



BURGE
HUGHES
WALSH

EMBEDDING A CULTURE of CONTINUOUS IMPROVEMENT

PRESENTATION, 20TH September 2012

Stephen Walsh
with

Alan Vogan

and

Brian Connelly

Aberdeenshire
COUNCIL



Home Office
**Identity &
Passport Service**

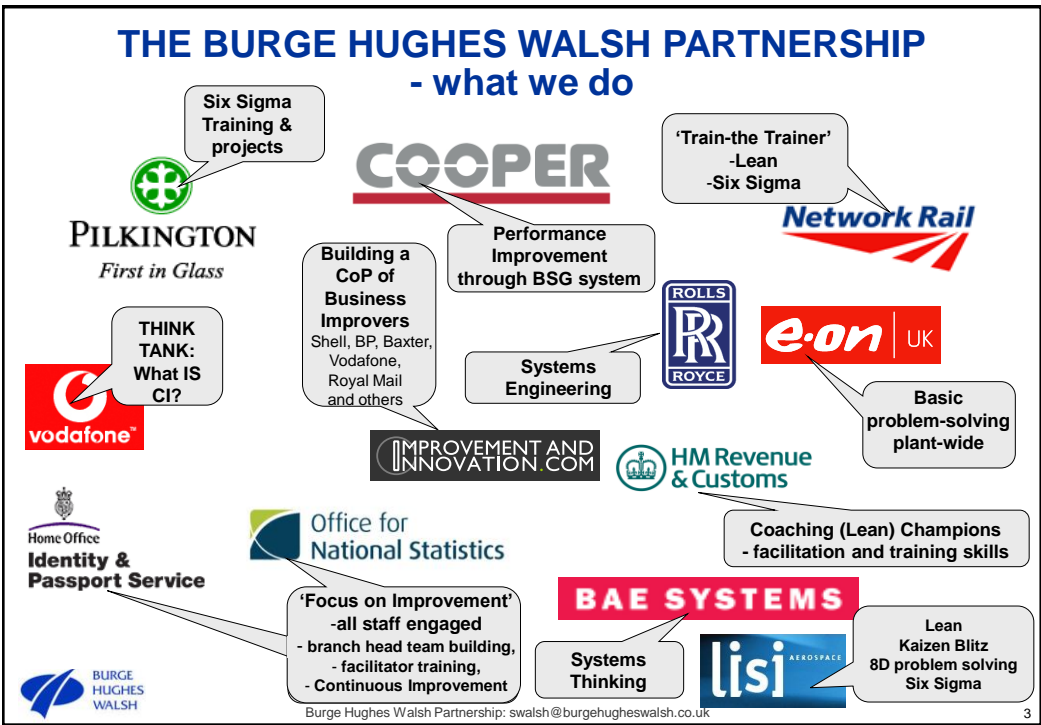
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THE BURGE HUGHES WALSH PARTNERSHIP
- local authority work

Aberdeenshire COUNCIL

Embedding Continuous Improvement – the 'Bronze Silver Gold' methodology:
trained and coached CI officers in BSG and in lean techniques, data analysis and facilitation skills; supported projects in housing repair and street cleansing

Supported Rapid Improvement Workshops
Conducted Rapid Improvement Projects; trained staff to run their own workshops

Vibrant, Dynamic & Forward Looking

Stirling Council

East Lothian Council

Fife COUNCIL
Process Excellence
Training, coaching and project support

Burge Hughes Walsh

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EMBEDDING CONTINUOUS IMPROVEMENT IS LIKE...

Trying to get a barbecue going!



- you need to put more fuel on it than you intended...
- you need to put more effort into it than you expected...
- and you daren't leave it untended for too long *UNTIL* those coals are...

SELF COMBUSTING!!!!

PURPOSE OF THIS PRESENTATION

The aim of this presentation is to:

- Describe the Bronze-Silver-Gold approach to embedding Continuous Improvement in an organisation
- Present examples from two award-winning organisations

OUTCOMES OF THE BRONZE-SILVER-GOLD APPROACH

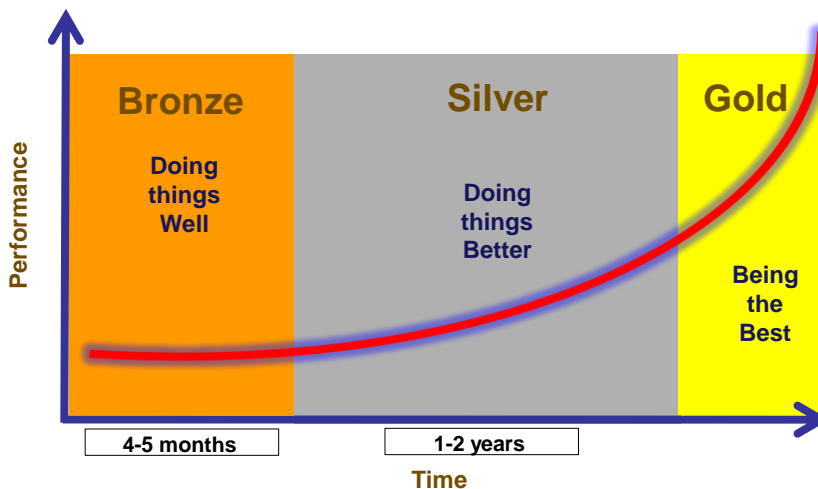
- improvement is a daily habit
- cultural change – behaviours that exhibit a ‘culture’ of CI
 - Customer-focussed
 - Process – focussed
 - Performance (self) monitoring is the norm
- structured plan for continuous improvement
- best practice work processes adopted
- empowered people → improved processes → better performance



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LEVELS OF TEAM ACHIEVEMENT



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BRONZE-SILVER-GOLD APPROACH

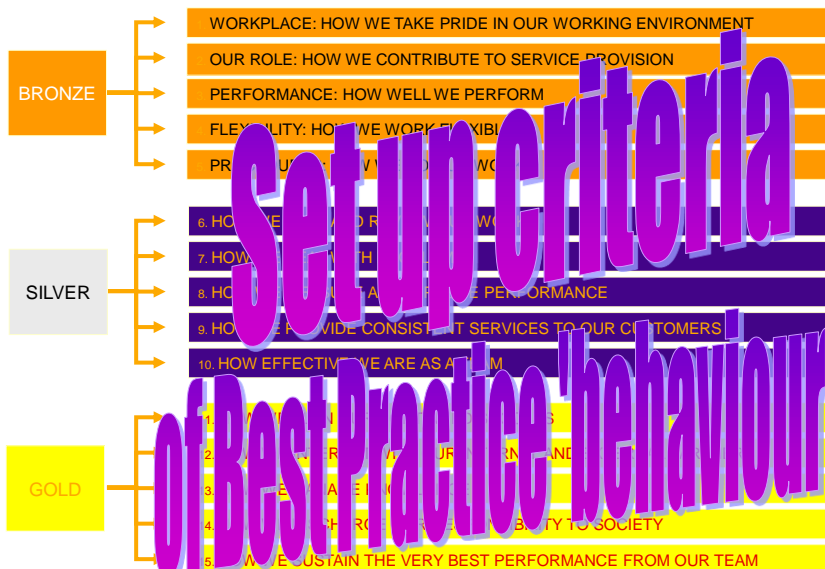
1. Bring the **senior team** on board
2. Divide the site(s) into areas (by teams, **natural work groups**, departments)
3. Launch the work team – introduce the **B-S-G maturity model**, the audit and introduce **lean principles** for process improvement
4. Conduct the **audit/improvement cycle** regularly
5. Advance the team's knowledge and abilities to improvement through (typically 3-hour) **workshops**
6. Periodically **ASSESS and reward** (B-S-G award levels)
7. Continuously **record and report** through 1-6 above



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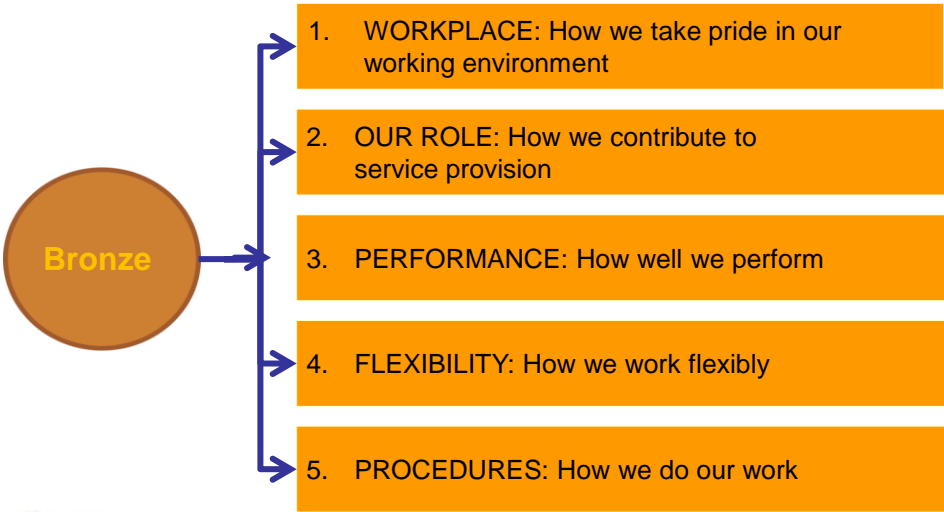
QUALIFYING REQUIREMENTS



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QUALIFYING REQUIREMENTS: BRONZE LEVEL



PUTTING ENERGY INTO THE FLY WHEEL



Sheet 0

BURGE HUGHES WALSH

Kaizen for Daily Improvement: audit report BRONZE QUALIFYING REQUIREMENTS

TEAM:		Audited by:		Date:	
V4	updated 22/08/08				

BRONZE QUALIFYING REQUIREMENTS		Max Score	Audited Score
1.0	WORKPLACE: HOW WE TAKE PRIDE IN OUR WORKING ENVIRONMENT	20	0
2.0	OUR ROLE: HOW WE CONTRIBUTE TO SERVICE PROVISION	20	0
3.0	PERFORMANCE: HOW WELL WE PERFORM	20	0
4.0	FLEXIBILITY: HOW WE WORK FLEXIBLY	20	0
5.0	PROCEDURES: HOW WE DO OUR WORK	20	0
TOTAL		100	0

SCORING GUIDE

Level	Approach	Deployment	Other comments
5	Fully integrated into system	Always applied	Role model for other units
4	Monitored and standardised	Usually applied	Measured, controlled, systematic
3	System available/designed	Sometimes/some areas applied	Defined, understood, repeatable
2	Some anecdotal evidence	Occasionally applied	Anecdotal
1	No evidence of practice	Rarely applied	Poorly understood and practised
0	Not practised	Not applied	Not understood

Bronze Award conditions:
A. Minimum of 4 points for EACH activity
B. Minimum of 16 points for EVERY quality
C. Minimum of 90 points total for the quality

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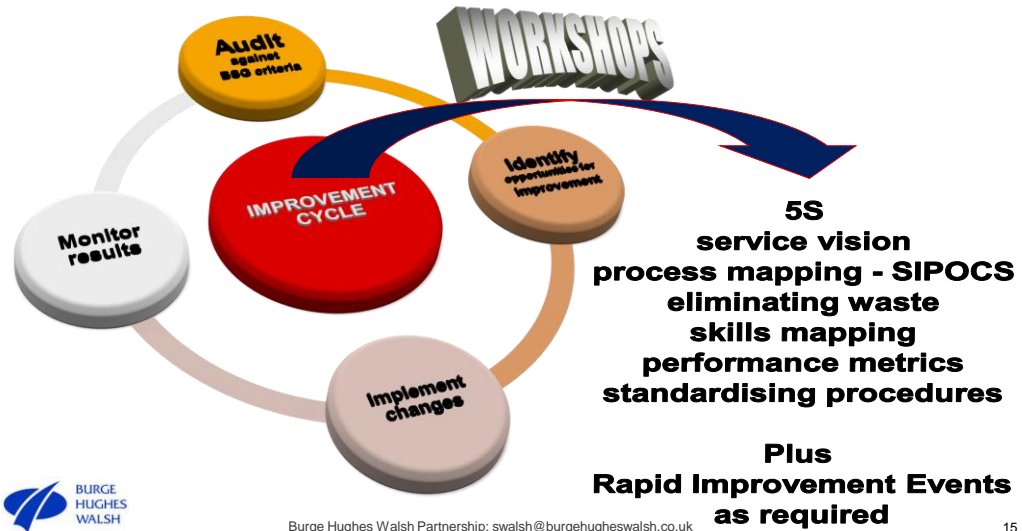
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A TYPICAL ACTIVITY

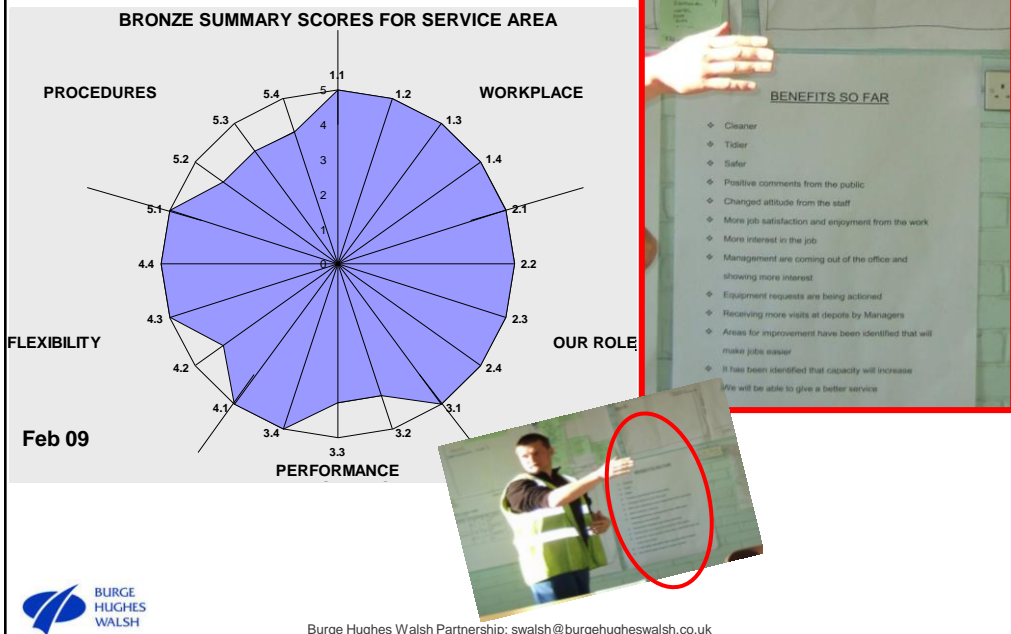
Activity: 1.1	Evidence	Max	Audited
All staff can demonstrate an understanding of 5S methodology	Record of attending 5S events Sample questioning of team members	5	

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SELF ASSESSMENT DRIVING BEHAVIOURS AND PERFORMANCE IMPROVEMENT



REPORTING PROGRESS



EXEMPLAR 1:

Kaizen for Daily Improvement

Awarded the 2011 CoSLA Bronze Award for
‘Securing a workforce for the future’

Alan Vogan, Improvement Manager
Corporate Services




Aberdeenshire
COUNCIL



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KAIZEN BLITZ – ABERDEENSHIRE'S JOURNEY

- Following a Quality Scotland presentation in 2002 the Chief Executive felt that the Kaizen Blitz approach combined the benefits of measurable performance improvements with a change in culture.
- It was felt that initiatives such as Best Value and EFQM alone could not transform the quality of our services.
- Ross International consultants were engaged to provide the way forward.
- In 2003 two pilot Blitz's were undertaken.
- Five weeks later error rates from one of the pilots reduced from 47% to 9% and 85% to 13%.



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KAIZEN BLITZ ISSUES



- Promoted a reliance on the use of 'one tool'.
- It was recognised that a Blitz may not be the most appropriate tool to generate the answer or solution needed.
- Can remove a great number of staff away from the frontline for over a week.
- Heavily reliant on the facilitator.
- Does not touch all the staff in the area to which the solution may be applied.
- Requires a lot of Blitz's to generate the culture change required.
- Outcomes often result in one off improvements, reducing the 'continuous' element of continuous improvement.



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KAIZEN, THE WAY FORWARD...



- Recognised as a powerful approach, *however* having undertaken over 70 Blitzes staff were still reliant on the facilitator.
- A behavioural change approach giving the staff the tools and techniques required to make improvements would be more sustainable.
- Continuous improvement throughout all teams should be seen as 'business as usual'.
- All staff to be directly engaged, involved and be empowered in the improvement process.
- Any improvement approach should embed a sustaining continuous improvement culture.

KAIZEN FOR DAILY IMPROVEMENT (KDI)

“The aim of the ‘Kaizen for Daily Improvement’ programme is to embed continuous improvement in the workforce, recognisable by customer focused behaviours and a process improvement mindset that delivers enhanced performance and improved service to the citizens and internal customers of

Aberdeenshire Council.”

KDI – THE JOURNEY

- Engagement of BHW Consultants July 2008.
- Two pilots undertaken between August 2008 – Dec 2008.
- 26% increase in capacity at Souterford refuse depot, and a reduction in the processing of outstanding housing repair jobs at Dales depot from over 320 per month to less than 10.
- Rollout of programme to all services April 2009.
- Development programme for CIO`s developed July 2009.
- Engagement of 10 seconded CIO`s Oct 2009.
- Community of Practice set up for CIO`s Nov 2009.



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KDI - HISTORY

- 142 Teams engaged throughout all Services with a total involvement of around 1,890 staff.
- June 2011 - Silver programme workshop and governance content developed and applied to two ongoing pilot projects in Infrastructure Services. – Other Services are tailoring this model to suit their specific requirements.
- August 2011 – Business Transformation Programme Board, & Improvement Programme Board established. Their role over KDI is to direct, prioritise and provide pan - organisational governance.
- November 2011 – How Good Is Our Council / Service self evaluation model adopted. This approach alongside the efficiency agenda will be major drivers in directing continuous improvement activity within the council.



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THE CHALLENGES & OBSTACLES

The audit report



EXECUTIVE SUMMARY

.....the Scrutiny and Audit Committee decided that, as part of its remit to undertake a programme of reviews, it wished to have reports detailing what KDI was and what it was achieving for the Council's investment in it.

..... the Committee requested that Internal Audit undertake an exercise to validate the figures produced.

.....It is important to note that the KDI programme has reached (in some areas) the Bronze stage. At the outset of the programme, this stage was designed to achieve culture change and staff empowerment.

..... However, it is recognised that calculating a financial value for some improvements can be difficult especially when they relate to savings in staff time which can be based on staff perceptions.

..... The level of improvements actually achieved could not be established during the audit.

..... it has been agreed that new governance, monitoring and tracking mechanisms will be put in place to enable agreed costs to be captured for reporting back to the Scrutiny and Audit Committee.



THE CHALLENGES & OBSTACLES

Middle Managers



Managers may perceive KDI as a loss of control, or as undermining their management approach

Managers are faced with the decisions about what to do with any capacity benefits derived from LEAN approaches

Managers can be concerned over the achievability of identified KDI potential efficiency savings as these may represent a reduction in their budgets

Managers may not always have the pre existing skill sets or behaviours necessary to effectively deliver and support KDI

KDI helps develop these behaviours, but more work is ongoing within HR to develop manager competencies in relation to change management



THE CHALLENGES & OBSTACLES

Our “Silo” Mentality

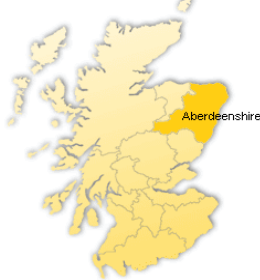


Aberdeenshire council has 15,000 staff and covers an area of 2,500sqm.

Staff are based across 848 property locations including offices, depots, schools, care homes and public amenity areas.

It can be challenging to realise benefits across such a large geographical area

Our Geography, and benefits realisation

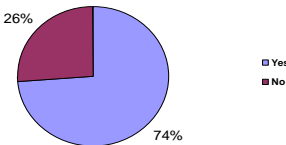


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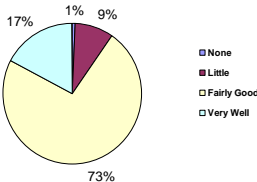
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WHAT OUR CUSTOMERS SAY...

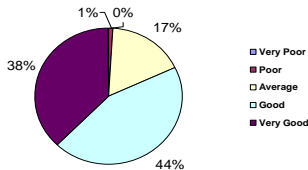
Would you say you have learned something new and beneficial that you could apply within your role?
(There were 644 responses to this Question) **74% Yes**



What is your understanding of Continuous Improvement now?
(There were 671 responses to this question) **90% Fairly Good or Very Well**



How would you rate the quality of today's training workshop?
(There were 677 responses to this question) **82% Good or Very Good**



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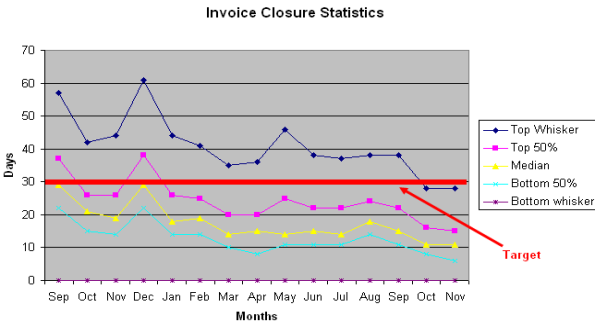
EXAMPLE BENEFITS...

Property Invoicing Process – Savings / Benefits

Findings - As a result of the initiatives implemented, there has been a marked improvement in the Invoicing Process Performance.

..... the Team are confident that their process is coming under control and that the 30 day turn round of invoices is achievable.

..... the performance of the process has improved from 98% of invoices being paid in approximately 40 days to 98% being paid in 28 days.



Total projected savings equate to a 1.5 Full Time Staff annually (2344 HOURS)



CELEBRATING SUCCESS...



EXAMPLAR 2:

**Brian Connelly, Process Improvement Manager,
General Register Office, Identity & Passport Service**



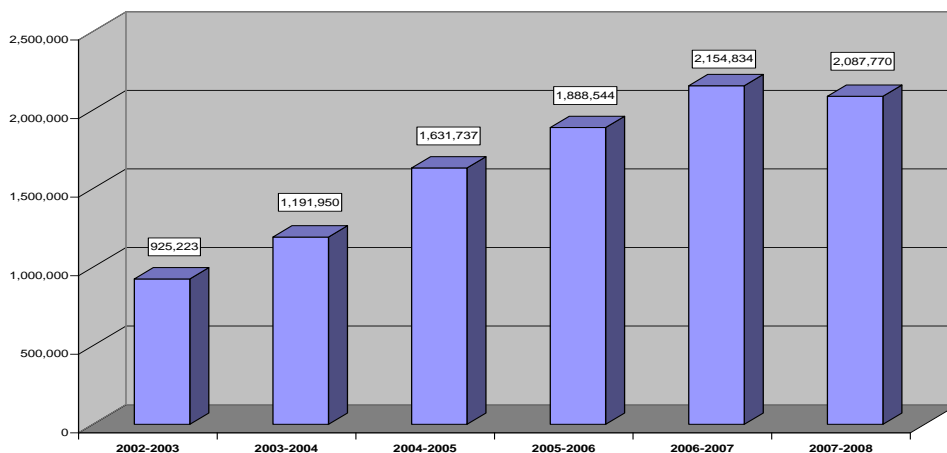
**HOME OFFICE
Team of the Year 2012
Change and Innovation award**

General Register Office (GRO)

- Part of the Identity and Passport Service
- Responsible for Civil Registration of births, marriages and deaths in England & Wales since 1837
- Based in Southport, Merseyside
- 600 staff

GRO Operations

- Hold 257 million records of life events in England & Wales
- Produce 1.5 million certificates/year on application by customer
- Handle 70k pieces of civil registration casework
- 400 staff



- High percentage of new employees
- Late delivery to customer
- Low productivity
- High level of WIP
- Problems hidden
- High activity, not efficient and not effective
- Poor quality
- Morale in decline

- Introduced Lean in 2007
- All production staff trained in lean
- Used rapid improvement methodology
- Re-engineered our key business process
- Achieved significant benefits
 - 20% productivity improvement
 - 60% reduction in lead-time
 - Quality improved

General Register Office Strategic error

- Focus on resolving individual problems
- Used Lean tool **NOT** Lean implementation
- All production staff trained in lean
 - 10% directly involved
 - 90% excluded!
- Result
 - initial significant improvement
 - lost momentum
 - difficult to sustain
- Need to implement continuous improvement
- Embed as a key process

General Register Office Why Bronze Silver Gold?

- Introduced Bronze Silver Gold in 2009
- Embedding continuous improvement
- Gain momentum, recover losses, continuously improve
- Everyone engaged and involved
- Tailored to meet our specific needs
- Cost effective – train the trainer approach
- Modular training offered flexibility
- Interactive training – to maintain interest and enthusiasm
- Top quality training and materials
- Ownership and responsibility at every level
- Measurable progress at team and business level
- Quick to get started – 5s started within 1 hour

General Register Office How was BSG received?

- Workforce initially sceptical – done this already, however...
- Same focus, different strategy,
- What's in it for me?
 - personal development
 - transferable skills
 - address staff process frustration/issues
- Start well – detailed planning, preparation & communication
- Teams liked and enjoyed the training,
 - interactive
 - practical
 - fun
- Excellent feedback from team members
- Quick results - catalyst for more improvement

General Register Office What went well? What didn't?

What went well

- Management commitment
- Communications
- Launch events
- Cost control
- Train the trainer approach
- Training interactive and energising
- Progress monitoring
- Facilitator training
- Award ceremonies
- ✓ CI Embedded

What didn't go well

- Roll out too long
- Not enough trainers
- Impact of changes to key resource

Benefits

- Vision understood and aligned with BSG
- Productivity increased by 4% since 2009
- Visual management system – team boards introduced
- Quality 99.95% and sustained
 - Quality built in not inspected out
 - Quality system – revision controlled procedures for all tasks
 - Quality Assurance introduced
 - Corrective action system in place
- Delivery performance 99.88% on time YTD
- Customer complaints reduced by 25% last 12 months
- Lead-time 4 hours previously 10 days
- Significant positive culture shift
- Change embraced not resisted
- Many more employee engagement initiatives have been introduced



TO CONCLUDE... WHY IT'S A GOOD BET TO WORK WITH US!

- ✓ We have worked with a wide variety of companies and are familiar with public and private sector operations, bringing examples of **exceptional practices** to the table
- ✓ Our product portfolio is **flexible** to your needs
- ✓ We are **highly praised** facilitators and trainers
- ✓ Our approach is to develop **your people** as change agents, equipped with the knowledge, the tools and the skills to engage others in the improvement process
- ✓ **Our interest is in your success**



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