

# INFORMATION NOTE

---

<b>Title:</b>	Update on City's Continuous Improvement Roadmap
<b>Date Prepared:</b>	July 30, 2019
<b>Report To:</b>	Committee of the Whole
<b>Councillor and Role:</b>	Mayor Danny Breen, Governance and Strategic Priorities
<b>Ward:</b>	N/A

---

**Issue:** Keep Council updated on the City's progress in implementing its Continuous Improvement (CI) Roadmap

**Discussion – Background and Current Status:**

The City began the formalized process of building a culture of continuous improvement through training, governance and project implementation in Oct. 2017. To date, the following CI achievements have been accomplished:

- 45% (more than 500 employees) of the City's workforce has received at least an awareness level of CI training (goal is 100%)
- More than 150 staff at all levels are actively engaged or have served on a CI project team
- 11 CI projects are completed with improvements in place/lessons learned
- 4 projects are active in the planning phase or have moved to piloting of improvements
- 11 Green Belt Certifications were achieved through robust training, projects and exams
- 10 new employees were trained at the Green Belt level in June 2019 and will complete certification
- 10 new CI projects are starting in Fall 2019

It is the staff's intention to undertake a cohort of Yellow Belt training in Fall 2019 or Spring 2020 which will increase capacity within the organization to undertake smaller process improvements at a divisional level. Staff will also explore the option of having several people trained at a Black Belt level in 2020-21 to increase the City's ability to undertake its own training at all levels in the future. Best practice in the building of a CI culture includes having staff at varying levels of CI expertise.

Updates on projects from 2018-19 and a listing of new projects scheduled to start in 2019 are included in the table in the Appendix I.

To ensure the public is kept abreast of the City's CI efforts, a new page was added to the [City's website](#) which includes all elements of the City's Accountability Framework including Strategic Planning, CI, Citizen Satisfaction Survey and Public Reporting.



**Key Considerations/Implications:**

1. **Budget/Financial Implications:**  
All work undertaken to advance the City's CI Roadmap has been done with existing operational budgets. In Spring 2019, the City issued a new Request for Proposals to create a standing offer for current and future CI training including Yellow Belt, Green Belt, and Black Belt as well as advisory services. This contract was awarded to Leading Edge Group.
2. **Partners or Other Stakeholders:**  
The City continues to reach out to St. John's Sports and Entertainment and the St. John's Transportation Commission to support their continued capacity development in CI. Working with Leading Edge Group, the City will be participating in a provincial community of practice to share information and learn from other public organizations using Lean practices.
3. **Alignment with Strategic Directions/Adopted Plans:**  
Strategic Direction: Effective Organization - a City that performs effectively and delivers results  
Goal 1 – Work with our employees to improve organizational performance through effective processes and policies
  - Action item: Identify and implement process improvements (See Appendix I)
  - Action item: Create a culture of continuous improvement through continued CI training and development
4. **Legal or Policy Implications:**  
Continuous improvement projects can identify policy needs/changes or have legal implications. Staff in both areas are consulted as part of a CI project's planning and before any implementation of improvements are undertaken.
5. **Privacy Implications:**  
Each new CI project must consider privacy implications as part of project planning.
6. **Engagement and Communications Considerations:**  
CI is built on a foundation of engagement and communications which is rooted in respect for people, involving staff who are closest to the work, and understanding what is valuable to the customer. Each project considers stakeholders and effective communications as part of project planning and within the implementation of solutions.
7. **Human Resource Implications:**  
Every effort has been made to build capacity for CI using internal resources. Therefore, existing staff lead projects and participate in project teams. The Division of Organizational Performance and Strategy (OPS) leads the City's CI efforts including planning, monitoring and reporting, training, and governance. OPS staff are also trained

to lead projects. A cross-section of staff at all levels and across all departments have also received training to be able to undertake CI projects.

8. Procurement Implications:

The City will use the current standing offer for any future CI training and advisory services needs until such time that it has built enough capacity to do all its own training.

9. Information Technology Implications:

Continuous improvement projects can identify technology implications early in the planning phase as a project proposal is being developed. Staff in Information Services (IS) are consulted if a project has potential IS implications. If improvements require a technology solution, project staff work with IS to prioritize, budget for, and schedule the improvements.

10. Other Implications:

While significant gains have been made in the advancement of the City's CI Roadmap, it is important to note that it is a long-term journey and requires an ongoing commitment. The City of St. John's approach to building a CI culture and undertaking CI strategy is a best practice and Leading Edge featured the City's case study in the August edition of Municipal World magazine (See Appendix II) and at the [Canadian Lean Conference](#) in Fredericton in April, 2019.

**Conclusion/Next Steps:** Continue to build a culture of continuous improvement through targeted training which provides staff with the tool kit and resources to undertaken CI projects and to monitor and report on projects that save capacity, budget and/or improve turn around time.

**Prepared by Victoria Etchegary, Manager, Organizational Performance and Strategy**  
**Reviewed by Derek Coffey, Deputy City Manager, Finance and Administration**  
**Approved by Kevin Breen, City Manager**

**Attachments:**

Appendix I: CI Project Update 2019 07 30

Appendix II: Article Municipal World August 2019