



LEAN BC

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BC Public Service Agency



Where ideas work

Citizens @ the Centre

Being the Best

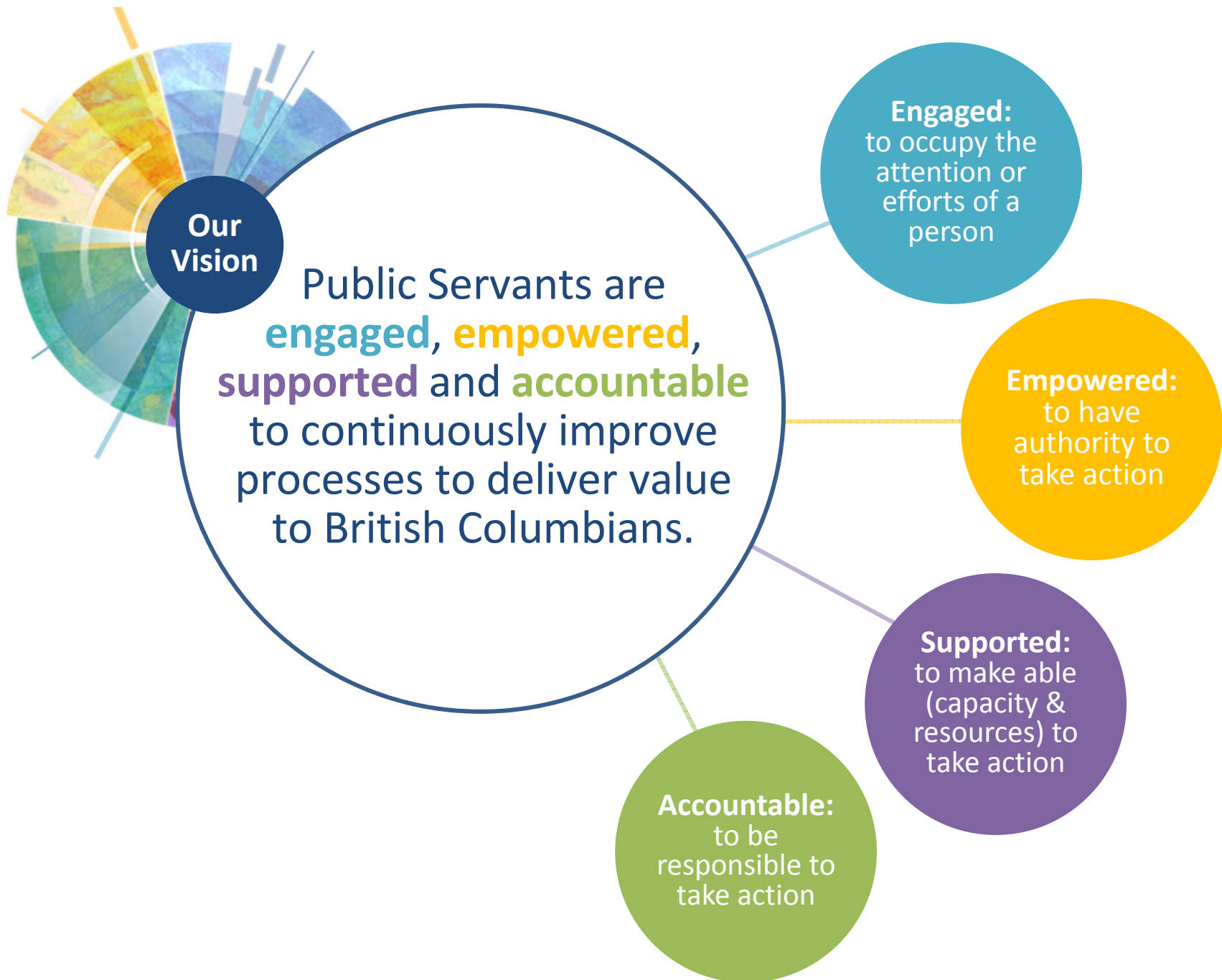
Open Government

Diversity

Carbon Neutral Government

LEAN BC

Leadership in BC Public Service



3-Year Culture Deployment Strategy

- Reporting
- Celebrating and championing success
- Engaging staff and customers in project selection
- Train, mentor and coach practitioners
- Ramped up process improvement
- 2-4 core projects by February 28, 2014
- ***Lean where you work***



Common Language - Resistance

Welcome to Government

This is public service – get used to it

Don't worry – it's only a priority for now

We're always behind the leading
industry

We just follow orders

**When Change Collides
With Culture**

Culture Wins

Every Time

Culture Change

- **Fact:** No method exists by which you can *directly* change a culture. Culture is the perception of an organization. Perception is created by work.
- Change the way people work thereby changing the way they perceive and think about it.
- Change work through projects. However focusing only on projects creates a 'Popcorn Deployment.' This is a common failure in Lean programs.

BC Public Service 25 Conditions for Success



The Lean Culture: Value Consistency



Prioritizing Culture over Results ...The Why?

Lean works to empower every employee to achieve the best by *thinking* Lean and to have the tools to *act* Lean

Setting Culture Priorities...

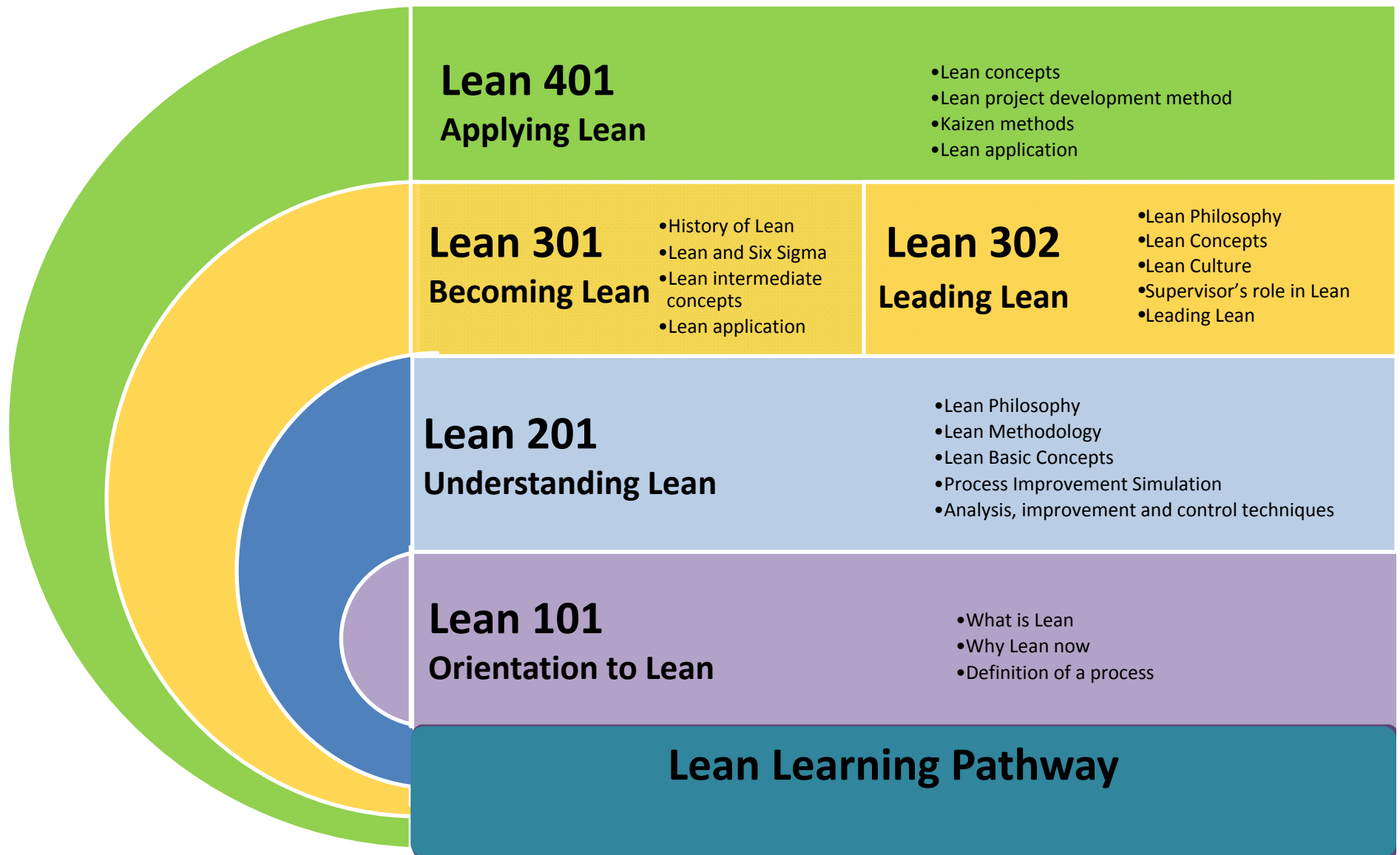
...The What?

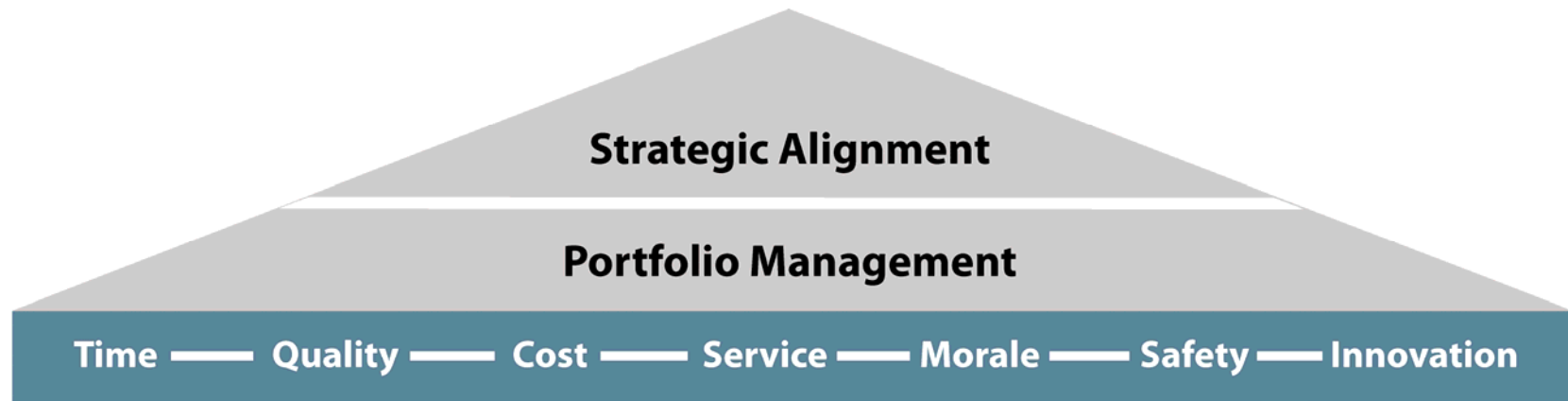
- Deliver services that meet customer needs 1st
- Build internal capacity as we focus on higher value work
- Save employee time and resources

Setting Up For Success...

...The How

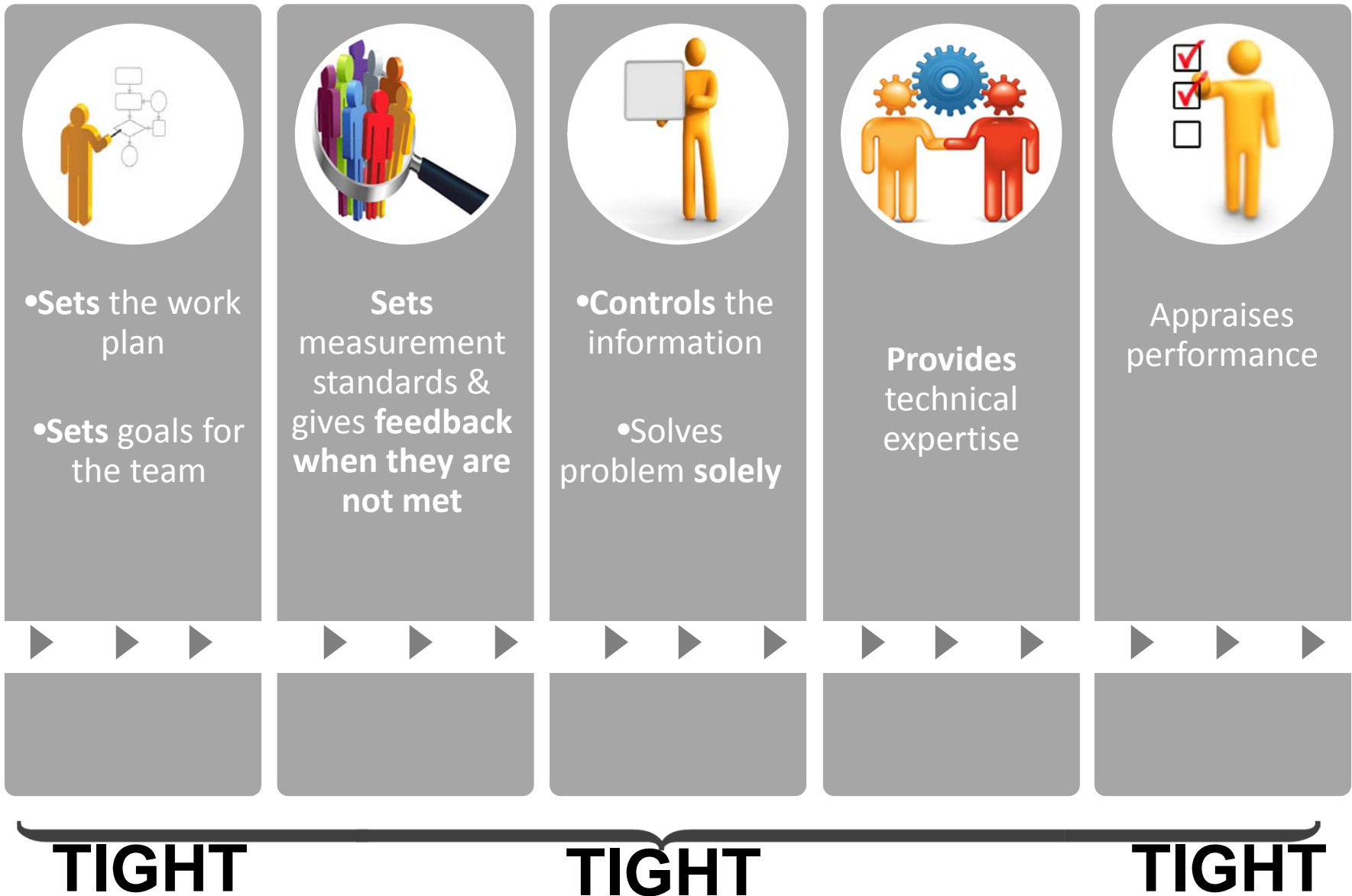
- ✓ A Lean Program Office to **guide** us
- ✓ Lean Leads to **lead** us
- ✓ External Consultants to **advise** us
- ✓ Training and skills development to **educate** us
- ✓ Resources to **inform** us
- ✓ Lean projects to **showcase** us

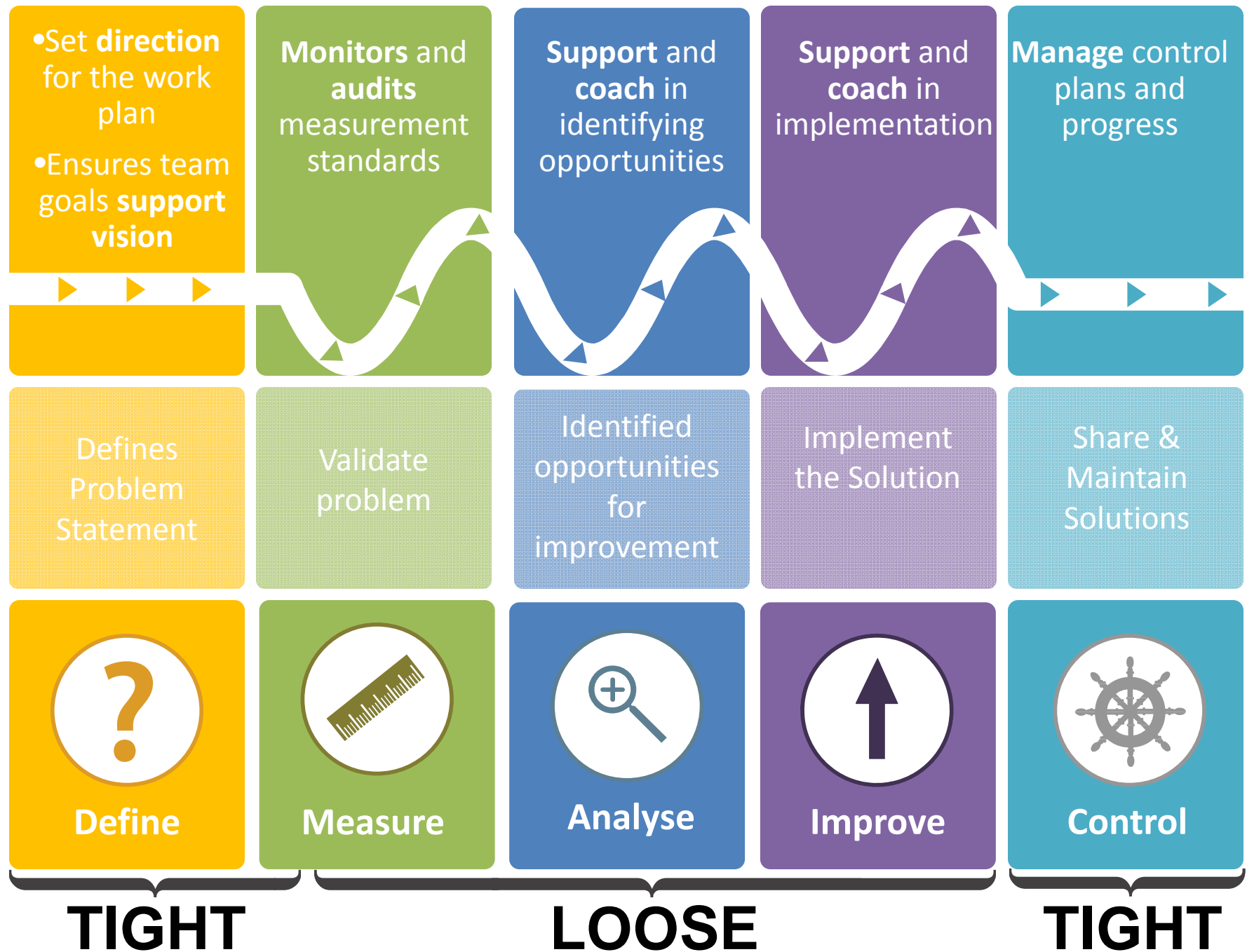




Natural Team (Gemba)

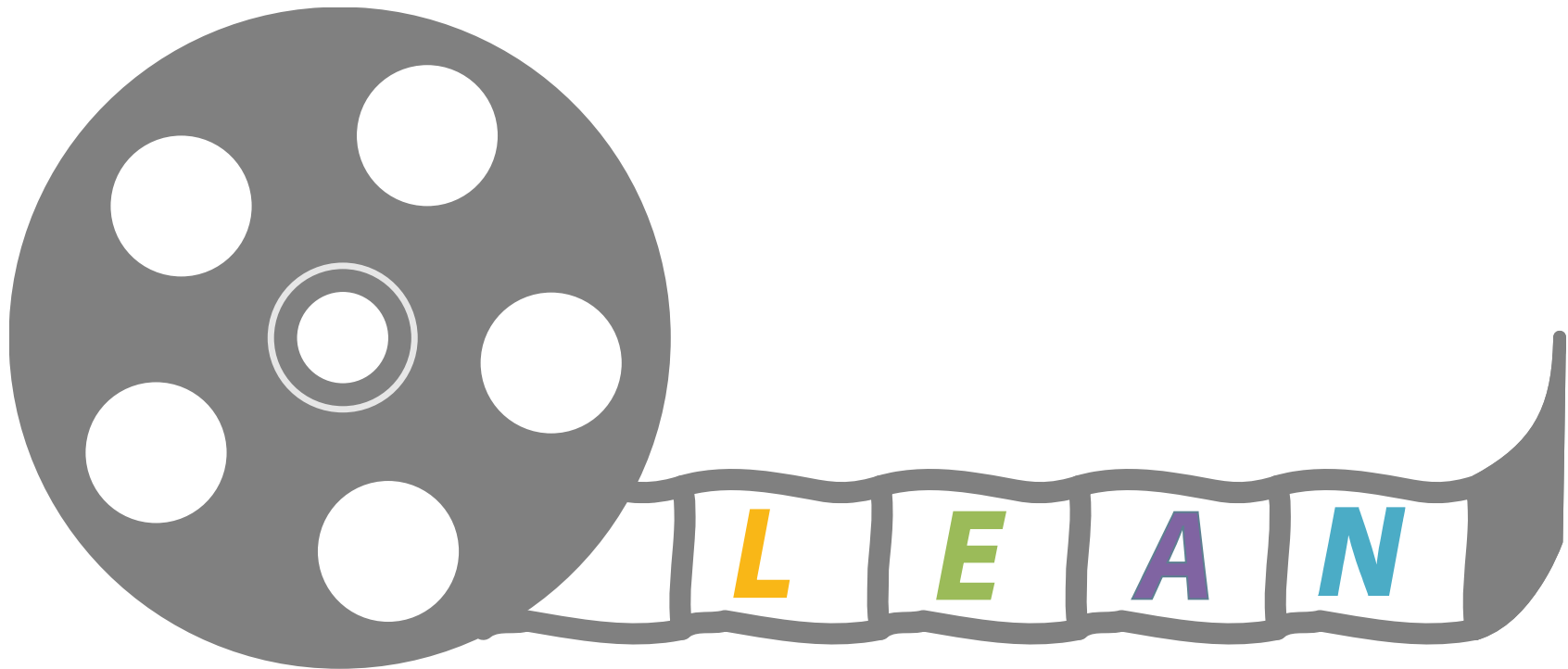
Traditional Leadership





Case Study Summary



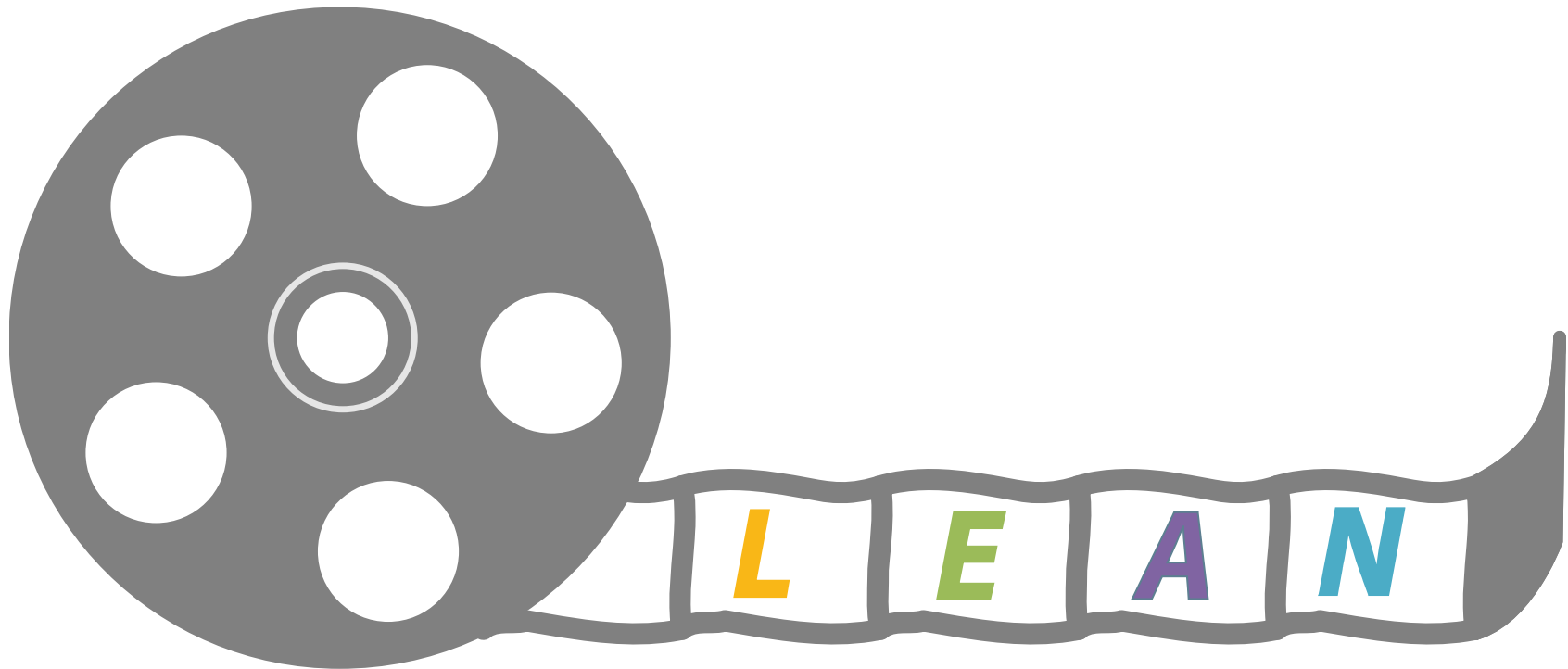


Environment Call Center– Kaizen Event

Engagement Not Finished

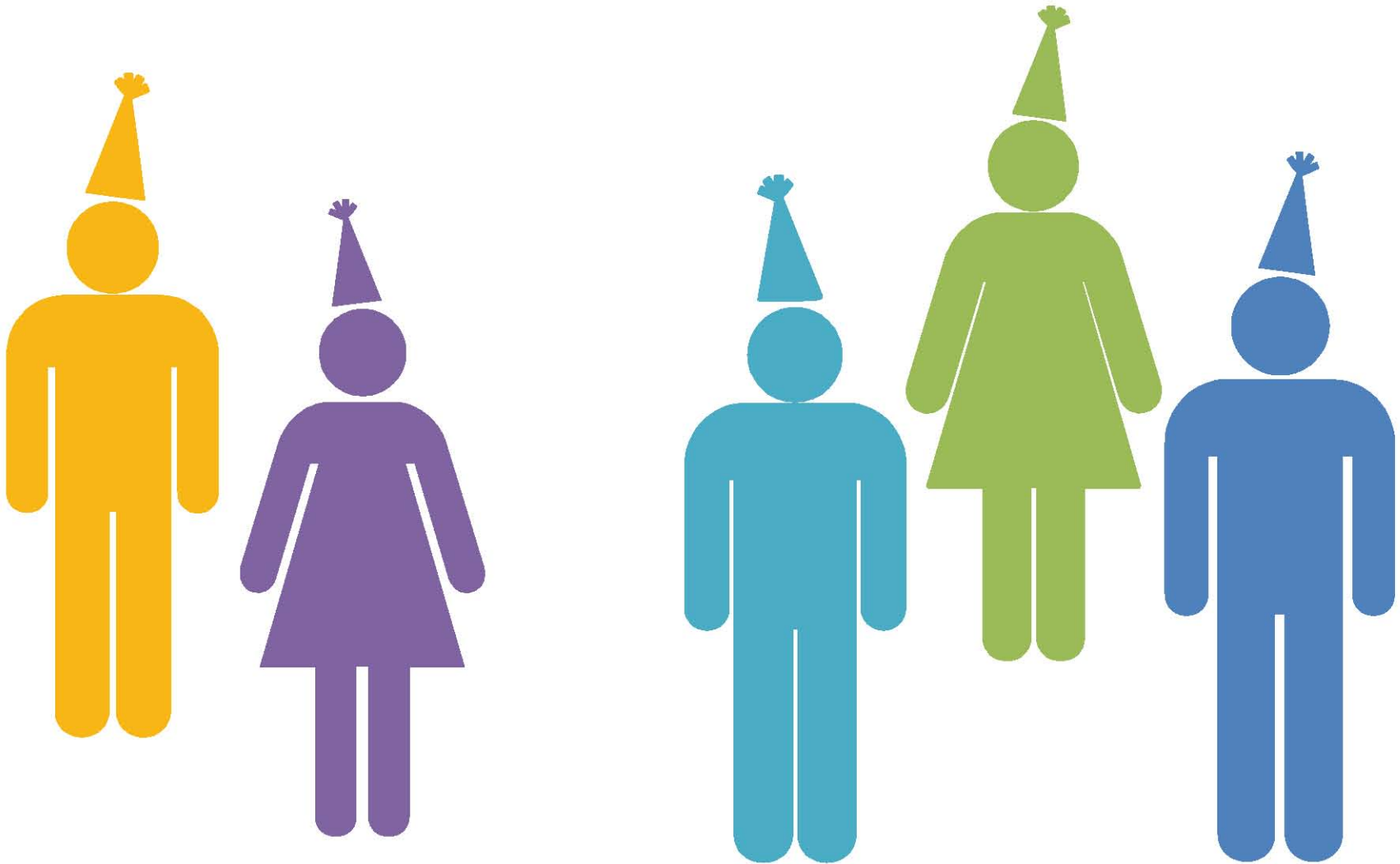
- Promoting the event, effort and process is only the 1st step
- Common Challenge “But did it work Long Term?”
- Back to the team to see...





Environment Call Centre – Early Successes

Celebration



Results

- Over 100 and counting formal projects completed or active
- Multiple individual projects with six figure savings
- Improvements in:
 - Autism funding
 - Criminal Court restructuring
 - Subdivision approvals
 - Pharmacare access
 - Land tenure applications
 - Vendor contract management
 - Hazardous waste disposal
 - Environmental assessments
 - Many many more...



Questions & Discussion



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Notes that correspond with the PowerPoint presentation

Page 1: Thanks – common with unique – like a box of chocolates

Page 2: Out of necessity -- The BC Public Service is already a very innovative organization

We have a proactive culture is supported by corporate strategies and priorities: Being the best, citizens at the centre, and other business reengineering approaches form the fundamental foundation of the progressive leadership in BC Public Service to provide greater value for British Columbians.

In fact BC was recently recognized as one of the top 100 employers in Canada.

In 2012 the province of British Columbia launched lean to further standardize and tap into the creative power and knowledge of its workforce.

For us, Lean is about building on continuous improvement initiatives we have been doing for years, and taking them to the next level. It is a customer focused strategic philosophy that we can all adopt and integrate into our work lives. It's a culture change!

We are currently in Year 2 of deployment and the initiative is demonstrating impactful improvements across all ministries within the province.

Anytime you want to change the culture – you need a sense of urgency, a clear vision, a group of champions and a clear plan.

And you need to be able to convey all of that in 45 min or less....

Like all levels of government – the urgency is clear – what got us here won't get us where we need to go

- ✓ Our workforce is naturally shrinking as our demographics change
- ✓ Demand for high quality programs and services is not going to decrease
- ✓ Ongoing economic and capacity challenges
- ✓ Employees want a meaningful opportunity to influence how they work

Page 3: So we have urgency – and a vision – focusing on what matters to our customers and employees

Engaged – to occupy the attention or efforts of a person

Empowered – to have authority to take action

Supported – to make able (e.g., provide the skills, knowledge and resources) to take action

Accountable – to be responsible to take action

Is not about:

- Just projects
- Cutting staff
- Re-organization, etc.

Page 4: And I said we also needed a clear plan

Note the title – we have asked for 3-year plans in line with our strategic planning cycle from each of our ministries to detail how they will support the deployment of a lean culture.....not how they will improve processes!

Key components – around communication, capacity building, accountability, ongoing effort at every level

Developed 3 Year Strategy for Lean BC Office

Stretch Goals – again – we are not tinkering at the edges with our vision.

And we faced some key Challenges in Program Design:

- 18 Separate ministries with unique cultures and varying levels of Continuous Improvement Maturity & Skillsets
- 26 000+ direct employees. Exponentially more external partners
- Finite budget and mandate to deploy across all ministries simultaneously

Page 6: Jeff Slides 6-15 12 minutes

Page 11: Because Being the Best is who we are

Page 14: Colleen Slides 17-end

Learning Pathway – 4 minutes

Vision – engaged, supported, empowered, accountable.....

Plan – ambitious targets to build awareness, understanding and capacity

Building Capacity is one of the primary focuses of our team

Required: 60% of public servants have completed Lean 101 by February 28, 2014

Required: 1.5% of public servants have completed Lean 301/302 by February 28, 2014

Appetite is huge – most of our ministries are a blowing by these targets.

Especially when we talk about Lean 302 for supervisors...

Page 15: SA – 3 minutes

Why supervisors are important is really clear when you look at the overall strategic alignment of our program.

Our vision also challenges us to grow the lean culture from both the Top & from the Bottom up.

This creates a challenge and pressure on middle management. How do we address this?

Page 16: 19 & 20. 10 minutes

Page 17: Effort to align new approach to leadership and supervision to the DMAIC model we follow in our improvement projects.

We need to help bring supervisors on side to this approach by showing them how engaged, empowered and supported staff are best suited to finding ways to improve their own processes.

Supervisors need to see how this approach will improve employee engagement – with everyone, and especially with the millennial generation

Page 19: Video = 7 minutes + 2-3 minutes setup

Key Messages

The Lean video focuses on:

The dedication of Agency staff to improve process for the benefit of the customer.

The pride that Agency staff take in their work.

The importance of being engaged in the work you do by stepping up and participating. Every little bit counts.

Knowledge is power. Understanding the whole of the process and the work that your co-workers do can create wins.

The Lean process presents challenges and raises difficult questions but offers significant rewards to those who ask the questions.

It's important to have an open mind.

Page 20: Noting 25 success factors of sustained visible presence. Common pitfall (lack of follow through)

Page 21: 2nd video – 5 minutes + 2-3 minute setup

Page 22: Recognition of the effort NOT linked to results. Important to recognize effort for failed / not implemented projects. This removes the fear of failure and fosters the desired culture for innovative solutions. Too often a forgotten or additional step – So critical to overall success that this step is required for a project to be completed from a program compliance standpoint.

- Examples of Celebration activities that have no or low cost
- *Why won't these annoying little figures animate??!!*

Page 23: Jeff on Projects

Page 24: Pulling culture & tools together 2-3 minutes

Page 26: Colleen slides 1-5 (7-10 minutes)