

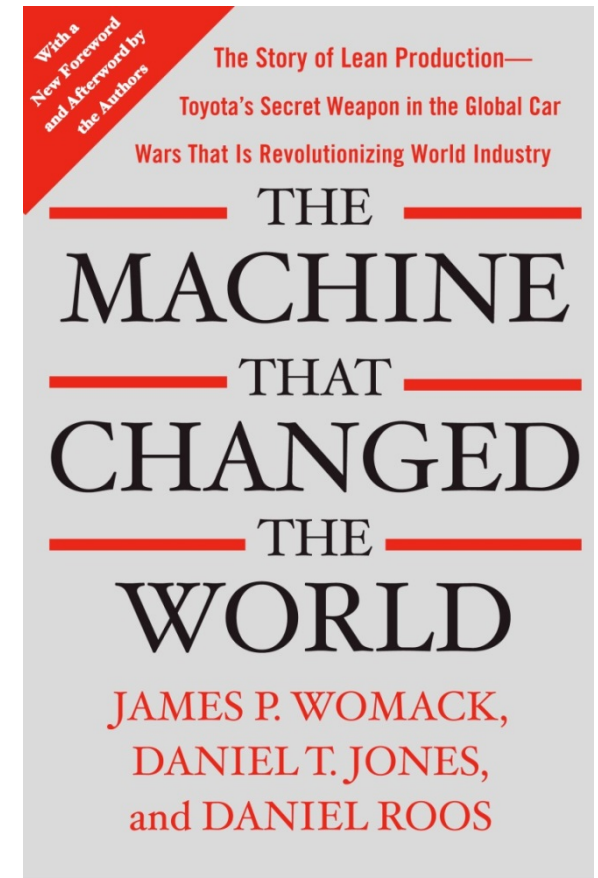


**Lean Approach to  
Service Delivery Review:  
Best Practice in “Service Excellence”**

**Brian Carré, CAO, North Grenville  
Rory Baksh, Dillon Consulting**

# Outline

- 1) Challenge
- 2) Lean Approach & Process
- 3) Success with  
“Service Excellence”
- 4) Toolkit: Primer, Core Team,  
Project Charter



# Challenge

- Operational challenges
  - Growing municipality
  - Demand for timeliness, efficiency, accountability, and value-for-money
- Alternative to costly service delivery review
- Engage and empower staff: **culture of “service excellence” through continuous improvement**

# Assumptions Held True

- Achieve improvement of work flow
- Cost savings are realized
- Find the most efficient way to meet needs/  
deliver service
- Realize opportunities for improvement

# What is the “Lean” Approach?

## 1. Create the Core Team

Enable staff to lead the Lean evaluation

## 2. Evaluate the current state

Use process mapping to describe the work and how it gets done

## 3. Design a future state

Find savings by streamlining non-value added steps in the process

## 4. Implementation plan

Outline the steps to achieve the future state

# Why Development Approvals?

## Planning & Building

- Public facing service
- Work highly visible
- Fees are non-tax revenue
- Legislative compliance & risk management
- Linkages to other business units
- Change: ready ourselves for tomorrow

# Our Process for the Lean Review

Core Team participates in Lean 101 training

Core Team completes process maps, conducts structured interviews with key stakeholders, and reviews documentation in DAP files

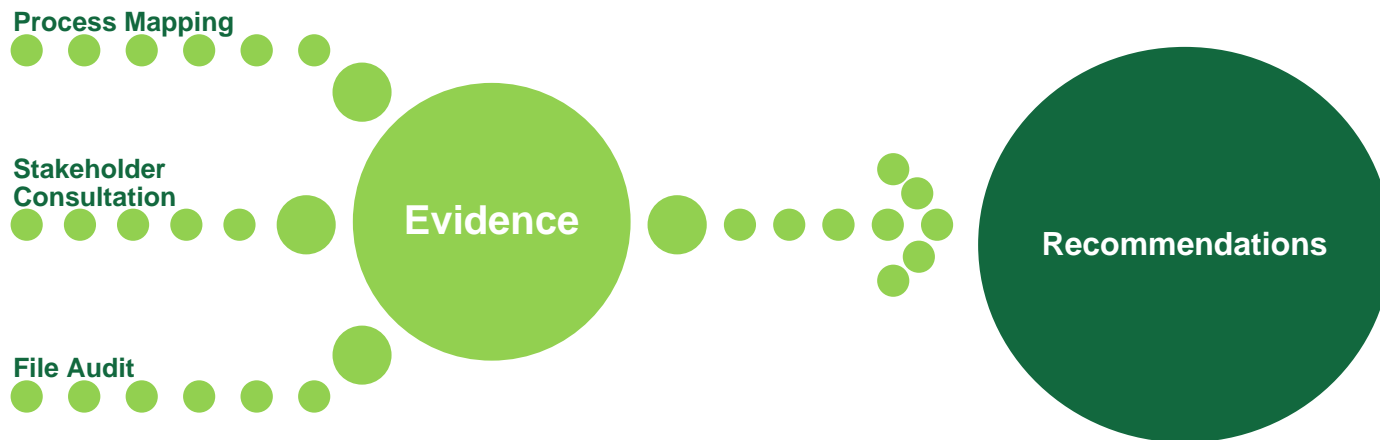
Core Team evaluates each DAP process

Core Team develops recommendations for improvements, which were vetted by the consulting team

# Success!

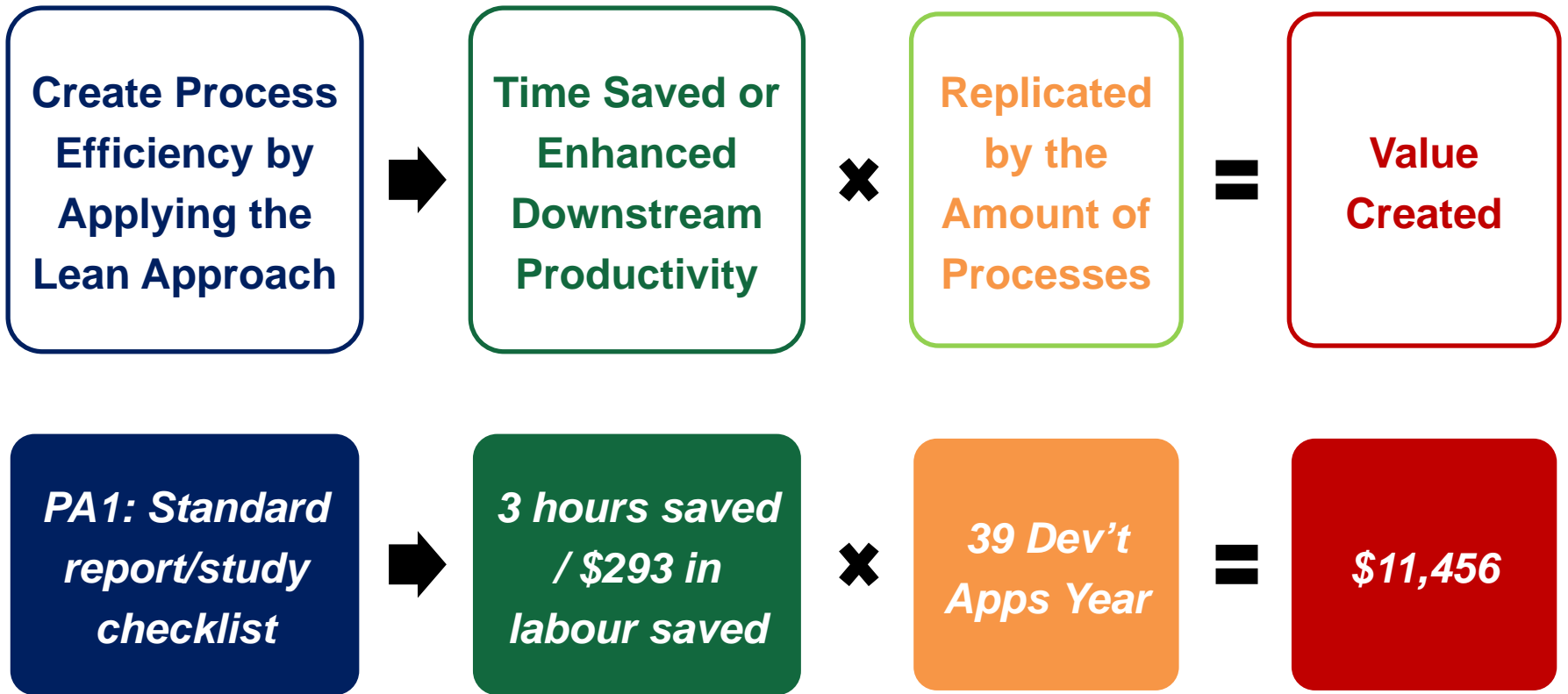
## 19 Recommended Improvements

- 15 recommendations resulting from the Core Team
  - 6 for **Planning Act Approvals**
  - 8 for **Development Compliance Approvals**
  - 1 for **Building Permit Processes**
- + 4 additional recommendations from consulting team



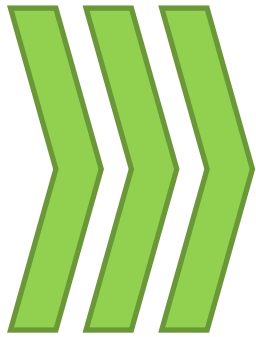


# How Lean Creates Value



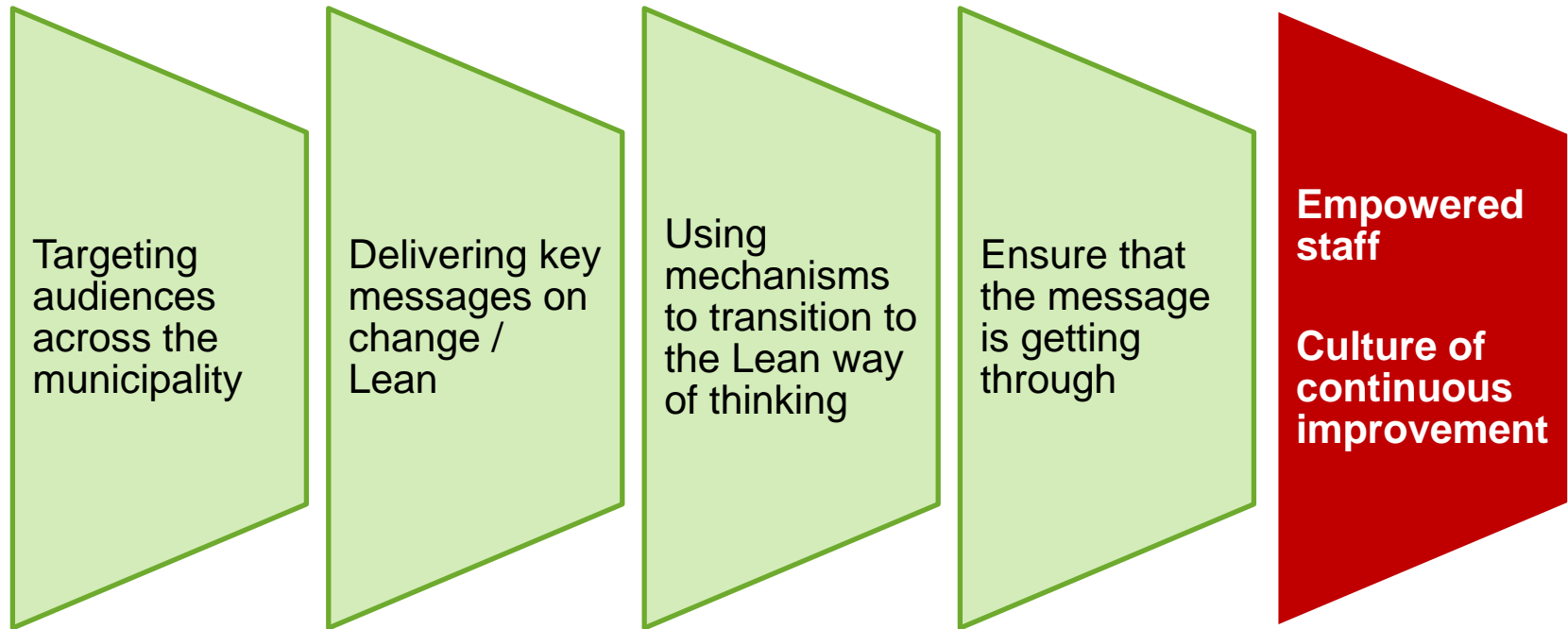
# How Lean Creates Value

The combined value of all process improvements results in an estimated:



**372 hours** gained and  
**\$27,271** of value created  
per year

# “Service Excellence” Fostering the Lean Culture



# “Service Excellence”

## Branding Lean for North Grenville



- Colours consistent with North Grenville’s brand
- The shape on the top – represents **an award**
- The cut-out shape – symbol of a person, because we **provide excellent service to people**
- The person’s upward extension and shape being slightly angled to the right signifies **forward-moving and looking to the future**


# “Service Excellence”

## Supporting Continuous Improvement

- **Lean Kick-Off with All Staff**
  - Coffee Break or Lunch and Learn
  - Launch Lean across the entire organization & raise awareness of the Service Excellence brand
  - Explain the culture of continuous improvement
- **Annual Service Excellence Awards as motivation**



# “Service Excellence” Next Steps (1)

- 
- **Launch Another Lean Service Delivery Review**
  - **Potential candidates:**
    - Parks and Recreation
    - Water and Sewer Service
    - Clerk’s Department
    - By-Law Services

# “Service Excellence” Next Steps (2)



- **Build and Train the Next Lean Review’s Core Team**

- **New Core Team:**

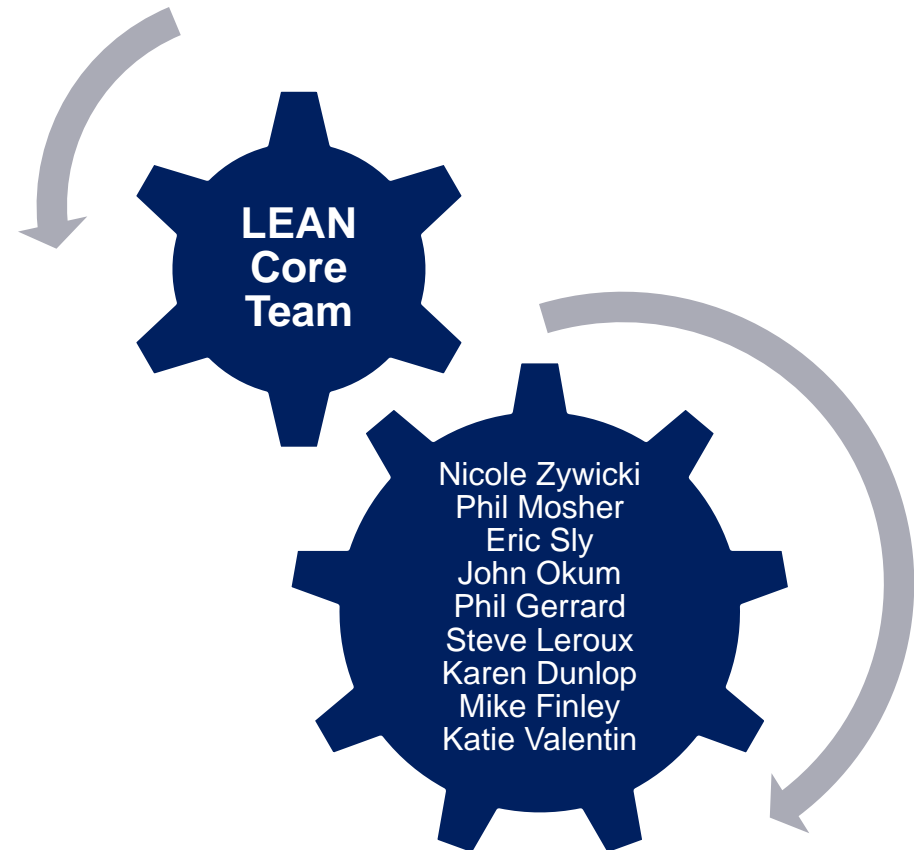
- Mix of some staff from the current Core Team and staff from the next business unit planned for review

- **Training:**

- Current Core Team trains new team members with materials provided at the outset of the DAP Service Review

# Q & A

Questions about  
our Lean  
approach,  
process, or  
service  
excellence?





# Lean Primer/Worksheets

**Are you interested in achieving  
“Service Excellence” at your  
municipality?**

# Lean Primer/Worksheets

Let's get started today by identifying a business unit for a future Lean review

## Select Your Business Unit

This template helps you identify which business unit might be suitable for a Lean service delivery review. Place a checkmark (✓) in the box for each business unit that meets the criteria. **The business unit with the most checkmarks may be ideally suited for a Lean review.**

Business Units													
	CAO/Clerks	Treasurer/Finance	Roads Maintenance	Water/Sewer Services	Parks/Recreation	Facility Maintenance	Emergency Services	By-law Enforcement	Planning/Building	Garbage/Recycling Collection	Library	Other: _____	Other: _____
Screening Questions													
Public facing service													
Work of the unit highly visible in the community													
Business unit generates non-tax revenue													
Business unit has a legislated function/has to meet legislated requirements													
Business unit has a major risk management responsibility													
Business unit's function is closely linked to other business units													
Business unit has not recently completed any process mapping of its workflows													

# Lean Primer/Worksheets

- Next Steps
  - Allocate resources for a Lean review
  - Build your Core Team [worksheet]
  - Have the Core Team develop their Project Charter [worksheet]
  - Train the Core Team in Lean
  - Launch the work

# Thank you!

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