

**Lean Professional Services Agreement
Schedule A – Appendix 1
Freedom of Information S. 12 Consults**

STATEMENT OF WORK – PART 1

Optional Services (Yes/No)? <i>Costs associated with optional services are to be covered by the requesting organization.</i>	NO
Statement of Work ID Number:	FY14-029
Statement of Work Date - Revision Number	04/07/2013 – 003
Project Term (start and end dates, constraints)	
Lean Program Management Office Contact:	Mick Bryson
Client (Ministry or Agency)	Office of the Premier – Cabinet Operations
Client Contact:	Charlotte Powell
Client Contact Role and Responsibility in Project:	Project Lead / Champion
Comments: (Indicate the reason for the SOW revision)	
Reason for Revision	SOW Date - Revision Number
Original Version	28/06/2013 - 001
Edited by Cab. Ops.	04/07/2013 – 002
Edited by LBCO	04/07/2013 – 003

1. Background

A Ministry (or other public body) consults the Office of the Premier on information that may be exempted from disclosure under s.12(1) of FOIPPA, before the Ministry releases the information. There are currently four offices involved in the review to determine what information may be exempted from disclosure under s.12(1): (i) Information Access Office, (ii) Cabinet Operations, (iii) the Office of the Premier/Cabinet Secretary, and in some cases, (iv) Treasury Board Staff. If a file is entirely or mostly Treasury Board material, then Treasury Board Staff will review the file instead of Cabinet Operations. The current review process is time consuming with numerous checks and rechecks. The volume of work continues to increase and it is increasingly difficult to meet expected service levels with existing resources. The speed of the s. 12 consult process also directly influences a Ministry program area's overall on-time percentage in responding to FOI requests.

2. Project Objectives

The project objective is to reduce the time required to complete the review process, while maintaining or enhancing quality assurance. The project will also evaluate the number of checks and re-checks to remove duplication and redundancy in the multiple reviews of the material.

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Freedom of Information S. 12 Consults**

STATEMENT OF WORK – PART 1

3. Scope

The Information Access Office reviews all records that respond to an FOI request and makes recommendations on which records should be exempted from disclosure under s.12 of FOIPPA. For all requests where s.12 may apply, the Information Access Office sends the dossier with the results of its initial review to either Cabinet Operations or Treasury Board Staff (TBS) (depending on the content of the file). At least three different staff in Cabinet Operations, including the Deputy Cabinet Secretary, then review the entire dossier and liaise with staff in the Information Access Office about which records are to be exempted from disclosure under s.12. Approximately six TBS staff participate in the processing or review of the files that are routed through TBS. When Cabinet Operations/TBS and the Information Access Office agree on the recommended s.12 severing the Information Access Office forwards the dossier to the Director of Executive Operations in the Premier's Office. She reviews the dossier and liaises with the Information Access Office if she has questions about or changes to the recommended severing. Then the dossier goes to the Cabinet Secretary for final approval.

The process starts when: Information Access Office forwards the s.12 consult to Cabinet Operations or TBS.

The process ends when: Final decision by the Cabinet Secretary on s. 12 exceptions is communicated to the Information Access Office.

3.1. Out of Scope

Judgments on how to apply s.12 are out of scope for this project / process.
Legislative changes are out of scope.

4. Ministry Project Resources

Elizabeth MacMillan – Executive Sponsor

Charlotte Powell – Project Lead / Champion

Brad Williams – Green Belt Resource, Ministry of Technology, Innovation and Citizen's Services: Will assist with data collection, production of documentation including presentations and co-facilitation of events and kaizen.

Mick Bryson – Lean Consultant, Lean BC Office: Will assist with data collection, production of documentation including presentations and will be available for guidance and advice throughout project lifecycle.

Joyce Gillespie, Cabinet Operations

Ken Bejcek, Information Access Office

Cindy Elbahir, Information Access Office

Treasury Board Staff - TBD

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Freedom of Information S. 12 Consults**

STATEMENT OF WORK – PART 1

5. Project Assumptions and Constraints

- Any changes to the process for S. 12 consults will require Cabinet Secretary approval
- The current process can be improved
- The total number of reviewers for a S.12 consult can be reduced
- The LEAN initiative will maintain or enhance quality/accuracy.
- Most of the key reviewers/approvers have busy schedules and review of FOI requests is often overtaken by other priorities.

6. Critical Success Factors

- Ministries' on-time percentage improves
- S.12 consults completed faster
- Quality of S. 12 consult maintained or enhanced
- Fewer reviewers required per file (on average)
- All statutory obligations met
- Fujitsu provide expertise for the following activities:
 - Kick off
 - Preparation of data collection plan
 - Development and delivery of Strategic Session presentation
 - Facilitation of kaizen event
- Fujitsu to provide support for the following activities with project team taking active role in:
 - Collection of data
 - Analysis of data
 - Creation of slide deck presentation for Strategic Session
- Ministry resources, Green Belt resource and Lean BC Office resource to take active role in:
 - Collection of data
 - Analysis of data
 - Creation of slide deck presentation for Strategic Session
 - Implementation activities
 - Project Management

7. Project Risks

- Time constraints for participants given workloads and schedules
- Lack of consensus between ministry branches on recommended improvements


8. Project Deliverables

Project Definition Document

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STATEMENT OF WORK – PART 1

Diagnostic Documentation
Kaizen or VSM Event
As-Is & Future state process maps
Implementation Plan
Communication Plan
Stakeholder Management Plan
Summary slide presentation and recommendations

Approvals:		
The parties agree that this Statement of Work is entered into, is subject to, and forms a part of the Lean Professional Services Agreement.		
Lean Program Management Office Representative:		
Name		
Signature		Date:
Client Representative:		
Name	CHARLOTTE POWELL	
Signature		Date: JULY 4, 2013.

Optional Services (Yes/No)? <i>Costs associated with optional services are to be covered by the requesting organization.</i>	NO
Statement of Work ID Number:	FY14-029
Statement of Work Date - Revision Number	28/06/2013 - 001
Project Term (start and end dates, constraints)	
Lean Program Management Office Contact:	Mick Bryson
Client (Ministry or Agency)	Office of the Premier – Cabinet Operations
Client Contact:	Charlotte Powell
Client Contact Role and Responsibility in Project:	Project Lead / Champion
Comments: <i>(Indicate the reason for the SOW revision)</i>	
Reason for Revision	SOW Date - Revision Number
Original Version	28/06/2013 - 001

1. Background

A Ministry (or other public body) consults the Office of the Premier on information that may be excepted from disclosure under s.12(1) of FOIPPA, before the Ministry releases the information. There are currently three layers of review to determine what information may be excepted from disclosure under s.12(1): (i) FOI Access Office, (ii) Cabinet Operations and (iii) the Office of the Premier/Cabinet Secretary. In some cases Treasury Board staff also review the information. The current review process is time consuming with numerous checks and rechecks. The volume of work continues to increase with the proliferation of electronic records and it is increasingly difficult to meet expected service levels with existing resources. The speed of the s. 12 consult process also directly influences a Ministry program area's overall on time percentage in responding to FOI requests.

2. Project Objectives

The current review process is time consuming with numerous checks and rechecks. The volume of work continues to increase with the proliferation of electronic records and it is increasingly difficult to meet expected service levels with existing resources. The speed of the s. 12 consult process also directly influences a Ministry program area's overall on time percentage in responding to FOI requests.

The project objectives include reducing the time required to complete the review process, while maintaining or enhancing quality assurance. Evaluating the requirement for checks and re-checks and helping the Ministry proam areas improve their overall on time percentage in responding to FOI requests.

3. Scope

The FOI Access Office reviews all records in response to a FOI request and initially decides what records are excepted from disclosure under s.12(1) of FOIPPA. For all requests where s.12 may apply or is applied, the FOI Access Office sends the dossier with the results of its initial review to Cabinet Operations. At least three different staff in Cabinet Operations, including the Deputy Cabinet Secretary, then review the entire dossier and liaise with staff in the FOI Access Office about what records are to be excepted from disclosure under s.12(1). The FOI Access Office then forwards the entire dossier to the Premier's Office (Cabinet Secretary) for final approval.

The process starts when: FOI Access Office forwards dossier to Cabinet Operations.

The process ends when: Final decision is made on s. 12 exceptions.

3.1. Out of Scope

Judgements on how to apply s.12 are out of scope for this project / process.

4. Ministry Project Resources

Elizabeth MacMillan – Executive Sponsor

Charlotte Powell – Project Lead / Champion

Green Belt Resource from Ministry of Technology, Innovation and Citizen's Services

Mick Bryson – Lean Consultant, Lean BC Office

Charlotte, if you know of any additional resources that will be available please include them. I will confirm with Brad / Chad that one of them will be available to assist us.

5. Project Assumptions and Constraints

Charlotte, if there are any assumptions or constraints that you are aware of please list them here.

6. Critical Success Factors

- Length of time to complete S. 12 consult must be decreased
- Quality of S. 12 consult must be maintained or improved
- Rework in S. 12 consult process must be decreased

7. Project Risks

Charlotte, once again, if you are aware of any risks please list them here.

8. Project Deliverables

Project Definition Document

Diagnostic Documentation

Kaizen or VSM Event

As-Is & Future state process maps

Implementation Plan

Communication Plan

Stakeholder Management Plan

Summary slide presentation and recommendations

If you think that you will require any additional assistance or direction from Fujitsu in regards to implementation support or project management please include those notes in this section.

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Brad Williams – Green Belt Resource, Ministry of Technology, Innovation and Citizen's Services

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Joyce Gillespie, Cabinet Operations

Ken Bejcek, Information Access Office

Cindy Elbahir, Information Access Office

Treasury Board Staff - TBD

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- Most of the key reviewers/approvers have busy schedules and review of FIO requests is often overtaken by other priorities.

6. Critical Success Factors

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- S.12 consults completed faster
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7. Project Risks

- Time constraints for participants given workloads and schedules
- Lack of consensus between ministry branches on recommended improvements

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If you think that you will require any additional assistance or direction from Fujitsu in regards to implementation support or project management please include those notes in this section. – do we need to include white belt training?

Approvals:

The parties agree that this Statement of Work is entered into, is subject to, and forms a part of the Lean Professional Services Agreement.

Lean Program Management Office Representative:

Name

Signature		Date:
Client Representative:		
Name		
Signature		Date:

DRAFT

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Original Version	28/06/2013 - 001
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Cindy Elbahir, Information Access Office

Treasury Board Staff - TBD

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 - Facilitation of kaizen event
- Fujitsu to provide support for the following activities with project team taking active role in:
 - Collection of data
 - Analysis of data
 - Creation of slide deck presentation for Strategic Session
- Ministry resources, Green Belt resource and Lean BC Office resource to take active role in:
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7. Project Risks

- Time constraints for participants given workloads and schedules
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Approvals:		
The parties agree that this Statement of Work is entered into, is subject to, and forms a part of the Lean Professional Services Agreement.		
Lean Program Management Office Representative:		
Name		
Signature		Date:
Client Representative:		
Name		
Signature		Date:

**Lean Professional Services Agreement
Schedule A – Appendix 1
Cabinet Operations – FOI S.12 Consults**

STATEMENT OF WORK – PART 2

CONTRACTOR'S PROPOSAL

Contractor:	Fujitsu
Contractor Contact:	Janet Thornton
Lean Professional Services Agreement Number	C12PSA073
Proposal Date – Revision Number	29/08/2013 - 002
Statement of Work ID Number:	FY14-029
Statement of Work Date – Revision Number	15/06/2013-001
Optional Services (Yes/No)	No
Coding Information To be provided by the Ministry in case of optional service.	
Quoted Dollar Amount	\$ 28,120
Estimated Travel Expenses Travel expenses will be reimbursed as per the following conditions: <ul style="list-style-type: none"> • Travel must be pre-approved by PSA according to the Travel Pre-Approval process set up by PSA. • According to the rules outlined in the Lean Professional Services Agreement between the Contractor and PSA. • At government rates for hotel accommodation. 	No travel outside of the Capital Regional District is expected.
Comments: (Indicate the reason for the Proposal revision)	
Reason for Revision	Proposal Date - Revision Number
Updated some of the hours to reflect Junior Resource rates	29/08/2013 - 002

Lean Professional Services Agreement
Schedule A – Appendix 1
Cabinet Operations – FOI S.12 Consults

STATEMENT OF WORK – PART 2
CONTRACTOR’S PROPOSAL

1. Project Structure

1.1. Activities And Resources

The table below provides guidance as how the Lean Program Office envisions role assignments between the Ministry, the Lean program Office and the Contractor.

Activities		Ministry Resources (minimum 35% allocation)	Lean Program Office Resources (minimum 15% allocation)	Contractor Resources
1	Preparation			
Project documents: - Project Charter - SIPOC - Action Plan - Communication Plan - Project Status Update Template - Change Management Plan		Draft documents	Support Ministry in drafting of documents	Assist with draft, provide templates, guidance and advice.
Kick-off meeting		Provide inputs to kick-off presentation	Support Ministry in development of inputs	Prepare Kick-off presentation
		Co-ordinate and attend		Facilitate
Finalize drafts of: - A4 Charter - Communications plan - Change management plan - Action plan		Develop	Support Ministry in development of documents	Provide Final Recommendations
2	Data Collection			
Stakeholders engagement		Engage assigned key stakeholders	Support Ministry in development of Stakeholder Analysis	Engage all key stakeholders, support and advise
Data collection strategy: -Voice of Customer -Voice of Employee -Voice of Process -High Level Process Map -Value Stream Mapping -5S Assessment -Gemba Walks		Provide resources to collect data.	Support Ministry in data collection activities	Provide direction on data collection strategy.
		Draft survey content and issues communications		Collect data Assist with survey development and posting.
		Collect data		

Lean Professional Services Agreement
Schedule A – Appendix 1
Cabinet Operations – FOI S.12 Consults

STATEMENT OF WORK – PART 2

CONTRACTOR'S PROPOSAL

-Measurement of Value Add (MVA)			Review data collected and provide additional direction
Project plan: -Critical to Process activities (CTP) and tasks -Mean cycle times for CTP activities and tasks - High Level Process Map to act as baseline -Process cycle Efficiency (PCE) baseline rating -Identify and record wastes and problems, quality, delay, costs etc -Key Performance Indicators (KPI)	Create initial project plan.	Support and assist Ministry	Provide analytical advisory and directional support
3	Strategic Alignment		
Engage executive sponsors to achieve strategic focus and alignment	Provide support and advice	Support and assist	Present: - data collection -Diagnostics analysis report -Issues -Constraints and success factors -Identified chosen optimization -Development and change management strategies
4	White Belt Training		
	Co-ordinate training event logistics	Provide training material	
	Attend training	Deliver training	
5	Workshop Event		
	Co-ordinate training event logistics	Support and assist Ministry	Develop schedule and workplan. Prepare Kaizen event materials
	Attend event		Facilitate event

Lean Professional Services Agreement
Schedule A – Appendix 1
Cabinet Operations – FOI S.12 Consults

STATEMENT OF WORK – PART 2

CONTRACTOR'S PROPOSAL

		Document Value Steam Maps		Provide support
		Draft action and communications plans as well as other recommended documentation		Provide support and advice.
6	Final report and presentation			
		Complete final report, action plan and communication plan, based on final report presentation at workshop event.		Provide support and advice
7	Implementation			
		Implement 30/60/90 day implementation plan	Support and assist Ministry in development and monitoring of Implementation Plan	May provide strategic advice on final implementation plan.
8	Control, Audit and Monitor			
		Store project records and lessons learned documentation at project completion.	Support and assist Ministry in monitoring control phases	
		Action control monitoring and audits		

Lean Professional Services Agreement
Schedule A – Appendix 1
Cabinet Operations – FOI S.12 Consults

STATEMENT OF WORK – PART 2

CONTRACTOR'S PROPOSAL

1.2. Estimated Effort and Service Deliverables

Please indicate deliverables under each activity category. The contractor is expected to monitor costs to ensure that they do not exceed the total quoted amount. Any anticipated total cost overrun should be discussed with the Lean Program Office.

Activity	Consultant Hours	Rate per Hour	Ministry Hours	Lean BC Hours	Billing Charge CAD
Preparation and Kickoff	16	220	20	2	3,520
Data Collection and Analysis (Sr)	30	220	50	9	6,600
Data Collection and Analysis (Jr)	20	130			2,600
Diagnostic and Strategic Alignment	12	220	8	2	2,640
Kaizen Workshop Facilitation	50	220	50	6	11,000
Final report and Presentation	8	220	8	n/a	1,760
Implementation	0		TBD	TBD	
Closure and Control	0		TBD	TBD	
White Belt Training	0		TBD	TBD	
Total Quote	136				\$28,120

**Lean Professional Services Agreement
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Cabinet Operations – FOI S.12 Consults**

STATEMENT OF WORK – PART 2

CONTRACTOR'S PROPOSAL

Approvals:		
The parties agree that this Proposal and its associated Statement of Work is entered into, is subject to, and forms a part of the Lean Professional Services Agreement.		
Lean Program Management Office Representative:		
Name		
Signature		Date:
Client Representative:		
Name		
Signature		Date:
Contractor Representative:		
Name	Peter Durrant, Vice President B.C.	
Signature		Date: August 29, 2013

**Lean Professional Services Agreement
Schedule A – Appendix 1
Cabinet Operations – FOI S.12 Consults**

STATEMENT OF WORK – PART 2

CONTRACTOR'S PROPOSAL

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Lean Professional Services Agreement Number	C12PSA073
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CONTRACTOR'S PROPOSAL

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		Implement 30/60/90 day implementation plan	Support and assist Ministry in development and monitoring of Implementation Plan	May provide strategic advice on final implementation plan.
8	Control, Audit and Monitor			
		Store project records and lessons learned documentation at project completion.	Support and assist Ministry in monitoring control phases	
		Action control monitoring and audits		

Lean Professional Services Agreement
Schedule A – Appendix 1
Cabinet Operations – FOI S.12 Consults

STATEMENT OF WORK – PART 2

CONTRACTOR'S PROPOSAL

1.2. Estimated Effort and Service Deliverables



Please indicate deliverables under each activity category. The contractor is expected to monitor costs to ensure that they do not exceed the total quoted amount. Any anticipated total cost overrun should be discussed with the Lean Program Office.

Activity	Consultant Hours	Rate per Hour	Ministry Hours	Lean BC Hours	Billing Charge CAD
Preparation and Kickoff	16	220	20	2	3,520
Data Collection and Analysis (Sr)	30	220	50	9	6,600
Data Collection and Analysis (Jr)	20	130			2,600
Diagnostic and Strategic Alignment	12	220	8	2	2,640
Kaizen Workshop Facilitation	50	220	50	6	11,000
Final report and Presentation	8	220	8	n/a	1,760
Implementation	0		TBD	TBD	
Closure and Control	0		TBD	TBD	
White Belt Training	0		TBD	TBD	
Total Quote	136				\$28,120

Lean Professional Services Agreement
Schedule A – Appendix 1
Cabinet Operations – FOI S.12 Consults

STATEMENT OF WORK – PART 2

CONTRACTOR'S PROPOSAL

Approvals:		
The parties agree that this Proposal and its associated Statement of Work is entered into, is subject to, and forms a part of the Lean Professional Services Agreement.		
Lean Program Management Office Representative:		
Name		
Signature		Date:
Client Representative:		
Name		
Signature		Date:
Contractor Representative:		
Name	Peter Durrant, Vice President B.C.	
Signature		Date: August 29, 2013

IDEAL Process

↓

- Only Review if adding value
- Early in the process the approver(s) are identified
- Simple requests are simple process
- CAB Ops is on Consulted
When Require, only for simple communication
- S.IZ Severing is accurate as per the CS's lane
- Single System that support the whole process

- Ministries know & provide accurate S.IZ identification.

- Working with requestors to find out what they really want, by having a trusting relationship
- No broad all encompassing requests.
- Any S. IZ applicable records would not be part of the response.
- Consult w OIPC on access and privacy issues.

- Sustainable process
- Use the right tools.



Lean

Creating true value for all British Columbians

General Information

Date May 30, 2013
Fiscal Year 2013/2014
Ministry CAB OPS
Lean Lead Charlotte Powell - Cab Ops/Veronique Mercier - IGRS

Project Selection Process

Please list the high level steps of your selection process.
 Add rows as necessary by clicking "Insert Item" below the table.

Selection Step Description

- 1 Cabinet Operations staff reviewed current work areas and identified the existing FOI s.12 consultation process as a priority for improvement. Cabinet Operations then received input from CITZ staff previously involved in corporate FOI LEAN projects. CITZ staff confirmed that streamlining the s.12 process was a priority for them in 2013 and that CITZ would participate if Cabinet Operations led the initiative .

Were front line staff included in the selection process? Yes

Were clients involved in the selection process? Yes

Project Selection Criteria

Please list the selection criteria you used to select your projects.
 Add rows as necessary by clicking "Insert Item" below the table.

Criteria	Description	Value/Weighting
Better Business Performance	Will the process become more efficient?	30%
Increased staff engagement	Will the process reduce staff frustrations?	20%
Customer Value	Will the customer get better value once project completed?	30%
Readiness	Is the organization ready to start this project?	20%

Project Information

Add projects as necessary by clicking "Insert Item" below the table.

Project Number	FY14-029	
Project Name	Freedom Of Information S.12 Consults	
Project Lead	Charlotte Powell	
Project Executive Sponsor	Elizabeth MacMillan	
Briefly describe the problem you are intending to resolve from the clients perspective		
<p>A Ministry (or other public body) consults the Office of the Premier on information that may be excepted from disclosure under s.12(1) of FOIPPA, before the Ministry releases the information. There are currently three layers of review to determine what information may be excepted from disclosure under s.12(1): (i) FOI Access Office, (ii) Cabinet Operations and (iii) the Office of the Premier/Cabinet Secretary. In some cases Treasury Board staff also review the information. The current review process is time consuming with numerous checks and rechecks. The volume of work continues to increase with the proliferation of electronic records and it is increasingly difficult to meet expected service levels with existing resources. The speed of the s. 12 consult process also directly influences a Ministry program area's overall on time percentage in responding to FOI requests.</p>		
Briefly describe the current process		
<p>The FOI Access Office reviews all records in response to a FOI request and initially decides what records are excepted from disclosure under s.12(1) of FOIPPA. For all requests where s.12 may apply or is applied, the FOI Access Office sends the dossier with the results of its initial review to Cabinet Operations. At least three different staff in Cabinet Operations, including the Deputy Cabinet Secretary, then review the entire dossier and liaise with staff in the FOI Access Office about what records are to be excepted from disclosure under s.12(1). The FOI Access Office then forwards the entire dossier to the Premier's Office (Cabinet Secretary) for final approval.</p>		
Start of process to be improved	FOI Access Office forwards dossier to Cabinet Operations	
End of process to be improved	Final decision on s. 12 exceptions.	
Additional processes to be included		
Processes to be excluded	Judgements on how to apply s.12	
Expected start of project	<u>June</u>	
Timing Restrictions (if any)		
Number of staff in process	Number of clients involved in process	
6	3	
Please briefly describe the expected outputs and outcomes for this project.		
Expedite the s.12 consult process and maintain or enhance quality assurance.		
Please briefly describe how the selected project meets your ministries selection criteria.		
<p>A LEAN FOI s.12 consultation process will enable Cabinet Operations and Ministries to meet increasing FOI demands with existing resources, free up time for core business areas, increase staff satisfaction, and offer improved response times for clients. Cabinet Operations has identified this as a high priority area for improvement and is ready to start immediately.</p>		
Please list any identified Key Process Indicators.		
1. FOI Requests Response Times (days), 2. # of checks and rechecks, 3. # of changes required to initial s. 12 consult.		
Please list any qualitative indicators.		

Staff and client satisfaction

Project Endorsement

Executive Sponsor Approval

Elizabeth MacMillan

 **Approved**

Action Plan													
		November 18, 2013 to March 3, 2014											
	Activities	Nov. 14	Nov. 25	Dec. 2	Dec. 9	Dec. 16	Dec. 23	Dec. 30	January 2014	February 2014	March 3	Ongoing Training, Support & Communication	
	S13												
2	Gain approval to proceed												
3	Communication												
	S13												
5	Define the “as required” support process (CS, TBS, CabOps)												
6	Quality Control Plan												
7	Training & Material Development												
8	Define new CS-steps with CS												
	S13												

Action Plan													
		November 18, 2013 to December 20, 2013											
	Activities	Nov. 14	Nov. 18	Dec. 2	Dec. 9	Dec. 16	Dec. 23	Dec. 30	Ongoing Training, Support & Communication				
	S13												
2	Gain approval to proceed												
3	Communication												
	S13												
5	Define the “as required” support process (CS, TBS, CabOps)												
6	Quality Control Plan												
7	Training & Material Development												
8	Define new CS-steps with CS												
	S13												

#	Pro ble ms	Solution	Subproject or Tasks	Sub-Tasks	In charge	Support team	Internal Resources (D-P)	Fujitsu Support (D-P)	Priority	Target Date	Avancement						Total
											Know n & Appr oved	Ratio in n	Progr & Imple	Devel ment	Acti- on	Proce ss	
		S13															20%
																	20%
			Create and submit Business Case A3		Project Team												
			Gain approval to proceed														
				Gain CS support	Elizabeth	Charlotte											
				Gain TBS support	Elizabeth	Charlotte											
		3. Communication															20%
			Complete Implementation section of Communication plan														
		S13															20%
			S13		Brad	OCIO	Cindy										
		5. Define the "as required" support process (CS, TBS, CabOps)															20%
			Meet with CS	Define and then clarify													20%
			Meet with TBS	Define and then clarify													
			Present and obtain stakeholder approval														
		6. Quality Control Plan															
			Use "to be" process and supporting process details to create QA plan														
			Clarify the details for the spot audit process														
				Obtain agreement with TBS & CS on Spot Audit responsibilities													
				Determine audit selection criteria. Eg: type, random and/or file size, other...													
		7. Training & Material Development															20%
			Approval Authority training														
			S.12 identification														
				Proper identification and application of S.12													
			Identify Training audience														
		8. Define new CS-steps with CS															20%
			Documetaion of new quality control procedures														
				Updates to the procedures manual													
10		S13															20%

Avancement										
Know	n &	Appr	Real	satio	n in	progr	&	Imple	ment	Docu

**Lean Professional Services Agreement
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Freedom of Information S. 12 Consults**

STATEMENT OF WORK – PART 1

Optional Services (Yes/No)? <i>Costs associated with optional services are to be covered by the requesting organization.</i>	NO
Statement of Work ID Number:	FY14-029
Statement of Work Date - Revision Number	04/07/2013 – 003
Project Term (start and end dates, constraints)	
Lean Program Management Office Contact:	Mick Bryson
Client (Ministry or Agency)	Office of the Premier – Cabinet Operations
Client Contact:	Charlotte Powell
Client Contact Role and Responsibility in Project:	Project Lead / Champion
Comments: <i>(Indicate the reason for the SOW revision)</i>	
Reason for Revision	SOW Date - Revision Number
Original Version	28/06/2013 - 001
Edited by Cab. Ops.	04/07/2013 – 002
Edited by LBCO	04/07/2013 – 003

1. Background

A Ministry (or other public body) consults the Office of the Premier on information that may be exempted from disclosure under s.12(1) of FOIPPA, before the Ministry releases the information. There are currently four offices involved in the review to determine what information may be exempted from disclosure under s.12(1): (i) Information Access Office, (ii) Cabinet Operations, (iii) the Office of the Premier/Cabinet Secretary, and in some cases, (iv) Treasury Board Staff. If a file is entirely or mostly Treasury Board material, then Treasury Board Staff will review the file instead of Cabinet Operations. The current review process is time consuming with numerous checks and rechecks. The volume of work continues to increase and it is increasingly difficult to meet expected service levels with existing resources. The speed of the s. 12 consult process also directly influences a Ministry program area's overall on-time percentage in responding to FOI requests.

2. Project Objectives

The project objective is to reduce the time required to complete the review process, while maintaining or enhancing quality assurance. The project will also evaluate the number of checks and re-checks to remove duplication and redundancy in the multiple reviews of the material.

**Lean Professional Services Agreement
Schedule A – Appendix 1
Freedom of Information S. 12 Consults**

STATEMENT OF WORK – PART 1

3. Scope

The Information Access Office reviews all records that respond to an FOI request and makes recommendations on which records should be exempted from disclosure under s.12 of FOIPPA. For all requests where s.12 may apply, the Information Access Office sends the dossier with the results of its initial review to either Cabinet Operations or Treasury Board Staff (TBS) (depending on the content of the file). At least three different staff in Cabinet Operations, including the Deputy Cabinet Secretary, then review the entire dossier and liaise with staff in the Information Access Office about which records are to be exempted from disclosure under s.12. Approximately six TBS staff participate in the processing or review of the files that are routed through TBS. When Cabinet Operations/TBS and the Information Access Office agree on the recommended s.12 severing the Information Access Office forwards the dossier to the Director of Executive Operations in the Premier's Office. She reviews the dossier and liaises with the Information Access Office if she has questions about or changes to the recommended severing. Then the dossier goes to the Cabinet Secretary for final approval.

The process starts when: Information Access Office forwards the s.12 consult to Cabinet Operations or TBS.

The process ends when: Final decision by the Cabinet Secretary on s. 12 exceptions is communicated to the Information Access Office.

3.1. Out of Scope

Judgments on how to apply s.12 are out of scope for this project / process.

Legislative changes are out of scope.

4. Ministry Project Resources

Elizabeth MacMillan – Executive Sponsor

Charlotte Powell – Project Lead / Champion

Brad Williams – Green Belt Resource, Ministry of Technology, Innovation and Citizen's Services: Will assist with data collection, production of documentation including presentations and co-facilitation of events and kaizen.

Mick Bryson – Lean Consultant, Lean BC Office: Will assist with data collection, production of documentation including presentations and will be available for guidance and advice throughout project lifecycle.

Joyce Gillespie, Cabinet Operations

Ken Bejcek, Information Access Office

Cindy Elbahir, Information Access Office

Treasury Board Staff - TBD

**Lean Professional Services Agreement
Schedule A – Appendix 1
Freedom of Information S. 12 Consults**

STATEMENT OF WORK – PART 1

5. Project Assumptions and Constraints

- Any changes to the process for S. 12 consults will require Cabinet Secretary approval
- The current process can be improved
- The total number of reviewers for a S.12 consult can be reduced
- The LEAN initiative will maintain or enhance quality/accuracy.
- Most of the key reviewers/approvers have busy schedules and review of FOI requests is often overtaken by other priorities.

6. Critical Success Factors

- Ministries' on-time percentage improves
- S.12 consults completed faster
- Quality of S. 12 consult maintained or enhanced
- Fewer reviewers required per file (on average)
- All statutory obligations met
- Fujitsu provide expertise for the following activities:
 - Kick off
 - Preparation of data collection plan
 - Development and delivery of Strategic Session presentation
 - Facilitation of kaizen event
- Fujitsu to provide support for the following activities with project team taking active role in:
 - Collection of data
 - Analysis of data
 - Creation of slide deck presentation for Strategic Session
- Ministry resources, Green Belt resource and Lean BC Office resource to take active role in:
 - Collection of data
 - Analysis of data
 - Creation of slide deck presentation for Strategic Session
 - Implementation activities
 - Project Management

7. Project Risks

- Time constraints for participants given workloads and schedules
- Lack of consensus between ministry branches on recommended improvements



8. Project Deliverables

Project Definition Document

**Lean Professional Services Agreement
Schedule A – Appendix 1
Freedom of Information S. 12 Consults**

STATEMENT OF WORK – PART 1

Diagnostic Documentation
Kaizen or VSM Event
As-Is & Future state process maps
Implementation Plan
Communication Plan
Stakeholder Management Plan
Summary slide presentation and recommendations

Approvals:		
The parties agree that this Statement of Work is entered into, is subject to, and forms a part of the Lean Professional Services Agreement.		
Lean Program Management Office Representative:		
Name	Mick Bryson	
Signature		Date: July 4/13
Client Representative:		
Name	CHARLOTTE POWELL	
Signature		Date: JULY 4, 2013.

**Lean Professional Services Agreement
Schedule A – Appendix 1
Cabinet Operations – FOI S.12 Consults**

STATEMENT OF WORK – PART 2

CONTRACTOR'S PROPOSAL

Contractor:	Fujitsu
Contractor Contact:	Janet Thornton
Lean Professional Services Agreement Number	C12PSA073
Proposal Date – Revision Number	29/08/2013 - 002
Statement of Work ID Number:	FY14-029
Statement of Work Date – Revision Number	15/06/2013-001
Optional Services (Yes/No)	No
Coding Information To be provided by the Ministry in case of optional service.	
Quoted Dollar Amount	\$ 28,120
Estimated Travel Expenses Travel expenses will be reimbursed as per the following conditions: <ul style="list-style-type: none"> • Travel must be pre-approved by PSA according to the Travel Pre-Approval process set up by PSA. • According to the rules outlined in the Lean Professional Services Agreement between the Contractor and PSA. • At government rates for hotel accommodation. 	No travel outside of the Capital Regional District is expected.
Comments: (Indicate the reason for the Proposal revision)	
Reason for Revision Updated some of the hours to reflect Junior Resource rates	Proposal Date - Revision Number 29/08/2013 - 002

**Lean Professional Services Agreement
Schedule A – Appendix 1
Cabinet Operations – FOI S.12 Consults**

STATEMENT OF WORK – PART 2

CONTRACTOR'S PROPOSAL

1. Project Structure

1.1. Activities And Resources

The table below provides guidance as how the Lean Program Office envisions role assignments between the Ministry, the Lean program Office and the Contractor.

Activities	Ministry Resources (minimum 35% allocation)	Lean Program Office Resources (minimum 15% allocation)	Contractor Resources
1	Preparation		
Project documents: - Project Charter - SIPOC - Action Plan - Communication Plan - Project Status Update Template - Change Management Plan	Draft documents	Support Ministry in drafting of documents	Assist with draft, provide templates, guidance and advice.
Kick-off meeting	Provide inputs to kick-off presentation	Support Ministry in development of inputs	Prepare Kick-off presentation
	Co-ordinate and attend		Facilitate
Finalize drafts of: - A4 Charter - Communications plan - Change management plan - Action plan	Develop	Support Ministry in development of documents	Provide Final Recommendations
2	Data Collection		
Stakeholders engagement	Engage assigned key stakeholders	Support Ministry in development of Stakeholder Analysis	Engage all key stakeholders, support and advise
Data collection strategy: -Voice of Customer -Voice of Employee -Voice of Process -High Level Process Map -Value Stream Mapping -5S Assessment -Gemba Walks	Provide resources to collect data.	Support Ministry in data collection activities	Provide direction on data collection strategy.
	Draft survey content and issues communications		Collect data Assist with survey development and posting.
	Collect data		

**Lean Professional Services Agreement
Schedule A – Appendix 1
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STATEMENT OF WORK – PART 2

CONTRACTOR'S PROPOSAL

-Measurement of Value Add (MVA)			Review data collected and provide additional direction
Project plan: -Critical to Process activities (CTP) and tasks -Mean cycle times for CTP activities and tasks - High Level Process Map to act as baseline -Process cycle Efficiency (PCE) baseline rating -Identify and record wastes and problems, quality, delay, costs etc -Key Performance Indicators (KPI)	Create initial project plan.	Support and assist Ministry	Provide analytical advisory and directional support
3	Strategic Alignment		
Engage executive sponsors to achieve strategic focus and alignment	Provide support and advice	Support and assist	Present: - data collection -Diagnostics analysis report -Issues -Constraints and success factors -Identified chosen optimization -Development and change management strategies
4	White Belt Training		
	Co-ordinate training event logistics	Provide training material	
	Attend training	Deliver training	
5	Workshop Event		
	Co-ordinate training event logistics	Support and assist Ministry	Develop schedule and workplan. Prepare Kaizen event materials
	Attend event		Facilitate event

**Lean Professional Services Agreement
Schedule A – Appendix 1
Cabinet Operations – FOI S.12 Consults**

STATEMENT OF WORK – PART 2

CONTRACTOR'S PROPOSAL

	Document Value Steam Maps		Provide support
	Draft action and communications plans as well as other recommended documentation		Provide support and advice.
6	Final report and presentation		
	Complete final report, action plan and communication plan, based on final report presentation at workshop event.		Provide support and advice
7	Implementation		
	Implement 30/60/90 day implementation plan	Support and assist Ministry in development and monitoring of Implementation Plan	May provide strategic advice on final implementation plan.
8	Control, Audit and Monitor		
	Store project records and lessons learned documentation at project completion.	Support and assist Ministry in monitoring control phases	
	Action control monitoring and audits		

**Lean Professional Services Agreement
Schedule A – Appendix 1
Cabinet Operations – FOI S.12 Consults**

STATEMENT OF WORK – PART 2

CONTRACTOR'S PROPOSAL

1.2. Estimated Effort and Service Deliverables




Please indicate deliverables under each activity category. The contractor is expected to monitor costs to ensure that they do not exceed the total quoted amount. Any anticipated total cost overrun should be discussed with the Lean Program Office.

Activity	Consultant Hours	Rate per Hour	Ministry Hours	Lean BC Hours	Billing Charge CAD
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White Belt Training	0		TBD	TBD	
Total Quote	136				\$28,120

**Lean Professional Services Agreement
Schedule A – Appendix 1
Cabinet Operations – FOI S.12 Consults**

STATEMENT OF WORK – PART 2

CONTRACTOR'S PROPOSAL

Approvals:		
The parties agree that this Proposal and its associated Statement of Work is entered into, is subject to, and forms a part of the Lean Professional Services Agreement.		
Lean Program Management Office Representative:		
Name		
Signature		Date: <u>Sept 20/13</u>
Client Representative:		
Name		
Signature		Date: <u>Sept. 17/13</u>
Contractor Representative:		
Name	Peter Durrant, Vice President B.C.	
Signature		Date: August 29, 2013

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

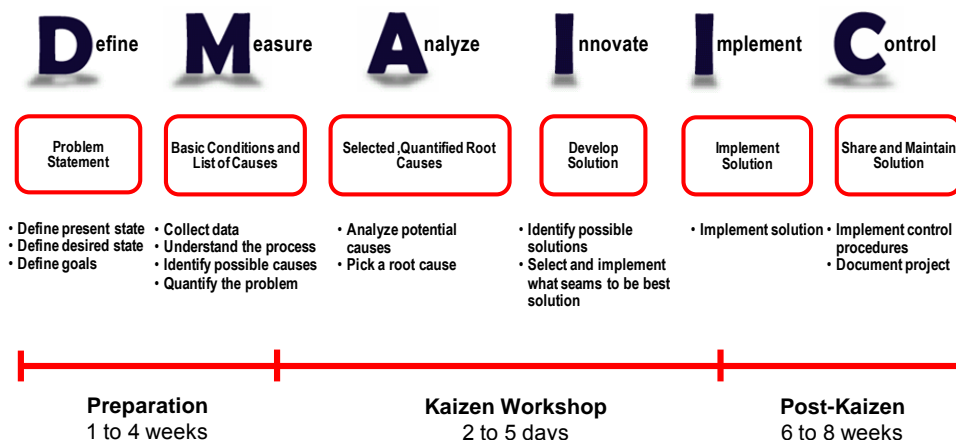
- Attend the White Belt one day training
- No other preparation is required

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

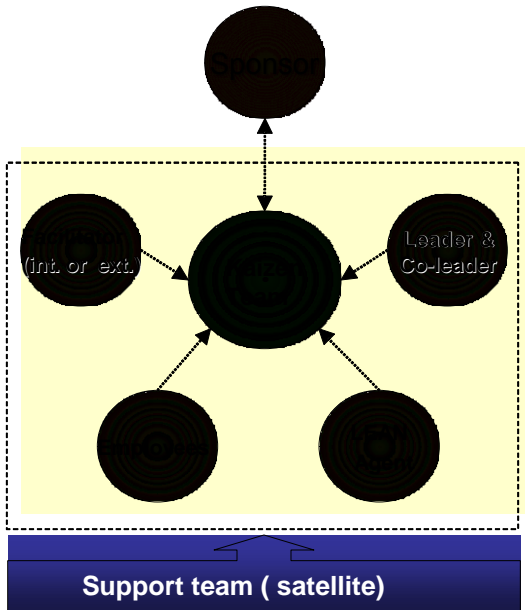
- Participate in weekly project follow-up meetings
- Take charge of the solutions implementation actions selected by the Kaizen team and assigned to sub-teams.
- These two items can take up to one day of work per week over the whole post-Kaizen period



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

Project Name: Freedom of Information s.12 Consults	Initiator:
Sponsor: Elizabeth MacMillan, Deputy Cabinet Secretary	Champion: Charlotte Powell, Cabinet Operations
Date: July 22, 2013	Version: draft 1
Prepared by: Charlotte Powell, Cabinet Operations	

Project Mandate
Reduce the time required to complete the review process, while maintaining or enhancing quality assurance. The project will also evaluate the number of checks and re-checks to remove duplication and redundancy in the multiple reviews of the material.

Problem Statement	
Requestor Problems	<ul style="list-style-type: none"> What is the requestor of the project expecting as an overall deliverable? Will be updated in relation to VOC, VOE as project lifecycle progresses. Reduce the time required to complete the review process, while maintaining or enhancing quality assurance.
Customer Problems	<ul style="list-style-type: none"> What problems are internal and external customers experiencing? External: Lengthy reviews of s.12 consults negatively impacts ministries' ability to meet their legislated timeline for FOI requests. Internal: s.12 consults are often time-consuming and there appears to be duplication in the review process.
Employee/Contributor Problems	<ul style="list-style-type: none"> What problems are employees experiencing?
Additional Observations	<ul style="list-style-type: none"> Any additional problems or issues that are present

Scope of Process Involved			
Process Description	<p>The Information Access Office reviews all records that respond to an FOI request and makes recommendations on which records should be exempted from disclosure under s.12 of FOIPPA. For all requests where s.12 may apply, the Information Access Office sends the dossier with the results of its initial review to either Cabinet Operations or Treasury Board Staff (TBS) (depending on the content of the file). At least three different staff in Cabinet Operations, including the Deputy Cabinet Secretary, then review the entire dossier and liaise with staff in the Information Access Office about which records are to be exempted from disclosure under s.12. Approximately six TBS staff participate in the processing or review of the files that are routed through TBS. When Cabinet Operations/TBS and the Information Access Office agree on the recommended s.12 severing the Information Access Office forwards the dossier to the Director of Executive Operations in the Premier's Office. She reviews the dossier and liaises with the Information Access Office if she has questions about or changes to the recommended severing. Then the dossier goes to the Cabinet Secretary for final approval.</p>		
Start of Process	Information Access Office	End of	Final decision by the Cabinet

	forwards the s.12 consult to Cabinet Operations or TBS	Process	Secretary on s. 12 exceptions is communicated to the Information Access Office
Included		Excluded	
<ul style="list-style-type: none"> What is included in project scope Updated as project progresses Review of s.12 consults by staff in Cabinet Operations, TBS and Premier's Office. 		<ul style="list-style-type: none"> What is specifically excluded from the project scope Updated as project progresses Judgments on how to apply s.12 Legislative changes 	

Goal Statement
<ul style="list-style-type: none"> Explain the project objectives. The project objective is to reduce the time required to complete the review process, while maintaining or enhancing quality assurance. The project will also evaluate the number of checks and re-checks to remove duplication and redundancy in the multiple reviews of the material.

Performance Measures				
Objective	Measure	Units	Current Measure	Control Measure
List each objective	Measureable indicator	Unit of measure		
Ministries' on-time percentage improves				
s.12 consults completed faster	# of days from receipt at Cab Ops to decision by CS (average)	Days		
Quality/accuracy maintained or improved.	?			

Potential Benefits	
Tangible Gains	Intangible Gains
<ul style="list-style-type: none"> List any gains that can be measured, ie. Lead time, cycle time, hours, etc. Ministries' on-time percentage improves. S.12 consults completed faster. 	<ul style="list-style-type: none"> List any gains that are difficult or not able to be measured, ie. Employee engagement, morale, customer satisfaction, etc. Reviewers spend less time on FIO reviews and have more time for other work priorities.

Opportunities/Assumptions/Risks/Constraints			
Opportunities	Assumptions	Risks	Constraints
<ul style="list-style-type: none"> List any opportunities that may exist. maintain or enhance 	<ul style="list-style-type: none"> List any assumptions that are made in relation to project. current process can be 	<ul style="list-style-type: none"> Identify any risks. Time constraints for participants given workloads 	<ul style="list-style-type: none"> List constraints that exist in the project Any changes to

Control			
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Signatures					
Sponsor		Date:	Champion		Date:

DRAFT

SIPOC – Suppliers / Inputs / Process / Outputs / Customers

Project Name: Freedom of Information s.12 Consults (SOW ID # FY14-029)			
Process Description:	The Information Access Office reviews all records that respond to an FOI request and makes recommendations on which records should be exempted from disclosure under s.12 of FOIPPA. For all requests where s.12 may apply, the Information Access Office sends the dossier with the results of its initial review to either Cabinet Operations or Treasury Board Staff (TBS) (depending on the content of the file). At least three different staff in Cabinet Operations, including the Deputy Cabinet Secretary, then review the entire dossier and liaise with staff in the Information Access Office about which records are to be exempted from disclosure under s.12. Approximately six TBS staff participate in the processing or review of the files that are routed through TBS. When Cabinet Operations/TBS and the Information Access Office agree on the recommended s.12 severing the Information Access Office forwards the dossier to the Director of Executive Operations in the Premier's Office. She reviews the dossier and liaises with the Information Access Office if she has questions about or changes to the recommended severing. Then the dossier goes to the Cabinet Secretary for final approval.		
Process starts with:	Information Access Office forwards the s.12 consult to Cabinet Operations or TBS.	Process ends with:	Final decision by the Cabinet Secretary on s. 12 exceptions is communicated to the Information Access Office.
Included:	<ul style="list-style-type: none"> Review of s.12 consults by staff in Cabinet Operations, TBS and Premier's Office. 	Excluded:	<ul style="list-style-type: none"> Judgments on how to apply s.12 Legislative changes.

Suppliers	Inputs	Process	Outputs	Clients/Customers
5 List all suppliers who contribute to this process	4 List all of the inputs , (documents, information, supplies, etc.) that the suppliers provide	3 List high level process steps that make up this process	1 List all of the outputs that are created from this process	2 List all customers, (both internal and external) who receive the outputs of this process

Upstream Measurements			Downstream Measurements		
Measure	Current	Goal	Measure	Current	Goal

The numbers above represent the order in which the SIPOC is usually done.

1. Identify outputs. What do you create or produce?
2. Identify customers. Who receives or gets the things that you produce?
3. List the high level process. Don't get into too much detail. Group tasks together into large chunks.
4. Identify inputs. What things do you need to create what you give to your customers?
5. Identify your suppliers. What companies, people or ministries give you the inputs that you need to create whatever it is that you create?



#	Pro ble ms	Solution	Subproject or Tasks	Sub-Tasks	In charge	Support team	Internal Resources (D-P)	Fujitsu Support (D-P)	Priority	Target Date	Avancement					Total
											Know n & Appr oved	Ratio in in progr & Imple ment ment	80%	100%	Proc ess Self suffici	
		S13	Create and submit Business Case A3 Gain approval to proceed		Project Team						1					20%
											1					20%
				Gain CS support		Elizabeth	Charlotte									
				Gain TBS support		Elizabeth	Charlotte									
											1					20%
		3. Communication	Complete Implementation section of Communication plan													
		S13	5. Define the “as required” support process (CS, TBS, CabOps)		Brad	OCIO	Cindy				1					20%
											1					20%
				Meet with CS							1					20%
				Meet with TBS												
				Present and obtain stakeholder approval												
				6. Quality Control Plan												
				Use "to be" process and supporting process details to create QA plan												
				Clarify the details for the spot audit process												
				Obtain agreement with TBS & CS on Spot Audit responsibilities												
				Determine audit selection criteria. Eg: type, random and/or file size, other...												
		S13	7. Training & Material Development								1					20%
				Approval Authority training												
				S.12 Identification												
				Proper identification and application of S.12												
				Identify Training audience							1					20%
				Documetaion of new quality control procedures												
				Updates to the procedures manual												
10		S13									1					20%
11											1					20%

Avancement	
Know	n & Appr
Over	Real
satio	n in
n in	progr
Test	& Imple
& Imple	ment
ment	ment
ation	& Proc
& Proc	ess
ess	S Self
S Self	suffic

Initiator: Elizabeth MacMillan
Project: FOI s.12 Consults
Sponsor: Elizabeth MacMillan
Champion: Charlotte Powell
Date: September 13, 2013
Prepared by: Charlotte Powell

Version: 1

Problem Description	
Requestor Problems	Customer Problems
<ul style="list-style-type: none"> Length of time to complete the review process. Need to reduce review time while maintaining or enhancing quality assurance. 	<ul style="list-style-type: none"> External: Lengthy reviews of s.12 consults negatively impacts ministries' ability to meet their legislated timeline for FOI requests. Internal: s.12 consults are often time-consuming and there appears to be duplication in the process. Some s.12 consults are straightforward and may not require as many levels of reviews.
Employee/Contributor Problems	Additional Observations
<ul style="list-style-type: none"> Volume and timing of requests is unpredictable. Need to drop everything or re-prioritize or work long hours. Trying to guess what decision makers want when there are grey areas. Receiving requests that are clearly not releaseable under s.12 Straightforward files go through the same review process – takes time, doesn't add value. 	<ul style="list-style-type: none"> It may be appropriate to delegate approval of some types of s.12 consults (e.g. calendars).

Description of Mandate			
To reduce the time required to complete the FOI s.12 consult review process, while maintaining or enhancing quality assurance.			
Process Involved			
Process	Receive s.12 consult – review – approval (of sections to be severed under s.12) by Cabinet Secretary		
Start	IAO forwards a s.12 consult to Cab Ops or TBS	End	Decision made by Cabinet Secretary
Included		Excluded	
<ul style="list-style-type: none"> Review of s.12 consults by staff in Cab Ops, TBS, and Premier's Office. 		<ul style="list-style-type: none"> Judgements on how to apply s.12 (i.e. interpretation of the legislation). Legislative changes. 	

Project Objectives
<ol style="list-style-type: none"> Reduce the time required to complete the review process. Maintain or enhance quality assurance. Remove duplication and redundancy in review process. Identify opportunities for delegation for some types of files.

Opportunities	Constraints
<ul style="list-style-type: none"> Reduce the number of reviewers. Improve quality/accuracy. 	<ul style="list-style-type: none"> Any changes to the process will require approval of Cabinet Secretary. Lack of time or human resources to work on the project Conflicting priorities may result in decreased support from the project team members and the project sponsor

Project Team

<ul style="list-style-type: none"> Elizabeth MacMillan Charlotte Powell Joyce Gillespie 	<ul style="list-style-type: none"> Cindy Elbahir Ken Bejcek
Fujitsu and PSA Team	
Mick Bryson Ian Johnston Brad Williams	

Potential Gains	
Tangible gains	Intangible gains
<ul style="list-style-type: none"> Ministries' on-time performance improves S.12 consults completed faster 	<ul style="list-style-type: none"> Reviewers spend less time on FOI reviews and have more time for other work priorities.

Action Plan														
	Activities	Week beginning the September 20 th , 2013												
		1	2	3	4	5	6	7	8	9	10	11	12	13
1	Project Management													
2	Kick Off													
3	Data Collection and Analysis (including 5S/Pull Flow & Cell Mapping)													
4	White Belt Training													
5	Data Collection Report													
6	Kaizen Workshop													
7	Final Report													
8	Implementation													

Follow-up

Signatures			
Sponsor		Champion	

1 - Background

- Cabinet Operations**
- Current S.12 process is supported by multiple business areas (ministries, Cab. Ops, IAO, DM to the Premier’s office) R
 - Requires multiple approvals and reviews, with multiple loops to IAO and ministries
 - Current policy dictates that Section 12s must be signed off by the Office of the Deputy Minister to the Premier.
 - Section 12 consults are the only sections of the Act that require a separate approval process to approve application
 - The process remains the same for all S.12 consults regardless of the level of complexity.
 - Applicant may not receive an FOI request that requires an S.12 consult in a timely manner.
 - The S.12 consult process was recommend as a Lean project as outcome of the IAO and further supported during the Finance Lean projects.
- TBS**
- TBS consult on approximately 40% of all non-calendar S.12 consults.
- FOI Lean Initiatives**
- As part of the Lean BC initiative there have been 5 related FOI Lean projects:
 - FOI Request: 4 ministry projects, JTST, Citizen, Education, Finance (including TBS, which does S.12)
 - IAO FOI Request

2 – Opportunities / Issues (Lean Culture Deployment)

6 – Projects Selected and Schedule

1. Propose changes to CS – November 18th, 2013

2. Gain approval to proceed with detailed plan

3. Communications
 - Process changes
 - Training events, material locations
 - Contacts

5. Define the Lean to-be-process as required support process:
 - Cab Ops
 - TBS

6. Quality Control
 - Quality Assurance
 - Spot audits

7. Training & Material Development:
 - For Ministry contacts
 - Materials
 - Location of materials
 - Push/Pull Training methods
 - Example all request for S.12 support come with location of training materials and support contact(s), and materials are available as required.

8. Define new steps with CS
 - Desired involvement
 - Necessary/desired support
- | Action Plan | | | | | | | | | | | | | |
|------------------------------------|---------|---------|--------|--------|---------|---------|---------|--------------|---------------|---------|---|--|--|
| November 18, 2013 to March 3, 2014 | | | | | | | | | | | | | |
| Activities | Nov. 14 | Nov. 25 | Dec. 2 | Dec. 9 | Dec. 16 | Dec. 23 | Dec. 30 | January 2014 | February 2014 | March 3 | Ongoing Training, Support & Communication | | |
| 1 | | | | | | | | | | | | | |
| 2 | | | | | | | | | | | | | |
| 3 | | | | | | | | | | | | | |
| 4 | | | | | | | | | | | | | |
| 5 | | | | | | | | | | | | | |
| 6 | | | | | | | | | | | | | |
| 7 | | | | | | | | | | | | | |
| 8 | | | | | | | | | | | | | |
| 9 | | | | | | | | | | | | | |
- 7 – Key Success Factor (Risk and Issues)
- Page 57
OOP-2013-00765

Opportunities

S13

- Creating simplified process for non-complex and standard S.12 consults (eg: calendars, draft legislation)
- Doing an audit of the Continuous Improvement Program
- Review of the S.12 and FOI process results
- Doing Strategic Alignment session in Q2 2014 based on current performance of the process
- Direct the desired Lean Culture
- Initiates a unified approach to the FOI process and Lean Culture for across ministries
- Initiates unified approach to FOI and lean for cross-ministry support

FOI Lean Initiatives

- Leverage lean outcomes and lean culture improvements from previous/current FOI projects

Issues

- **Training:** Provide training and education to ministry delegates
- **Quality:** Spot audits to be performed by Office of the DM to the Premier and/or Cap. Ops/TBS

1) Management commitment

- Patience for results

2) Change management

- Understanding of force fields involved
- Satisfactory incentive to change for each stakeholder
- Effective project management

3) Mobilization

- 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
- Depth of supervision of Lean expertise (outside support)

3 – Methodology

- DMAIC from Lean Sigma is retained
 - **Note:** Many DMAI tasks have been detailed for this proposed initiative during the S.12 Kaizen workshop
- IMPACT – Kaizen (5 to 10 days) for multiple workshops to create supporting project materials. Eg: training, communications, and project plans

8 – Conclusion / Next / Remaining Issues

- Volume of S.12s if growing exponentially with FIO request and support for the current volume is not sustainable.
-

4 – Vision, Goals, Boundaries and Objectives

Vision: Releasing as much information as possible while protecting Cabinet Confidences, and

S13

S13

Goal: Streamlining the S.12 consult review process and ensuring the mandatory provision of section 12.

Streamlining: To realign the resources’ back to providing their primary services.

Boundaries: Office Deputy Minister to the Premier, Cabinet Operations, TBS, IAO, Ministries’ delegated head

S13

9 – Stakeholders / Team / Resources

Who:	Role:
Elizabeth MacMillan	Sponsor
Charlotte Powell	Project Manager
Brad Williams	Project Lead
Ian Johnson (<i>to be confirmed</i>)	Change Management & Lean Strategic Consultant

Project Team:

- Ken Bejcek
- Cindy Elbahir
- Joyce Gillespie
- Charlotte Powell
- Brad Williams
- Ian Johnston

5 – Focus of Improvement
<ul style="list-style-type: none"> • Quality is First because we need to standardize the approach of s.12 to ensure the quality is maintained when the approval authority changes • Time is Second the number of consults and the related workload is currently overtaxing the resources at Cabinet Operations and Treasury Board Staff • Capacity is Third because Cabinet Operations and Treasury Board Staff do not have sufficient resources to provide their primary services AND perform section 12 consults. • Waiting is Forth because the process often impacts respective ministries meeting the legislated timeline. • Cost is Fifth because the section 12 cost is not a direct cost to Cabinet Operations, although it is a general cost to the FOI process.

10 – Key Performance Indicator and Dashboard
<ol style="list-style-type: none"> 1. Time and Cost Saving at Cabinet Operations, (reprioritized to primary services) <ul style="list-style-type: none"> • Annual Time: 143 Days • Annual Cost: ~\$65,000 2. Ministries on time percentage, which had S.12 3. Number of s.12 related requests that end up at OOP

DRAFT

S13

1 - Background
<div>Cabinet Operations<ul style="list-style-type: none">Current S.12 process is supported by multiple business areas (ministries, Cab Ops, IAO, Office of the DM to the Premier)Requires multiple approvals and reviews, with multiple loops to IAO and ministriesCurrent policy dictates that Section 12s must be signed off by the Office of the Deputy Minister to the Premier.Section 12 is the only section of the Act that requires a separate approval processThe process remains the same for all S.12 consults regardless of the level of complexity.Applicant may not receive an FOI request that requires an S.12 consult in a timely manner.The S.12 consult process was recommend as a Lean project as outcome of the IAO Lean project and further supported during the Finance Lean project.</div> <div>TBS<ul style="list-style-type: none">TBS consults on approximately 40% of all non-calendar S.12 consults.</div> <div>FOI Lean Initiatives<ul style="list-style-type: none">As part of the Lean BC initiative there have been 5 related FOI Lean projects:<ul style="list-style-type: none">FOI Request: 4 ministry projects, JTST, Citizen, Education, Finance (including TBS, which does S.12)IAO FOI Request</div>

6 – Projects Selected and Schedule
<div><div><div><div>1. Propose changes to CS – November 18th, 2013</div><div>2. Gain approval to proceed with detailed plan</div><div>3. Communications<ul style="list-style-type: none">Process changesS13Training events, material locationsContacts</div><div>4. S13</div><div>5. Define the Lean to-be-process as required support process:<ul style="list-style-type: none">Cab OpsTBS</div><div>6. Quality Control<ul style="list-style-type: none">Quality AssuranceSpot audits</div></div><div><div>7. Training & Material Development:<ul style="list-style-type: none">For Ministry contactsMaterialsLocation of materialsPush/Pull Training methods<ul style="list-style-type: none">Example all request for S.12 support come with location of training materials and support contact(s), and materials are available as required.</div><div>8. Define new steps with CS<ul style="list-style-type: none">Desired involvementNecessary/desired support</div><div>S13</div></div></div></div>

2 – Opportunities / Issues (Lean Culture Deployment)
<p>Opportunities</p> <ul style="list-style-type: none"> • S13 • Creating simplified process for non-complex and standard S.12 consults (eg: calendars, draft legislation) • Monitoring the implementation of this project and making adjustments where necessary. • Review of the S.12 and FOI process results • Doing Strategic Alignment session in Q2 2014 based on current performance of the process • Direct the desired Lean Culture • Initiates a unified approach to the FOI process and Lean Culture for across ministries <p>FOI Lean Initiatives</p> <ul style="list-style-type: none"> • Leverage lean outcomes and lean culture improvements from previous/current FOI projects <p>Benefits to Ministries</p> <ul style="list-style-type: none"> • S13 <p>Issues</p> <ul style="list-style-type: none"> • Training: Provide training and education to ministries • Quality: Spot audits to be performed as determined in consultation with the Office of the DM to the Premier

3 – Methodology
<ul style="list-style-type: none"> • DMAIIC from Lean Sigma is retained <ul style="list-style-type: none"> ○ Note: Many DMAI tasks have been detailed for this proposed initiative during the S.12 Kaizen workshop • Additional staff time will be required to create supporting project materials. Eg: training, communications, and project plans. Estimated 2-3 days for Cab Ops staff to facilitate the transition of the application of s.12; more time will be required at IAO.

4 – Vision, Goals, Boundaries and Objectives
<p>Vision: Releasing as much information as possible while protecting Cabinet Confidences, and S13</p> <p>Goal: Streamlining the S.12 consult review process and ensuring the mandatory provision of section 12. <i>Streamlining:</i> To realign the resources back to providing their primary services.</p> <p>Boundaries: Office Deputy Minister to the Premier, Cabinet Operations, TBS, IAO, Ministries’ delegated head</p> <p>S13</p>

7 – Key Success Factor (Risk and Issues)
<p>Of the 25 change management risks, these were identified as key risks to be addressed in this project:</p> <ol style="list-style-type: none"> 1) Management commitment <ul style="list-style-type: none"> • Detailed time bound plan with specific accountabilities and individual responsibilities. 2) Change management <ul style="list-style-type: none"> • Understanding of force fields involved • Satisfactory incentive to change for each stakeholder • Effective project management 3) Mobilization <ul style="list-style-type: none"> • Fast implementation • Availability of inside resources • Operational continuity (ability to replace resources during project) 4) Improvement approach <ul style="list-style-type: none"> • Overall, structured and systematic approach • Choice of implementation method • Well-define roles and responsibilities to be identified in action plan • Strong internal leader • Depth of supervision of Lean expertise (outside support)

8 – Conclusion / Next / Remaining Issues
<ul style="list-style-type: none"> • Volume of S.12s if growing exponentially with FIO request and support for the current volume is not sustainable. • Capacity of Cabinet Operations is diminishing – less time for s.12 consults because of other priorities.

9 – Stakeholders / Team / Resources

Who:	Role:
Elizabeth MacMillan	Sponsor
Charlotte Powell	Project Manager
Brad Williams	Project Lead
Ian Johnson (<i>to be confirmed</i>)	Change Management & Lean Strategic Consultant

Project Team:

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- Brad Williams
- Ian Johnston

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From: [Ian Johnston](#)
To: [Carlsen, Cynthia HLTH:EX](#); [Shaw, Judy E AVED:EX](#); [Baines, Susan A EDUC:EX](#); [Ross, Ian SDSI:EX](#); [Louie, Toby I JAG:EX](#); [Forrest, Cris J JAG:EX](#); [Bailey, Leah M MCF:EX](#); [Morrison, Trevor FLNR:EX](#); [Bradley, Michelle FIN:EX](#); [Guenard, Gislene TRAN:EX](#); [Leduc, Danine CSCD:EX](#); [Smerechinskiy, Kathryn L JTST:EX](#); [Barnes, Renee A MTIC:EX](#); [Hayes, Dana GCPE:EX](#); [Busenius, Julie PSA:EX](#); [Jackson, Vickie ENV:EX](#)
Cc: [Williams, Brad M CITZ:EX](#); [Powell, Charlotte PREM:EX](#)
Subject: RE: Request: Survey for Cabinet Operations s.12 Lean Project
Date: November-03-13 8:55:17 PM

Good Morning folks,

As of Sunday at 9:00 PM we have 7 out of 14 responses, which is pretty great and we appreciate the responses thus far (we can not see who has or has not responded). For those that have not had a chance to respond, we want you to know that your input is greatly valued and appreciated. The Kaizen team meets Tuesday morning to review all of the process data collected and they will definitely benefit from all the feedback possible.

All the best,
Ian Johnston
(250) 881-4796

From: Powell, Charlotte PREM:EX [mailto:Charlotte.Powell@gov.bc.ca]
Sent: Thursday, October 31, 2013 8:46 AM
To: Carlsen, Cynthia HLTH:EX; Shaw, Judy E AVED:EX; Baines, Susan A EDUC:EX; Ross, Ian SDSI:EX; Louie, Toby I JAG:EX; Forrest, Cris J JAG:EX; Bailey, Leah M MCF:EX; Morrison, Trevor FLNR:EX; Bradley, Michelle FIN:EX; Guenard, Gislene TRAN:EX; Leduc, Danine CSCD:EX; Smerechinskiy, Kathryn L JTST:EX; Barnes, Renee A MTIC:EX; Hayes, Dana GCPE:EX; Busenius, Julie PSA:EX; Jackson, Vickie ENV:EX
Cc: Ian Johnston; Williams, Brad M CITZ:EX
Subject: Request: Survey for Cabinet Operations s.12 Lean Project

Hello,

As part of the Cabinet Operations s.12 Lean Project, we are conducting a survey with key stakeholders in an effort to understand and improve the s.12 consultation process. You have been identified as people who have experience and knowledge of FOI and the s.12 process.

Please complete the following survey by 4:30pm on Monday, November 4th:
<http://fluidsurveys.com/surveys/LeanSurvey/s-12-cab-ops-process/>

All responses will remain anonymous.

If you have any technical difficulties with the survey, please contact Ian Johnston (cc'd on this email).

Thanks, your feedback is greatly appreciated.

Charlotte Powell | Cabinet Operations | phone: 250-952-6748 | mobile: 250-361-5381 |

charlotte.powell@gov.bc.ca

Warning: *This email is intended only for the use of the individual or organization to whom it is addressed. It may contain information that is privileged or confidential. Any distribution, disclosure, copying, or other use by anyone else is strictly prohibited. If you have received this in error, please telephone or e-mail the sender immediately and delete the message.*

Customer: Office of the Premier – Cabinet Operations

Project: S.12 Lean Projects

Sponsors: Elizabeth MacMillan

Champion: Charlotte Powell

Prepared by: Ian Johnston (FC)

Date: September 20, 2013

Meeting Subject: Project Kickoff

Meeting Logistics	
Date:	September 20, 2013
Time:	1:30 – 3:00
Location:	617 Government St; Room 049; Cabinet Operations Boardroom

Participants			
Name	Present? (Y/N)	Name	Present? (Y/N)
Elizabeth MacMillan		Ken Bejcek (IAO)	
Cindy Elbahir(IAO)		Joyce Gillespie	
Charlotte Powell		Brad Williams (Green Belt Agent)	
Mick Bryson (PSA)		Ian Johnston (Fujitsu Lean Agent)	

Meeting Agenda:

- Introductions
- Official Project Kick-off from Sponsor (*Elizabeth MacMillan*)
- Lean and Approach Overview
- Project Overview
 - Project Charter (A4 & SIPOC)
 - As this kickoff is early in the project, the related documents (A4, SIPOC) will be further drafted during this– workshop style
- Data Collection and Analysis approach
- Logistics of Stakeholders
- Change Management Activities and 25 KSFs
- Communication Plan and Approach Overview (as time allows)
- Confirm WBT and Kaizen Schedule (as time allows)
- Next meeting agenda and who will schedule
- Questions?

Action Plan		
Action Item	Responsible	Due date
<i>What to do and how</i>	<i>Who?</i>	<i>When?</i>
Kick-off meeting	Kickoff team members	Today!
White belt training logistics: book room and send out meeting invitations		
Strategic session logistics: book room and send out meeting invitations		
Kaizen workshop: book room and send out meeting invitations		
Stakeholder Analysis		
Force Field Analysis		
Change Management Plan		
Communications Plan		
Data Collection		
Initial data review and analysis		
"Voice Of" survey logistics		
Gemba walks		
"Voice of's"		
VOP Process Mapping		

Next Meeting	
Date:	
Time:	
Location:	

Process Description		
Process name:	FOI s.12 Consults	
Process starts with:		Process ends with:
IAO sends s.12 consult to Cab Ops or TBS		Decision made by Cabinet Secretary
Suppliers	Process	Clients / Customers
<ul style="list-style-type: none"> IAO – s.12 advisor IAO – team leads (calendars) Cab Ops Document Coordinator Cab Ops Director 	<ul style="list-style-type: none"> IAO s.12 advisor sends to Cab Ops or TBS (depending on the content of the file) Cab Ops receives s.12 consult <ul style="list-style-type: none"> Print and enter into tracking sheet Document Coordinator reviews <ul style="list-style-type: none"> Follow-up with IAO as needed Cab Ops director reviews and provides recommendation <ul style="list-style-type: none"> Follow-up with document coordinator/ IAO as needed Deputy Cabinet Secretary reviews and provides recommendation or approval Or TBS receives s.12 consult <ul style="list-style-type: none"> TB analyst or director reviews and provides recommendation Deputy Treasury Board Secretary reviewed and provides recommendation DM of Finance reviews and provides recommendation IAO receives recommendations and sends to Director of Exec Operations Director of Exec Operations reviews <ul style="list-style-type: none"> Follow-up with IAO as needed Cabinet Secretary reviews/approves 	<ul style="list-style-type: none"> FOI requestor Ministry program area IAO Cabinet Secretary
Inputs		Outputs
<ul style="list-style-type: none"> Approval slip Redlined documents Summary table (for calendars) Tracking spreadsheet Emails with comments or questions/answers Phone calls to discuss questions Research (minutes, OICs, news releases) 		<ul style="list-style-type: none"> Revised redlined documents Recommendations on s.12 severing Signed approval slip
Upstream Measurements		Downstream Measurements
<ul style="list-style-type: none"> Number of s.12 consults types of s.12 consults: <ul style="list-style-type: none"> Calendar (DM, ADM, ED, other) Other: <ul style="list-style-type: none"> Cabinet/committee material Reports Other 		<ul style="list-style-type: none"> Time to review <ul style="list-style-type: none"> total for each reviewer number of times a file needs to be revised (and who identified the need for revision) number of s. 12 related FOI requests that are overdue
Included		Excluded
<ul style="list-style-type: none"> Review of s.12 consults in Cabinet Operations, TBS, and Premier's Office 		<ul style="list-style-type: none"> Legislative changes Judgements on how to apply s.12 (but this does not include developing guidelines)

	on how to apply).
--	-------------------

Stakeholder List

Cabinet Operations FOI s12 Lean Project

- John Dyble, Cabinet Secretary – final approval
- Elizabeth MacMillan, Deputy Cabinet Secretary (ADM) – project sponsor
- Michelle Leamy, Director of Executive Operations in John Dyble's office – reviews files prior to JD sign-off
- Ken Bejcek, s.12 Advisor, Information Access Office (IAO)
- Cindy Elbahir, Manager Access, Central Agency Team (IAO)
- Brad Williams, Director, Access and Records Service Delivery
- Joyce Gillespie, Cabinet Document Coordinator, Cabinet Operations – primary contact point and initial reviewer
- Charlotte Powell, Cabinet Operations – reviews all s.12 consults (after Joyce, before Elizabeth)
- Jennifer Michell, Manager of Operations, Treasury Board Staff
- Sabine Feulgen, Deputy Secretary to Treasury Board (ADM)
- TB analyst? (e.g. Brad Manderville)
- Michelle Bradley?, Division Records Analyst, Finance
- Shalegh Ringma?, EA to Sabine
- Peter Milburn, DM of Finance

IAO
SIC Adviser

Review
Process

REDLINE
WORDS

CREATE
Approval
Form

EMAIL
Brockman
to
Cab. coord

LOOP
AS
REQ

Cabinet
Doc
Coordinator

Print

Enter SIC
Brockman
into
TRACKING
SYSTEMS

Create
electronic
folder
J.

Create
label for
hand copy
folder

Cab Ops
SIC
Director

Cab Ops
Staff

Deputy
Cab
Secretary

Director of
OPERATIONS
OOP

Cabinet
Secretary

Create
electronic
Folder
J:

Create
label for
hard copy
Folder

Create
hard copy
Folder

Review
consult

Flag
items for
S12 Director
consideration

Walk
Hard copy
To S12
Director

LOOP
AS
REQ

CONSULT
LAB OPS
STAFF
?

Take to 2
CabOps
Staff

will
hard copy

Research
cabinet
files

Answer
Question(s)

200
200
200

Amend
policy
in
answering

Writing
and
TRACKING

LOOP AS REQ

AMEND
POLICE
(in
meeting)

Mail
memo note
To cab.
coordinator

Printing
and
TRACKING

2

Save
hard copy

Research
cabinet
files

Ask
Questions/
Request As.

Recommend
Approval.
(write note on
paper file)

LOOP
AS
REQ

Return
hard copy
to Doc. Coord.

Receive
hard copy
from
S-12
Director

Provide
Hard Copy
to
Dep. Cab
Sec.

LOOP
AS
REQ

Small
S-12
note
also

Review
file

Ask for
changes

Return
to Doc.
Coord.

1. 10/10/13
2. 10/10/13
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4. 10/10/13
5. 10/10/13

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