

Council Memo



To	Committee of the Whole
Service Area	Corporate Services
Date	Tuesday, March 7, 2023
Subject	Lean Green Belt (wave 1) Summary Report

The City of Guelph completed our first Lean Green Belt (LGB) program wave in 2022, with seven successful projects across several service areas being completed. The LGB program is designed to train a limited number of staff in the Lean methodology, and to support them, their Sponsor, and their cross-functional team in completing a medium sized improvement project. These LGB projects improve the performance of an already established process, is led by the LGB candidate and their Sponsor, and is supported by the Continuous Improvement Office through the training, coaching, guidance, support, and facilitation of an action learning experience. Action learning is the combination of training the methodology along with real-life application of the learnings to help the staff member transition the knowledge to skill and increase the likelihood and scope of project success. The cross-functional nature of the LGB program results in better process and service improvements that are retained longer, and also increases collaboration across the organization.

The LGB candidates received five days of Lean training and their Sponsor received one day of Lean training. In addition, each LGB candidate and Sponsor received one day of [Prosci Change Management](#) training. This training increases improvement project success in realizing project objectives and organization benefits by teaching the LGB candidate and Sponsor how to apply a systematic approach for helping people impacted by the change (improvement) move through their individual journeys so that they can successfully understand, engage and use the improved process.

LGB improvement projects are identified from current workplans and must seek to improve a process, performance, or measure to be effectively supported by the LGB program. In addition, the LGB candidate must meet several criteria including subject matter expertise and ownership within the process, a willingness to learn and apply the Lean methodology, and demonstrate appropriate skills to lead a cross-functional team for the approximately six to eight-month duration of the improvement project. At the end of the LGB wave the outcomes include a certified LGB who has the ability to apply Lean methodology and tools to other work and provide Lean thought leadership within their area and to anyone else they work with. The program also results in a successful project with measurable results, along with the foundational work completed that identifies and prioritizes other opportunities for improvement related to the process improved.

Public Services Lean Green Belt Projects

Project: Business Continuity Planning Process Improvements

Background: Business continuity is the process of ensuring necessary steps are taken to identify impact of potential losses, maintain viable recovery strategies, and activate service continuation plans in the event of an emergency. Complete, current, and validated business continuity plans help us to be prepared to act more quickly, effectively, and efficiently if the need arises.

Lean Green Belt: Brendan Macmullin, Community Emergency Management Coordinator

Sponsor: Scott Green, Manager Corporate and Community Safety

Core Team: Kerry Pletch, Kyle Gagne, Eleni Hughes and Donna Tremblay

Improvement Targets:

- Improve the number of plans that meet all five requirements from 4 per cent to 8 per cent (target increase of 100 per cent)
- Improve the number of plans current within the last three years from 4 per cent to 8 per cent (target increase of 100 per cent)
- Create rollout schedule where all plans are updated by the end of 2023
- Determine process owners and create a review process ensuring all plans are maintained and updated as circumstances change

Improvements Implemented:

- New corporate policy implemented
- Business continuity plan template, procedure, and risk assessment framework designed and implemented
- Staff training and resources made available
- Management, monitoring, and cross organizational reporting system

Results Achieved:

- Met the target - Total number of plans meeting all five requirements and updated within the last three years = 2 (8 per cent of total, 100 per cent increase)
 - 2023 City Wide Division Rollout Schedule Established
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Project: Improving Parks Customer Service Response Process

Background: Parks customer service is the first point of contact for citizens as well as internal groups for inquiries related to city parks. With the speed of change relating to seasonal information and individual inquiries about many items including grass, trees and other parks services it is important that the process supports a quick and complete answer to inquiries ensuring a good customer service experience.

Lean Green Belt: Lee Merner, Program Manager Parks Business Services

Sponsor: Gene Mathews, General Manager Parks

Core Team: Nathan Luck, Susan Keleher, Amanda Margetson and Liz McGee

Improvement Targets:

- Increase first contact resolution (FCR) from approximately 75 per cent to 90 per cent by August 2022
- Reduce customer wait times
- Reduce work duplication and information errors
- Enhance utilization of staff

Improvements Implemented:

- Role and responsibility defined, documented, and integrated into the process
- Data collection and reporting established
- Standard customer service messaging was created, along with a process for revision
- Knowledge base and information management process refined and updated
- Service request system implemented
- Staff training developed along with knowledge monitoring
- Review cycles established to ensure information stays current and correct

Results Achieved

- 97 per cent first call resolution rate as of October 31, 2022
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IDE Lean Green Belt Projects

Project: West Packer Improvement Project

Background: Processing at the Material Recovery Facility (MRF) removes recyclables before sending the balance as waste to landfill. Reducing the amount of recyclables going to landfill not only saves landfill space but also provides more material to be recycled into the value stream and therefore prevents the need to source more materials from our natural resources. There is also a financial benefit gained for any recyclable materials that have resale value.

Lean Green Belt: Dave Martin, Lead Hand MRF, Solid Waste Services

Sponsor: Phil Zigby, Client Services and Performance Specialist, Solid Waste Services (original Sponsor was Bruce MacDonald, Supervisor Process Operations SWR now retired)

Core Team: Greg Hertel, Phil Anderson, Jeff Rath, Grant Hallchurch, John McGrath, Vincent Dobai, James Graham and Mackenzie Wood

Improvement Targets:

- Reduce the amount of recyclable material in the West Packer from 65 per cent to 32.5 per cent (a 50 per cent reduction) based on material audit process
- Enhance environmental waste sorting practices to be more consistent
- Optimize staff and equipment allocation
- Improve data collection process and output quality (data integrity)

Improvements Implemented:

- Streamlined sorting process and workflows
- Optimized equipment operation and staff allocation
- Standardized staff training procedures and work aids (visual cues)

- Standardized material internal audit process (SOP) and improved reporting process to be more representative and reliable

Results Achieved:

- Quantity of recyclable material going to landfill reduced to 44.10 per cent (20.83 per cent decrease)
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Project: Guidance for On-Site and Excess Soil Management

Background: Phase one of the new [Ontario On-Site and Excess Soil Management Regulation \(O.Reg.406/19\)](#) was released in January 2021. The new regulation introduces a new framework for the excavation, removal, and transport of excess soils that the City has to apply to all new construction projects that meet specified criteria. Due to the number and variety of projects that could be impacted by this regulation, it is important that all Project Managers have a basic understanding of the requirements and know when professional support should be engaged to satisfy regulatory requirements.

Lean Green Belt: Prasoon Adhikari, Supervisor Environmental Engineering

Sponsor: Mary Angelo, Manager Development and Environmental Engineering

Core Team: Kyle VanderMeer, Albanie Douglas, Ike Umar, Ian Scott and Ken Vanderwal

Improvement Targets:

- Project Managers from all nine impacted City divisions are knowledgeable and act on the Excess Soil Regulation, its key requirements and use the City's Excess Soil Documents, so that City projects comply with the regulation
- Implementation of a regulation requirements guidance framework
- Development of an excess soil project compliance assessment and tracking form

Improvements Implemented:

- Guidance document and compliance checklist developed and implemented
- Standardized process and framework created and shared
- Staff training workshops and centralized availability of resources on Infonet
- Compliance reporting developed and being implemented

Results Achieved:

- 34 staff from all nine impacted divisions were trained on the regulation including requirements and roles/responsibilities, improving knowledge levels in 85 per cent of participants
 - Recognition of the work by receiving a [2022 Brownie Award under the Reprogram Category](#)
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Project: SCADA Workflow Process Improvement

Background: Supervisory Control And Data Acquisition (SCADA) is a combination of tools that staff utilize daily to maintain oversight of the Water and Wastewater systems. This infrastructure enables informed management and resourcing

decisions while managing, monitoring, and maintaining system integrity to meet compliance with legislation. As a result of industry and stakeholder growth, the SCADA work request intake and demand volume exceeded current process capacity and was targeted for a process improvement project before investigating if additional resourcing was necessary.

Lean Green Belt: Matthew Newman, Manager Business Services

Sponsor: Terry Gayman, Acting General Manager, Environmental Services (Original Sponsor Jennifer Rose, previous General Manager, Environmental Services)

Core Team: Ryan Costello, Travis Murray, Ildar Samigullin, Patrick Gromala and Marco Leon

Improvement Targets:

- Decrease operational service delivery turnaround time by 50 per cent
- Develop and implement a metric and process by which capital support service delivery can be measured
- Increase efficiency to reduce rework and optimize staff resources

Improvements Implemented:

- Work prioritization matrix and workload audits
- Task completion targets/guidelines (SOPs)
- Action cycle performance measurement tools and feedback processes
- Staff onboarding checklist

Results Achieved:

- Exceeded 50 per cent reduction in work turnaround time for all categories
- Baseline development of work specific target timelines as basis for future Service Level Agreement (SLA) work

Corporate Services Lean Green Belt Projects

Project: ServiceGuelph Assisting Solid Waste Call Handling

Background: With the breadth of service points and contact phone numbers available for City services, customers can end up in a variety of service areas depending on which number they call and/or option they select. Effectively accessing City staff assistance requires the customer to know which route to choose and requires the use of City department resources to redirect inquires or source information to answer the call. As previously shared with Council in December 2022 with the [Service Simplified Progress report](#), a centralized approach for call handling that strives to realize a unified and consistent experience for members of the community to engage with the City across all service areas and enables increased effectiveness of resource utilization. This aligns with the 2018 Service Simplified Strategy. Solid Waste was chosen as the first department to collaborate on call handling centralization with ServiceGuelph.

Lean Green Belt: Heather Macpherson, Customer Service Coordinator, ServiceGuelph

Sponsor: Markham Wismer, Supervisor, ServiceGuelph

Core Team: Kathy Hawkins, Shawna Hughes, Tricia Gooding, and Hannah Street

Improvement Targets:

- Route 100 per cent of calls going to Solid Waste through ServiceGuelph
- Processes, information, and tools in place for ServiceGuelph to answer inquiries
- Resolve 50 per cent of level one calls and transfer level two calls to Solid Waste Subject Matter Experts (SMEs)
- Reduce customer wait times, auto attendant responses, and transfers
- Increase available time of SMEs to address more complicated inquiries

Improvements Implemented:

- Streamlined process and call routing
- Standardized onboarding and tools to support answering inquiries
- Load analysis tool developed and implemented for resource planning at ServiceGuelph to better allocate resources to where they are needed
- Cross departmental collaboration structure and checklist developed

Results Achieved:

- 69 per cent of calls routed to ServiceGuelph with 45 per cent first call resolution rate
- 69 per cent second decrease in customer queue time for Solid Waste inquiries
- 10 per cent decrease in abandoned calls related to Solid Waste inquiries

Project: Customer Satisfaction Measurement Improvement

Background: Establishing a city-wide customer service measurement framework is the next advancement in executing the City's Customer Service Strategy. Customer service satisfaction measures enable Guelph's Good Service Standards to be further realized City wide and to identify opportunities and targets for service improvement by consistently capturing the customer experience. Further to supporting the City's Strategic Plan Guelph. Future Ready, this measurement framework aligns with the 'One City. One Voice. Shared Purpose' communications and engagement strategy and will help support a better customer experience.

Lean Green Belt: Stacey Hare, Program Manager Customer Service and Customer Experience

Sponsor: Stephen O'Brien, General Manager, City Clerks Office/City Clerk

Core Team: Kelly Guthrie, Markham Wismer, Kimberly Krawczyk and Donna Tremblay

Improvement Targets:

- Increase departments measuring satisfaction with at least one public-facing service using all five drivers from four (25 per cent) to eight (50 per cent)
- Increase number of public-facing services evaluated using all five drivers from 0 to 10
- Develop a plan to measure customer satisfaction for all public-facing City services

Improvements Implemented:

- Customer satisfaction measurement definitions, standards, and tools

- Policy and procedure for collecting and reporting customer satisfaction data
- Departmental training on customer service drivers
- Increased awareness of internal supports and tools available

Results Achieved:

Exceeded project goal - nine departments measuring customer satisfaction (125 per cent improvement over initial levels)

- Exceeded project goal - 27 services measured using all five drivers of good service standards (almost triple the original goal of 10 services)
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Attachments

none

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