



Lean Manual



Government
of
Saskatchewan

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Introduction

Have you heard about Lean and found yourself wondering what exactly Lean is, and how it applies to you?

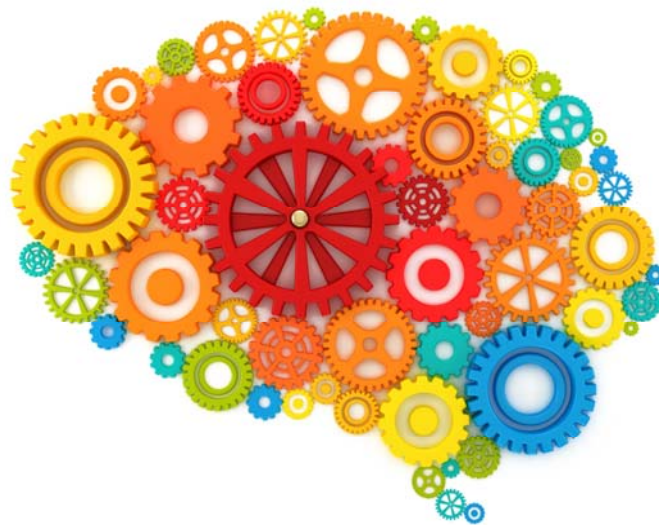
The following information booklet is designed to help government employees learn what Lean is, what it means to “think Lean” and why it is important to incorporate Lean into the workplace.

The booklet provides information on how Lean can be used to improve current processes to be more efficient, to be less wasteful, and to better serve our customers.

It also demonstrates how Lean fits in with the government’s broader Renewal initiative.

Included in the booklet is a short simulation exercise for employees to make use of and see firsthand how Lean can be used to improve existing procedures for the benefit of everyone.

More than just a tool, Lean is a philosophy that guides employees in creating the best value possible for our clients – the people of Saskatchewan.



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What is Lean?

You know the way you're doing something isn't quite working, but you're not sure how to fix it, and you just don't have the time or the means to think it through.

To this end, you might find yourself...

- Chasing information;
- Jumping through multiple process and decision hoops;
- Waiting a long time for approvals;
- Becoming constantly interrupted;
- Having to complete a batch of work before it's acted on or moved forward;
- Feeling your knowledge and work is not included in planning and decision-making;
- Finding that work gets lost between organizational silos; or
- Encountering multiple understandings about how work gets done.

Sounds like you could benefit from Lean!

Lean is a business technique used to improve the way we work. The Lean approach identifies and eliminates unnecessary steps, streamlines processes for employees and ultimately improves value for our clients and customers.

The Lean approach works because it invites collaboration between employees responsible for carrying out the work, customers, and other stakeholders along the way. All of these groups provide input to ensure a smooth process to deliver goods or services in an effective manner.

The Government of Saskatchewan has introduced Lean to continuously improve its service delivery to the public. Employees around the province are embracing the Lean way of thinking to improve systems and processes, and to streamline their work.

The goal of Lean is to identify and eliminate unnecessary and non-valued-added process steps and activities that have built up over time. Government of Saskatchewan employees have found Lean methods help them understand how their processes are working and how adjustments can be made to improve customer service, quality and efficiency.

These seemingly small steps can add up, and have a big impact on how business is done, and can dramatically improve service delivery.



Carla Macleod, Central Services.

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How to think Lean

Using the Lean methodology is a fairly straightforward process, and one we can incorporate into our everyday thinking. While some issues or challenges benefit from a team of people taking a more formal approach, others can be streamlined in a matter of hours by an individual or team.

The following steps will guide you through the Lean methodology, to help you streamline your work processes and think Lean.



Marion Firby, Agriculture (SCIC) and Hun Lee, Social Services discuss their Lean Leader training.

Step One: Identify the Issue

What is the work process you want to improve? Why do you want to improve it? Be as specific as you can.

Step Two: Identify the steps in the process

Outline all the steps within the work process, including touch points (every instance someone comes into contact with the product or service). Identify why each step and touch point is necessary. You may find it's easier to see all the steps if you map out the process on a large sheet of paper or on a white board. Record how much time each step takes, and identify why it takes the length of time that it does.

Step Three: Identify outcomes

Think about the outcomes — what is the end goal of this process? What do you hope to achieve? What do your clients and other end users expect? Determine whether the steps and touch points could be combined, moved, or eliminated altogether.

Step Four: Identify and eliminate barriers or issues

Determine any steps or touch points that are causing issues or concerns. For example, is there a sign off that takes too long? A computer printer that is too far away from the employees who use it? Determine ways you can improve or eliminate these issues and concerns. Follow up with managers, leaders or others to assist you with making changes to improve your processes.

Step Five: Develop the future state

Look at the data you've gathered and determine your future state. Develop alternatives to address issues and constraints. Now look at your revised process. Will your clients and customers (i.e. anyone who requires outcomes from your process) get what they require? Will they be satisfied with the results of the revised process?

Lean Simulation

Ever wondered how you can demonstrate some of the principles of Lean to employees? Try this simulation exercise with your team to experience the Lean methodology at work.

Time required: 15 to 30 minutes

Number of people required: 4 and above

Instructions

Depending on the number of participants, create separate teams of four people. Label each team with a number (Team One, Team Two, etc.). Within each team, assign each participant one of the following roles (there can be more than one per role): Front Line Worker, Lead Worker, Supervisor and Manager.

Provide each participant with a name tag containing their job title and team number. Separate the participants by job function: ask the front line workers to sit together as a group, the lead workers together, etc.

Provide a calculator to the Front Line Worker from each team, along with an envelope containing the simulation instructions (below), and copies of each of the three worksheets they are required to complete.

Instructions:

- Front Line Workers: Use the calculator to complete **your work** on each of the three worksheets. Record the time elapsed, then pass the worksheets on to the Lead Worker for your team.
- Lead Workers: Complete **your work** on each of the three worksheets. Record the time elapsed, then pass the worksheets on to the Supervisor for your team.
- Supervisors: Complete **your work** on each of the three worksheets. Record the time elapsed, then pass the worksheets on to the Manager for your team.
- Managers: Complete **your work** on each of the three worksheets. Record the total time to complete the exercise.

After each team member has completed their work, each team will then have 5 to 10 minutes to re-design the process with the end goal of improving accuracy and total turnaround time. Each team will then repeat the exercise using the re-designed process to determine whether the new process has improved the work flow and reduced the time required to complete the exercise.



Senior leaders from across the Government of Saskatchewan workplace participate in a Lean simulation exercise.

Paperwork Requirement #1

Front line worker

Add the following numbers together, place total on the line, sign and forward to your lead worker.

$$8 + 15 + 21 + 7 + 69 = \underline{\hspace{2cm}}$$

Signature _____

Lead worker

Add the total from the line above to the following numbers, sign and forward to your supervisor.

$$11 + 17 + \underline{\hspace{2cm}} = \underline{\hspace{2cm}}$$

Signature _____

Supervisor

Review the total from the lines above. If accurate, sign and forward to your manager.

Signature _____

Manager

Review the work of your associates to insure that it is accurate. Your signature attests to the accuracy of the work.

Signature _____

Paperwork Requirement #2

Front line worker

Add the following numbers together, place total on the line, sign and forward to your lead worker.

$$9 + 35 + 16 + 67 + 14 = \underline{\hspace{2cm}}$$

Signature _____

Lead worker

Add the total from the line above to the following numbers, sign and forward to your supervisor.

$$41 + 19 + \underline{\hspace{1cm}} = \underline{\hspace{2cm}}$$

Signature _____

Supervisor

Review the total from the lines above. If accurate, sign and forward to your manager.

Signature _____

Manager

Review the work of your associates to insure that it is accurate. Your signature attests to the accuracy of the work.

Signature _____

Paperwork Requirement #3

Front line worker

Add the following numbers together, place total on the line, sign and forward to your lead worker.

$$11 + 56 + 11 + 91 + 13 = \underline{\hspace{2cm}}$$

Signature _____

Lead worker

Add the total from the line above to the following numbers, sign and forward to your supervisor.

$$15 + 14 + \underline{\hspace{1cm}} = \underline{\hspace{2cm}}$$

Signature _____

Supervisor

Review the total from the lines above. If accurate, sign and forward to your manager.

Signature _____

Manager

Review the work of your associates to insure that it is accurate. Your signature attests to the accuracy of the work.

Signature _____

Renewal and Lean

Did you know that Lean is part of the larger Renewal initiative in the Saskatchewan public service?

What is Renewal?

There is a need to ensure the work of the public service remains relevant, and in step with the wants and needs of Saskatchewan people. Renewal is the overarching process through which we are reviewing and considering what we do and how we do it. It provides an opportunity to review our workplace and modernize it, to ensure long-term success.

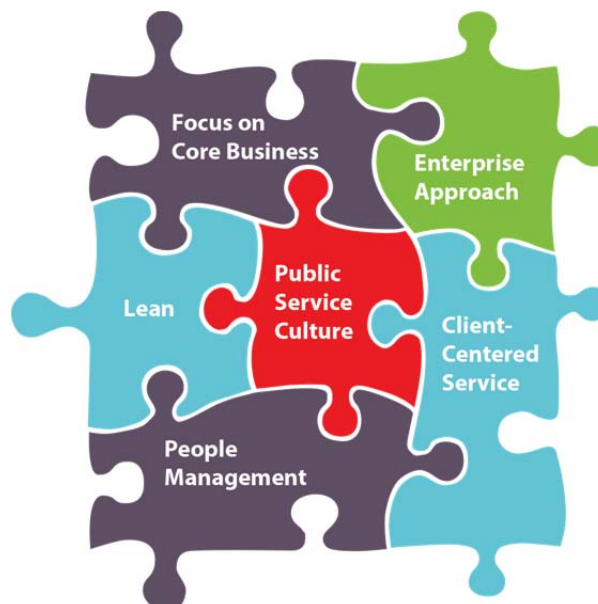
Any good organization continually seeks to improve itself and ensure that it continues to be relevant and responsive. Like many workplaces, the Government of Saskatchewan is currently challenged by a competitive labour market, new technologies, an aging population, and globalization. Renewal will help us to address these challenges, and ensure we are a high-performing organization.

Renewal was originally introduced to the public service by the Deputy Minister to the Premier. It helps us ensure we have the right employees doing work that's important for our citizens, and that we provide employees with the proper tools to do a good job.

There are a number of fundamental themes or components of Renewal, and each one intersects and complements the others. Each of these components has a committee of senior leaders assigned to it, responsible for developing long-term plans and initiating action within.

As well, each individual component of Renewal is connected and tied to the others. No component exists on its own: work done within one component will benefit the others.

At the heart and centre of the Renewal effort is Public Service Culture.



Public Service Culture

A strong culture is essential for enabling a renewed workplace. Culture is at the heart of the Renewal model, and is the glue that holds our business priorities together. It is what we value as an organization, and it defines how we operate to deliver on our programs and services. Essentially, culture represents who we are as an overall workplace.

No matter where you are in the province, which ministry you work for, or what your daily work entails, all public service employees must believe in and work toward a common commitment to excellence. The Public Service Culture Committee was established to ensure that the public service is living a commitment to organizational excellence. The committee will help to ensure our desired values are reflected and aligned in all ministries.

To date, the committee has worked toward the finalization of the corporate statement of desired organizational culture and values, *Our Commitment to Excellence*, and has developed and begun to implement an action plan to foster this culture across the public service.

Focus on Core Business

Over time, government workplaces have a tendency to take on activities and/or programs that broaden their focus, and divert their attention from their core lines of business. This leads to the organization providing adequate service on many programs, rather than providing excellent service on fewer programs.

This component of Renewal is committed to helping ensure our government workplace focuses on the programs we are committed to providing through our various acts and regulations, rather than spreading ourselves too thin working on programs and services that aren't mandated to us.

Currently, program reviews are already underway in some ministries, and will be completed on a rolling four-year cycle in all ministries beginning in 2013. These reviews are quick assessments to help determine which programs matter to citizens, meet government and ministry priorities and are serving their intended purpose. Program reviews help staff do their jobs: delivering the programs Saskatchewan people need most, in the most efficient way possible, as well as ensuring time is well spent on priorities.

Enterprise Approach

There is increasing evidence from governments across the world that taking an inter-ministry approach to achieve common goals is advantageous. This component of Renewal seeks to ensure we work together, across ministries, to achieve our common goals.

The Enterprise Approach Steering Committee has been tasked with identifying approaches to enable ministries to work horizontally to manage common issues. The committee recognizes the need to leverage collective energies to have the greatest impact on how government approaches its work using effective and innovative practices. .

The work of the committee will help build momentum for ministries to embrace enterprise approaches and to consider how these can be integrated into our day-to-day work so they become standard practice. Currently, the committee is focusing on the province's *Plan for Growth* and the *Child and Youth Agenda*. In the coming months, consideration will also be given to supporting horizontal policy development across government.

Client-Centered Service

Another component of Renewal is the commitment to clients and customers — the people of Saskatchewan — who we serve and support. By upholding this component of Renewal, we are ensuring programs and services focus on and serve our clients appropriately and efficiently.

Client-Centered Service Delivery shifts government's focus from the *inside-out* to the *outside-in*, meaning that service access and delivery is not based on what is easiest for the workplace, but rather what is best for Saskatchewan citizens. It doesn't necessarily require additional work and resources, but it does require Government to ensure it incorporates the needs and expectations of the citizen into its business.

The Client-Centered Service Delivery Committee enables this transformation by promoting citizen engagement, service design and delivery improvements, service standards, learning and development, portfolio management and performance management throughout government.

People Management

The heart of a well-working public service is its people. This component of Renewal supports a high-performing, respected and professional public service.

The objective of the People Management Committee is to provide excellence in human resource management to enable high-performing and innovative employees to do their best work for Saskatchewan citizens.

People Management priorities include:

- Engaging employees in building a culture of organizational excellence and citizen service;
- Attracting and retaining a high performing workforce;
- Holding the organization accountable;
- Addressing workplace health and safety; and
- Implementing ministry workforce plans to address ministry-specific workforce needs and issues.

Lean

The Government of Saskatchewan has introduced Lean to continuously improve its service delivery to the public. Employees around the province are embracing the Lean way of thinking to streamline their work.

Lean is a business technique that identifies and eliminates unnecessary steps, streamlines processes for employees and provides better value for our clients and customers. The Lean approach works because it invites collaboration between employees responsible for carrying out the work, customers, and other stakeholders along the way. All of these groups provide input to ensure a smooth process to deliver goods or services in an effective manner.

Ministries are encouraged to introduce new Lean events in the year ahead, as well as participate in learning events and sharing of information. Training for leaders and employees will also continue.

It's easy to see that the components of Renewal are each important in their own right, and each provides an important consideration to address as we move forward. At the same time, the components must interrelate with the others, to ensure the work being done on Renewal is continuous, streamlined and seamless.

Renewal Committees

Public Service Culture

Champions	Mike Carr	Deputy Minister of Labour Relations and Workplace Safety
	Wynne Young	Deputy Minister of Parks, Culture and Sport
Members	Ken Acton	Deputy Minister of Social Services
	Karen Aulie	Assistant Chair of the Public Service Commission
	Chris Dekker	Interim President and CEO, Global Transportation Hub Authority
	Wayne Dybvig	President, Water Security Agency
	Jim Engel	Vice President, Saskatchewan Liquor and Gaming Authority
	Lin Gallagher	Associate Deputy Minister, Parks, Culture and Sport
	Jerome Konecsni	CEO, Innovation Saskatchewan
	Doug Moen	Deputy Minister to the Premier
	Cam Swan	Chair of the Public Service Commission
	Gerald Tegart	Deputy Minister of Justice and Attorney General

Focus on Core Business

Champions	Clare Isman	Deputy Minister of Finance
	Rob Penny	Deputy Minister of Highways and Infrastructure
Members	Dick Carter	President and CEO, Crown Investments Corporation
	Ron Dedman	Deputy Minister of Central Services
	Wayne Dybvig	President, Water Security Agency
	Louise Greenberg	Deputy Minister of Advanced Education
	Alanna Koch	Deputy Minister of Agriculture
	Dale McFee	Deputy Minister of Corrections and Policing
	Doug Moen	Deputy Minister to the Premier
	Gerald Tegart	Deputy Minister of Justice and Attorney General

Enterprise Approach

Champions	Kent Campbell	Deputy Minister of Economy
	Cheryl Senecal	Deputy Minister of Education
Members	Ken Action	Deputy Minister of Social Services
	Chris Dekker	Interim President and CEO, Global Transportation Hub Authority
	Al Hilton	Deputy Minister of Government Relations
	Clare Isman	Deputy Minister of Finance
	Jerome Konecsni	CEO, Innovation Saskatchewan
	Dale McFee	Deputy Minister of Corrections and Policing
	Doug Moen	Deputy Minister to the Premier
	Liz Quarshie	Deputy Minister of Environment

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Client-Centered Service

Champions	Ken Acton	Deputy Minister of Social Services
	Robert Guillaume	Associate Deputy Minister of Central Services
Members	Kent Campbell	Deputy Minister of Economy
	Barry Lacey	President and CEO, Saskatchewan Liquor and Gaming Authority
	Doug Moen	Deputy Minister to the Premier
	Liz Quarshie	Deputy Minister of Environment
	Cheryl Senecal	Deputy Minister of Education
	Jeff Stusek	President and CEO, Information Services Corporation
	Gerald Tegart	Deputy Minister of Justice and Attorney General

People Management

Champions	Doug Moen	Deputy Minister to the Premier
	Alanna Koch	Deputy Minister of Agriculture
Members	Mike Carr	Deputy Minister of Labour Relations and Workplace Safety
	Ron Dedman	Deputy Minister of Central Services
	Louise Greenberg	Deputy Minister of Advanced Education
	Al Hilton	Deputy Minister of Government Relations
	Clare Isman	Deputy Minister of Finance
	Rob Penny	Deputy Minister of Highways and Infrastructure
	Cam Swan	Chair of the Public Service Commission

Lean

Champions	Dan Florizone	Deputy Minister of Health
	Don Wincherauk	Special Adviser to the Deputy Minister of Central Services
Members	Ron Dedman	Deputy Minister of Central Services
	Alanna Koch	Deputy Minister of Agriculture
	Doug Moen	Deputy Minister to the Premier
	Gerald Tegart	Deputy Minister of Justice and Attorney General
	Wynne Young	Deputy Minister of Parks, Culture and Sport
	Rick Mantey	Cabinet Secretary and Clerk of the Executive Council

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Lean FAQs

What is Lean?

Lean is a business technique used to improve the way we work. The Lean approach identifies and eliminates unnecessary steps, streamlines processes and ultimately improves value for the end users: our clients and customers.

The Lean approach works because it invites collaboration between employees responsible for carrying out the work, customers, and other stakeholders along the way. All of these groups provide input to ensure a smooth process to deliver goods and services.

The Government of Saskatchewan has introduced Lean to continuously improve its service delivery to the public. Employees around the province are embracing the Lean way of thinking to improve systems and processes, and to streamline their work.

Lean is intended to increase customer/client service and operational capacity. The term “Lean” refers to a basic absence of waste. It’s not an acronym.

Where did Lean originate?

The concepts of Lean has its roots in the Toyota Production System of the 1950s and 1960s. Toyota’s system is renowned for its focus on the reduction of seven different types of waste in the workplace to improve overall customer value. It came about through experimentation, trial and error, and an evolution of ideas that shaped Toyota’s structure and management system. Lean has been credited for catapulting Toyota from a very small manufacturer to a leading player in the automotive industry, as it has enabled the company to consistently produce efficient, cost-effective automobiles while maintaining a safe, productive and positive work environment.

Why Lean?

We believe the Lean initiative will help improve our service to the people of Saskatchewan. It’s a business philosophy that has proven time and again that it works to improve processes.

What distinguishes Lean from other improvement efforts?

Three things:

- Focus on the client or customer, and what they value, in order to reduce or eliminate waste.
- Engagement of employees to seek ways to work better and smarter: no one knows a process better than the front line staff directly involved in it.
- Rapid improvement: The Lean process has been proven to deliver rapid results. Depending on the commitment to the work required, employees can start to make improvements in as little as a couple of months.

Is Lean intended to save money and reduce staff?

The intent of Lean is to improve the way we do business — to improve service, increase productivity and reduce waste. This, in turn, may save money. Lean is not about job reduction.

Is there an end date to Lean?

No. The Government of Saskatchewan is working toward establishing a culture of Lean in our workplace. This means that, eventually, all managers and employees will understand the concepts and methodology of Lean, and can apply them in their daily work.

Is this only for Ministries that deliver service to the public?

No, Lean is being incorporated into work throughout the public service, in all ministries and one Crown corporation (SLGA). As well, Lean is being introduced into the education and post-secondary education sectors. And Lean has been playing an integral role throughout the province's health sector for a number of years.

What is the support for Lean within the Government of Saskatchewan?

Premier Wall is very supportive of the Lean initiative, and frequently references Lean successes in speaking engagements and in government materials. In addition, a Minister Responsible for Lean has been established to ensure oversight and guidance on the program into the future.

Is there an overall governance structure for Lean in the public service?

Yes, Lean in the Saskatchewan public service is overseen by a formal committee of deputy ministers called the Lean Governance Steering Committee. Current members of the committee include Champions Dan Florizone, Deputy Minister of Health and Don Wincherauk, Senior Adviser to the Deputy Minister of Central Services and members Doug Moen, Deputy Minister to the Premier; Rick Mantey, Cabinet Secretary and Clerk of Executive Council; Ron Dedman, Deputy Minister of Central Services; Alanna Koch, Deputy Minister of Agriculture; Gerald Tegart, Deputy Minister of Justice and Attorney General; and Wynne Young, Deputy Minister of Parks, Culture and Sport.

In addition, the steering committee is supported by the Ministry of Central Services' Corporate Projects Group, which is responsible for providing central oversight of the Lean initiative across the public service.

What is the interest in Lean from other jurisdictions?

Other public sector jurisdictions across North America are very interested in learning more about Saskatchewan's advances using Lean. They recognize that we are one of the first public sector workplaces to incorporate the methodology, and *the* first public sector workplace to incorporate it across the public service!

Lean terminology

What is a VSM?

VSM stands for value stream mapping. A VSM is typically a week-long event that enables a team of employees, managers, and often clients to take an in-depth look at a workplace processes and determine improvements that could be made. Nothing is taken for granted, and every aspect of a work process is questioned. Work during a VSM includes problem solving and physical transformation of the process.

You've likely seen the meeting rooms of people with sticky notes across the walls. Those sticky notes are the "map" of the process being discussed — every action that is undertaken within a process. Each one is examined during the weeklong VSM and questioned to determine relevance. By the end of the week, a new process map is created (more sticky notes on the walls!) and a plan to move forward is created.

What is a Kaizen?

Sometimes not all issues or challenges can be resolved through a VSM, and so further events, called Kaizens, are initiated. A Kaizen is an incremental improvement that will help a VSM team continue with continuous improvement. Think of it as a smaller VSM, and a necessary part of the larger outcome. Key elements of a Kaizen include simplifying tasks and making them easier to perform; increasing the speed and efficiency of a work process; maintaining a safe work environment; and constantly improving quality.

What is 5S?

5S is a philosophy and tool to simplify, clean up, and organize a workplace and work materials in order to reduce waste and optimize quality and productivity. By maintaining an orderly workplace for work materials, standardizing work, and using visual cues, employees are able to achieve more consistent results. A well-ordered, effective workplace, including work materials and work products, is the foundation of improvement. 5S stands for: sorting, set in order, systematic cleaning, standardizing, and sustaining.

What is 3P?

3P stands for Production Preparation Process. It's the act of rapidly designing processes and equipment to ensure capability, built-in quality, productivity, and ensuring the customer/client receives service in an efficient manner. The 3P minimizes resources needed such as capital, tooling, space, inventory, and time.

What is Hoshin?

Goals (with targets) and the means for achieving them in order to address business priorities to move the organization to a new level of performance; variable from year-to-year; could also be multi-year; and is developed by executive management.

What is a Lean Leader?

Each ministry has designated one or more people to be Lean Leaders in the workplace. These Lean Leaders are responsible for delivering introductory Lean orientation, providing advice to senior leaders and Lean Deployment Champions, and helping to facilitate a culture of Lean within a ministry. They are also responsible for leading teams through VSM and Kaizen events.

What is a Lean Deployment Champion?

A Lean Deployment Champion provides leadership and drives Lean within a ministry. He or she is responsible for establishing governance (such as a Lean Steering Committee) in the ministry, and develops a Lean deployment strategy for the ministry, which will include selection of VSMS, staff engagement, improvement targets and a training strategy. The Deployment Champion also reports progress to the Deputy Minister and to the DM Lean Steering Committee.

Who is Westmark?

Westmark Consulting LLP, based out of Vancouver, is the third-party consultant hired to assist the public service with its Lean initiative. Westmark has played a hands-on role in helping to incorporate Lean into our workplace.

Using Lean in the workplace

How do I know my idea is a good one?

Every idea is worth considering. Talk to your manager or a Lean Leader in your ministry to learn more about how you could approach your idea.

Who can initiate a Lean event? Is it only for head office staff or is it only for frontline staff?

Any employee can suggest a Lean event. Speak to your supervisor or contact a Lean Leader or Lean Deployment Champion in your ministry to discuss your idea and how best to approach it. Together, you may decide to recommend the ministry undertake a VSM of the project, or you may find other ways to improve processes with help from your Lean Leader, or other Lean experts.

I know of a process that takes too long. How can I improve it on my own?

Please refer to our “Lean Thinking” information sheet.

I don't want to do a formal event, but I could use some Lean help. What resources do I have available?

Talk to the Lean Leader(s) in your ministry to see if there are further resources available to you. Your Leader(s) can help you talk through a project and determine what next steps you can take. As well, the [Corporate Projects Group](#) at the Ministry of Central Services is here to assist ministries with their Lean initiatives. If there are improvements that you want to make to your own work processes, go for it!

Who can I contact for more information about Lean?

If you are interested in learning more about the overarching Lean initiative in government, please contact the Ministry of Central Services [Corporate Projects Group](#) for further information. For more information on your ministry's Lean projects, please contact a Lean Leader or Lean Deployment Champion, listed in the Contacts section of the ThinkLean website.