Information Report

Service Area	Corporate Services
Date	Friday, July 17, 2020
Subject	**Continuous Improvement Office Strategy**

Executive Summary

Purpose of Report

To update Council with the high-level plan and strategic roadmap for the City's Continuous Improvement Office.

Key Findings

The Continuous Improvement Office (CIO) was created in November 2019 in support of the City's Strategic Plan pillar to be Future Ready, in response to the changing needs of our City and in an effort to strive for operational excellence.

The CIO is positioned within the Finance Department and will work in partnership with Internal Audit for the identification of opportunities for improvement, as well as to ensure there are effective measures in place of the future state. CIO will also partner with the Strategy, Innovation, and Intergovernmental Services Department and the Information Technology Department in a collaborative effort to incorporate and design modern, best-in-class business solutions. Recently, with the creation of the Digital and Customer Service Steering Committee, the CIO will be part of the leadership team that is guiding the implementation of the Digital and Technology Strategy and customer-focused Service Simplified Strategy.

The deployment of Lean and Continuous Improvement (CI) methodologies through a CIO is trending across other municipalities and cities such as Vaughan, Richmond Hill, Kawartha Lakes, and Mississauga where there is evidence of many successes. There is a Lean Community of Practice (LCOP) with memberships from each of the above-noted municipalities, providing the opportunity for information sharing and collaboration across municipalities. The CIO Program Manager will be an active participant in the Municipal LCOP.

Financial Implications

The City endeavors to develop the internal capacity to achieve improvements across the organization. The end goal is an ability to achieve operational efficiencies, better meet the needs of our customers, and achieve the goals of the City's Strategic Plan.

Report

Details

CI is not a destination but a journey to better meet the needs of our customers, stakeholders, and partners. It is supported by tools and methods such as Lean Six Sigma, and is not intended to reduce headcount, but instead to achieve efficiencies, cost mitigation, and value for money. The CIO was created with approval from the Executive Team to lead the journey and create a standard for continuously improving our service offerings and business processes.

CI Program Elements

The CI program includes six elements: (1) objectives and metrics, (2) capability building, (3) tools, (4) program governance and leadership, (5) project selection and prioritization; and (6) communication and recognition.

Figure 1 CI Program Elements

Objectives and metrics	Capability building	Tools
Program governance and leadership	Project selection and prioritization	Communication and recognition
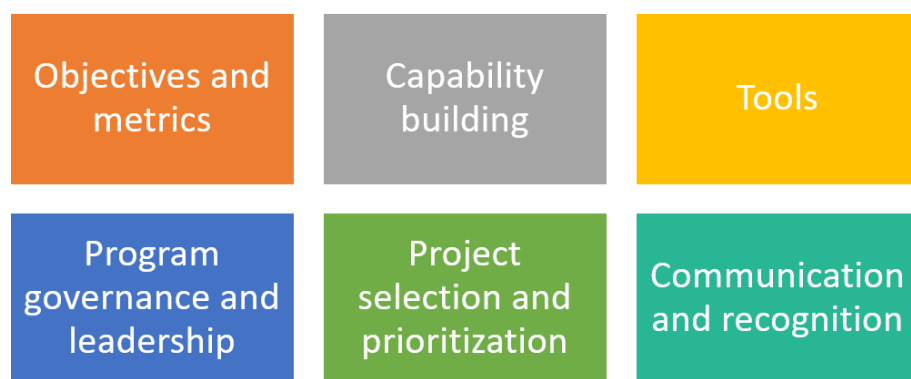
Objectives and Metrics

Initially, the CIO will develop objectives for CI initiatives based on operational needs. The majority of projects will be smaller in nature and will achieve incremental changes. Starting out in this way provides an opportunity for the organization to experience CI and to demonstrate results, gaining buy-in and a greater level of commitment to the CI journey. It is not anticipated that this launching phase will take more than a few months, although COVID-19 has delayed the rollout of this phase. In tandem with the appropriate stakeholders, the CIO will determine targeted areas for improvement and create objectives for CI initiatives that will not only achieve operational efficiencies but also support the 2019-2023 Strategic Plan.

CI metrics will serve two purposes: one to demonstrate, capture and recognize achievements, and the second to set goals for continued successes. The following metrics are being considered for ongoing reporting:

- cost savings
- number of resource hours re-directed
- cost avoidance
- number of CI projects completed
- number of City staff Lean certified
- number of CI projects underway

Capability Building

With the launch of the CIO, introduction to Lean Six Sigma training was offered to all City staff members. To date the following has been achieved:

- 25 City employees with representation from various positions across the organization received Lean Six Sigma white belt training; and
- 10 senior level leaders have been engaged in CI leadership training.

In the coming months, the CIO will develop a training plan to align with the CI objectives such that project teams and project managers receive training and are equipped to achieve results in focused on program areas.

Tools

Standard tools and processes will be developed by the CIO to create a consistent approach for CI across the organization. The CIO will maintain a repository on the internal website where staff can access at any time.

The goal of the CIO becoming a centre of excellence also incorporates learnings gained from being a member of the municipal LCOP that includes Mississauga, Vaughan, Richmond Hill, and Kawartha Lakes.

Program Governance and Leadership

Initial decisions on the direction of the CI program and strategies for improvements across the organization will include stakeholders and leaders as appropriate. Upon further development of the CI program and maturity model, the Corporate Management Team will be responsible for integrating CI into corporate strategic discussions and strategies. They will provide direction to the CIO on project opportunities, prioritization, and selection, as well as any changes to the maturity model for embedding CI into the organization.

Project Selection and Prioritization

Large scale CI initiatives will be prioritized to support the achievement of the strategic plan priorities and in response to the needs of our City. For example, the CIO will be supporting the Time, Attendance, and Scheduling (TAS) initiative by coordinating with the responsible program areas, developing the business plan and leading the development of performance measures to demonstrate results achieved.

Through the Strategic Plan Action Plan development and multi-year budget planning, a process is being developed for large, innovation project suggestions to come forward to the CIO for review and prioritization. It is expected that the current CIO team could lead one to two large projects annually in addition to supporting corporate-wide departmental staff with the smaller, incrementally beneficial Lean projects.

Communication and Recognition

Recognition of results achieved will be shared through a Key Performance Indicator (KPI) dashboard and communicated on the CIO website located on the internal City website "Infonet". In addition, Corporate-wide communication began with the announcement of the CIO, followed by communication of the training opportunities.
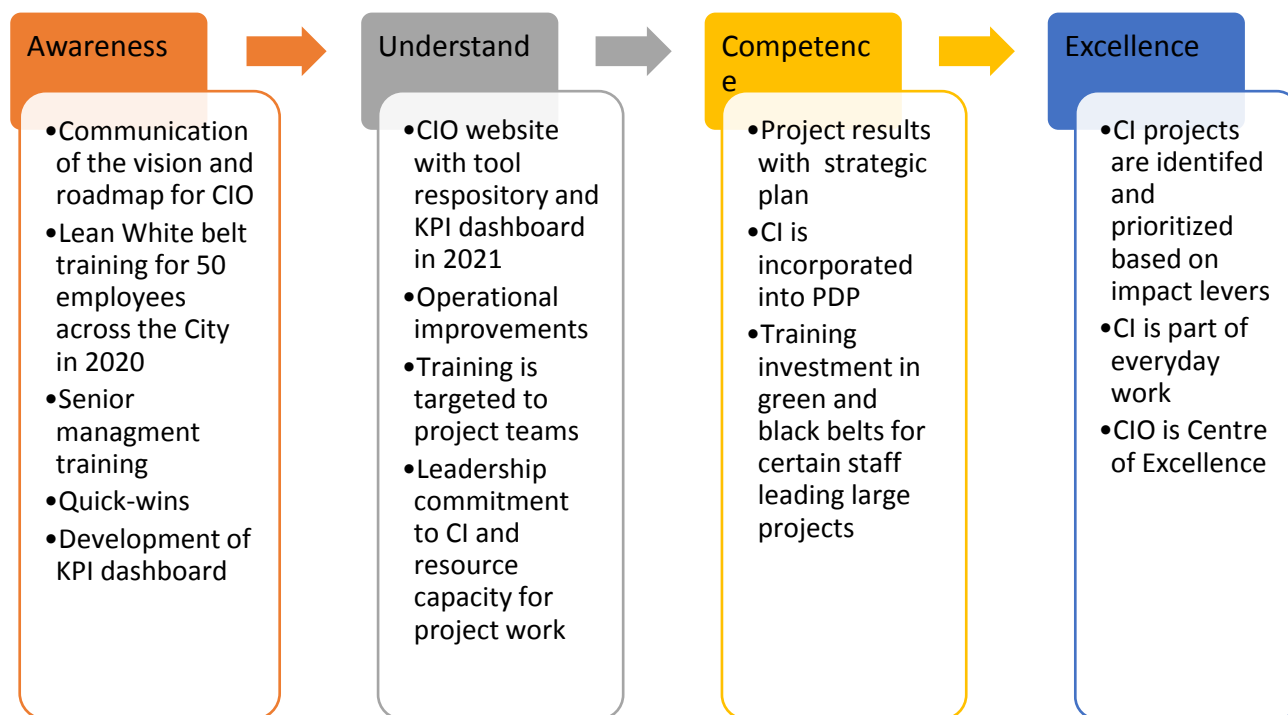
With the completion of the CI program and framework, a fulsome communication plan is being developed for ongoing communication of CI in the City. The communication plan will also be designed in an effort to integrate CI into everyday work for every employee. An external web presence on Guelph.ca is also being considered and will be included as part of the longer-term plans.

Individual project recognition will also be shared through both internal and external web presence, such as in the form of case study examples.

CIO Program Roadmap

The CIO will strive to lead the City through the stages of: 1) Awareness, 2) Understanding, 3) Competence, and 4) Excellence. Through annual reporting to Council, the CIO will give feedback on the City's progress and provide the achievements that were gained through that year.

Figure 2 CIO Program Roadmap

Awareness	Understand	Competence	Excellence
• Communication of the vision and roadmap for CIO • Lean White belt training for 50 employees across the City in 2020 • Senior managment training • Quick-wins • Development of KPI dashboard	• CIO website with tool respository and KPI dashboard in 2021 • Operational improvements • Training is targeted to project teams • Leadership commitment to CI and resource capacity for project work	• Project results with strategic plan • CI is incorporated into PDP • Training investment in green and black belts for certain staff leading large projects	• CI projects are identifed and prioritized based on impact levers • CI is part of everyday work • CIO is Centre of Excellence

Financial Implications

The City endeavors to develop an internal capacity to achieve improvements across the organization. The end goal is an ability to achieve operational efficiencies, better meet the needs of our customers, and achieve the goals of the City's Strategic Plan. In terms of metrics for recognition of results achieved, the CIO will leverage corporate dashboard solutions that are currently under consideration.

There are no direct financial implications anticipated beyond the approved operating budget for the execution of the CIO CI program and strategic roadmap.

Consultations

The City's CI program and strategic roadmap were created following consultations with Internal Audit; Strategy, Innovation, and Intergovernmental Services; and with the City's Strategic Business Advisors.

Strategic Plan Alignment

The implementation of the CI program and strategic roadmap will support the Working Together for Our Future and Powering Our Future priorities of the Strategic Plan. It will cultivate a culture of innovation that will lead to more engaged staff finding ways to do business more efficiently and effectively across the City.

Attachments

None noted.

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