather Clark
Project	FOI Requests
Co-Sponsors	Deborah Fayad
Process Owner	Michelle Bradley
Champion	Heather Clark
Project Management	Ian Johnston
Lean Support - BC Government	N/A (possible support from ministry green belt in-training)
Lean Project Leader - Fujitsu	Ian Johnston
Prepared by	Ian Johnston / Heather Clark
Date	July 26th, 2013
Version	2

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SIPOC

SIPOC - Suppliers, Inputs, Process, Outputs, Customers

<table>
<tr><th colspan="3">Process Description</th></tr>
<tr><td>Process name:</td><td colspan="2">Finance FOI Request</td></tr>
<tr><th colspan="2">Process starts with:</th><th>Process ends with:</th></tr>
<tr><td colspan="2">Receive new FOI Request from IAO</td><td>Approved and signed FOI Response to IAO</td></tr>
<tr><th>Suppliers</th><th>Process</th><th>Clients / Customers</th></tr>
<tr><td>• IAO Requestors
• Ministry Requestors
• Office of the Premier Requestors
• Ministry FOI Coordinator
• Division process supporters
• Division approvers (ADM's)
• Other team members</td><td rowspan="3">• Receipt of FOI requests
Request received by e-mail from IAO and
• Coordination of FOI requests
FOI Coordinator e-mails request to appropriate program area(s)
• Search for records
Program areas search for records then forward them or a "no records response" to the FOI Coordinator who then sends all relevant responses to IAO in one e-mail.
• Records review
IAO Reviews the records
• Severing recommendations
HARMS should have been provided by program areas when sending the initial response. IAO will contact FOI Coordinator to verify severing, FOI Coordinator contacts program area. IAO will on occasion go directly to the program area.
• Approval
IAO sends redline and sign-off to FOI Coordinator for forwarding to program area for review and sign-off. Occasionally redline has to be redone if changes are required.
• Sign-off
ADM/DM sign off is e-mailed back to FOI Coordinator who then forwards to IAO for release package to be prepared and sent to applicant</td><td>• IAO Requestors
• Ministry Requestors
• Office of the Premier Requestors
• Ministry FOI Coordinator
• Division process supporters
• Division approvers (ADM's)
• Other team members</td></tr>
<tr><th>Inputs</th><th>Outputs</th></tr>
<tr><td>• FOI Requests via (e-mail or paper copy through the mail) to IAO e-mail to FOI Coordinator
• (FOI Requests via (fax)
• Division contacts coordinate within their division, gather the responses and send to FOI Coordinator. They also forward questions, concerns, and requests for clarification to FOI Coordinator as necessary. They obtain final sign-off and send to FOI Coordinator
• Signatures and approvals from ADM/DM
• Phone calls/email</td><td>• Research requests for FOI request
• The ADM's receive the initial response package to review for HARMS. They then receive the final package for review and sign-off once severing has been done by IAO. The only approval FOI Coordinator has dealings with OOP is for S12 Consults which are sent to DM for sign-off once approved by TBS and signed off by Finance DM.
• Signed requests
• Approved requests</td></tr>
</table>

SIPOC

SIPOC - Suppliers, Inputs, Process, Outputs, Customers

Upstream Measurements	Downstream Measurements
• Request submitted from each type requestor (IAO, Ministries, OOP) • Work in Progress/Backlog • Number of intakes/files (% from various sources)	• On Time Reporting % • Requests processed per month/year • Number of formal complaints

Included	Excluded
• Method receiving FOI requests • Minor to moderate IT improvements • Inter-divisional and interministry communication methods • Process maps	• No major new systems or applications. • IAO Processes • Additional Process and procedures method (consider peripheral, upstream and downstream processes)

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Project Charter

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Problem Description	
Requestor Problems	Customer Problems
• There are too many steps in the process. This causes: • Extra workload for staff • Opportunities for people or steps to get missed and fall through the cracks • Poor on time record – current ministry is 75%, on-time while the gov't targe is 90%+ • Program areas not responding to request s – duplication of work (repeat emails) . • Late and no responses can lead to applicants filing complaints to OIPC which means reviews of the requests. • Late requests often lead to a new request from the same applicant, asking for the processing of the original request.	Common knowledge or Socialized issues: • Process takes too long and affects gov't on-time rate TBD
Employee/Contributor Problems	**Additional Observations**
Common knowledge or Socialized issues: • TBD •	•

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Project Charter

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Description of Mandate			
Outcomes would include improved response times and better quality of information which improves service to the citizens who are requesting the information. Internally, this outcome would reduce the time our employees spend on the FOI process, reduce paper use, and reduce errors.			

Process Involved			
Process	Receive and Process an FOI Request		
Start	Receive new FOI Request from IAO	**End**	Approved and signed FOI Response to IAO

Included	Excluded
• Method receiving FOI requests • Minor to moderate IT improvements • Inter-divisional and interministry communication methods • Process maps	• No major new systems or applications. • IAO Processes

Project Success Criteria: Objectives, Outcomes and KPI's *(S.M.A.R.T.)*

specific, measurable, attainable, relevant and time-bound

1. Improve "On-time Record from 75% to at least the targeted 90% (FOI response within 30 days) .
2. Improve IAO overall delivery time satisfaction
3. Reduced formal complaints and inquiries from requestors (public, media, political parties, etc.)
4. Employee engagement increases as process is less frustrating and results in better service to IAO and the public

Opportunities	Constraints
• Best use of available resources • More engagement/satisfaction for employees and customers	• No major system development or new systems • IAO processes • FOIPAA Legislation • Direction from Premier's Office DM

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Project Charter

FUJITSU

Description of Mandate

Outcomes would include improved response times and better quality of information which improves service to the citizens who are requesting the information. Internally, this outcome would reduce the time our employees spend on the FOI process, reduce paper use, and reduce errors.

Process Involved

Process	Receive and Process an FOI Request		
Start	Receive new FOI Request from IAO	**End**	Approved and signed FOI Response to IAO

Included	Excluded
• Method receiving FOI requests • Minor to moderate IT improvements • Inter-divisional and interministry communication methods • Process maps	• No major new systems or applications. • IAO Processes

Project Success Criteria: Objectives, Outcomes and KPI's *(S.M.A.R.T.)*

specific, measurable, attainable, relevant and time-bound

1. Improve "On-time Record from 75% to at least the targeted 90% (FOI response within 30 days) .
2. Improve IAO overall delivery time satisfaction
3. Reduced formal complaints and inquiries from requestors (public, media, political parties, etc.)
4. Employee engagement increases as process is less frustrating and results in better service to IAO and the public

Opportunities	Constraints
• Best use of available resources • More engagement/satisfaction for employees and customers	• No major system development or new systems • IAO processes • FOIPAA Legislation • Direction from Premier's Office DM

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Project Charter

Opportunities	Constraints
• Extra effort, difficulty and resources required with old claims when the trail goes cold • Unnecessary claims processing time and effort spent working on ineligible entries in the EPA • Eligible support that isn't claimed • Excessive waiting between process steps? NOTE: Will fill out from genba walks and voice of surveys	• Central government policies • Traditions •

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Project Charter

Project Team	
Deborah Fayad	Heather Clard
TBD	TBD
Post Kick-off Team members (Kaizen Workshop and SMEs)	
Michelle Bradley	Rita Chand
Jennifer Michell	Gordon McLean
Eleanor Mulloy	Jamie Edwardson
Lynette Linkletter	Janis Robertson
Brandy Dickson	Tammy Salling
Brittany Reijeris	Ron Tannhauser
Kim Nagle	Anita Foster
Maggie Hunter-Friesen	
Fujitsu Team	
Ian Johnston	Lean Consultant
Janet Thornton	Lean Program Manager

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Project Plan

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Potential Gains	
Tangible gains	**Intangible gains**
• %of eligible support claimed and received • Improved forecasting accuracy • Improved timeliness • Increased relevancy of information •	• Less friction with central government including Treasury Board and the Premier's Office • Reduced criticism or suspicion that money is being left on the table. •

Action Plan

Plan	Date	Nov 26	Dec 3	Dec 10	Dec 17	Dec 24	Dec 31	Jan 7	Jan 14	Jan 21	Jan 28	Feb 4	Feb 11	Feb 18	Feb 25	Mar 4	Mar 11	Mar 18	Mar 25
Project Management		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Kick Off	Nov 29	■																	
Data Collection and Analysis			■	■	■			■	■	■									
Executive Report and Strategic Session											■	■							
White Belt Training											■								
Kaizen Workshop	Feb 11-15												■						
Report														■					
Implementation	Mar 31													■	■	■	■	■	■

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Project Charter

Action Plan

Plan	Date	July 29	Aug 5	Aug 12	Aug 19	Aug 26	Sept 2	Sept 9	Sept 16	Sept 23	Sept 30	Oct 7	Oct 14	Oct 21	Oct 29
Project Management	May 8	July 29	Aug 5	Aug 12	Aug 19	Aug 26	Sept 2	Sept 9	Sept 16	Sept 23	Sept 30	Oct 7	Oct 14	Oct 21	14
Kick Off	July 31														
Data Collection and Analysis	TBD														
Executive Report and Strategic Session	TBD														
White Belt Training	TBD														
Kaizen Workshop	TBD														
Analysis Report & KPIs	TBD														
Implementation	TBD														

Follow-up

- Weekly report need to be produce every Monday for the previous week. Fujitsu Progress Report
- Status and Planning meeting with Lean Consultants and Champion weekly or more frequent as required. Meeting notes are required
- Semi-weekly, or more if required, status meeting with Sponsor(s) and Champion. Email to Lean Lead Consultant

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Agenda

FUJITSU

- **Introductions**
- **Project**
- **Data Collection and Analysis**
- **Logistics**
- **Communication**
- **Questions**

Data Collection and Analysis – Typical Disaster

- Kick Off Presentation
- Logistic of Voice of
- Gemba walk
- Voice of
- Process mapping
- Waste and problem identification
- Opportunities
- KPI
- Report

Data Collection and Analysis – Potential Other Disaster (Gap Analysis)

- Kick Off Presentation
- Logistic of Voice of
- Gemba walk
- Voice of
- Process mapping
- Waste and problem identification
- Report

Agenda

- Introductions
- Project
- Data Collection and Analysis
- Logistics
- Communication
- Questions

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Logistics

- **List of Employees in this process**
- **List of Customers in this process**
- **List of Stakeholders in this process**
- **List of Voice of Process (to draft AS IS state)**
  - VOP Workshop date to be defined

- **Gemba Walk:**
  - …
- **White Belt Training Session *(to be scheduled)***
- **Kaizen Workshop *(to be scheduled)***

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What is a Kaizen?

It is a workshop that is held during a process optimization activity. The Kaizen workshop is a structured methodology relying on the decision making process owners ; more specifically, a Kaizen :

- Brings together a multifunctional team including process owners, but excluding the project's sponsor
- Allows identifying solutions within established project scope
- Favours a strong involvement from every team member taking part in the project
- Aims at short term solution implementation
- Aims at quick results

Kaizen Workshop Schedule

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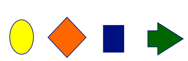
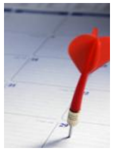
Example of 5 Day Workshop

Kick-off	Briefing	Briefing	Briefing	Briefing
Introduction	As is process	Ideal process	Best Practice	Action Plan
*Data collection summary	Analyze process +KPI	Lean Principles	Problem complex / solutions	Transition Plan
Opportunity, Parking Lot & Quick Win	Mura, Muri & Muda	Process direction	Implementation Strategy	Control Plan
As is process	Problem	To Be process		Communication Plan
	Area to improve	Analyze process + KPI		*Report & Closing
				
Data collection	As is	To be	Implementation Strategy	Plan

* These sections of the Kaizen will be broadcasted for remote access and presentation.

Team members - Your roles & responsibilities

You will get the opportunity to fully participate in challenging the Financial Forecasting process, and in the implementation of solutions. Your responsibilities will be to:

- Share your knowledge of what the actual state of the process is
- Develop and implement concrete solutions
- Promote the new and improved process
- Facilitate change
- Get people's feedback regarding changes that affect them
- Communicate the project's progress to your colleagues

Team member – Your participation

Preparation – 1 weeks prior to intensive session

- Attend the White Belt one day training
- No other preparation is required

Kaizen Workshop – intensive session

- Sharing knowledge and ideas in order to:
  - Analyse process actual state
  - Define required solutions to attain project's objectives
  - Develop an implementation plan

Post-Kaizen – 6 to 8 weeks following the intensive session

- Participate in weekly project follow-up meetings
- Take charge of the solutions implementation actions selected by the Kaizen team and assigned to sub-teams.
- These two items can take up to one day of work per week over the whole post-Kaizen period

Kaizen Workshop Participants , What you should know

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Define **M**easure **A**nalyze **I**nnovate **I**mplement **C**ontrol

Define	Measure	Analyze	Innovate	Implement	Control
Problem Statement	Basic Conditions and List of Causes	Selected ,Quantified Root Causes	Develop Solution	Implement Solution	Share and Maintain Solution
• Define present state • Define desired state • Define goals	• Collect data • Understand the process • Identify possible causes • Quantify the problem	• Analyze potential causes • Pick a root cause	• Identify possible solutions • Select and implement what seams to be best solution	• Implement solution	• Implement control procedures • Document project

Preparation
1 to 4 weeks

Kaizen Workshop
2 to 5 days

Post-Kaizen
6 to 8 weeks

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Agenda

- **Introductions**
- **Project**
- **Data Collection and Analysis**
- **Logistics**
- **Communication**
- **Questions**

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Change Management

25 Success Factors

Management Commitment

- Clear common vision and SMART objectives
- Real desire to support inside teams
- Real desire to invest the necessary time (Walk the Talk)
- Patience for results

Change Management

- Understanding of force fields involved
- Satisfactory incentive to change for each stakeholder
- Strong, clear feeling of urgency
- Common vision of improvement (focus)
- Effective communication plan
- Effective project management

Mobilization

- Desire to get employees actively involved
- Employees desire to participate and cooperate
- Fast implementation
- Availability of inside resources
- Operational continuity (ability to replace resources during project)

Improvement Approach

- Overall, structured and systematic approach
- Choice of implementation method
- Well-define roles and responsibilities
- Strong internal leader
- Strategic choice of project teams
- Depth of supervision of Lean expertise (outside support)
- Showcase project strategy

Performance Measurement

- Well-defined, simple and meaningful performance indicators
- Visual scorecard (communication of performance)
- Desire to own indicators (managers and users)

Communication Plan (*Example*)

FUJITSU

Project: Financial Forecasting Process
Sponsor: Tara Faganello
Champion : Rod Seginson
Lean Leader - BC Government: Mac Campbell
Lean Project Leader – Fujitsu: Yves Laurent Turcotte
Prepared by: Yves Laurent Turcotte
Date: July 31st, 2012

Define Phase							
No	**What**	**From whom**	**For whom**		**When**	**How**	**Why**
1	Project Kickoff meeting for core team	Yves Laurent Turcotte	• Rod Seginson • Mac Campbell • Adel Braga	• Ian Johnston • Roit Raina • Richard Fremmerlid	• Afternoon July 16th 910 Government Street	Meetings	• Inform and discuss about the project • Set up the core team
2	Project announcement	Rod Seginson	• Everybody in the financial forecasting process		• Before July 20	E-mail	• Government protocol • Project Awareness
3	Report on progress state to tactical committee	Yves Laurent Turcotte Ian Johnston	• Team Lead		• Every Monday	• E-mail	• Weekly status Report • Follow up on the project
4	Communiques	Rod Seginson	Everybody in the financial forecasting process		• August 3rd • August 17th • August 31th • September 14th • September 28th • October 12th • October 26th	E-mail	• Government protocol • Project Awareness
5	Action plan progress follow-up	Rod Seginson Mac Campbell	• TBD		• End of August, September and	• E-mail and SharePoint	• Monthly Status Report (August to October)

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Communication

A formal communication plan of:

- **What type of communication**
- **From whom**
- **For whom**
- **When**
- **How (What media and/or method of delivery)**
- **Why**

- ***What types of communication specifics are important to you?***

Agenda

- Introductions
- Project
- Data Collection and Analysis
- Logistics
- Communication
- Questions

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Process Description

Process name:	Finance FOI Request

Process starts with:	**Process ends with:**
Receive new FOI Request from IAO	Approved and signed FOI Response to IAO

Suppliers

- IAO Requestors
- Ministry Requestors
- Office of the Premier Requestors
- Ministry FOI Coordinator
- Division process supporters
- Division approvers (ADM's)
- Ministry Government Communications & Public Engagement (GCPE) resources
- 3rd party requestors (i.e. Federal gov't)
- FOI applicant
- Other team members

Inputs

- FOI Requests via (e-mail or paper copy through the mail) to IAO e-mail to FOI Coordinator
- (FOI Requests via (fax)
- Division contacts coordinate within their division, gather the responses and send to FOI Coordinator. They also forward questions, concerns, and requests for clarification to FOI Coordinator as necessary. They obtain final sign-off and send to FOI Coordinator
- Signatures and approvals from ADM/DM
- Phone calls/email

Process

- Receipt of FOI requests

  Request received by e-mail from IAO and

- Coordination of FOI requests

  FOI Coordinator e-mails request to appropriate program area(s)

- Search for records

  Program areas search for records then forward them or a "no records response" to the FOI Coordinator who then sends all relevant responses to IAO in one e-mail.

- Records review

  IAO Reviews the records

- Severing recommendations

  HARMS are provided by program areas when sending the initial response. IAO will contact FOI Coordinator to verify severing, FOI Coordinator contacts program area. IAO will on occasion go directly to the program area.

- Approval

  IAO sends redline and sign-off to FOI Coordinator for forwarding to program area for review and sign-off. Occasionally redline has to be redone if changes are required.

- Sign-off

  ADM/DM sign off is e-mailed back to FOI Coordinator who then forwards to IAO for release package to be

Clients / Customers

- IAO Requestors
- Ministry Requestors
- Office of the Premier Requestors
- Ministry FOI Coordinator
- Division process supporters
- Division approvers (ADM's)
- Other team members
- Ministry Government Communications & Public Engagement (GCPE) resources
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- FOI applicant

Outputs

- Research requests for FOI request
- The ADM's review records for HARMS. and receive the final package for review and sign-off once severing has been done by IAO.
- S12 consults are sent to DM for sign-off once approved by TBS
- Signed requests
- Approved requests

	prepared and sent to applicant	
Upstream Measurements		**Downstream Measurements**

• Request submitted from each type requestor (IAO, Ministries, OOP) • Work in Progress/Backlog • Number of intakes/files (% from various sources)	• On Time Reporting % • Requests processed per month/year • Number of formal complaints – deemed refusal and inadequate search

Included	**Excluded**
• Method receiving FOI requests • Minor to moderate IT improvements • Inter-divisional and interministry communication methods • Identify opportunities for proactive release of information • Process improvements that support better records management • Section 12's relating to Treasury Board • Process maps	• No major new systems or applications. • IAO Processes • No new staff resources • General records management processes and improvements

Project Charter – A4 Form

BRITISH COLUMBIA

Roles & Responsibilities	
Initiator	Heather Clark
Project	FOI Requests
Co-Sponsors	Deborah Fayad
Process Owner	Michelle Bradley
Champion	Heather Clark
Project Management	Ian Johnston
Lean Support - BC Government	Heather Clark /Mayank Chauhan
Lean Project Leader - Fujitsu	Ian Johnston
Prepared by	Ian Johnston / Heather Clark
Date	August 29, 2013
Version	4

Problem Description

Requestor Problems	Customer Problems
• There are too many steps in the process. This causes: • Extra workload for staff • Opportunities for people or steps to get missed and fall through the cracks • Poor on time record – current ministry is 75%, on-time while the gov't targe is 90%+ • Program areas not responding to request s – duplication of work (repeat emails) . • Late and no responses can lead to applicants filing complaints to OIPC which means reviews of the requests. • Late requests often lead to a new request from the same applicant, asking for the processing of the original request.	Common knowledge or Socialized issues: • Process takes too long and affects gov't on-time rate TBD
Employee/Contributor Problems	**Additional Observations**
Common knowledge or Socialized issues: • TBD •	•

Description of Mandate

Outcomes would include improved response times and better quality of information which improves service to the citizens who are requesting the information. Internally, this outcome would reduce the time our employees spend on the FOI process, reduce paper use, and reduce errors.

Process Involved

Process	Receive and Process an FOI Request		
Start	Receive new FOI Request from IAO	**End**	Approved and signed FOI Response to IAO
Included		**Excluded**	

Project Charter – A4 Form

• Method receiving FOI requests • Minor to moderate IT improvements • Inter-divisional and interministry communication methods • Process maps	• No majoy new systems or applications. • IAO Processes

Project Success Criteria: Objectives, Outcomes and KPI's *(S.M.A.R.T.)*

specific, measurable, attainable, relevant and time-bound

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Project Team

Deborah Fayad	Heather Clark
Michelle Bradley	Mayank Chauhan
Post Kick-off Team members (Kaizen Workshop and SMEs)	
Michelle Bradley	Rita Chand
Jennifer Michell	Gordon McLean
Eleanor Mulloy	Petra Posch
Lynette Linkletter	Janis Robertson
Brandy Dickson	Tammy Salling
Brittany Reijeris	Ron Tannhauser
Jennifer Stonnell	Anita Foster
Cindy McKinstry	Shalegh Ringma
Maggie Hunter-Friesen	Cheryl FitzSimons

Fujitsu Team

Ian Johnston	Lean Consultant
Janet Thornton	Lean Program Manager

Action Plan

Plan	Date	July 29	Aug 5	Aug 12	Aug 19	Aug 26	Sept 2	Sept 9	Sept 16	Sept 23	Sept 30	Oct 7	Oct 14	Oct 21	Oct 29
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Data Collection	TBD														

and Analysis															
Executive Report and Strategic Session	**Oct. 16**														
White Belt Training	**Oct. 4**														
Kaizen Workshop	**Oct. 21-15**														
Analysis Report & KPIs	**Oct. 16**														
Implementation	**Oct. 28**														

Follow-up

- Weekly report need to be produce every Monday for the previous week. Fujitsu Progress Report
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- Semi-weekly, or more if required, status meeting with Sponsor(s) and Champion. Email to Lean Lead Consultant

Signatures

Co-sponsor		
Co-sponsor		
Champion		