

# LEAN Six Sigma:

## *Mississauga's Journey*

Annual CAMA Conference  
May 28, 2014



## So Why LEAN?

**It is one more tool in our arsenal to prove we are good stewards of the Taxpayer's Money.**

# What we have done to date

## ***Examined three options for implementing LEAN at the City***

1. Large scale centralized controlled model
2. Add LEAN as another tool for our Business Analysts to use as they see fit
3. Central support to enable departments to become self sufficient

## ***Dedicated resources***

- Educate staff
- Led two pilots (on-going)
- Evaluate future options

## ***Training***

- 60 staff have White Belt training, including LT
- 12 staff are in the process of Green Belt certification

# Pilot Projects

## **Pilot #1: *Parks Recycling & Waste Collection***

- Project focus is to optimize the collection of waste and recycling in the City's parks, with a target result of reducing customer complaints, and standardizing processes amongst different areas.

## **Pilot #2: *Facilities Security Access (cards/keys)***

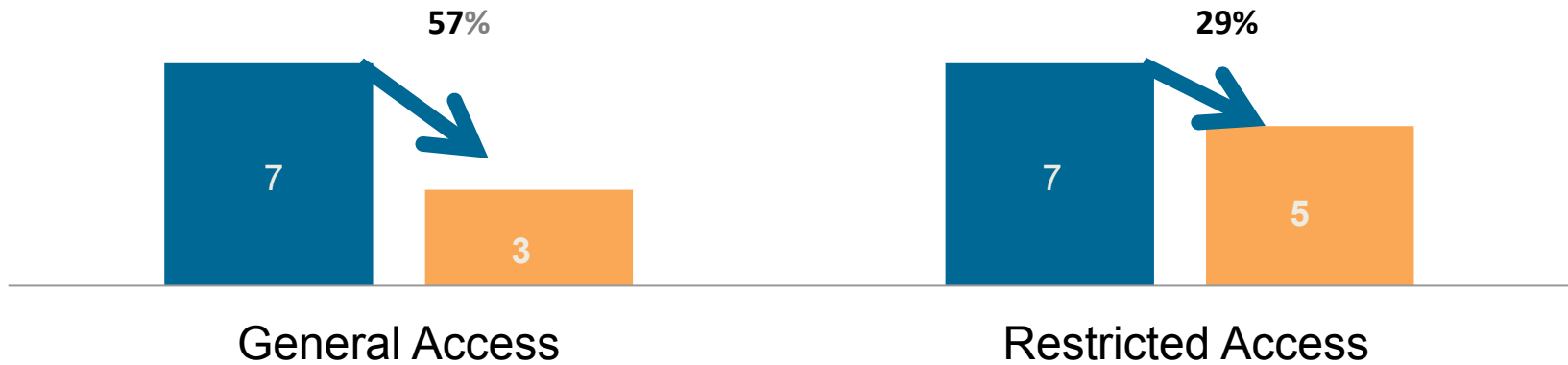
- Project focus is to reduce length of time for customers to obtain card or key security access.

## Pilot 2

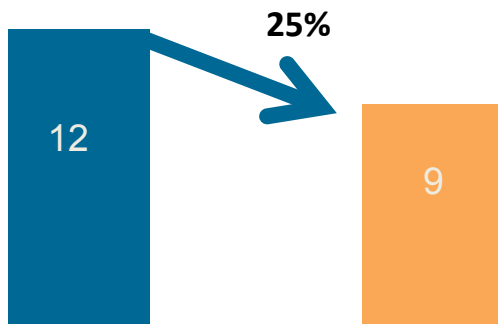
Facility Security Access (cards/keys)	Anticipated Results
<b>Issues</b> <ul style="list-style-type: none"><li>• <b>Length of time</b></li><li>• <b>Volume</b><ul style="list-style-type: none"><li>- 2400 cards</li><li>- 240 keys</li></ul></li><li>• <b>Manual process</b></li><li>• <b>Multiple locations</b></li></ul>	<b>New e-Form</b> <ul style="list-style-type: none"><li>• Elimination of inter-office mail</li><li>• Green, environmentally friendly (paperless and reduction vehicle emissions)</li></ul> <b>Centralized Badge Printing</b> <ul style="list-style-type: none"><li>• Removal of 810 km of travel distance</li></ul> <b>Updated Security Process</b> <ul style="list-style-type: none"><li>• Introduction of access levels to reduce multiple approvals</li></ul>

## Cards & Codes Process (days)

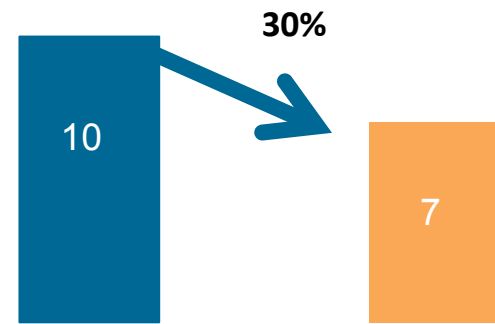
■ Current State ■ Future State



## HR Form 109 Process (days)



## Keys Process (days)



# Keys to Success....so far

## ***Senior Staff Support***

- Pilot Projects selected by Commissioners and City Manager.
- Resource for project funded through cross departmental labour savings, and housed in City Manager's Office.
- Senior staff have all received white belt training.
- Participation in LEAN reflected in performance agreements.

## ***Embed in Fabric of Organization***

- *LEAN* video and workshops at City Manager's Leadership Conference.
- *LEAN* presentations at City Manager's Face to Face Sessions.
- Consistent communication about *LEAN*.

## ***Demonstrate Commitment***

- Investment in training and resources internally to demonstrate long term commitment.
- Expectation that LEAN drives operational efficiencies and continuous improvement (not a cost reduction exercise).

## Next Steps

- ***Evaluate pilots***
- ***Scale LEAN deployment***

Small: Business units use on line tool kit and in house training to *LEAN* their work environment.

Medium: Divisions use their certified Green Belts and the online tool kit to *LEAN* divisional processes.

Large: Business Improvement section leads cross department process improvements.