

Insley, Kara MTIC:EX

From: Ward, Kathleen MTIC:EX
Sent: October-22-13 10:43 AM
To: Williams, Brad M MTIC:EX
Cc: Hoskins, Chad MTIC:EX
Subject: RE: DMC Lean reporting request for Nov 1st

Follow Up Flag: Follow up
Flag Status: Flagged

Looks good

Regards,

Kathleen Ward | Executive Director | Information Access Operations | Shared Services BC
Ph: 250 387-9807 | **e:** Kathleen.Ward@gov.bc.ca | **m:** PO Box 9569, Stn Prov Gov, Victoria BC V8W 9K1

From: Williams, Brad M CITZ:EX
Sent: Tuesday, October 22, 2013 7:34 AM
To: Ward, Kathleen CITZ:EX
Cc: Hoskins, Chad CITZ:EX
Subject: FW: DMC Lean reporting request for Nov 1st

Good Morning, please take a look and let me know if this meets your approval.

Thanks!

From: Alvear, Adriana MTIC:EX
Sent: October-21-13 5:07 PM
To: Williams, Brad M CITZ:EX
Cc: Hoskins, Chad CITZ:EX
Subject: Re: DMC Lean reporting request for Nov 1st

Hi Brad,

It looks good. Thanks.

Did you have a chance to show the information to Kathleen?

As I mentioned before, we need project sponsor's approval for everything we add to the report.

Let me know.

Adriana

On Oct 21, 2013, at 11:42 AM, "Williams, Brad M CITZ:EX" <Brad.Williams@gov.bc.ca> wrote:

Hello Adriana, hopefully this is what you are looking for.....if not please let us know.

Thanks

From: Hoskins, Chad CITZ:EX
Sent: October-18-13 8:41 AM
To: Williams, Brad M CITZ:EX
Subject: RE: DMC Lean reporting request for Nov 1st

Here you go.

We have been able to reduce our overall steps in the FOI process from 275 activities (steps, transfers, delays and controls) to 198 steps – an improvement of 28%.

Some sub-process improvements include:

- Consultation process – 40% reduction in activities
- Open Information publication process – a decrease of 14 steps or a 43% improvement for 3 different areas of the process

Quick Wins (by end of calendar year) include:

- No physical file created at Intake
- Call for records handled through centralized team mailbox
- Formal letter converted to email templates

Medium Term Gains (by end of fiscal) include:

- Increased quality of requests through online form, education and more clarification at Intake
- Internal consultation by original analyst
- Reduction in number of Quality Assurance reviews

All of the goals set out in our original Lean submission have been fulfilled. In addition to meeting the goals of our Lean submission, the 25 projects that were initiated out of the Kaizen were complete and in the Control phase by March 31, 2013. Staff resources have not been reallocated to other areas, but the improvements enable staff to handle their increasing workloads more effectively and efficiently. **The project has also translated into new targeted technology investments that will further support improved business processes.**

From: Alvear, Adriana CITZ:EX
Sent: Wednesday, October 16, 2013 2:13 PM
To: Williams, Brad M CITZ:EX
Cc: Bergstrom, Heidi CITZ:EX; Hoskins, Chad CITZ:EX
Subject: RE: DMC Lean reporting request for Nov 1st

Hi Brad,

The information we need for the report is the high level outcomes of the project. Can you please provide those high level outcomes and make sure that Kathleen approves the information before you send it to us? PSA will publish this high level project information and they have asked that all information be approved by project sponsors and internal communications.

You can either send that information to me and I can input it on the form, or you can go directly to the site and add the information by editing the file. You should have access to the [Lean Reporting site](#). If not, please let me know.

Thanks.

<< OLE Object: Picture (Device Independent Bitmap) >>

From: Williams, Brad M CITZ:EX
Sent: Tuesday, October 8, 2013 2:48 PM
To: Alvear, Adriana CITZ:EX; Wollner, Catherine CITZ:EX
Cc: Bergstrom, Heidi CITZ:EX; Hoskins, Chad CITZ:EX
Subject: RE: DMC Lean reporting request for Nov 1st

Hello Adriana – we have been in the control phase since March 31st, 2013.

If you have questions please let me (Chad) know.

Thanks

From: Alvear, Adriana CITZ:EX
Sent: Monday, October 7, 2013 4:06 PM
To: Williams, Brad M CITZ:EX; Wollner, Catherine CITZ:EX
Cc: Bergstrom, Heidi CITZ:EX
Subject: RE: DMC Lean reporting request for Nov 1st

Hi Catherine and Brad,

We have to present a report to DMC Lean on the status of the 2012/13 Corporate Lean projects. The expectation is that the two projects, FOI and TOM, be at the control phase by Nov 1st.

If your project is in the Control phase, all we have to say is yes. However, if it's not, we have to explain why. To know if the project is already in the Control phase, think about the following:

- Are all improvements identified implemented?
- Are there performance measures in place to monitor process performance against project objectives?
- Have implementation change management activities been developed and implemented (e.g. training plan, celebratory communications)
- Is/was there a plan to celebrate and recognize the team?

This year we have to send the information to the PSA Lean office via their SharePoint site. I scheduled a meeting on Oct 16 to review the status of your projects and fill out the forms together. If everything is OK, we'll complete the forms and then you, as the project leads, will give your approval to submit them. If not, we'll define what else is required.

Please let me know if you have any question.

Thanks.

Adriana

-----Original Appointment-----

From: Alvear, Adriana CITZ:EX

Sent: Monday, October 7, 2013 3:49 PM

To: Alvear, Adriana CITZ:EX; Bergstrom, Heidi CITZ:EX; Williams, Brad M LCTZ:EX; Wollner, Catherine CITZ:EX

Subject: DMC Lean reporting request for Nov 1st

When: Wednesday, October 16, 2013 2:00 PM-3:00 PM (UTC-08:00) Pacific Time (US & Canada).

Where: SSBC R E209H@4000 Seymour Place CITZ:EX

To review the status of the 2012/13 Corporate Lean projects.

Join online meeting

<https://unite.gov.bc.ca/gov/meet/adriana.alvear/CFRSK5WK>

First online meeting?

Insley, Kara MTIC:EX

From: Ainsworth, Deborah MTIC:EX
Sent: March-07-13 12:09 PM
To: Ward, Kathleen MTIC:EX
Cc: Bergstrom, Heidi MTIC:EX
Subject: RE: Lean and IAO

Follow Up Flag: Follow up
Flag Status: Flagged

Hi Kathleen,

Yes, you have hit the 100% bar!

Heidi has been working with Brad and Chad to complete the template provided by the Lean Office. Heidi is completing the lion share of the document as Brad and Chad have let her know that they are swamped with other issues this week and would really appreciate that support (which we are happy to do).

There are two corporate projects that need reporting on to DMC Lean, as you know – FOI and Telephone Service Delivery Strategy. We anticipate having both draft template reports completed by tomorrow to be sent out by Jay to Bobbi (for FOI) and Angelo (for other one) for approval before we send them to the PSA on Wednesday next week.

I'm assuming you would like to review the draft before it goes to Bobbi. Will you have time tomorrow to do that if we send it to you in the morning? We'll also include in the e-mail all the related documents that the PSA has asked for – such as the Kaizen report out – which you already will have seen and approved.

Please let me know if you have any concerns or questions.

Thanks.

Deb

From: Ward, Kathleen CITZ:EX
Sent: Thursday, March 7, 2013 11:24 AM
To: Ainsworth, Deborah CITZ:EX
Subject: FW: Lean and IAO

Hi Deb:

Just confirming that this email below means that nothing more is needed from us and that we have met the 100% bar. Please advise.

Thanks,
*Kathleen Ward, BID, MA,
Executive Director,
Information Access Operations*

*Shared Services BC | Citizens' Services & Open Government
2nd Floor - 548 Michigan Street
Phone: 250.387-9807
Email: kathleen.ward@gov.bc.ca*

From: Sparks, Colleen PSA:EX
Sent: Wednesday, March 6, 2013 5:05 PM
To: Ward, Kathleen CITZ:EX
Cc: Williams, Brad M CITZ:EX; Hoskins, Chad CITZ:EX
Subject: RE: Lean and IAO

Hi Kathleen – sorry your email has been buried. I have actually connected with Deb Ainsworth and Heidi Bergstrom on this and we have what we need (ok – they are still supplying some of the materials). Thanks for checking in and congratulations to you and your team – Jay Schlosar spoke really well of the work Brad, Chad and Kris have been doing (among others). C

Colleen Sparks, Executive Lead
Lean Program Management Office | BC Public Service Agency
Cell 250-507-9391

From: Ward, Kathleen CITZ:EX
Sent: Wednesday, February 20, 2013 11:32 AM
To: Sparks, Colleen PSA:EX
Cc: Williams, Brad M CITZ:EX; Hoskins, Chad CITZ:EX
Subject: Lean and IAO

Hi Colleen:

I just thought I would follow up with you to inquire how IAO needs to report out to the PSA on our Lean project. IAO has completed our Lean requirements and we have met our targets. If there are any forms etc to complete, and if so, can you please send them our way?

Thanks for your help,
Kathleen Ward, BID, MA,
Executive Director,
Information Access Operations

Shared Services BC | Citizens' Services & Open Government
2nd Floor - 548 Michigan Street
Phone: 250.387-9807
Email: kathleen.ward@gov.bc.ca

Insley, Kara MTIC:EX

From: Bergstrom, Heidi MTIC:EX
Sent: March-13-13 9:28 AM
To: Sparks, Colleen PSA:EX
Cc: Bryson, Mick J PSA:EX; Miller, Christopher R PSA:EX; Schlosar, Jay M GCPE:EX; Plecas, Bobbi AVED:EX; Cocco, Angelo MTIC:EX; Ward, Kathleen MTIC:EX; Wollner, Catherine MTIC:EX; Ainsworth, Deborah MTIC:EX; Williams, Brad M MTIC:EX; Hoskins, Chad MTIC:EX; Alvear, Adriana MTIC:EX
Subject: CITZ Lean Projects - Final Reports
Attachments: CITZ_FOI_Lean Project Status Year End Report March 2013_Final.docx; CITZ_MSD_TelephoneService_Lean Project Status Year End Report March 2013_Final.docx; CITZ MSD Kaizen Results Presentation_v01.0 FINAL.pptx; PSA_FOI - Kaizen Workshop Final Presentation October 5th 2012_Final.pptx

Follow Up Flag: Follow up
Flag Status: Flagged

Hi Colleen,

Attached are our final reports for the FOI and Telephone Service Delivery Projects, as well as the final Kaizen reports for each. Thank you again for giving us a few extra days so that we could ensure sign off. If you have any questions please do not hesitate to contact me.

Thanks!

Heidi Bergstrom

Director, Corporate Planning
Planning, Performance & Communications Branch
Strategic Initiatives Division

Ministry of Citizens' Services and Open Government
4000 Seymour Place, E209, Victoria, BC V8X 4S8
Mailing Address: PO BOX 9412 Stn Prov Govt Victoria, BC V8W 9V1
Cell: (250) 415-1764
E-mail: Heidi.Bergstrom@gov.bc.ca
Teamwork*Courage*Passion*Service*Accountability*Curiosity

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Lean Project Status Template

Ministry	CITZ
Branch	Information Access Operations
Project Name	Review of the Centralized FOI Process
Project Lead	Kathleen Ward

Using the language of the customer, how would you define the problem?

Citizen demand for access to information services has steadily increased for the past five years, and this trend is expected to continue. In fiscal 2012/13, government is likely to receive close to 10,000 FOI requests and the highest number to date for general FOI requests. Information Access Operations (IAO) provides centralized FOI and Records Management services to government. The Branch serves both citizens (FOI applicants) and internal customers (government ministries).

The current FOI process is administratively burdensome on both FOI analysts and client ministries. The result for FOI applicants is that they often wait too long to receive responses to FOI requests and the response may not adequately address their concern. As well, government is complex, and it is often difficult for FOI applicants to appropriately identify the correct government ministry that holds the records they are seeking.

In the current process, internal customers (government ministries), spend significant time administering and responding to FOI requests - time that is that not spent fulfilling their core mandates. Some of the administrative tasks, such as collecting records and approving the release of FOI responses involve several transfers, delays and approvals. This slows down the process and creates unnecessary work for ministry staff.

Describe the progress you've made so far? Tell the story using both qualitative and quantitative information.

As you defined, measured and analyzed the problem – what did you find (e.g., what wastes did you uncover)?	<p>Through the Define, Measure, and Analyze phases of the Lean project, several different types of waste were identified in the FOI process. Largely, these focused on the excessive administrative steps that have built up in the system over time. In total, 16 areas for improvement were identified including:</p> <ul style="list-style-type: none"> ✓ Fee estimate ✓ Intake ✓ QA review of records ✓ Quality of incoming request ✓ Records gathering ✓ Tracking ✓ Consultation internal ✓ Analyst control/delegation ✓ IM/IT ✓ Sign-off ✓ Harm assessment ✓ Physical file creation ✓ File assignments ✓ Formal correspondence ✓ Reporting ✓ Publication review
------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------



<p>What steps have you taken, or been able to avoid, to improve the situation in terms of time, cost or quality of service?</p> <ul style="list-style-type: none"> ○ What are your high level results so far and what results do you expect? ○ How were you able to reallocate resources to other projects or work? 	<p>We have been able to reduce our overall steps in the FOI process from 275 activities (steps, transfers, delays and controls) to 198 steps – an improvement of 28%.</p> <p>Some sub-process improvements include:</p> <ul style="list-style-type: none"> • Consultation process – 40% reduction in activities • Open Information publication process – a decrease of 14 steps or a 43% improvement for 3 different areas of the process <p>Quick Wins (by end of calendar year) include:</p> <ul style="list-style-type: none"> • No physical file created at Intake • Call for records handled through centralized team mailbox • Formal letter converted to email templates <p>Medium Term Gains (by end of fiscal) include:</p> <ul style="list-style-type: none"> • Increased quality of requests through online form, education and more clarification at Intake • Internal consultation by original analyst • Reduction in number of Quality Assurance reviews <p>All of the goals set out in our original Lean submission have been fulfilled. In addition to meeting the goals of our Lean submission, the 25 projects that were initiated out of the Kaizen will either be complete or in the Control phase by March 31, 2013. Staff resources have not been reallocated to other areas, but the improvements enable staff to handle their increasing workloads more effectively and efficiently. The project has also translated into new targetted technology investments that will further support improved business processes.</p>
<p>When do you expect the project to be in the Control phase</p>	<p>This project is in the Control phase now with an expected completion date of March 31, 2013.</p>

Additional Information:

<p>Anecdotes, unexpected outcomes, observations and learnings</p>	<p>Trust the process, trust the people, and don't make assumptions about what is possible or not. At the beginning of our journey we thought there were some things 'off the table'; but by the end we learned that we <i>could</i> bring those things up with our Sponsor and she would support us. The support of our Sponsor was critical to our success.</p>
<p>Client feedback and experiences</p>	<p>Several ministry clients were amazed at how complex our business process was and how many steps were required for each FOI request; our Ministry of Finance client noted that one action item alone has saved her 3 hours per week!</p>
<p>Has this project led you to look at other processes that are related</p>	<p>IAO is continually looking at how to improve processes. More importantly perhaps is that other ministries also want improvement and are initiating projects and consulting/collaborating with the FOI team.</p> <p>We are undertaking more Lean projects in other areas of our division (BC Mail) and employees who have been trained in the Green Belt program are leading and supporting these initiatives.</p>
<p>Are you seeing staff practice Lean thinking</p>	<p>Yes, because we already have a strong foundational culture of continuous</p>



	improvement and engaging our staff. We knew that the introduction of a formal 'Lean Process' or as something 'new' would provoke some scepticism and anxiety with staff. We developed change management strategies focusing on support and communication – the Kaizen team also acted as 'ambassadors' which really helped.
Can you provide a quote about the experience?	"We have been engaged in continuous improvement at IAO for the past 2 years and have made substantial improvements to our business processes. I really didn't think that we would find many more substantial improvements through Lean, but, the rigour and structure of Lean provided us with a new set of tools and allowed us to further improve our business processes by 28%" – Brad Williams
Comments /recommendations for future	Learn more about the Kaizen workshop process and implement good change management practices from the start.

Completed by:

Please attach any pictures from the process or graphics that are informative.

Return by March 8, 2013 to katrina@northstarcreativegroup.com

S22



Figure 2 - FOI Current State Process

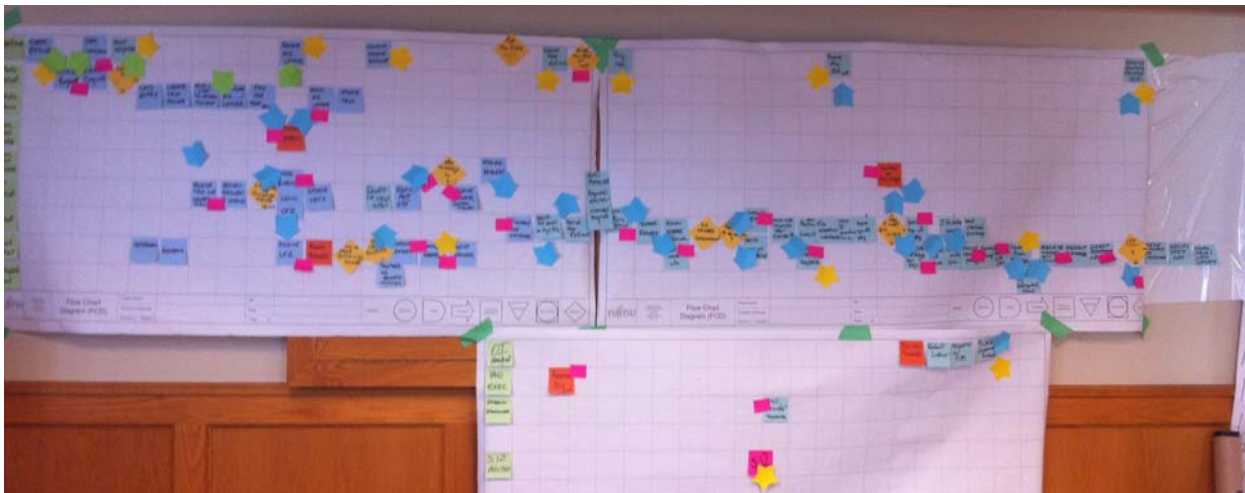


Figure 3 - FOI Express - Future State Value Process

Kaizen Workshop - Final Presentation

Freedom of Information Process

Ministry of Citizens' Services and Open Government

October 5th , 2012

Welcome



S22

SIPOC


SIPOC

Process Description		
Process name: Foi Centralized Process (IAO)		
Process starts with:		Process ends with:
Request		Complete respons to the requestor
Suppliers	Process	Clients / Customers
All sectors and jurisdiction Citizens OIPC Requestors Internet, Other Ministries SME Agencies Private sector Legal counsel	1- Intakes 2 - Gathering 3 - Reviewing 4 - Sign off 5 - Release	Requestors (Client) Other Ministries Government Citizens
Inputs		Outputs
Legislation Requests Records General Information Policies and procedures Personal authorization OIPC Rulings		Requested Records Reporting Open information Meeting Government Mandate Model
Upstream measurements		Downstream measurements
Included		Excluded

Lean Approach & Methodology

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					
<ul style="list-style-type: none"> □ SIPOC □ Qualification sheet □ Communication plan 	<ul style="list-style-type: none"> □ VOC □ VOE □ Mapping □ VOP/PCE □ Opportunities identification □ KPI baseline □ Success factors validation □ A4 Form □ Communication plan 	<ul style="list-style-type: none"> □ Lean training for project team □ Value added analysis of process □ Project directions 	<ul style="list-style-type: none"> □ Future state mapping □ Action plan □ Implementation plan □ Implementation strategy □ Change management strategy □ Project presentation 	<ul style="list-style-type: none"> □ Detailed solution development □ Procedure documentation □ Training plans and communication plan □ Physical implementation of solutions □ Coaching with implementation 	<ul style="list-style-type: none"> □ Control plan □ Dashboard with KPI □ Final project report

Signatories: 

Signatories: 

Signatories: 

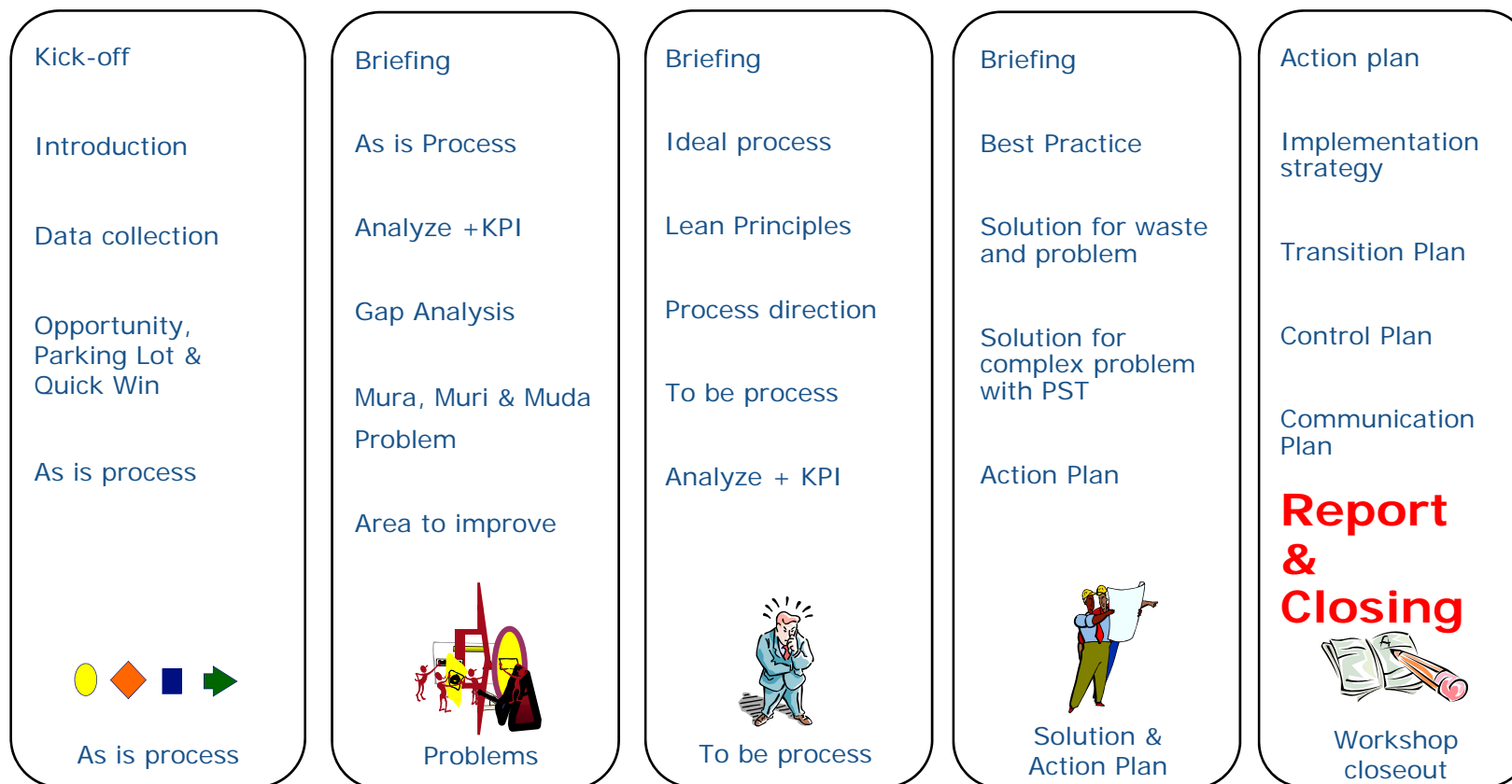
Signatories: 

Signatories: 

Signatories:

Workshop schedule

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



Team – FOI Express

❖ 1st Consensus, ..., our name

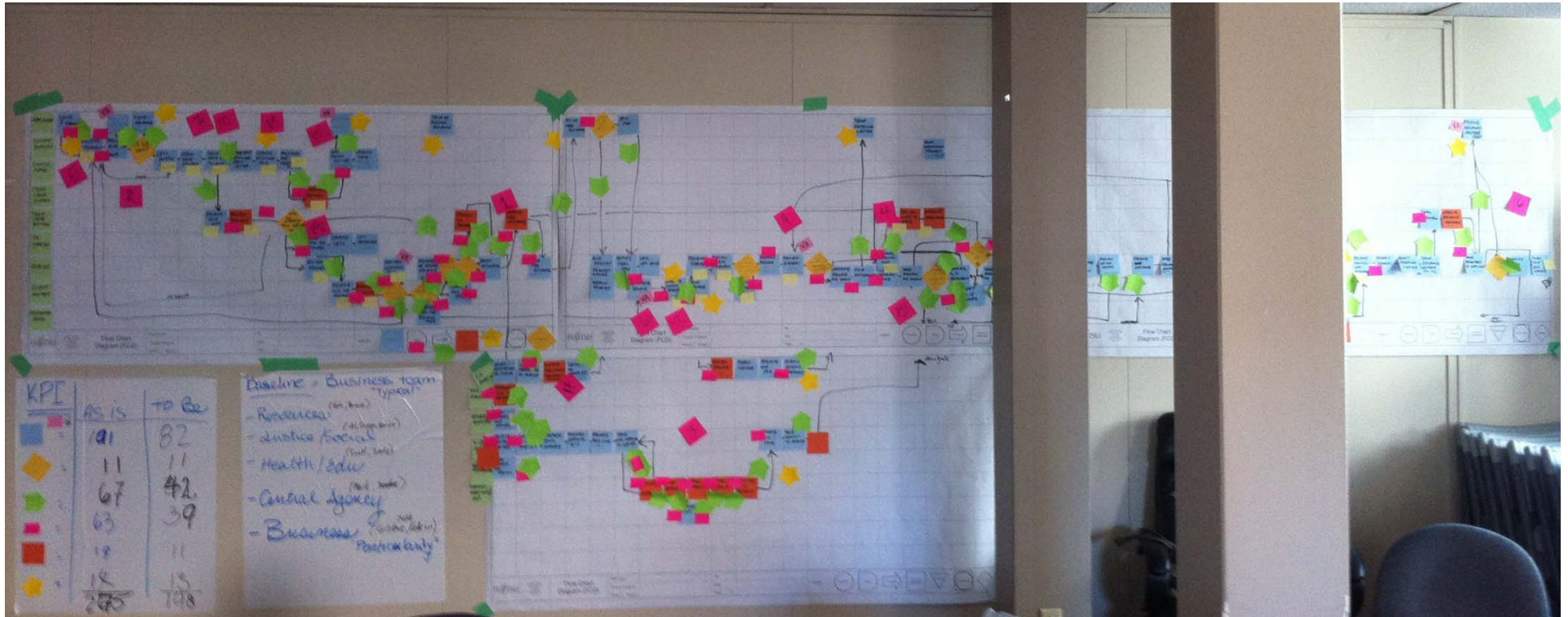


If we had a Magic Wand...

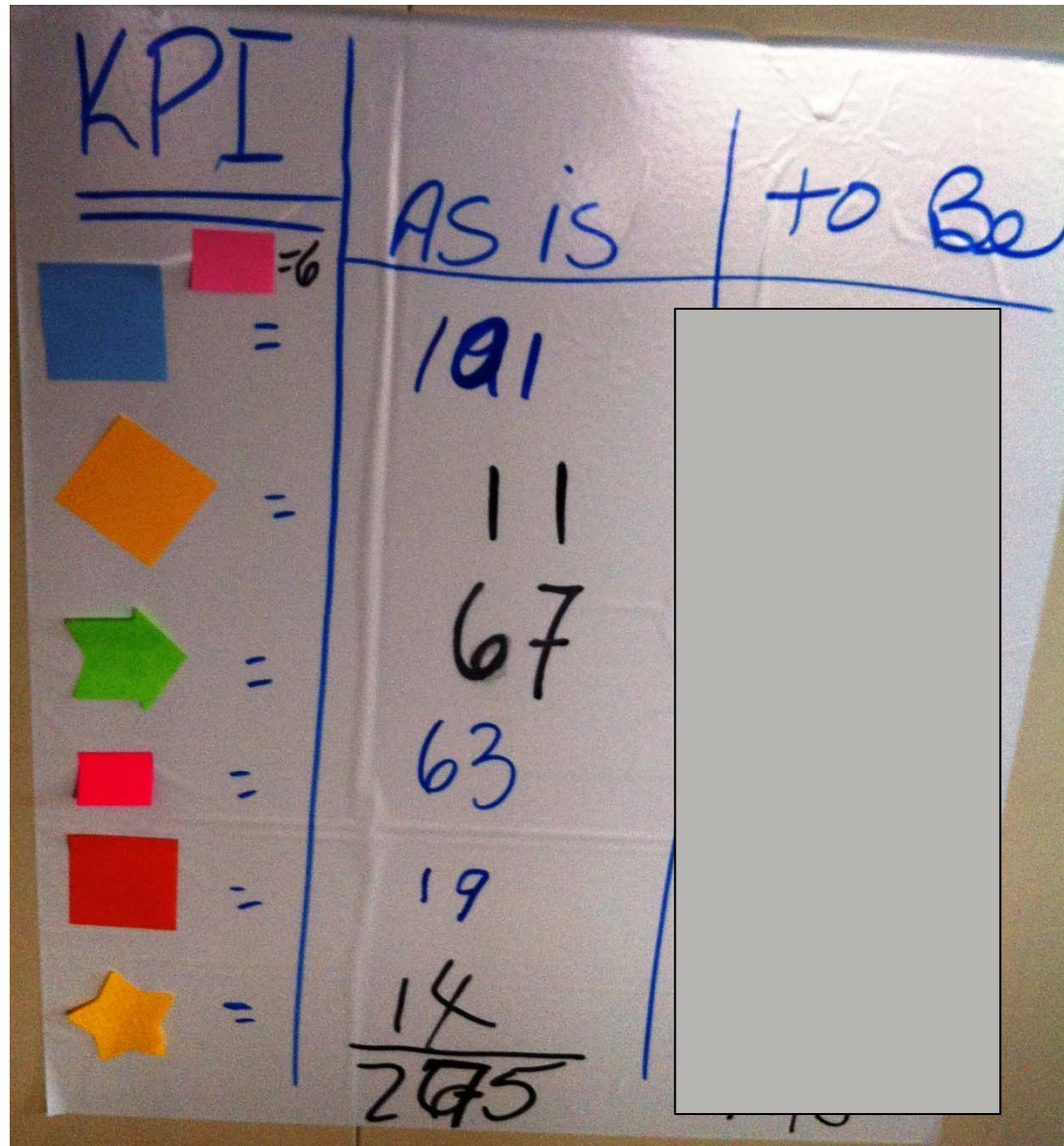
- ❖ 90% of contracts can be posted automatically on OI
- ❖ Section 12 (Cab Op) approval given back to Ministries
- ❖ Better process to recognize easy/difficult files (assignment)
- ❖ Improve process for no records, to be sent directly to requestors
- ❖ Improve communications between Ministries and IAO (harms)
- ❖ Front end process/educate stakeholders the ministries to go to IAO process for FOI/ All request should go directly to IAO (stakeholders educated)
- ❖ Ministries to be educated on what they can do/do more
- ❖ Assign more power to Intake to evaluate the request and clarify if needed
- ❖ The ministries/record management standards
- ❖ Post calendar proactively on Ministry websites
- ❖ Cut down the administrative duties for analysts
- ❖ Assist applicants to make good requests
- ❖ Make the fee process better



As is process



As is process



❖ As is

- ◆ 275 activities
- ◆ Only 6 are Value Add
- ◆ PCE = 2,2%

Gap Analysis

Central Agency Team

- ❖ AO 11 sends call for records at the direction of the 18 (Analyst). AO11 receives records from client and prepares records for review before sending to 18
- ❖ Half of our clients do not approve a “No Records” response on the CFR form due to multiple points of contact. For these clients, we proceed with formal SO once all responses have been received
- ❖ Utilizes AO11’s instead of AO14s. 11’s do not do analysis

Gap Analysis

Resource Team

- ❖ No physical file
- ❖ Send CFR to multiple PA's and SPoC
- ❖ Clerk 11 sends CFRs and processes files (NRR consults)
- ❖ Use team inbox to manage file correspondence
- ❖ Don't utilize NRR on CFR
- ❖ Minimal back and forth with minimal on final SO (sign off)
- ❖ Ministries have improved final SO authority
- ❖ Ex. Contact signs NRR
- ❖ Formal approval slip for consults
- ❖ Reassignments of files midstream based on criteria/workload balance (ex. Clerk does NRR, 21 does 1000+ pages)
- ❖ Require completed CFR with SO package
- ❖ Informal consult process for "in house" files (MOE with FNR)
- ❖ Analyst roles includes clerk 11, 14, 18, 21,24
- ❖ Analyst fills out S12 info summary (We don't send to Ministry)

Gap Analysis

Health/Education

- ❖ CFR – Each analyst performs their own
- ❖ CFR/CRTS/TRIM
- ❖ No records responses for minor files i.e. calendar
- ❖ Can be signed off by Ministry contact not DM
- ❖ Review of records sometimes done jointly by phone to identify harms
- ❖ Same with sec12 assessment with calendars
- ❖ MOH – issues resolved on NRR before provided to applicant
- ❖ Email to MOH for every FOI release
- ❖ Analyst can do their own S12 for calendars

Gap Analysis

Justice/Social

- ❖ Duplication of roles
- ❖ Added steps in terms of communicating with media/political party, applicants
- ❖ Added steps assisting issues management concerns with ministry clients
- ❖ Peer review (Senior analysts) before team lead/manager review
- ❖ 3rd party notifications Sec23/24
- ❖ Clerk 11 and 14 (Jr analyst) gather records through generic e-mail (they do not do files)

Gap Analysis

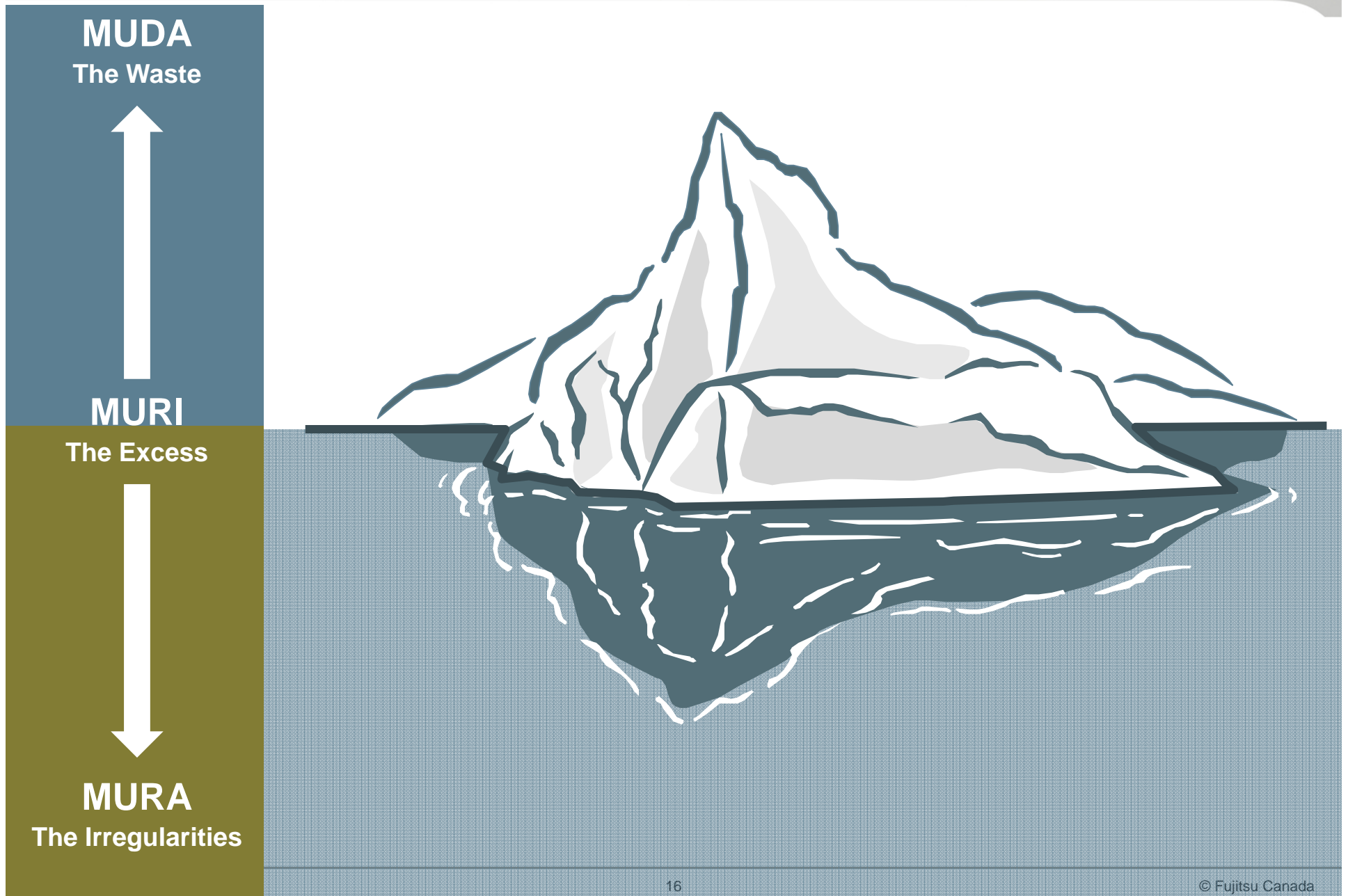
Business

- ❖ TL receive TRIM link
- ❖ *Action*. "Categories" used color coding for ACTION
- ❖ Have Jr Analyst send CFR from generic mailbox
- ❖ no analyst assigned
- ❖ Fee estimate/clarification between Jr Analyst + TL
- ❖ Jr. Analyst tracks due date of records
- ❖ Jr. Closes 'No records' responses
- ❖ Prepares s/o for clients who request formal s/o
- ❖ S12 calendar
- ❖ Records received to generic mailbox
- ❖ TL assigns to analyst based on volume/complexity
- ❖ Analyst advises Ministry they will be contact

Conclusion

- ❖ We are more similar than different
- ❖ Many of the differences result from staffing complement
- ❖ Some teams are already piloting the TO BE improvement identified

Reducing Waste



Mura (irregularities) - Brainstorming

- ❖ Need to clarify request
- ❖ Request that requires a fee estimate
- ❖ Request includes multiple ministries
- ❖ Request directed to Ministry
- ❖ Consultation (internal, external, S12)
- ❖ Very high volume requests
- ❖ Transfer request
- ❖ Receiving new records at sign-off
- ❖ SIV document for high fees
- ❖ Issues management
- ❖ Back and forth communication on file
- ❖ Records received not prepared for review
- ❖ Uneven allocation of FTEs
- ❖ Exemption criteria changes
- ❖ Who completes QA review the

Mura (irregularities) - Brainstorming

- ❖ Influx of new employees
- ❖ Cabinet shuffles/ min names changes
- ❖ Completing personal requests
- ❖ OIPC (or not) complaint and review
- ❖ Single Min. Contact vs. Multiple contacts
- ❖ Delegations
- ❖ Client expectations
- ❖ Communication and requirements of harms
- ❖ FOI knowledge in Ministry (Act, process)
- ❖ Enforcement of IAO policy/procedure
- ❖ File mgt/strategy
- ❖ Ministry engagement & culture
- ❖ Files rec'd from Ministry (file format, organization, content, responsiveness, software/tools)
- ❖ Ministries record management

Muri (excess) - Brainstorming

- ❖ Too many admin steps (data entry, letters)
- ❖ Repetitive QA steps
- ❖ Too much issues management
- ❖ Too many transfers/ emails
- ❖ Too many formal processes
- ❖ Too many restrictions
- ❖ Ministry customization
- ❖ Ministry customization
- ❖ Procedural inconsistencies between teams
- ❖ Too many consults
- ❖ Too many requests for same info
- ❖ FOI request for routine release
- ❖ Too much training
- ❖ Keeping too many records (duplications)
- ❖ Excessive severing on calendars/ expense
- ❖ Applicant customization
- ❖ Too many requests

Muda – Overproduction - Brainstorming

- ❖ Data entry
- ❖ Over trimming (unnecessary docs/emails)
- ❖ Physical files
- ❖ Too many “loops” for revisions/approval
- ❖ Unnecessary formal consultations
- ❖ X-Gov process
- ❖ FOI routine release
- ❖ Processing “sister” files
- ❖ Multiple QA reviews
- ❖ Duplication of records services
- ❖ Filtering duplicate records
- ❖ Too broad of a request

Muda – Motion - Brainstorming

- ❖ Mail pick up
- ❖ Hard copy scanning
- ❖ Walk over OPP files
- ❖ X-govt meetings
- ❖ Files stored off site
- ❖ Locating physical files
- ❖ Discussion with S12 advisor
- ❖ Discussion with TL or manager
- ❖ In person ad hoc for information (intake)

Muda – Transfer - Brainstorming

- ❖ S12 process
- ❖ Excessive touch points
- ❖ Draft correspondence
- ❖ X-Gov process
- ❖ Intake request re-directing
- ❖ Formal consultations in house or team
- ❖ OI exemption review
- ❖ QA on correspondence
- ❖ No records sign off
- ❖ Delay on necessary transfer
- ❖ Intake function (double clarification)
- ❖ Records call to IAO team

Muda – Waiting - Brainstorming

- ❖ Request clarification
- ❖ Request misdirected
- ❖ Records gathering
- ❖ Fee estimating
- ❖ Consultations
- ❖ Sign-off (ministry)
- ❖ QA review/IAO
- ❖ OI publication
- ❖ Preparing records
- ❖ Data entry (TRIM, CRTS)
- ❖ Issues management
- ❖ X-govt coordination
- ❖ Non flexibility (people)
- ❖ Complaints + reviews
- ❖ Processing physical docs
- ❖ Conferring with Ministry
- ❖ S12 sign-off preparation
- ❖ Large files/scope of request
- ❖ Lack of delegation for sign-off
- ❖ Volume spikes in requests
- ❖ Lack of portability of staff
- ❖ One program area get slammed with requests

Muda – Inefficient Process - Brainstorming

- ❖ S12
- ❖ Entry of data in CRTS
- ❖ Over trimming
- ❖ Unnecessary formal correspondence
- ❖ Disorganized Share Drive
- ❖ Format of correspondence (email vs. PDF doc)
- ❖ Preparing records for analysis
- ❖ Multiple transfers (conversion, no exchange)
- ❖ Consultations
- ❖ Subjective decision making
- ❖ No centralized resources (e.g. policy). Information spread out
- ❖ Inefficient IT systems (CRTS)
- ❖ Hardware system + support
- ❖ Records collection (manual process, dependant on people)

Muda – Inventory - Brainstorming

- ❖ X-govt calendar request and expenses
- ❖ Analyst file assignment
- ❖ Too many records
- ❖ Too many e-mails waiting for response
- ❖ Files back up at QA steps
- ❖ S12 consultations
- ❖ Bulk of requests to one program area
- ❖ Back up at delegated sign-off
- ❖ Uneven balance across teams
- ❖ Several high volume requests
- ❖ Intake accumulating new requests
- ❖ Files backed up at transfer points
- ❖ Uneven workload
- ❖ Insufficient client-resources

Muda – Defects - Brainstorming

- ❖ Missed/wrong severing
- ❖ Wrong interpretation of request
- ❖ Assign to wrong ministry
- ❖ Electronic check (file clean)
- ❖ Collect wrong records
- ❖ Don't find responsive records
- ❖ Inaccurate harms assessment
- ❖ Redaction technology errors
- ❖ Fee estimates miscalculations
- ❖ Send correspondence/request to wrong location
- ❖ Collating error/missed pages
- ❖ Duplicate records
- ❖ Inconsistent detail & information on approval slip
- ❖ Subjective changes from OI
- ❖ Quality of harms assessment
- ❖ Selecting appropriate contact
- ❖ Inconsistent disclosures between public bodies
- ❖ Frivolous and veracious requests

Muda – Lost Creativity

- ❖ **By passing sign-off + consultation**
- ❖ By passing formal procedures
- ❖ Hierarchical structure
- ❖ Bureaucracy
- ❖ Risk aversion (e.g. S12)
- ❖ Emphasis on issues management
- ❖ Over-specialization or over-generalization
- ❖ Misinterpretation of the act
- ❖ Client expectations
- ❖ Lack of control over policy or oversight body
- ❖ Lack of influence
- ❖ **Micro managing**
- ❖ Lack of support, engagement & communication
- ❖ **Lack of mentoring**

Areas to Improve

- ❖ Fee estimate
- ❖ Intake
- ❖ **Section 12**
- ❖ **QA review of records**
- ❖ **Quality of incoming request**
- ❖ Records gathering
- ❖ Tracking
- ❖ **Consultation internal**
- ❖ Analyst control/delegation
- ❖ IM/IT
- ❖ Sign-off
- ❖ Harm assessment
- ❖ Physical file creation
- ❖ File assignments
- ❖ **Formal correspondence**
- ❖ Reporting
- ❖ Publication review

Ideal process with no constraints exercise



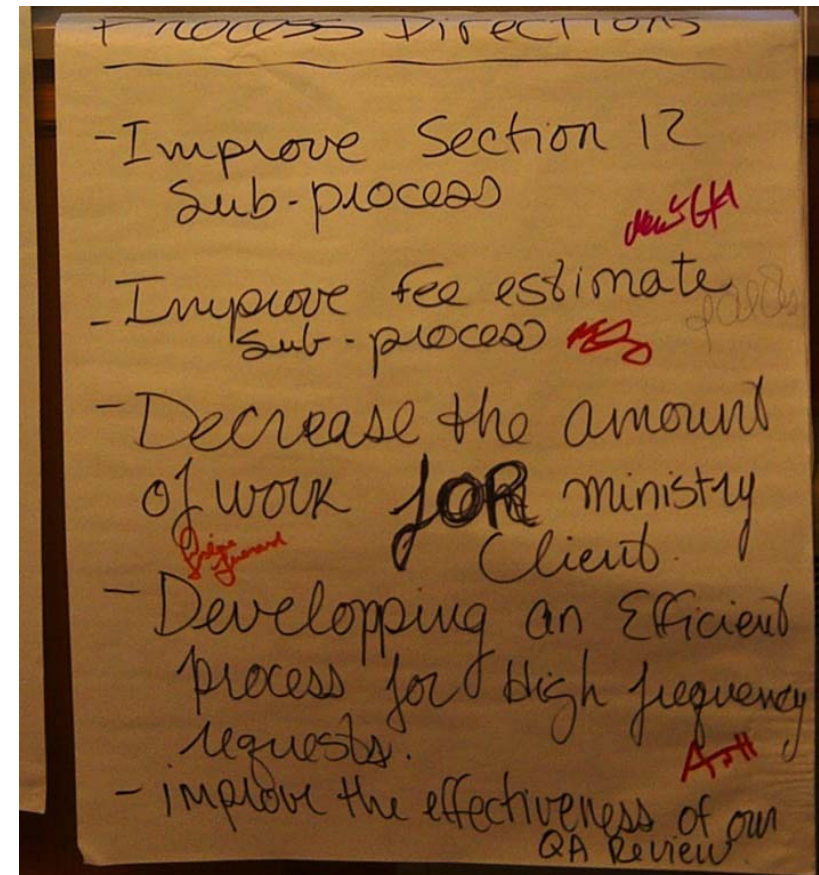
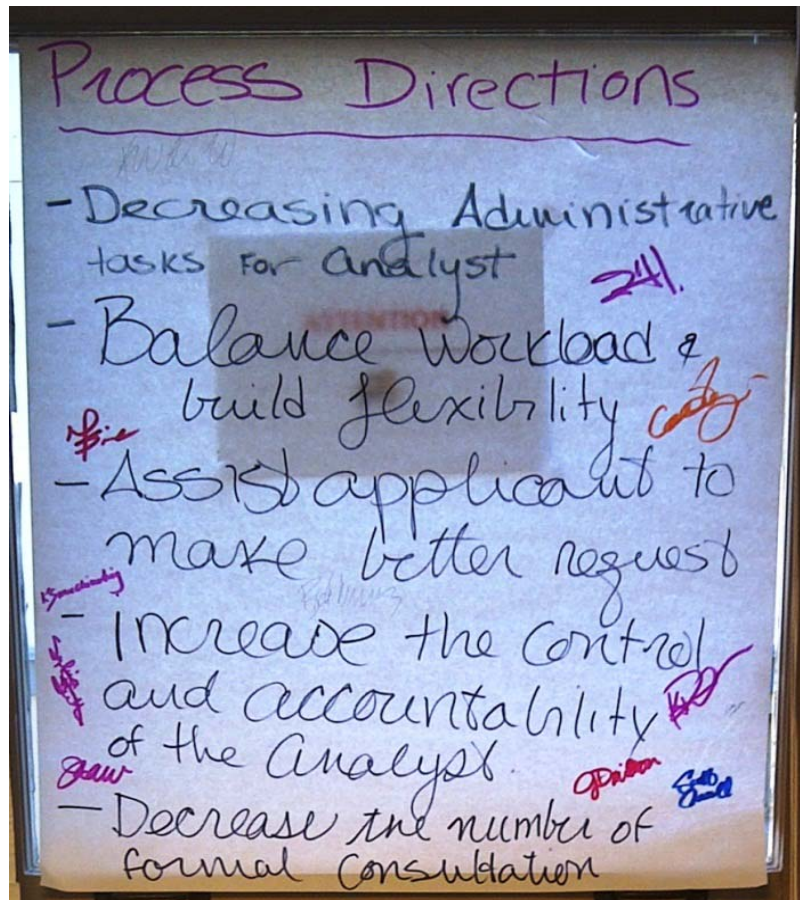
- ❖ Search engine
- ❖ Routine easy available
- ❖ More educated requestor on 1st option (before FOI)
- ❖ Publicly available
- ❖ Documents/records created with FOI by design in mind
- ❖ Apply best practices in record management
- ❖ Better communication and knowledge sharing
- ❖ IAO has access to central services
- ❖ No transfers, only analyst from request to response
- ❖ No ministry sign-off (delegated to IAO)
- ❖ 1 file for 1 analyst (pull)

Ideal process with no constraints exercise

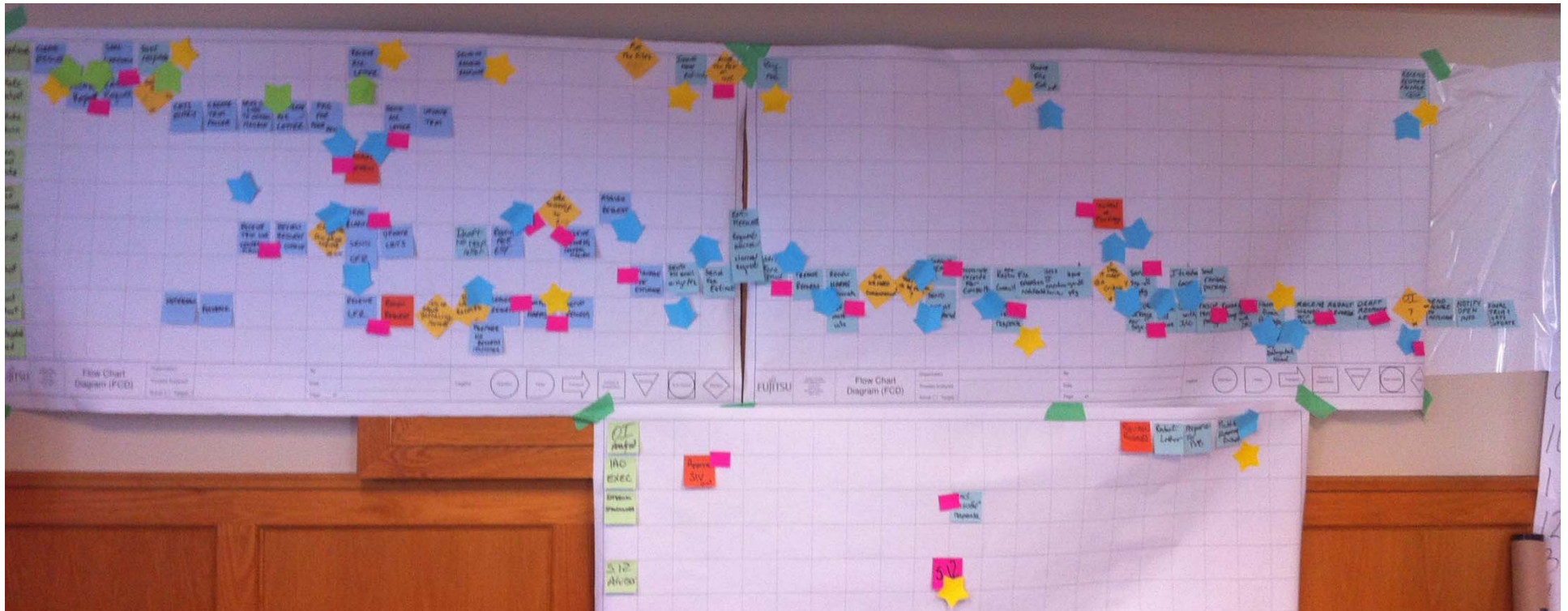


- ❖ Good requests from applicants
- ❖ Section 43 enforced when necessary
- ❖ One way/channel to put in request
- ❖ 1 system (IT) (Standard data entry for Ministry and IAO)
- ❖ 1 standardized process (no pods) + work cell that support each other (workload)
- ❖ Analyst analyzes records 80/20 + Balance between analysing and admin (having some control)

Process Direction



To be process



As is process

KPI		AS is	to Be
 = 6			
 =		191	82
 =		11	11
 =		67	42
 =		63	39
 =		19	11
 =		14	13
		<u>275</u>	<u>198</u>

❖ As is

- ◆ 275 activities
- ◆ 6 are Value Added for the applicant
- ◆ PCE = 2,2%

❖ To be

- ◆ 198 activities
- ◆ Again 6 are Value Add
- ◆ PCE = 3,0 %

❖ Gain

- ◆ 28 %

❖ Quick Wins (End of calendar year)

- ◆ No physical file created at Intake
- ◆ Call for records handled through centralized team mailbox
- ◆ Formal letter converted to email templates

❖ Medium Term (End of Fiscal)

- ◆ Increased quality of requests through online form, education and more clarification at Intake
- ◆ Internal consultation by original analyst
- ◆ Reduction in number of QA review

- **Loss of Management/Team Lead Control**
 - Create tools/training/guidelines to assist with building the trust and confidence of analysts
 - Continual evaluation of quality
 - 6 month review of new process with feedback
- **Learning curves and transitions**
 - Communicate about the increased availability/capacity of Managers/Team Leads to support the analyst
 - Establish sufficient criteria for analysts at the QA step and ensure there is adequate training and support

■ IAO Skepticism/Fear of LEAN

- Constant communication of the gains
- Provide as much info to all about the LEAN methodology and process followed by Kaizen team
- Celebrate all successes and focus on specific benefit statements for the stakeholders

■ IAO Employee Support

- Kaizen Team will be the ambassadors of the solution
- Invite IAO staff to be a part of any action items identified in the action plan
- Ministry *Lunch and LEAN* sessions
- Clearly communicate that the focus of the project was to reduce delays and this means less transfers

■ Relationships with Client Ministries

- Communication of the upcoming changes
 - With specific focus on consultation process changes

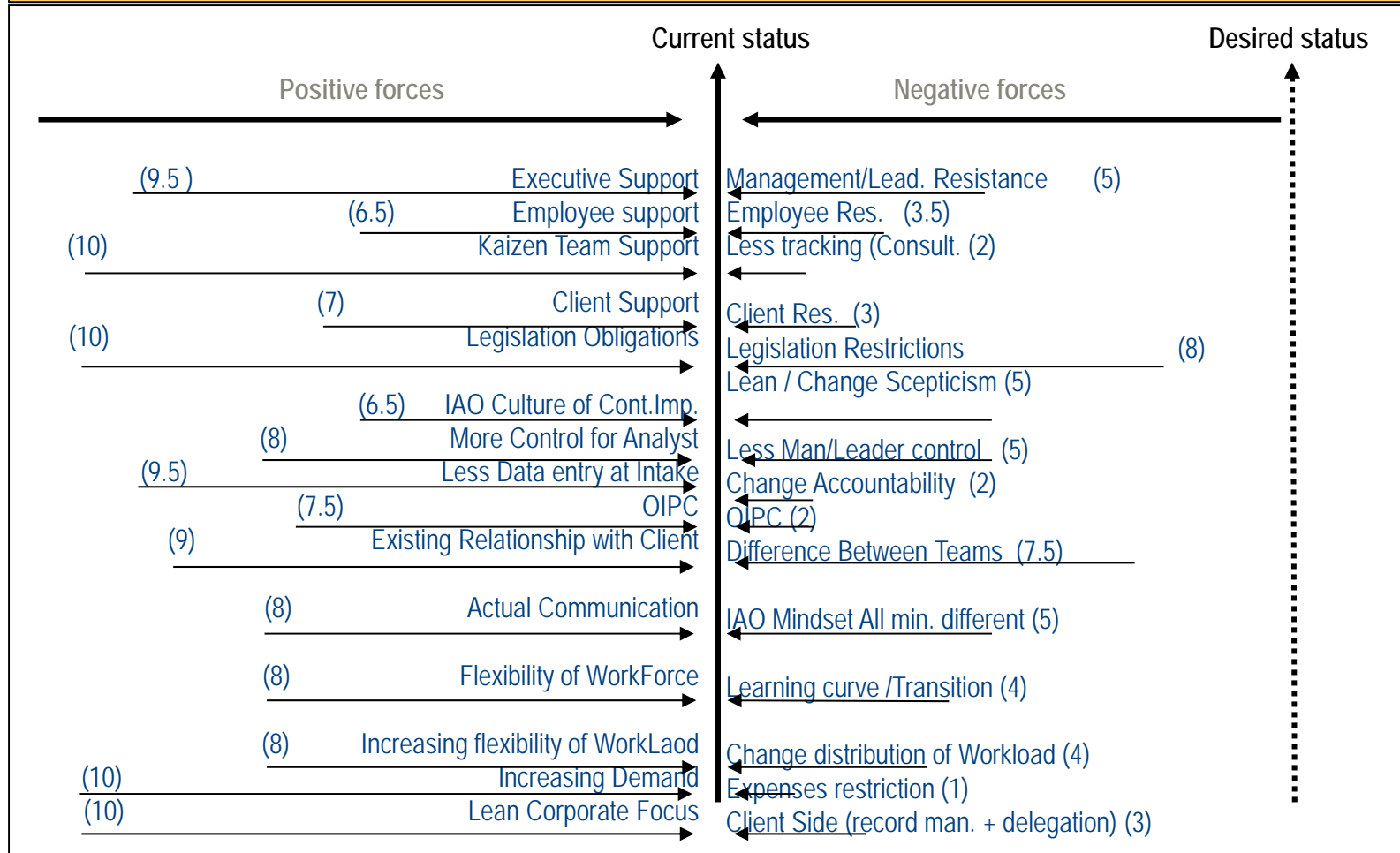
■ Less Tracking

- Communication of the upcoming changes
 - Including forthcoming SharePoint solution that will allow for improved tracking capabilities and more accurate business intelligence
- Activity based tracking for IAO workload purposes

- Differences between the teams
 - Communicate the recommendation that the Team staffing complements be reviewed
 - Build a process to identify and agree upon the team specific gaps in staffing
- Increasing flexibility of workload distribution
 - Identify clearer roles and responsibilities across the teams
 - Ensure consistency across the teams with respect to these and identified developmental opportunities
 - Ensure consistency across the teams

Force Field Analysis

FOI Express – Freedom of Information Process



Objectives:

- ❖ Inform stakeholders of the Kaizen workshop outcome, wastes identified, recommended solutions, plan for implementation of solutions
- ❖ Enlist support of key stakeholders to 'action' the solutions identified

Strategies:

- ❖ Kaizen team lead the communications (vs management) out to stakeholders following the Kaizen
- ❖ Kaizen team will engage stakeholders to become active participants in the implementation, encouraging them to provide input to further refine processes and fine tune solutions
- ❖ Celebrate successes as incremental improvements are made and streamlined processes produce results

Key Messages: (to be developed based on Kaizen decisions/action plan)

- ❖ Will speak to the drivers for change, rationale behind proposed solutions, the value proposition for individual stakeholders (WIFM)

Tools:

- ❖ Kaizen presentation, emails, memos, IAO All-staff meeting, client meetings, Lunch n' Lean coffee chat for CITZ, Ministry Integrated Plan, Intranet features/@Work features, BIC updates, SharePoint tracking, Executive communication (DM, ADM, ED – as validators of staff-driven work)

United Way contribution



Amount = 15,00 \$

Comments and Questions



Team – FOI Express



S22

Data Collection

Actual Data

- The FOI Process is actually measured monthly by the % on time delivery (Legislated Timeframe of 30 days)
- The Total Requests Closed, Average Processing Time and Average Number of days overdue are also available
- The Data available at the time is related to closed requests (reactive data)

CRITERIA:
 Enddate Range: 2012-04-01 12:00:00AM to 2012-09-07 11:59:59PM
 Status: Closed
 Category Type: Formal
 Request Type: General or Personal
 Sorted by request number in descending order
 Overdue calculation:
 (total processing time - non business days - s. 7 on hold days - time extension days - 30 business days) * -1

Report developed October 17, 2010
 Data refreshed: September 07, 2012

Freedom of Information and
 Protection of Privacy
 Information Access Operations

Baseline Comparisons
 Fiscal 11/12
 2012-04-01 12:00:00AM to 2012-09-07 11:59:59PM

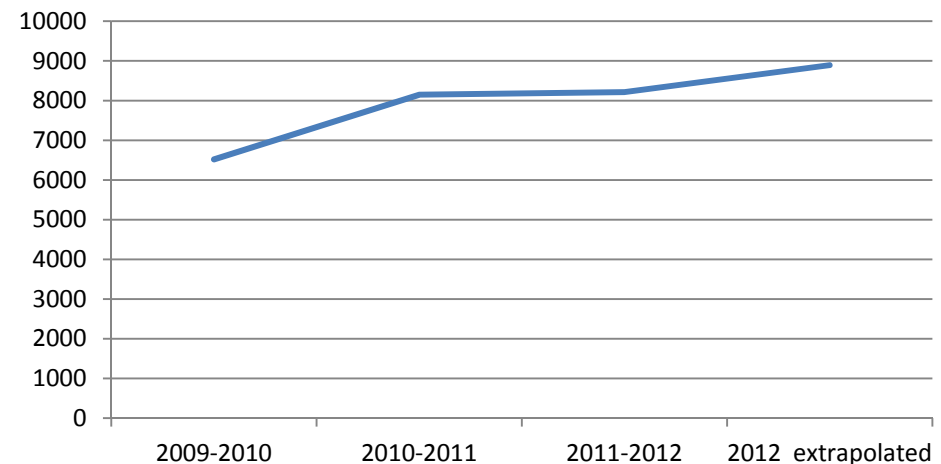
	All Government							
	Previous Fiscal Year April 01, 2011 to March 31, 2012		Current Fiscal Year 2012-04-01 12:00:00AM to 2012-09-07 11:59:59PM					
	Total Requests Closed	Average Processing Time (Business Days)	% On Time	Average Number (Business Days) Overdue	Total Requests Closed	Average Processing Time (Business Days)	% On Time	Average Number (Business Days) Overdue
General	3182	32	86%	15	1,856	33	86%	19
Personal	5030	22	93%	17	2,049	26	93%	15
Total	8212	26	90%	16	3,705	29	90%	18

	Applicant Type							
	Previous Fiscal Year April 01, 2011 to March 31, 2012		Current Fiscal Year 2012-04-01 12:00:00AM to 2012-09-07 11:59:59PM					
	Total Requests Closed	Average Processing Time (Business Days)	% On Time	Average Number (Business Days) Overdue	Total Requests Closed	Average Processing Time (Business Days)	% On Time	Average Number (Business Days) Overdue
Business	400	19	97%	10	135	24	91%	17
Individual	3584	27	80%	17	1,374	31	91%	18
Interest Group	179	31	87%	11	85	36	87%	22
Law Firm	2168	20	94%	17	1,031	20	94%	9
Media	789	31	84%	14	372	32	81%	14
Other Governments	23	28	91%	12	7	16	100%	
Other Public Body	39	22	92%	3	18	29	100%	
Political Party	1007	36	83%	15	643	37	85%	25
Researcher	23	29	91%	9	40	29	95%	14
Total	8212	26	90%	16	3,705	29	90%	18

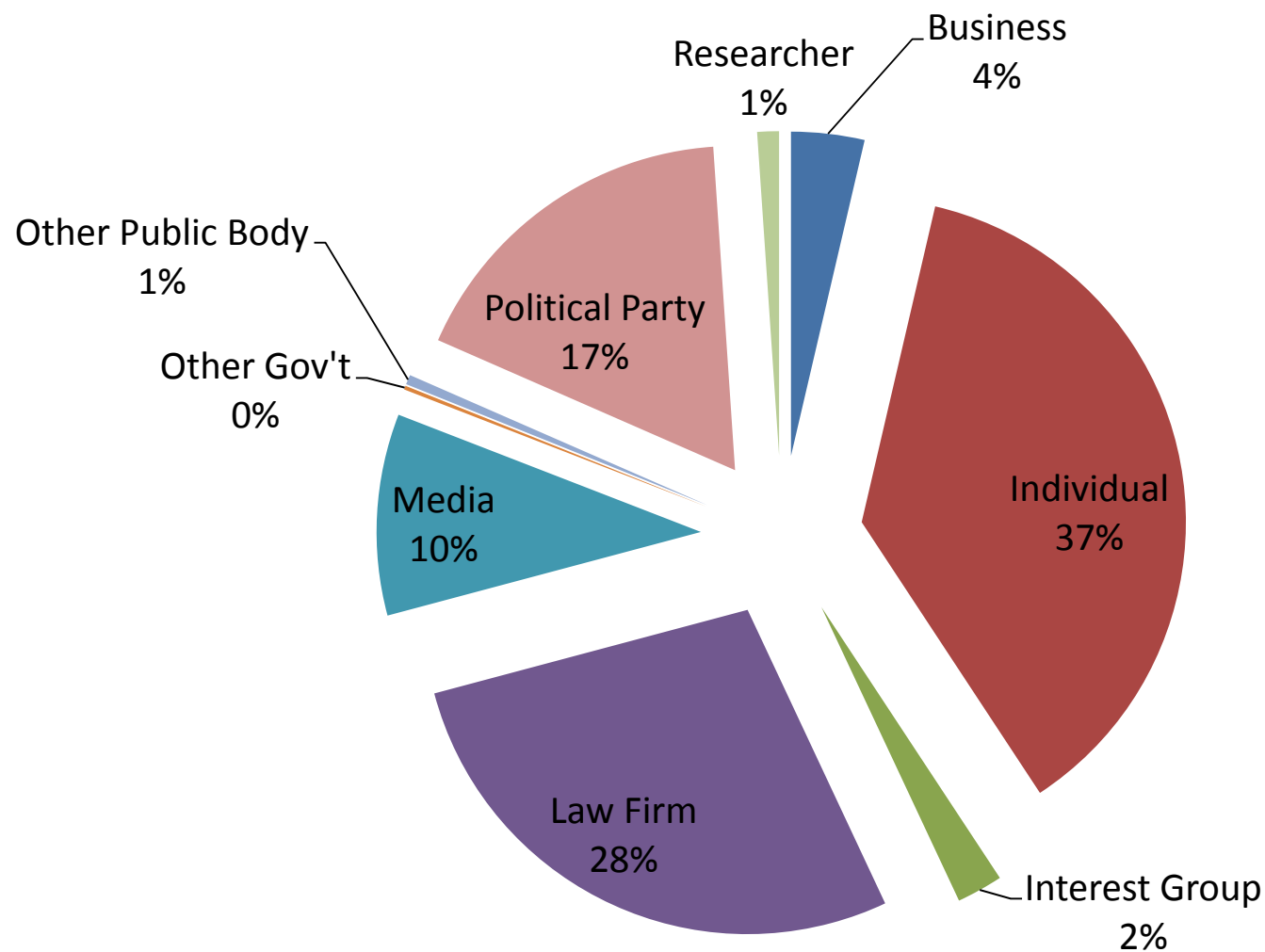
\\CAO_Headquarters\REPORTS and STANDARDS\REPORTS\Report\11_TEMPLATE\11_Footer_101_Template\FREEDOM OF INFORMATION ACT\Weekly Reports\Weekly Baseline (Final).pt

- The Demand is increasing over the past 4 years and is expected to continue to increase
- The demand is unpredictable and not leveled over time
- While the workforce is facing Demographic challenges such as Retirement, less worker available, Generation Y expectations, ...

Increasing Demand



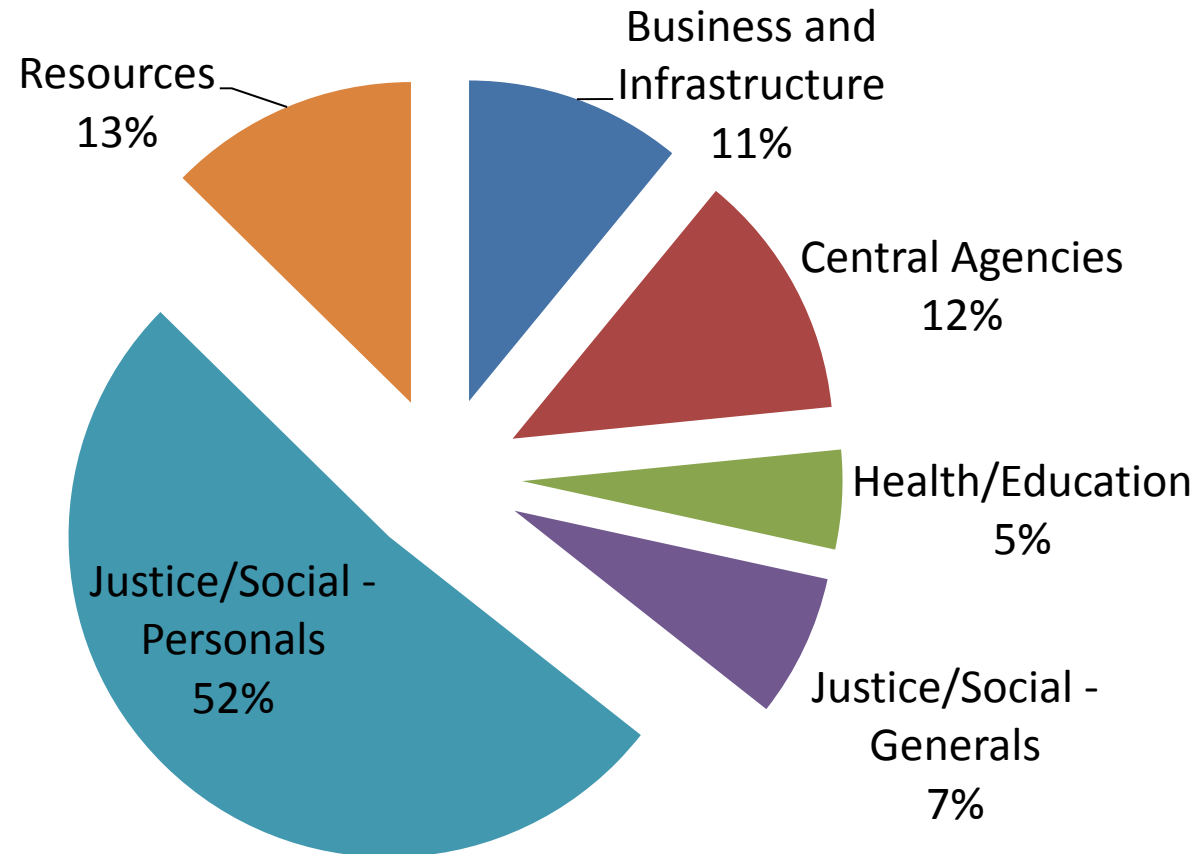
Actual Data– Applicant Type



From April 2012 to September 07, 2012

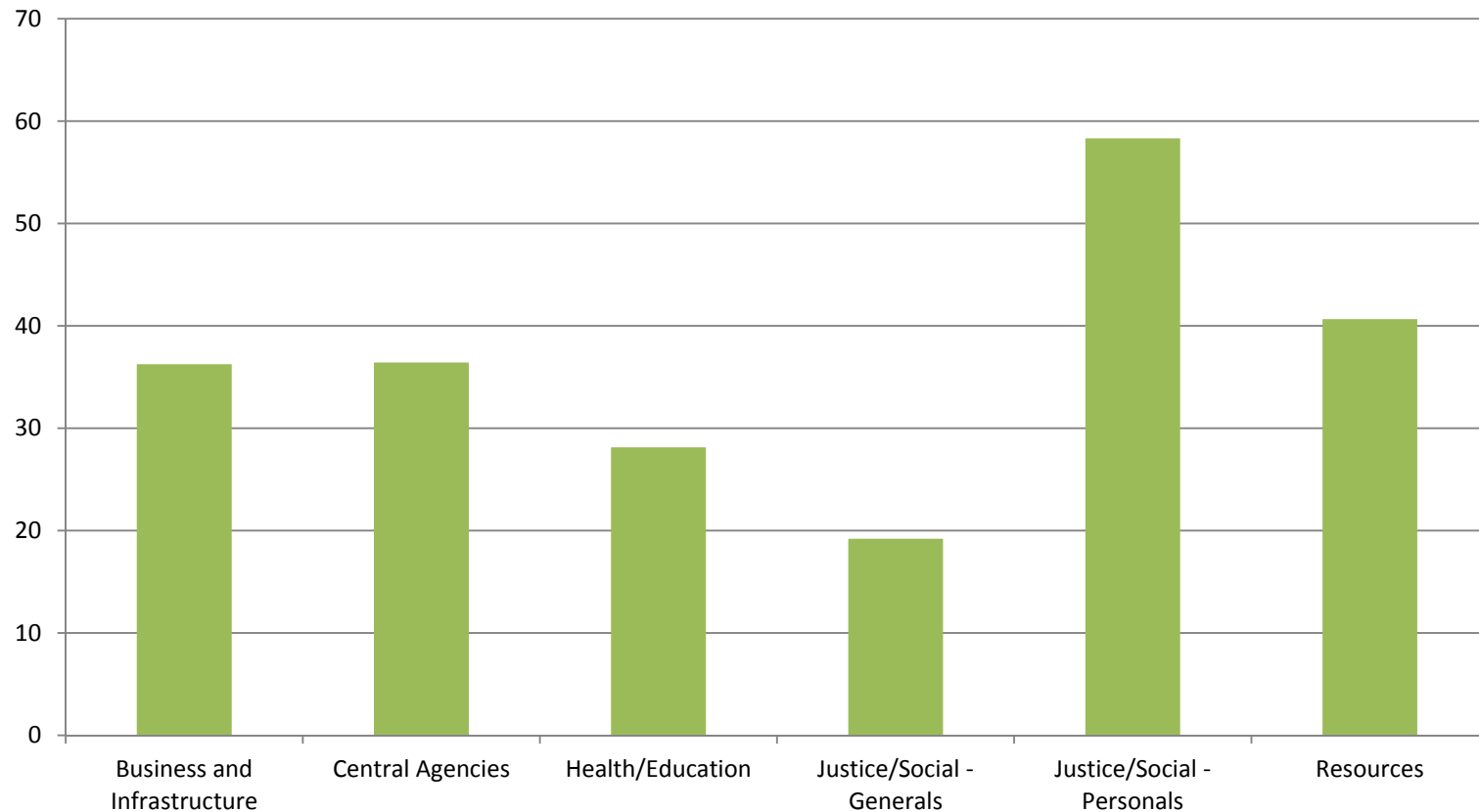
Actual Data – Output FY to date

Requests closed this fiscal year to date



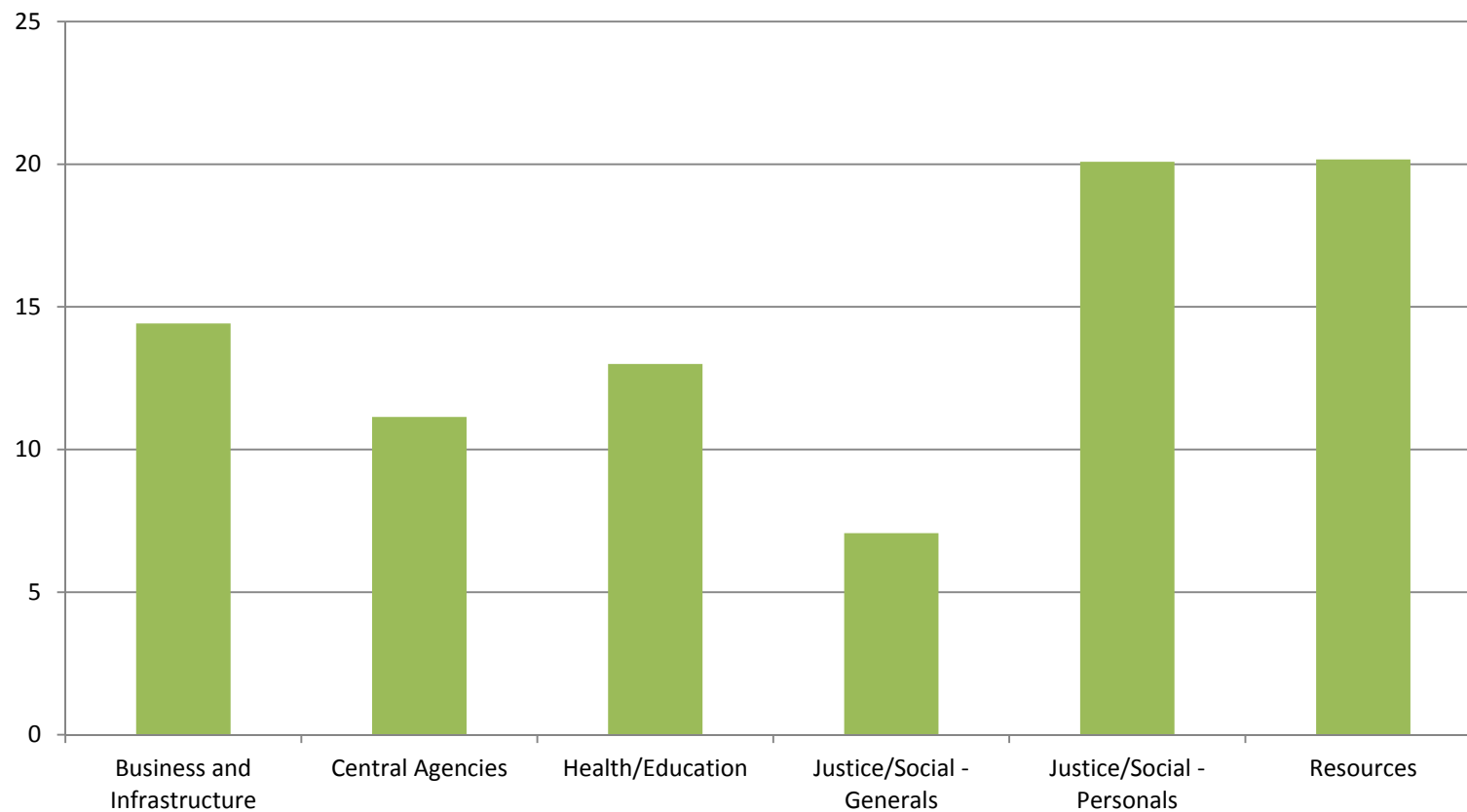
Actual Data– Workload per team

Requests closed this FY to date (requests/employee)



Actual Data – Work In Progress

Current Work in Progress (requests/employee)



Actual Data – Performance by Stage

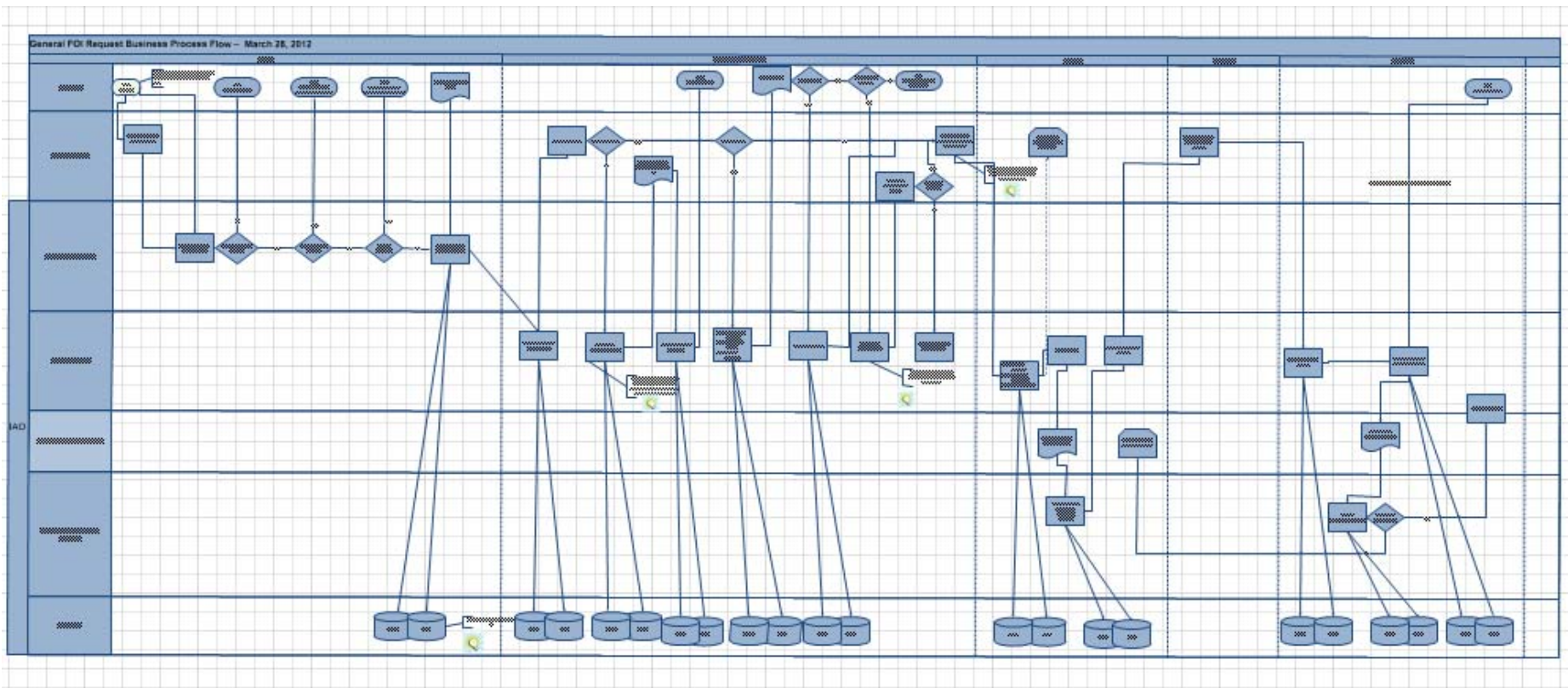


Teams		Stages						% On-time
		Received	Gathering	Review	Sign-Off	Release		
Business and Infrastructure	CSC	2.3	10.2	13.2	5.4	0.6		90.00%
	FIN	1.8	10.5	18.5	6.6	1.0		72.18%
	JTI	2.4	20.1	16.1	7.6	0.4		75.71%
	LBR	3.2	16.4	8.7	3.2	1.0		100.00%
	TRA	2.1	13.9	13.6	3.6	0.6		89.13%
Central Agencies	CTZ	2.6	13.7	18.3	5.6	1.3		86.05%
	GCP	2.5	12.1	9.9	2.5	1.8		91.25%
	OOP	2.1	16.8	3.4	4.0	0.9		94.67%
	PSA	4.3	9.5	10.3	4.8	1.8		83.96%
Health/Education	AED	3.2	16.7	20.9	7.8	0.2		90.20%
	EDU	3.2	13.3	11.0	5.0	0.1		95.52%
	HTH	3.0	25.7	11.1	4.2	1.1		92.68%
Justice/Social - Generals	CFD	3.1	8.2	20.0	9.4	0.3		73.68%
	CLB	2.0	14.5	25.0	15.0	0.5		0.00%
	JAG	2.5	10.8	21.3	6.8	0.7		70.65%
	MSD	3.2	13.1	18.7	6.4	0.4		69.39%
	OCC	3.8	3.9	16.0	3.6	0.5		89.47%
Justice/Social - Personals	CFD	3.0	16.7	22.0	0.4	0.0		92.81%
	CLB	3.1	24.7	13.0	0.0	0.0		100.00%
	JAG	2.6	5.2	10.0	1.5	5.0		89.70%
	MSD	2.4	7.6	10.8	0.0	26.7		97.96%
	OCC	0.0	4.0	20.0	7.0	0.0		0.00%
Resources	AGR	2.2	9.5	10.6	5.2	0.4		100.00%
	ARR	1.7	7.9	11.9	2.6	1.0		100.00%
	EAO	1.3	7.3	1.8	0.6	0.6		100.00%
	EGM	1.7	12.8	12.5	5.5	1.5		80.81%
	FNR	0.9	13.6	15.9	3.6	0.5		98.15%
	HOU	2.6	11.4	19.2	3.3	0.9		94.44%
	MOE	1.8	9.6	12.5	3.5	0.7		93.18%
IAO Average		2.5	11.5	14.0	2.8	4.2		89.68%

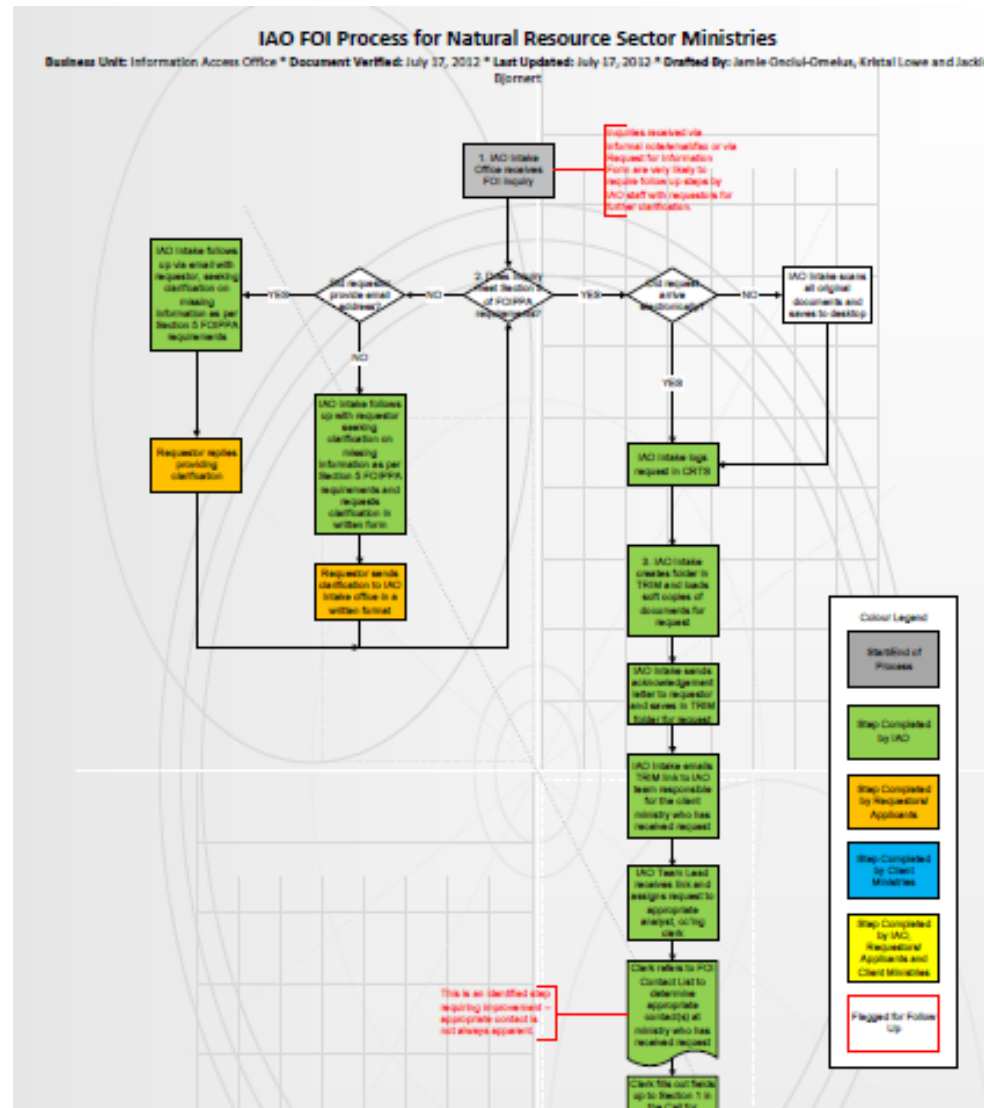
General Mapping: Current Process

- A Preliminary Baseline for the FOI voice of process (VOP) was captured in March 2012
- The process was high leveled mapped from the request to the response to the applicant, and estimated delay was determine for the main steps
- Other mappings, with more detail are also available;
 - TRIM IAO General Requests
 - Resource Team Requests

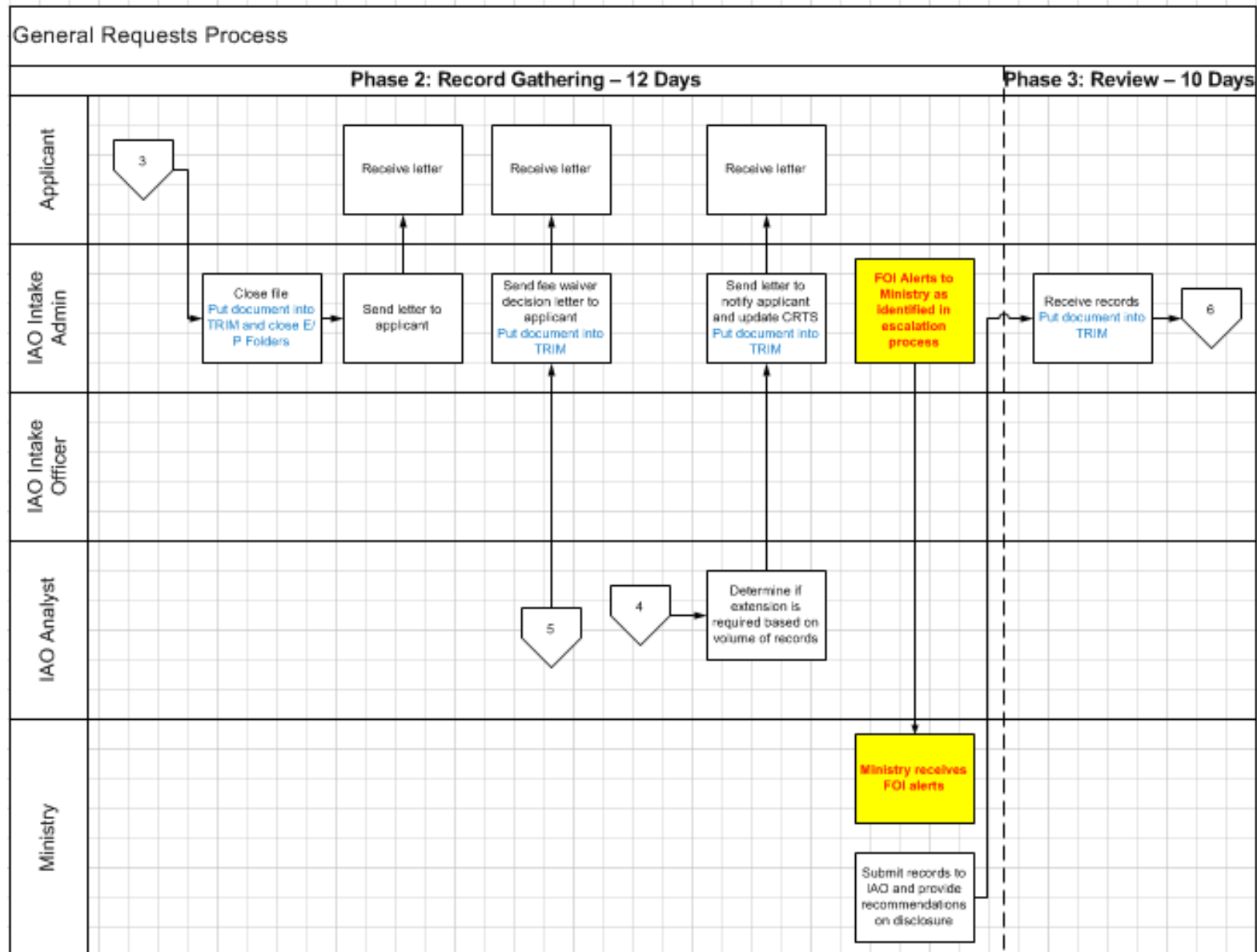
Baseline Current Process: Visual Overview



Resources Team : Current Process



Original IAO : Current Process



Baseline Current Process

- The following numbers are from the actual TRIM mapping. Experience indicates that these numbers will increase significantly during the Kaizen workshop.
- High-level Results:
 - Several individuals touch the process multiple times;
 - After the first draft, there are approximately 75 identified steps in the General FOI process
 - 5 decision boxes have been identified
 - There is only one review and/or approval identified at the end of the mapping (Sign-off).

Improvement idea

FOI Project Tracker - Sept 13 - For Chad.xlsx - Microsoft Excel

	A	B	C	D	E	F	G	H
	Project Name	Project Lead	Project Description	Target Date	Link to Balanced Scorecard	Deliverable(s)	Status	Comments
1	Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7	Column 8
2	SmartForm technology for online FOI request forms	Cindy Kukucska	Migrating existing online FOI request forms to Smart Form technology	Q3	Customer Service: 1.3 Listen, collaborate and innovate	Front end form for applicants to submit FOI requests electronically (tailored to the applicant's needs)	On Track	QP has taken IAO's input and is now pulling together technology requirements and prototype(s)
3	Develop cross-team training for analysts	Sandra Cobby, Vivian Klassen, Dorothy Fielding	Identify 2 analysts who show interest in & support a model whereby they share the caseload from each of their team (CFD/PSS) & cross-train each other to enhance agility in the whole team	Q1-4	Financial: 2.1 Make efficient use of resources	Analysts to develop training model, implement plan and report back on ongoing progress to TIs; by end of Q3 they should be able to undertake work of the other team in times of workload pressure	On Track	Project has started and first files have been selected and shared; analysts meeting every week to discuss and give feedback to each other.
4	Template Team	Angela McCartney	Update all the templates & suites of letters that are required under FOIPPA & create a central location for storage	Q4	Internal Processes: 3.2 Continue to develop, improve and streamline common systems, processes and services	Common & technically enabled templates (to be stored in a central location for use by all teams)	On Track	The following letters have been completed and are available on K:\General\FOI Templates and Forms\Generals: responses; extensions; transfers; third party consultations; fee estimates
5	Categorizing -30 (general) and -40 (personal) requests	Jennifer O'Neill	Develop FOI request classification guidelines	Q1	Internal Processes: 3.2 Continue to develop, improve and streamline common systems, processes and services	Create & communicate FOI request classification guidelines	On Track	Seeking legal opinion from LSB & soliciting more input on the document from project team
6	Fee Review	Krista Jones	Develop consistent fee processes and	Q4	Internal Processes: 3.3 Ensure quality assurance and	Processes and resources for client ministries to assist them with fee estimates	On Track	The Fee Review Team meets on a weekly basis to work on the "Fee

FOI Current 2012-13 | FOI Complete 2012-13 | FOI Complete 2011-12 | Point People | Parking Lot

Number of Improvement idea implemented

- 21 ideas are currently being looked at
- 32 was completed in 2012-2013
- 3 in parking lot

- These are continuous improvement ideas, implemented by the employee to obtain their adherence.

- They are now documented in the Project Tracking Table, but the results haven't been measured

- It is suggested to include them in this project, but to consider 2 different Milestones:
 - March 2012
 - September 2012

- 13 Employee's Interviews (11 Structured and 2 informal)
 - Start Sept 6th – End Sept 17th

- 3 Waste Walks : Meeting the people, seeing the work, the tools and materials
 - Start Sept 6th – End Sept 17th

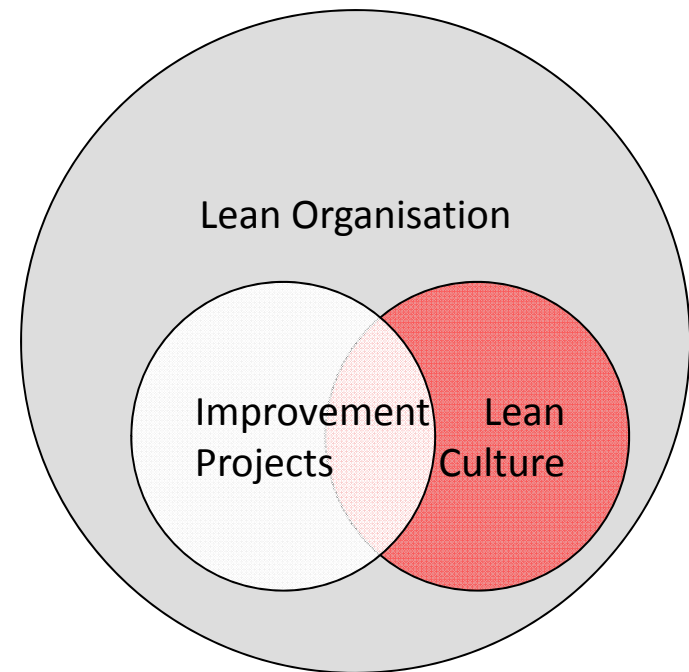
Participants

- People interviewed was from different business team, and from different position to assure a good representativity of the whole IAO :

Team	# employee
Intake	3
Personals	2
Central Agency Operations	2
Health & Education	2+1
Justice & Social	1+1
Business & infrastructure	1

- Resources & Open information were consulted through their managers

- Overall, participants' attitudes were cooperative and optimistic about the FOI project.
- There was some interest about the future and how lean methodology may affect the results of the project.
- There is already a culture for change and continuous improvement within the organization.



Interviews – Points of interest

- A focus on Client satisfaction is present in every team and throughout the process.
- However, it has been brought up that IAO Staff are often caught between their client's objectives and the requestor's expectations.
- There is also inconsistencies between the different team.



Interviews – Points of interest

- Some teams have intake and administrative staff, while others have only analysts.
- Some teams assign the file to an analyst just after intake, while others wait for the records gathering to be completed before assigning the file.
- The release packages are not all the same, depending of the team.
- Different tools are used :
 - PDF
 - Word
 - Outlook
 - Excel

Interviews – Points of interest

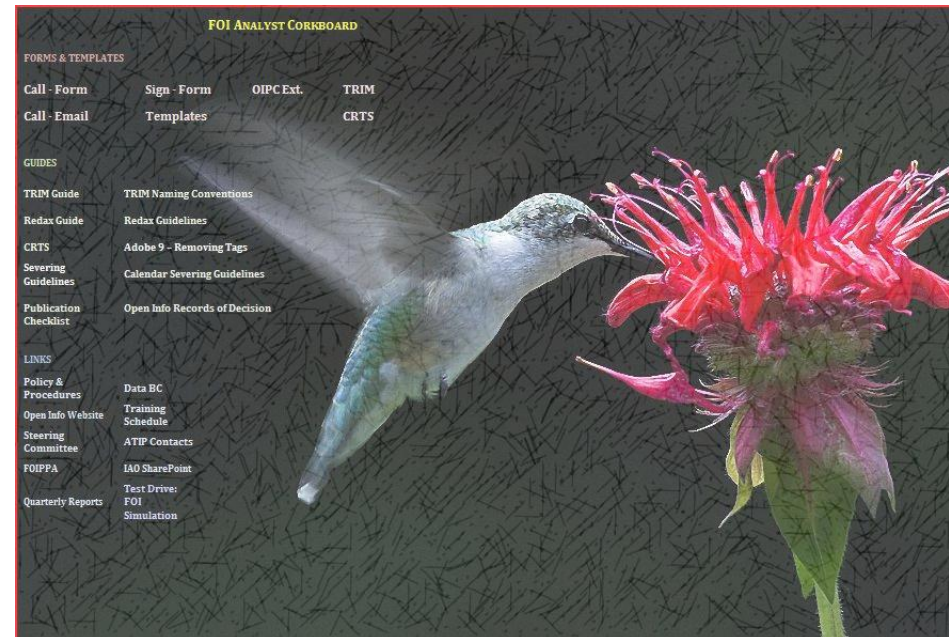
- In one of the team, 2 analysts are sharing their case loads in order to be cross-trained in one other specialization. This increase the versatility and flexibility of our analyst, while increasing their interest in the jobs and reducing the stress.
- In another team, an initiative has been started with Ministry of Health to implement a SharePoint Site for records & requests management... To be followed...

- The demand fluctuate over time and is unpredictable. Some teams have to face punctual peak, while others are momentarily in a low demand period or are waiting for records.
- The number of records per request is higher than before, therefore, longer to analyze.
- The process' Lead time is highly dependant and affected by the efficiency of the client in the records gathering step.

Gemba: Efficiency Observations

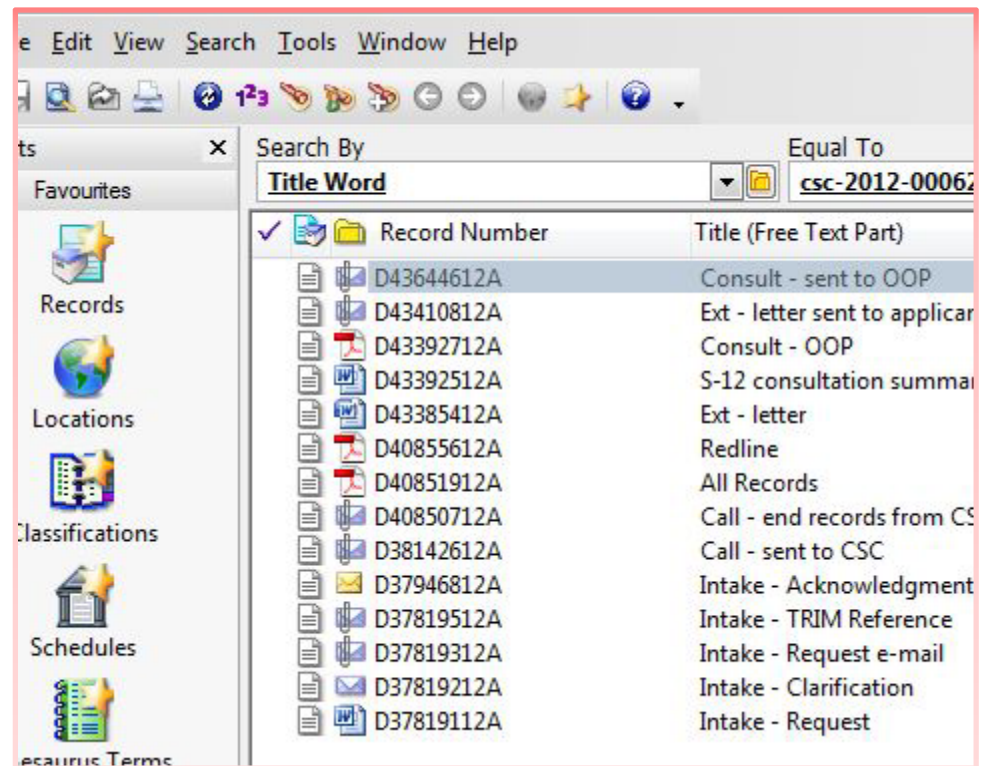
Lean Foundational Efficiencies

- Check lists, Templates and tool links are available;
 - Online or Soft Paper
- Some standardization have been made, at least within a business team;
 - Eg: Naming Convention in Trim



Gemba: Organized Work Environment

- For the most part, work environments were kept professional, organized, and very functional; partially meeting 5S standards.
- FOI Records & information was also well organized and quick to access for the data owner (Trim).
- CRTS is a tracking system made in Oracle. It seems to be used mostly for Management Reports.



Gemba: General Observations

Lean Foundational Deficiencies

- Although the process is similar throughout the IAO, there is many different ways of managing a case load ;
 - Standards across parallel team units were approximately 50%;
 - Eg : Some team are paperless and some others are still relying on Paper and Post-it.
- Insufficient Poka Yoke (Mistake Proofing) and Visual Management in the process, especially for the tracking of the files;
 - Eg: CRTS usage is inconsistent and does not prevent mistake

CRTS - Freedom of Information Request Tracking System - User: AMCCARTN - Database: foi

File Edit Record Reports System Admin Help Window

Request Details

Request No. CSC-2012-00062 ARCS 292-30 Cross Govt No. X-GOV-100430

Category Formal Request Type General Subject

Description The Deputy Minister's Outlook calendar for the timeframe July 1, 2012 to July 31, 2012.

Analyst JFLATMAN Processing Org Community, Sport and Cultural Development Multi Org

Status Open Status date 01-AUG-2012 Received Date 01-AUG-2012 Start Date 01-AUG-2012

Processing Days Used 38 Due Date 29-OCT-2012

In sign-off Days 0 Publication Do Not Publish Reason Security Information

Fees

Original Fee Estimate Total Actual Total Owning \$ 0.00

Revised Fee Estimate Total Waived Total Paid

Disposition End Date Create Workflow *Comments

*Applicants Exceptions *Extensions *Activities Reviews *Related Rpts *Status History *All Comments

Type	Status	Start Date	Target Date	End Date
Consultation	Started	30-AUG-2012		
Reviewing Records	Started	20-AUG-2012		
Gathering Records	Completed	07-AUG-2012		20-AUG-2012
Request Start/Received	Completed	01-AUG-2012		03-AUG-2012

Edit New

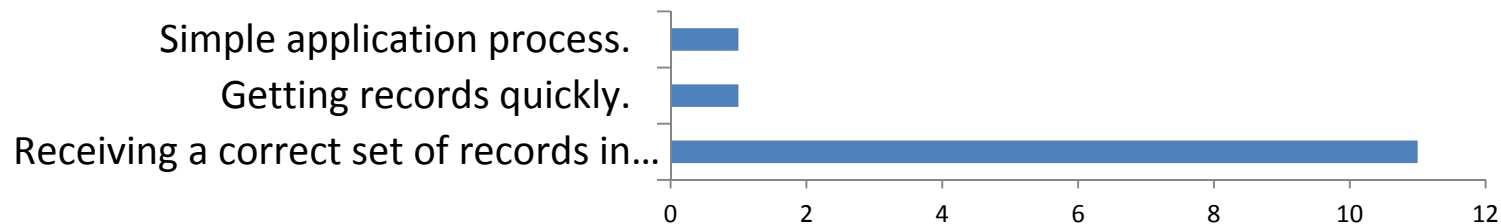
Lean Foundational Deficiencies

- Data is often manually re-entered from CRTS, TRIM, Documents, and PDF files.
- Process tasks are Knowledge Based, Analytics and not easy to standardize.
- Many levels of approval and reviews are required at each level.

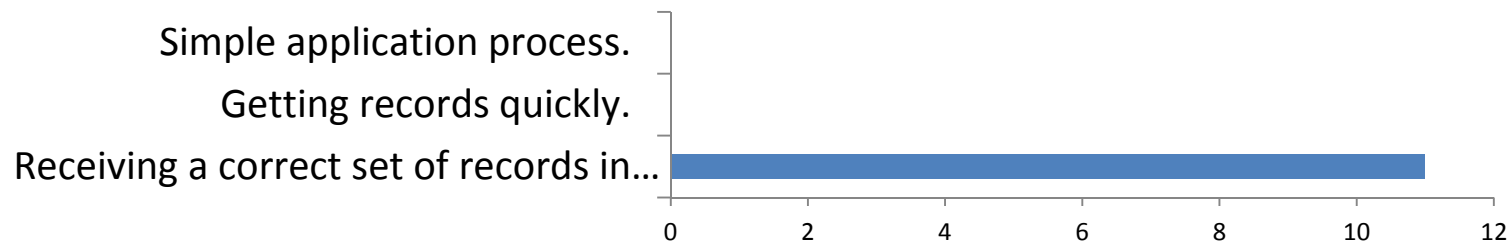
- Answers varies depending on the ministries and the roles the responder have in the process, however, these comments were often noted:
 - Documentation for the process seems to be available.
 - Retrieving the records within the applicable time is a challenge.
 - The tracking and the communication of information between contacts in the process is not simple.
 - Need to use the less amount of resource time.
 - Clarifying and narrowing down requests for general records from the applicant may be a potential solution.

Voice of the Customer – Responses

In your opinion, what is more important for FOI applicants?



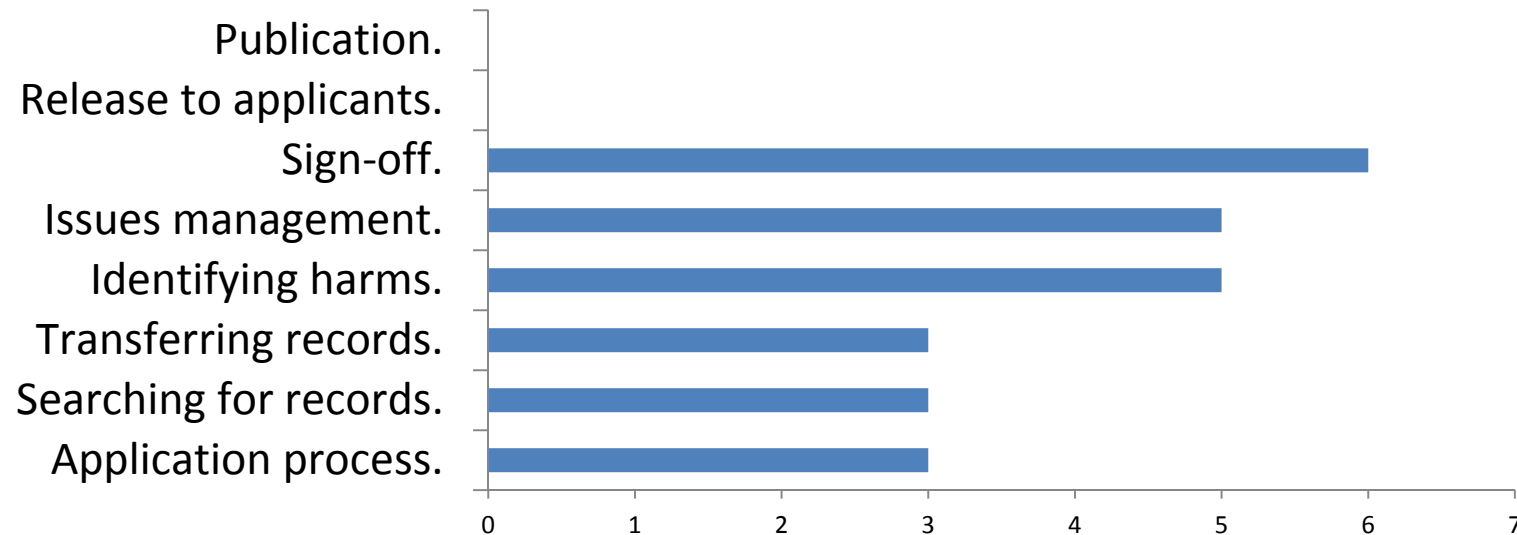
In your opinion, what is most important in the FOI process to be best at?



Voice of the Customer – Responses



Please check off the parts of the FOI process where you have observed unnecessary steps.



- Make sure more people in the ministry understand the FOI process, understand their role in the process and the importance of that role.
- Process mapping - comparing results.
- Ensure the scope of the request is as narrow as possible (offer guidelines during the application stage).
- Delegate signoff to streamline process.
- Online solution for forwarding, tracking, and approving as email is cumbersome and takes too much space and time.
- Using SharePoint to post request for a section. Provide status updates on requests, etc. in a location where everyone can see them.
- ...


Insley, Kara MTIC:EX

From: Williams, Brad M MTIC:EX
Sent: January-18-13 10:55 AM
To: Ward, Kathleen MTIC:EX
Subject: FW: Weekly update - Lean

Follow Up Flag: Follow up
Flag Status: Flagged

FYI

Brad Williams, CMA
Director
Information Access Operations

Shared Services BC
Ministry of Citizens' Services and Open Government
2nd Floor - 548 Michigan Street
Desk: 250.356.7343
Cell: 250.507.5814 Email: brad.williams@gov.bc.ca
 Please consider the environment before printing this email.

From: Hoskins, Chad CITZ:EX
Sent: Friday, January 18, 2013 10:42 AM
To: Constable, Kirby CITZ:EX
Cc: McCartney, Angela CITZ:EX; Williams, Brad M CITZ:EX
Subject: Weekly update - Lean

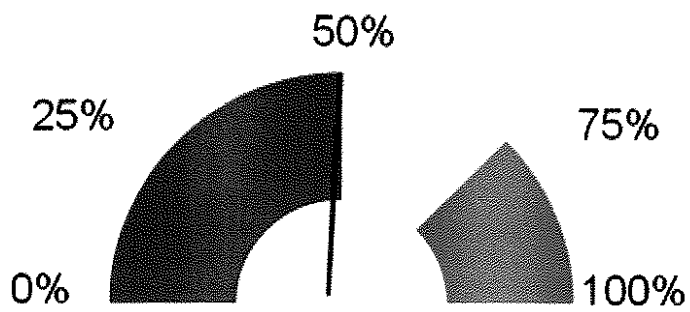
For the weekly update.

Great news on the Lean implementation project – we've hit the 50% mark! The Kaizen team is continuing to meet regularly and implement items on the [action plan](#). Some of our recent milestones included: two Live Meeting training sessions for clients on the [FOI Intelligence SP Site](#), and final edits on a new online FOI request form.

Some of the business process improvements you'll see over the coming weeks include:

- An extension of the new internal government consultation process to teams outside the Resource/Business teams
- Finalizing the set up and use of central team inboxes

Thanks for the effort put in by all of the Kaizen team members and thanks to all the FOI teams for being so receptive to the recommended changes!



FOI Express Lean Action Plan

Insley, Kara MTIC:EX

From: Ward, Kathleen MTIC:EX
Sent: March-11-13 2:53 PM
To: 'Mary-Anne McNeney'
Subject: FW: Lean Charter -final
Attachments: PSA A4Charter 13-027 LCTZ FOI (2).docx

Follow Up Flag: Follow up
Flag Status: Flagged

*Kathleen Ward, BID, MA,
Executive Director,
Information Access Operations*

*Shared Services BC | Citizens' Services & Open Government
2nd Floor - 548 Michigan Street
Phone: 250.387-9807
Email: kathleen.ward@gov.bc.ca*

From: Ward, Kathleen LCTZ:EX
Sent: Wednesday, September 19, 2012 10:56 AM
To: Plecas, Bobbi LCTZ:EX
Cc: Cameron, Tara D LCTZ:EX
Subject: Lean Charter -final

Thought you might like to have a look – I am ready to sign off and approve unless you have any amendments.
Kathleen

Project Charter – A4 Form

PLACE YOUR
MINISTRY LOGO
HERE

Initiator: Ministry of Labour, Citizens' Services and Open Government (Chad Hoskins)

Project: Review of the FOI Process

Sponsor: Kathleen Ward

Champion: Brad Williams

Date: July 31st, 2012

Version: 1

Prepared by: Caroline Gagnon, Brad Williams, Chad Hoskins, Kris Ghag

Problem Description	
Sponsor Problems	Customer Problems
<ul style="list-style-type: none">• The demand for access to information services has increased for the past five years, and is expected to continue to increase in the future.• The amount of work required to respond to FOI requests has also increased due to the proliferation of electronic records.• We depend on our client, or third party to respond to requests for consultations.• There is a need to maintain current service levels without additional resources.• Open information, proactive and routine release have increased the workload associated with processing FOI requests.	<p>Internal Customer – Ministries</p> <ul style="list-style-type: none">• Ministries currently spend significant time responding to FOI requests and while doing that, they are not fulfilling their core mandates.• Need to identify and standardize good practices, where circumstances permit• In addition to their own FOI requests, ministries are often consulted on records for other FOI requests.• Collecting records is time consuming and difficult to track and records management practices do not always assist with records collection.• Need to determine appropriate level(s) for delegation of approvals <p>External Customer – Applicant/Requestor</p> <ul style="list-style-type: none">• They wait too long for the response• Responsive records may not adequately answer questions or concerns.• Difficult to identify which ministries hold records/information of value to the applicant.
Employee/Contributor Problems	Additional Observations
<ul style="list-style-type: none">• The amount of files per analyst is increased.• The administration required to coordinate, track and report on requests has increased.• There is a dependence on ministry partners to meet legislated timelines.• The FOI process is dependent on staff knowledge. IAO has experienced high staff turnover and it is challenging to train new staff quickly.• The technology tools have not kept pace with the changing nature of the work.	

Description of Mandate
<p>The process needs to be streamlined and improved in order to be able to respond to increasing demand of requests within the legislated timelines with the same resources.</p> <p>This project is the central part of the overall FOI initiative. Four other projects will take place, starting with the Ministry of Jobs, Tourism and Innovation, in order to establish a global model that will be implemented across Government.</p>

Project Charter – A4 Form

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MINISTRY LOGO
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Process Involved			
Process	The FOI process from the time of request receipt to request closure will be reviewed to assess potential business process improvements. Particular emphasis will be placed on IAO internal business processes such as file review, third-party consultations, and Open Information publications.		
Start	Request for FOI	End	Complete response to the applicants
Included		Excluded	
		<ul style="list-style-type: none"> Ministries internal processes to provide records to IAO (will be addressed in 4 other projects) Records management practices in Ministries will not directly be addressed (Another project is on-going) 	

Project Objectives	
1.	To have the most efficient and effective process for responding to freedom of information requests, in order to better serve citizens.
2.	Identify ways to improve internal IAO business processes associated with file review, third-party consultations and Open Information publications.
3.	To reduce the amount of time the ministries are spending processing each FOI requests by implementing business process streamlining as part of government's Corporate Lean Initiative, including the completion of the 4 other ministry FOI projects.

Opportunities	Constraints
<ul style="list-style-type: none"> Employee Empowerment, due to LCTZ commitment to lean initiative Potential application of advanced lean concepts such as theory of constraints, Work Cell and Takt time Leading the change for Lean in a knowledge based work environment 	<ul style="list-style-type: none"> Timeframe is 30 days, by law. Many ministries involved, each with their own operating model. The demand for FOI services is hard to predict and uncontrollable.

Project Team	
<ul style="list-style-type: none"> Kathleen Ward Brad Williams Chad Hoskins Kris Ghag Subject Matter Expert (SME) as required 	
Fujitsu Team	
<ul style="list-style-type: none"> Caroline Gagnon, Project Lead Jeff Mackey, Strategic Consultant 	

Project Charter – A4 Form

PLACE YOUR
MINISTRY LOGO
HERE

Potential Gains	
Tangible gains	Intangible gains
<ul style="list-style-type: none"> Increased capacity Improved use of resources <p>Note: Data is not available right now , but will be looked at in the As Is mapping</p>	<ul style="list-style-type: none"> Stress reduction Better job satisfaction (*Measures to validate*) Pride in the job Healthy corporate culture Better communication Improve team work Employee's personal development in leadership or project management Organization's reputation Customer satisfaction

Intervention Plan													
	Activities	Date of Intervention	From week 1 to 14										State
1	Definition of project/mandate	Week of July 30											
2	Kick-off meeting	August 23 rd											
3	Data collection	September											
4	Diagnosis & Strategic session	Last week Sept											
5	Training session (White Belt)	Sept (date coordinate by PSA)											
6	Improvement workshop 1 (5 days)	Beginning of October											
7	Implementation	October and More											
8	Control and closure	November											

Performance Measures				
	Measure / Indicator	Units	Current state	Future state
1	Number of steps required to complete the file review process.			
2	Number of steps within the Open Information publication process.			
3	Number of steps required to complete third-party consultations.			
4				
5				
6				

Follow-up

Signatures			
Sponsor		Champion	

Insley, Kara MTIC:EX

From: Ward, Kathleen MTIC:EX
Sent: January-08-13 3:13 PM
To: Cameron, Tara D MTIC:EX; Plecas, Bobbi AVED:EX
Cc: Hoskins, Chad MTIC:EX; Williams, Brad M MTIC:EX
Subject: FW: DMClean_FOI with notes Jan 8.pptx
Attachments: DMClean_FOI with notes Jan 8.pptx

Follow Up Flag: Follow up
Flag Status: Flagged

Here is the revised ppt – with many thanks to Chad!

*Kathleen Ward, BID, MA,
Executive Director,
Information Access Operations*

*Shared Services BC | Citizens' Services & Open Government
2nd Floor - 548 Michigan Street
Phone: 250.387-9807
Email: kathleen.ward@gov.bc.ca*

From: Hoskins, Chad CITZ:EX
Sent: Tuesday, January 8, 2013 3:09 PM
To: Ward, Kathleen CITZ:EX
Cc: Williams, Brad M CITZ:EX
Subject: DMClean_FOI with notes Jan 8.pptx

Hi Kathleen,

Made a few very minor changes to this slide deck for Bobbi's presentation on Friday.

Chad

Freedom of Information

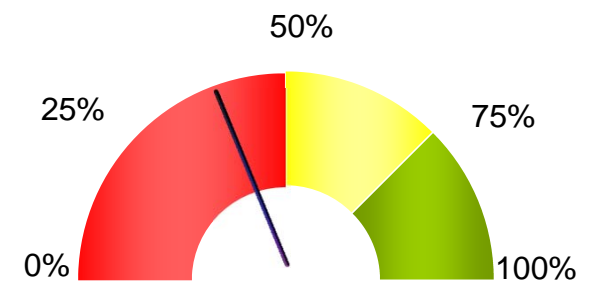


- Centralized FOI services in 2008/09
- Over 100 staff-led business improvement projects completed; Lean formalizes continuous improvement
- Demand continues to increase – 54% increase in requests between 2008/09 projected to the end of 2012/13
- FOI Lean project focus is fundamental to core business model



FOI - Kaizen Workshop

- 275 activities → 198 activities (28%↓)
- Kaizen marks the beginning of implementation
- Successes:
 - Paperless FOI process
(60% reduction in steps)
 - New consultation process
(40% reduction in steps)



FOI Express Lean
Action Plan

FOI – Improvement Ideas

Quick Wins (Complete)

- Reduction of physical files – paperless process
- Centralized communication tools for client service teams
- Reduce the number of steps for Open Information publication

Medium Term (End of Fiscal)

- Increase the quality of FOI requests through a revised online form, education and clarification
- Streamline government consultation process
- Develop more effective quality assurance procedures



FOI – Change Management

What we learned

- Set clear parameters at the start of the Kaizen workshop and do not change during the workshop
- Kaizen team members are building solutions, not recommendations
- Value the employees that are not participating in the Kaizen workshop
- Manage resistance outside of the workshop
- Build team consensus before brainstorming ideas are discussed outside Kaizen workshop
- Involve clients in the Kaizen
- Hold workshop at an off-site location



FOI – Next Steps

- Monitor Action Plan and measure implementation
- Celebrate Successful Lean initiatives (e.g., Open Information)
 - General FOI publications – 27 activities to 14 activities (48% efficiency gain)
 - Travel Expense summaries – 27 activities to 11 activities (59% efficiency gain)
 - File removal – 32 activities to 7 activities (78% efficiency gain)
- Expand scope of Kaizen and consider further recommendations of Kaizen team (e.g., S. 12 consultations)



Insley, Kara MTIC:EX

From: Ward, Kathleen MTIC:EX
Sent: March-08-13 10:24 AM
To: Hoskins, Chad MTIC:EX; Bergstrom, Heidi MTIC:EX; Williams, Brad M MTIC:EX
Cc: Ainsworth, Deborah MTIC:EX; Alvear, Adriana MTIC:EX
Subject: RE: Action: draft review Lean year end report
Attachments: CITZ_FOI_Lean Project Status Year End Rport March 2013.docx

Follow Up Flag: Follow up
Flag Status: Flagged

Here is the report with two small edits from me:

- Changed " heavy administrative steps" (clomp, clomp, clomp) to "excessive" administrative steps
- Changed QA review to Quality Assurance reviews

Regards,
Kathleen Ward, BID, MA,
Executive Director,
Information Access Operations

Shared Services BC | Citizens' Services & Open Government
2nd Floor - 548 Michigan Street
Phone: 250.387-9807
Email: kathleen.ward@gov.bc.ca

From: Hoskins, Chad CITZ:EX
Sent: Friday, March 8, 2013 10:06 AM
To: Bergstrom, Heidi CITZ:EX; Williams, Brad M CITZ:EX; Ward, Kathleen CITZ:EX
Cc: Ainsworth, Deborah CITZ:EX; Alvear, Adriana CITZ:EX
Subject: RE: Action: draft review Lean year end report

Hi Heidi,

Thanks so much for your help with this! I think it looks good, have just removed Section 12 from the 17 areas for improvement as that is being addressed through another project.

Kathleen – can you take a look at this document before it goes over to Bobbi?

Thanks, Chad

From: Bergstrom, Heidi CITZ:EX
Sent: Friday, March 8, 2013 8:05 AM
To: Williams, Brad M CITZ:EX; Hoskins, Chad CITZ:EX
Cc: Ainsworth, Deborah CITZ:EX; Alvear, Adriana CITZ:EX
Subject: Action: draft review Lean year end report

hi Brad and Chad,
thank you so much for the great work! I have added in some pieces and want to confirm that you are ok with it. I have taken a few liberties - and hopefully have not over-stepped (no Lean pun intended). If you could let me know as soon as possible that would be great. I would like to get these out to ADMs before lunch today so they have enough time to sign off. I managed to get an extension for us until Wednesday with PSA in case they needed it.

Thanks!!

Heidi



Lean Project Status Template

Ministry	CITZ
Branch	Information Access Operations
Project Name	Review of the Centralized FOI Process
Project Lead	Kathleen Ward

Using the language of the customer, how would you define the problem?

The Citizen demand for access to information services has steadily increased for the past five years, and and this trend is expected to continue to increase. In fiscal 2012/13, government is likely to receive close to 10,000 FOI requests and the highest number to date for general FOI requests. Information Access Operations (IAO) provides centralized FOI and Records Management services to government. The Branch serves both external customers/citizens (FOI applicants) and internal customers (government ministries).

The current FOI process is administratively burdensome on both FOI analysts and client ministries. The result for FOI applicants is that they often wait too long to receive responses to FOI requests and the response may not adequately address their concern. As well, government is complex, and it is often difficult for FOI applicants to appropriately identify the correct government ministry that holds the records they are seeking.

In the current process, internal customers (government ministries), spend significant time administering, and responding to FOI requests - time that is that not spent fulfilling their core mandates. Some of the administrative tasks, such as collecting records and approving the release of FOI responses involve several transfers, delays and approvals. This slows down the process and creates unnecessary work for ministry staff.

Describe the progress you've made so far? Tell the story using both qualitative and quantitative information.

As you defined, measured and analyzed the problem – what did you find (e.g., what wastes did you uncover)?	<p>Through the <u>d</u>efine, <u>m</u>measure, and <u>a</u>nalyze phases of the Lean project, several different types of waste were identified in the FOI process. Largely, these focused on the <u>heavy-excessive</u> administrative steps that have built up in the system over time. In total, 17 areas for improvement were identified including:</p> <ul style="list-style-type: none"> ✓ Fee estimate ✓ Intake ✓ <u>Section 12</u> ✓ QA review of records ✓ Quality of incoming request ✓ Records gathering ✓ Tracking ✓ Consultation internal ✓ Analyst control/delegation ✓ IM/IT ✓ Sign-off ✓ Harm assessment ✓ Physical file creation ✓ File assignments ✓ Formal correspondence ✓ Reporting ✓ Publication review
------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

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What steps have you taken, or been able to avoid, to improve the situation in terms of time, cost or quality of service?	<p>We have been able to reduce our overall steps in the FOI process from 275 activities (steps, transfers, delays and controls) to 198 steps – an improvement of 28%.</p> <p>Some sub-process improvements include:</p> <ul style="list-style-type: none"> • Consultation process – 40% reduction in activities • <u>Open Information publication process – 14 – 43% improvement for 3 different areas of the process</u> <p><u>Quick Wins (by end of calendar year) include:</u></p> <ul style="list-style-type: none"> • <u>No physical file created at Intake</u> • <u>Call for records handled through centralized team mailbox</u> • <u>Formal letter converted to email templates</u> <p><u>Medium Term Gains (by end of fiscal) include:</u></p> <ul style="list-style-type: none"> • <u>Increased quality of requests through online form, education and more clarification at Intake</u> • <u>Internal consultation by original analyst</u> • <u>Reduction in number of Quality Assurance reviews</u> <p><u>Staff resources have not been reallocated to other areas, but the improvements enable staff to handle their increasing workloads more effectively and efficiently.</u></p>
When do you expect the project to be in the Control phase	This project is in the Control phase now with an expected completion date of March 31, 2013.

Additional Information:

Anecdotes, unexpected outcomes, observations and learnings	<u>Trust the process, trust the people, and don't make assumptions about what is possible or not. At the beginning of our journey we thought there were some things 'off the table' (sacred cows); but by the end we learned that we <i>could</i> bring those things up with our Sponsor and she would support us. The support of our Sponsor was critical to our success.</u>
Client feedback and experiences	Several ministry clients were amazed at how complex our business process was and how many steps were required for each FOI request; <u>our</u> Ministry of Finance client noted that one action item alone has saved her 3 hours per week!
Has this project led you to look at other processes that are related	<u>IAO is continually looking at how to improve processes. More importantly perhaps is that other ministries also want improvement and are initiating projects and consulting/collaborating with the FOI team.</u> <u>We are undertaking more Lean projects in other areas of our division (BC Mail) and employees who have been trained in the Green Belt program are leading and supporting these initiatives.</u>
Are you seeing staff practice Lean thinking	<u>Yes, because we already have a strong foundational culture of continuous improvement and engaging our staff. We knew that the introduction of a formal 'Lean Process' or as something 'new' would provoke some scepticism and anxiety with staff.</u>

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	<u>We developed change management strategies focusing on support and communication – the Kaizen team also acted as ‘ambassadors’ which really helped.</u>
Can you provide a quote about the experience?	“We have been engaged in continuous improvement at IAO for the past 2 years and have made substantial improvements t to our business processes. I really didn’t think that we would find many more substantial improvements through Lean. But , the rigour and structure of Lean provided us with a new set of tools and allowed us to further improve our business processes by 28%” – Brad Williams
Comments /recommendations for future	Learn more about the Kaizen workshop process and implement good <u>c</u> hange management practices freom the start.

Completed by:

Please attach any pictures from the process or graphics that are informative.

Return by March 8, 2013 to katrina@northstarcreativegroup.com

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S22



Figure 2 - FOI Current State Process

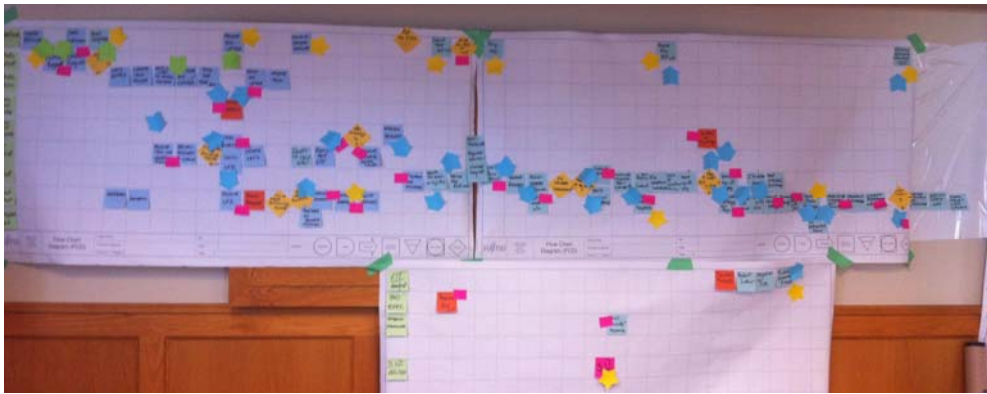


Figure 3 - FOI Express - Future State Value Process

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Lean Project Status Template

Ministry	CITZ
Branch	
Project Name	
Project Lead	

Using the language of the customer, how would you define the problem?

INSERT TEXT HERE

Describe the progress you've made so far? Tell the story using both qualitative and quantitative information.

As you defined, measured and analyzed the problem — what did you find (e.g., what wastes did you uncover)?	
What steps have you taken, or been able to avoid, to improve the situation in terms of time, cost or quality of service? ○ — What are your high level results so far and what results do you expect? ○ — How were you able to reallocate resources to other projects or work?	
When do you expect the project to be in the Control phase?	

Additional Information:

Anecdotes, unexpected outcomes, observations and learnings	
Client feedback and experiences	
Has this project led you to look at other processes that are related	
Are you seeing staff practice Lean thinking	
Can you provide a quote about the experience?	
Comments / recommendations for future	

Completed by:

Please attach any pictures from the process or graphics that are informative.

Return by March 8, 2013 to katrina@northstarcreativegroup.com

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Insley, Kara MTIC:EX

From: Schlosar, Jay M GCPE:EX
Sent: March-07-13 5:00 PM
To: Plecas, Bobbi AVED:EX; Cocco, Angelo MTIC:EX
Cc: Bergstrom, Heidi MTIC:EX; Stoughton, Maryanne MTIC:EX; Sall, Gurmeet GCPE:EX; Storr, Nicola JAG:EX; Ainsworth, Deborah MTIC:EX; Ward, Kathleen MTIC:EX; Williams, Brad M MTIC:EX; Wollner, Catherine MTIC:EX
Subject: Lean Year End Reporting to PSA

Follow Up Flag: Follow up
Flag Status: Flagged

Hi Bobbi and Angelo,

As I think we discussed briefly at Exec, PSA is conducting a year-end review of Lean projects as part of their report-out for DMC Lean as well as to inform other processes like holdbacks.

Our office has been asked to coordinate the compilation of a report to this effect, **due on Wednesday, March 13th** on the two major corporate projects. The Lean Office has provided us with a template to be completed on each of the projects. Heidi Bergstrom has been working with your staff to complete this template, as well as pull together all the supporting documents that have been requested – such as Kaizen report out.

We have been given very short timelines to complete this task. The purpose of my e-mail is to give you a “heads up” that tomorrow you’ll be sent a draft two page document (i.e. completed template) for review and approval. You’ll also receive the supporting documents for your projects so you know what will be included in the package to the PSA. While deadline is Wednesday, if you can get comments back to Heidi by Tuesday morning that would give us a chance to run them by Bette-Jo as acting DM.

If you have any questions please contact myself or Heidi. Thanks.

Jay