

Money Belt

– Lean Benefit Verification Program

Kenneth Leung
Lean Program Manager
City of Mississauga



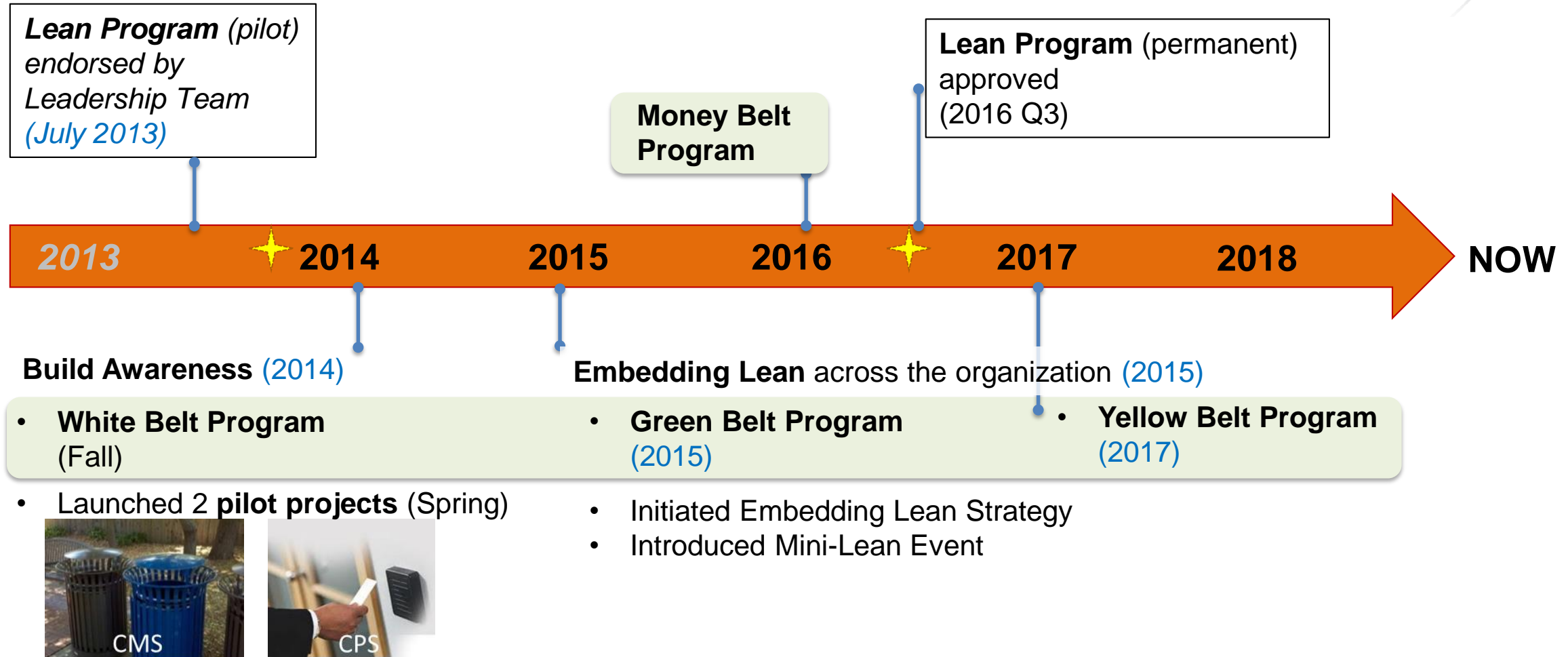
Agenda

- 1 About the City of Mississauga and the Lean Program
- 2 The Money Belt Program and its Journey
- 3 Examples of Benefit Verification
- 4 Lessons Learned and Q&A

About City of Mississauga



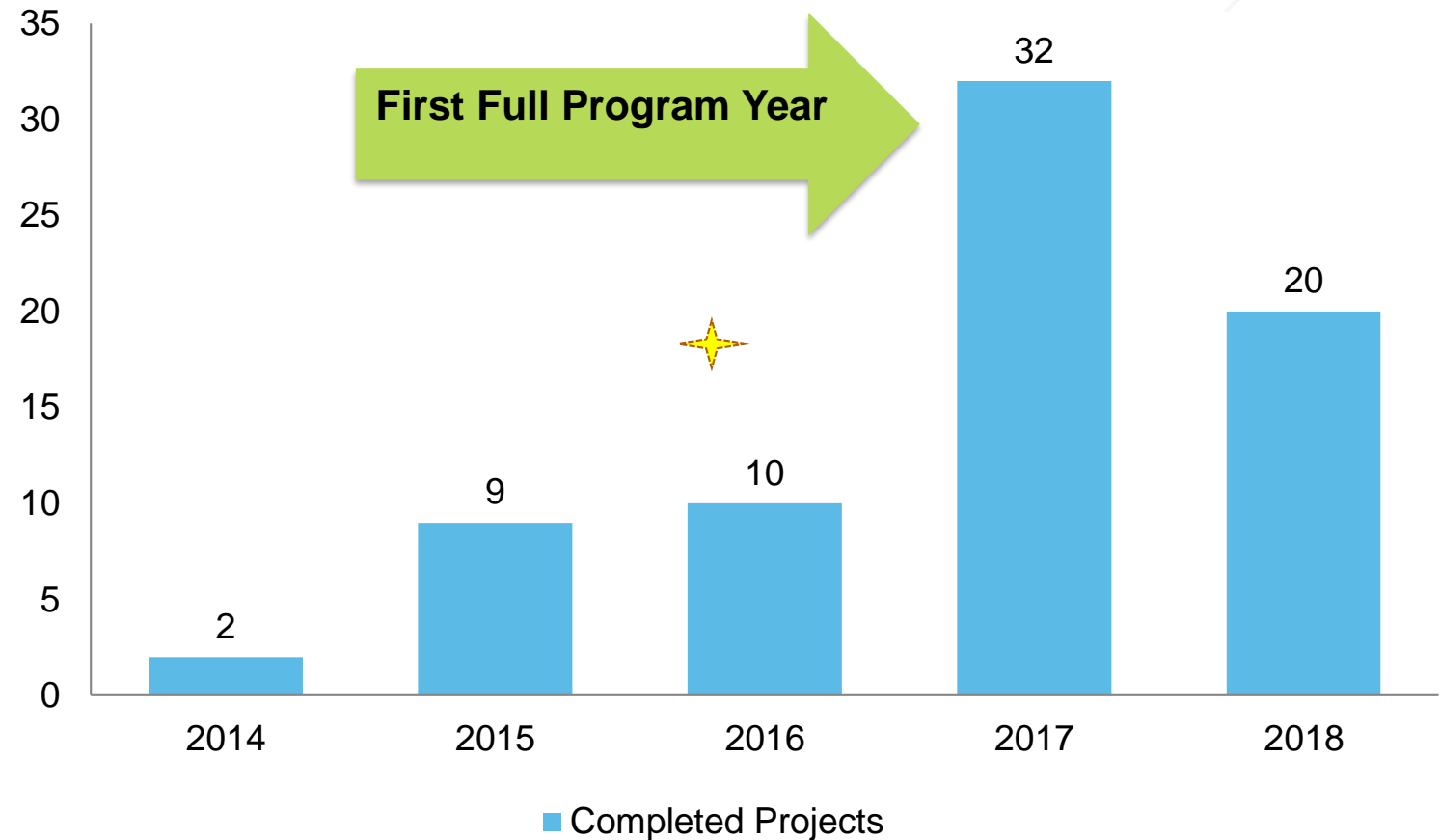
Lean Journey at the City of Mississauga



Lean Projects

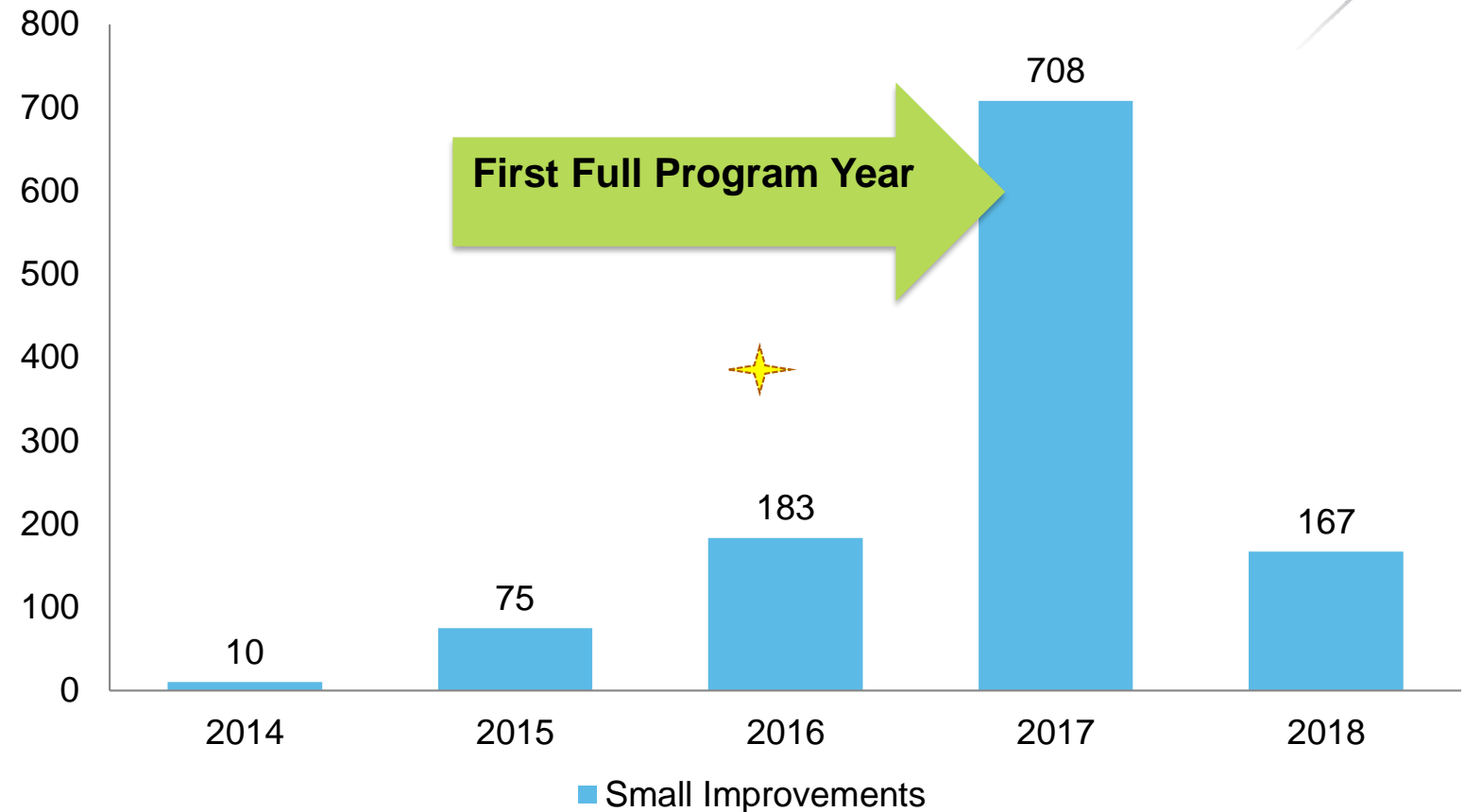
- Stormwater Erosion Control
- Fire Prevention Complaints
- Transit Garage Bus Allocations
- Capital Works In Progress
- Parks Seasonal Staff Hiring
- Small Business Support Intake
- Court Interpreter Scheduling
- Development Pre-Applications
- Custodial Inventory Storage
- Vote Anywhere IT Deployment
- Web Content Approval
- Fleet Part Supplies
- Traffic Signals Troubleshooting
- Tax Correspondence Handling
- Graffiti Removal
- News Releases

And More.....



Small Improvements

Click Icon to
Submit a Small
Improvement



Current State (2016)



✓ Increase Volume of Improvement

✓ Better Decision-Support

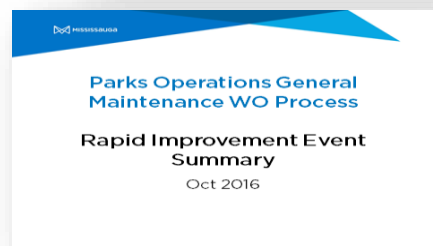
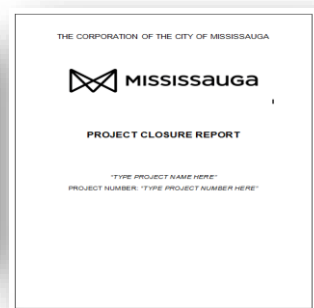
e.g. budgeting, resourcing, project selection, etc.



Results/Benefits
Reporting

Results & Benefits Reporting

1 Final Report & Closure Submission



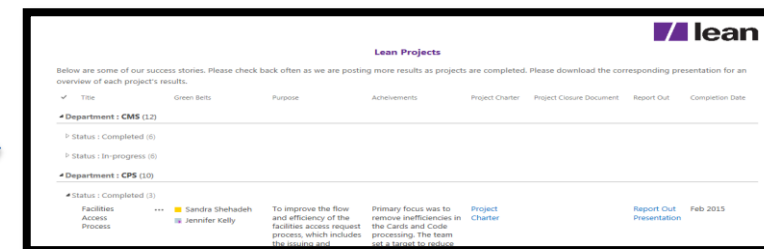
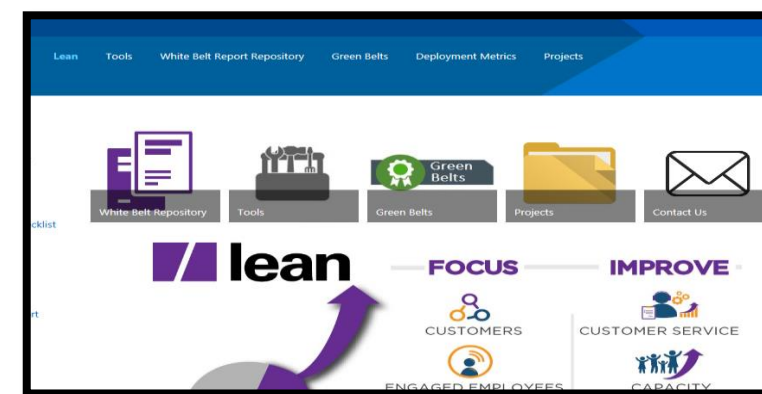
?

White Belt Lean Report

I have reviewed this White Belt Report with my direct supervisor/manager prior to submitting this document to the Lean office at lean@mississauga.ca YES ☐ NO ☐

NAME:	Click here to enter text
TITLE OF REPORT:	Click here to enter a title
DEPARTMENT:	Click here to enter a department
ISSUE/PAIN POINT:	What was the problem being experienced?
ROOT CAUSE:	What was causing the issue?
SOLUTION:	What was the solution?
BENEFITS:	What improvements have resulted from the solution? i.e. Improved Quality, Enhanced Customer Experience, Delay Savings, Reduced Lead Time, Reduced Process Steps, Reduced Backlogs, Environmental Impact, etc.
If applicable, please fill in the following	
Cost Savings:	Fixed capacity (labour hours per year): <input type="checkbox"/> yes <input type="checkbox"/> no
Cost Avoidance:	Increased Safety: <input type="checkbox"/> yes <input type="checkbox"/> no
Environmental Impact:	

2 Archive and Access of Lean Repository



Reporting



Results/Benefits
Reporting

Results & Benefits Reporting

1 Final Report & Closure Submission

2 Archive and Access of Lean Repository

Multiple-Source
for benefit/ savings
reporting

Inconsistent
reporting

Inconsistent measures
& calculation

No official validation (i.e.
different versions)

Multiple-Source
for benefit/ savings
reporting

Goals of a Money Belt Program

- 1) **A Standard Approach** - consistency in calculating benefits and savings:
 - Standard Documents and Guidelines
- 2) **"Single Source of Truth"** for reporting Lean Benefits and Savings
 - Process to validate and update to a "single source" for reporting
- 3) **Trusted & Validated Record** - Validate ALL reported Lean initiatives
 - Implementation (verify old & new improvements)

The Journey of Money Belt Program



MISSISSAUGA



Phase I: White Belt Training & Kick-Off for all Financial Analysts (Preparation)

Money Belt Develop Process, standards, guidelines, and

Phase II: Develop Framework

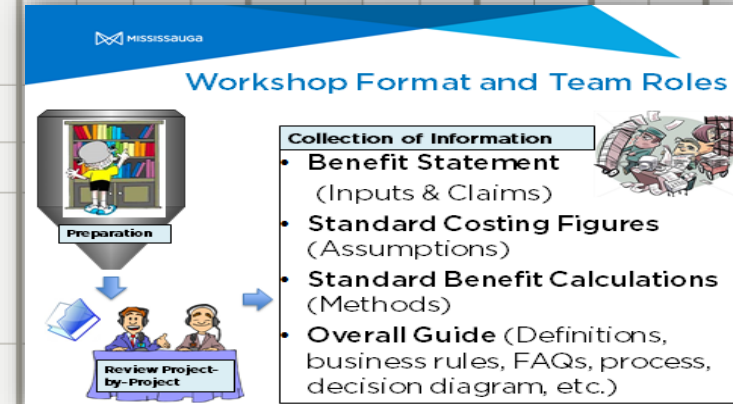
- Develop process, standards/ guidelines, and Training Package (Series of workshops)

Money Belt

Workshop 2 - Trial & Refine Solutions (& Report-Out)

Phase III: Verify Benefits

- Verify old improvements
- "Check and Adjust"
- Verify new improvements



As of May 12, 2016

Dept.	Lean Project w/ financial implication	Small Impr.	
		claim >\$10k	Claim >\$1k (but <\$10k)
CMS	4 / 5	0 / 0	0 / 2
TW	1 / 1	5 / 5	0 / 7
CPS	2 / 2	1 / 1	0 / 0
CMO	0 / 0	0 / 0	0 / 0
P&B	1 / 1	0 / 0	0 / 0
Total Req'd	8 / 9	6 / 6	0 / 9

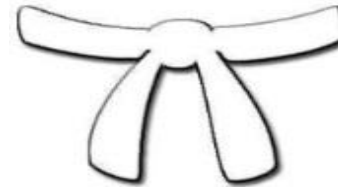
By: End of April 2016

May 2016

Phase IV: Future Evolution in Roles & Responsibilities

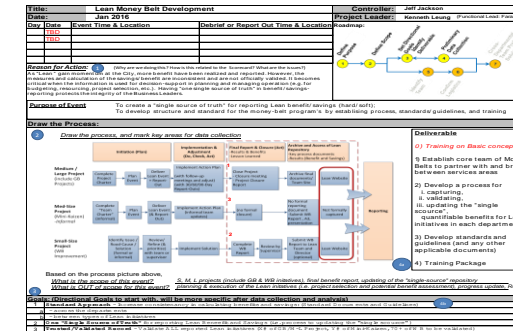
Phase I: WB Training & Kick-Off for all Financial Analysts (**Preparation**)

Lean Awareness - White Belt Training to all Finance Staff



Gain Commitment

- Create Money Belt Charter with sponsor's approval
- Identify core team
- Kick-Off session with core team

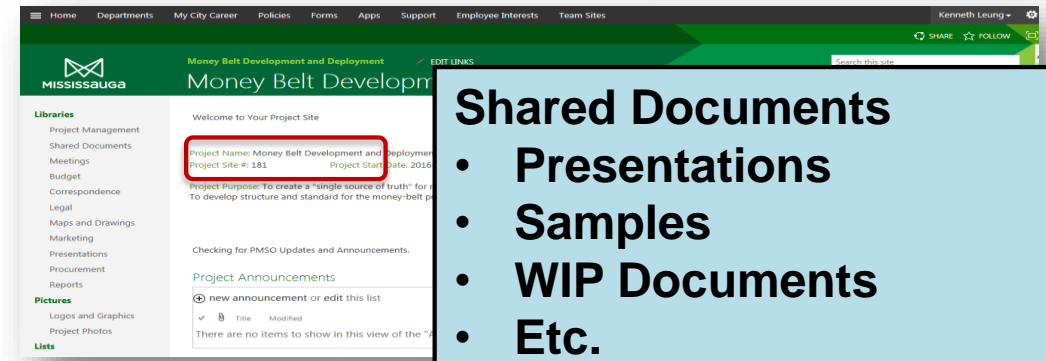


Core Team Members

	WB Reports	Bus. Service Rep. (6)	Financial & Treasury (3)	Bus. Planning & Reporting (2)
T&W	2 (9)	43	Luigi, Julia	
CPS	3 (10)	9	Steven, Eleonore	
CMO		2	Nelson, Chris	
P&B	1 (2)	7	Gina, Harish, Barbara CG	Ida, Muhammad

Prepare Collaborative work environment

- Create project site
- Schedule workshops



Shared Documents

- Presentations
- Samples
- WIP Documents
- Etc.

Core Team Members

Dept.	Bus. Service Rep. (6)	Financial & Treasury (3)	Bus. Planning & Reporting (2)
CMS	Luigi, Julia		
T&W	Steven, Eleonore	Gina,	Ida,
CPS		Harish,	Muhammad
CMO	Nelson, Chris	Barbara CG	
P&B			

- Cross-functional Team
- Financial Analyst reps from different departments

Learn from the Existing Cases

Select examples for each group by department:

- i. 1 project, 1 small improvement
- ii. Apply “80-20 rule” on common scenarios

- Projects- [Benefit Claim as of Nov 2015 \(Unverified\)](#)
 - TW: Compliance Resolution (i.e. Labour Re-allocation)
 - CPS: Vacancy Rebate – Recovered Revenue (i.e. One Time Savings)
 - CMS: Library Material Supply Chain – Floor Space, Cart (Cost Avoidance)
- Small Improvement Reports
([Lean Website](#) → [Small Improvement Repository](#))
 - CPS: F&PM Transit Access Card – Mileage, mtce, benefiting other department
 - TW: GIS – Paper Saving
 - CMS: (P&F) – Diesel Tank

Phase II: Develop Framework

- Develop process, standards/ guidelines, and Training Package (Series of workshops)

Workshop Format and Team Roles

1



Review Individually

3

Standardization

- Benefit Statement (Inputs & Claims)
- Standard Costing Figures (Assumptions)
- Standard Benefit Calculations (Methods)
- Overall Guide (Definitions, business rules, FAQs, process, decision diagram, etc.)



Deliverables

Q: "WHAT" are the claims?

Benefits Statement Template(s)

Q: "HOW" are they calculated?

Guideline for Benefit Calculation

2

Present to group

Benefits Statement Template(s)

Page

("WHAT" are the claims?)

Benefit Assessment Project Title: Transit Return to Work Ref: Benefit Verification Guide

Benefit		Project/Process		Result		
		Current (Baseline)	Future (Target)	1st period	2nd Period	3rd Period
Business Impact		KPI1: Staff Time				
		KPI2: Error Reduction				
Process	# of Steps or # of Transactions	70	20	18	23	
	Backlog					
Time	Re-Work ("Is it done right the first time?")	70 (searches) 20 (corrections)	20 (searches) 20 (corrections)	18	23	
	Lead time					
Financial	Touch time - (person A)	28 min/correction	5 min/correction	5 min/correction	5 min/correction	
	Touch time - (Person B)					
	Labour Cost (reduction)					
	Labour Cost (reallocation)	667.3 h/year \$30,964/year	138.7 h/year \$6,434/year	145.6 h/year \$5,791/year	143 h/year \$7,399/year	
	Materials cost (Excess/ Redeploy), incl. mileage/gas					
	Floor Space					
Other Benefits		- culture - safety, morale - Quality - Customer Sat. - Environment		- Quality of the data has been increased by 72% - Reduction in the errors increased the Transit Operators satisfaction - Efficiency increase - 80% reduction in cycle time		
Benefit Statement						
Quality	72% reduction of re-work (from 70 to 20 searches)			Safety		
Delivery	80% reduction in cycle time (from 28 minutes to 5 minutes)			Morale	Increased Transit Operators satisfaction	
Financial Impact				Environment		
Savings		Re-directing Capacity				
Re-curring (/yr)		One-Time				
Savings		Process Saving (/yr)				
Expense						
Net Savings (Cost)			w/ Budget Impact?	Money-Belt Notes: Re-directed capacity equates to 528.7 hours avoided per year (667.3-138.7) & \$24,530 in labour costs avoided per year (\$30,964-\$6,434).		
		YES / NO				
Prepared by:		Monica Socol (Project Lead / Manager)		Date: 21-Jul-16		
Financial Calculation Verified by:		Marcello Gaudio & Steven Freitas (Financial Analyst)		Date: 2016/07/26		
Reviewed & Approved by:						
Directors / Steering Committee members/Project Decision Makers						
Name:	Title:		Date:	Signature:		

1) Lean performance measures

2) Capacity

3) Financial Results

Using Standard Calculations

- Calculating Standard Costs (formulas)
- Standard Conversion Factors (constant figures)

Table of Content

- 1.0 Introduction
 - 1.1 Document Purpose
 - 1.2 Scope
- 2.0 Defining Lean Benefits
 - 2.1 Outputs, Outcomes & Benefits
 - 2.2 Benefits Classification
 - 2.3 Types of Lean Benefit Reporting
- 3.0 Roles, Responsibilities and Processes
 - 3.1 Roles and Responsibilities
 - 3.2 Service Levels
 - 3.3 Reviews
 - 3.3 Small Improvement Benefits Verification Process
 - 3.4 Rapid Improvement Events & Process Improvement Project Benefits Verification Process
- 4.0 Standard Calculations
 - 4.1 Calculating Standard Costs
 - 4.2 Standard Conversion Factors

Benefit Verification Guide

1. Purpose of the Document
2. Definitions & Business Rules
3. Verification Process and Roles
4. Table: Standard Calculation by Benefit Type
5. Table: Standard Costing Figures
6. Appendix A – FAQs
7. Appendix B – Reference Documents
 - o Benefit Statement
 - o Small Improvement Report

Version #	Date	Description of Change(s)	Change(s) made by:
1	April 1, 2016	Creation of Document	n/a

Calculating Standard Costs (Formulas)

Benefit Type	Calculation
Labour Time– Full Time	$[\text{Hr}] \times [\text{Mid-Grade}] \times [\text{Fringe}]$
Labour Time– Part Time	$[\text{Hr}] \times [\text{Mid-Rate}] \times [\text{Fringe}]$
Overtime	$[\text{Hr}] \times [\text{Over-Time Rate}]$
Floor Space	$[\text{Sq.ft.}] \times [\$/\text{Sq.ft.}]$
Paper Printing and Photo Copying	$[\# \text{ of paper}] \times [\text{paper cost}] + [\# \text{ of page}] \times [\$ \text{ per print}]$
Mail (separate from labour time savings)	$[\# \text{ of mail}] \times [\text{std mailing cost}]$
Mileage	$[\text{Mileage}] \times [\text{car allowance rate}]$

Standard Conversion Factors (Constant Figures)

4.2 Standard Conversion Factors

Standards conversion factors will be reviewed on an annual basis (unless links are provided for accessing the latest information from the source). The source references are outlined below:

- HR – Salary, Rate, Fringe Schedule, car allowance
- F&PM Land Management (Supervisor/Manager of Realty Services) – Floor Space / Leasing cost
- Environment – benefit of paper-saving in terms of tree, water, landfill, oil, energy; benefit of reduction in vehicle-travel in terms of carbon footprint (CO₂ per km)
- SAP – US Currency Exchange Rate (update based on investments purchases)
- Print shop – Printing, mailing
- Other Department specific conversations

4.2.1 Salary and Hourly Rate Sources

Standard Cost	Sub-Category	Conversation Factor	References*
Salary (Full Time)	Permanent Temporary (non-union)	<ul style="list-style-type: none"> • Salary Schedule • Salary Schedule – Temp Equivalent 	<ul style="list-style-type: none"> • Source: HR Website - Salary Schedule 2016-201X • Temp Equivalent 2016+ - 35 hr, 37.5 hr, 40 hr • 2016 Weighted Average Wage for City Employees
	Union CMS Unions T&W Unions	<ul style="list-style-type: none"> • Fire Wage Table • Library Union Salary Schedule • Transit Call Centre Representatives (Full Time) 	<ul style="list-style-type: none"> • Fire Wage Table (2011-2014) • Library CUPE 966 Collective Agreement (2011-2015) • UFCW - Transit Call Centre Representatives <ul style="list-style-type: none"> ◦ 1) Customer Service/ Information ◦ 2) Customer Service/Reception at CPY
Hourly-Rate	Non-Union	<ul style="list-style-type: none"> • E Grades Part-Time /Temp 	<ul style="list-style-type: none"> • E Grades Part-Time /Temp Rate

- Salary and Hourly Rate
- Printing & Mail
- Miscellaneous Costs (floor space, mileage, etc.)
- Environmental Conversion Factors (paper, mileage, utility consumption conversations, etc.)

Initiative Summary (Project)

Lean Initiative Summary
Initiative Name: Click here to enter text.
Department: Corporate Services Division: Enter Division Here
Project Team: Enter Project Team Members Here



Problem
Statement

Objectives

Background Information

ROI/Benefits

Issues/Root Causes

Steps Removed:
Cost Savings:

of Hours Saved:
Cost Avoidance:

Performance Measures

Actions Taken

Next Steps

LEAN

Report verified
financial benefits

Small Improvement Report (2016)

White Belt Lean Report

I have reviewed this White Belt Report with my direct supervisor/manager prior to submitting this document to the Lean office at lean@mississauga.ca YES ☐ NO ☐

NAME:	Click here to enter text.		
TITLE OF REPORT:	Click here to enter text.	DATE:	Click here to enter a date.
DEPARTMENT:	Choose an item.	DIVISION:	Choose an item.

ISSUE/PAIN POINT:
What was the problem being experienced?

ROOT CAUSE:
What was causing the issue?

SOLUTION:
What was the solution?

BENEFITS:
What improvements have resulted from the solution? i.e. Improved Quality, Enhanced Customer Experience, Dollar Savings, Reduced Lead time, Reduced Process Steps, Removed Backlogs, Environmental Impact, etc.

If applicable, please fill in the following

Cost Saved:		Freed capacity (labour hours per year):	
Cost Avoidance:		Increased Safety:	<input type="checkbox"/> yes
Environmental Impact:			<input type="checkbox"/> yes

Report verified
financial benefits

Phase III: Benefit Verifications

- Verify old records
- Verify new records
- Check and Adjust

1) Verification of Old Records

(Prior to April, 2016)

Housekeeping & Transitioning

2) Verification of Existing & On-Going Records

Adopt to the new process

3) Check and Adjust...

Sustain and improvement the process

		As of May 12, 2016	
Dept.	Lean Project	Small Impr.	
	w/ financial implication	claim >\$10k	Claim >\$1k (but <\$10k)
CMS	4 / 5	0 / 0	0 / 2
TW	1 / 1	5 / 5	0 / 7
CPS	2 / 2	1 / 1	0 / 0
CMO	0 / 0	0 / 0	0 / 0
P&B	1 / 1	0 / 0	0 / 0
Total Req'd	8 / 9	6 / 6	0 / 9
By: End of April 2016		May 2016	

Follow-Up Structure (Continuous Improvement)

Monthly Core Team Update Meeting (1 hr/ month)

1. Update status (verified vs. to-be-verified; on-going action items)
2. Identify unique scenario that require team consensus on approach
3. Update standards as required



Standardize and Share

Training Matrix
(for all Financial Analysts)

Training Matrix (Financial Analysts)		Basic Lean Knowledge	MB Orientation		Hands-On Experience			MB Certified	
Team	Name	PMR: Lean Team		PMR: Team Supervisor					
		WB Trained	MB Info Session / Training (1 hr)	Mentor Name	Assigned with an Service Area	Verified Small Improvement	Verified Project		
TEAM									✓
									✓
				Steven	Operating & Capital for Transit (excluding Transitway & LRT)	2016/08/22 - Transit Air Dryers - New vs Rebuild	2016/07/27 - Transit Return to Work Green Belt	Yes - 2016/08/12	Met Requirement as of Aug 2016 ✓
T&W						2017/10/16 -	2017/10/23 -		

Build awareness & knowledge

1. White Belt Training
2. MB info session (1 hr)

Practice

3. Hands-On Training with assigned mentor and service area

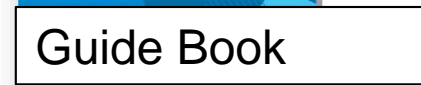
Support sustainment and Continuous Improvement

4. Attending MB Core Team Meeting

2019

Initiative summary

Benefit Statement



Small Improvement Form (modified)

improved

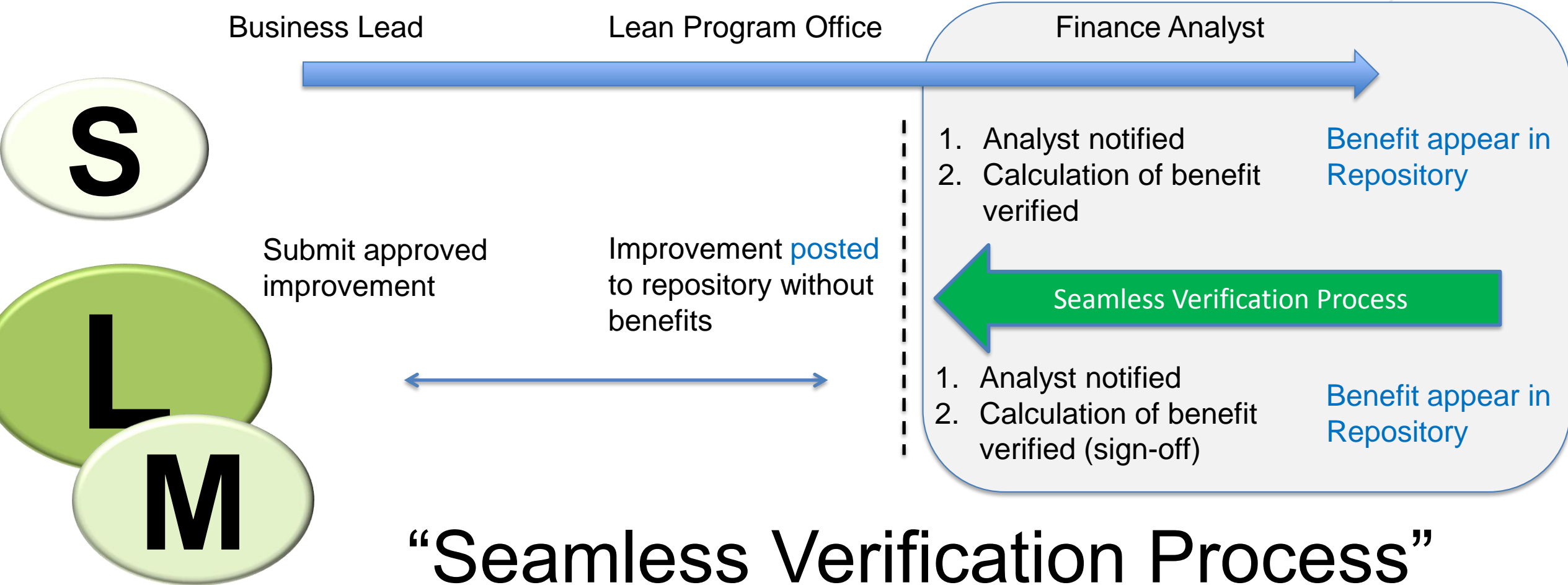
Calculator for savings from freed-up capacity

- Updated Standards
- Tackled the reminding '20%' standard figures



Intranet submission & direct record storage

Other Enhancement (since 2016)



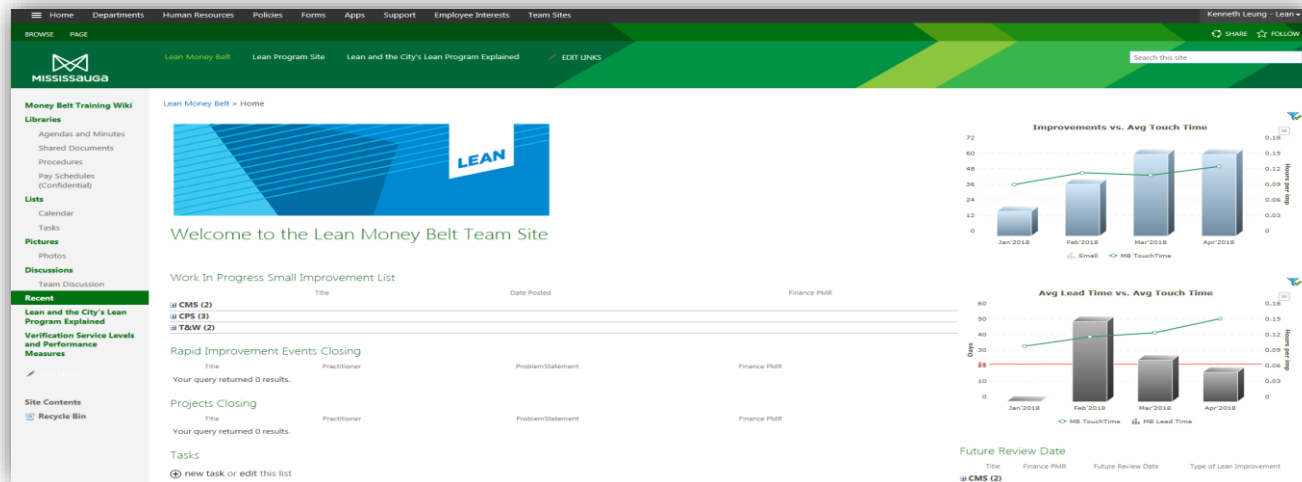
Phase IV: Future Evolution in Roles & Responsibilities

Other Enhancement (since 2016)

INTERNATIONAL CONFERENCE
2019

ON THE
Edge

Created Money Belt Site (operational)



- Provide at-a-glance status and service level
- help managing the verification process

Money Belt Scorecard

- Manage performance of the benefit verification

Business Planning Cycle (2018-19)

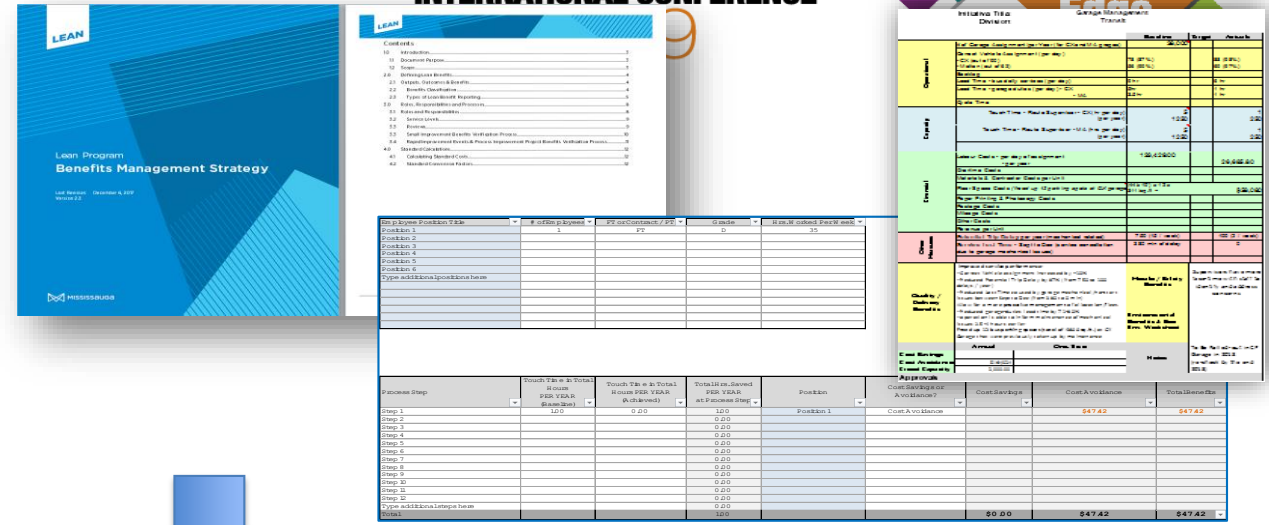
Staff...

Enable Self-Service

- Guideline accessible as a SharePoint pages
- Formalize training (self-learning) through SharePoint
- Online 'calculator' for labour-hour-to-dollar calculation
- Auto-request for verification upon posting

Continue to

- Refine service level
- Refine standard work



Enabling Self-Service Data Analytics

- To support decision-making & reporting
- To increase transparency & accountability

Program Outcomes and Benefits

Click on the boxes to view outcomes and benefits measures by Department and Division

Lean Outcomes & Benefits by Department and Division

Department

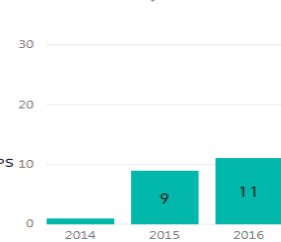
- ☐ CMO
- ☐ CMS
- ☐ CPS
- ☐ P&B
- ☐ T&W

Division

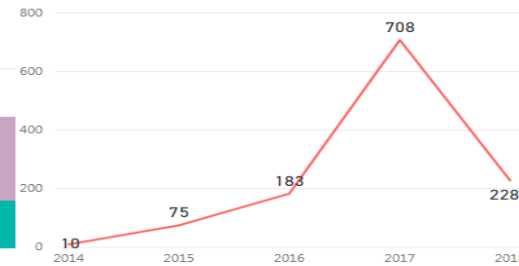
- ☐ Select All
- ☐ Building
- ☐ City Manager's Office
- ☐ Commissioner's Office CPS
- ☐ Communications
- ☐ Culture
- ☐ Dev and Design
- ☐ EDO
- ☐ Enforcement
- ☐ Engineering & Construction
- ☐ Environment
- ☐ F&PM
- ☐ Finance
- ☐ Fire and Emergency Services
- ☐ HR
- ☐ IT
- ☐ Legal Services
- ☐ Legislative Services
- ☐ Mississauga Library
- ☐ Parks and Forestry
- ☐ Policy Planning
- ☐ Recreation
- ☐ Revenue and Mat Mgmt
- ☐ Transit
- ☐ Transportation & Infrastructure
- ☐ Works Operations & Maintenance

Completed Engagements

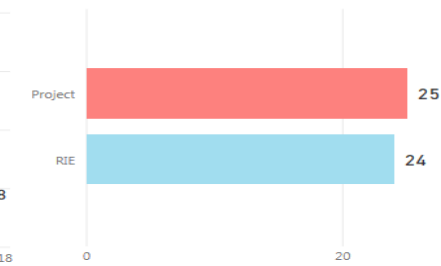
Type of Lean I ● Project ● RIE



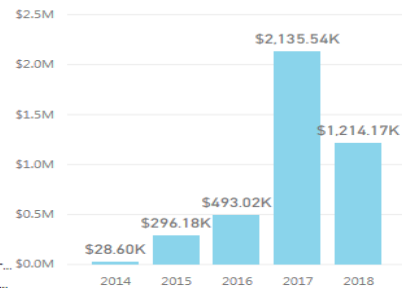
Small Improvements



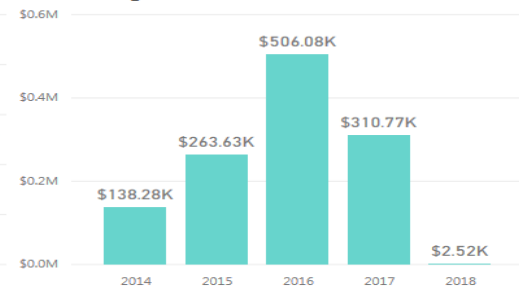
In-Progress Engagements



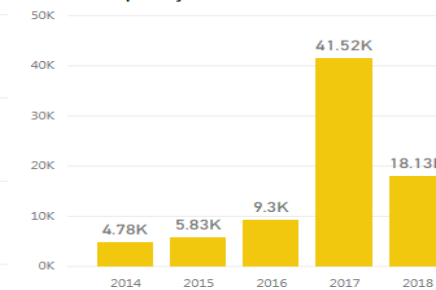
Cost Avoidance



Cost Savings



Freed Capacity (Hours)



Microsoft Power BI

< 1 of 4 >



Examples of Benefit Verification



Project Benefit Reporting and Verification

Business Lead

Lean Program Office

Finance Analyst



Submit approved
improvement

Review statement
Forward statement to
FA

1. Analyst notified
2. Calculation of benefit
verified (sign-off)

Benefit appear in
Repository

Improvement **posted** to
repository without benefits

Lean Initiative Summary
Initiative Name: Garage Management - Bus Resources & Assignment
Department: Transportation & Maintenance
Project: Garage Management

Problem Statement: The existing bus allocation process is inefficient, leading to increased vehicle downtime and higher costs. The current process involves manual data entry and lacks real-time visibility into vehicle status and location. This results in inefficient fleet utilization and increased operational costs.

Objectives:

- To have enough vehicles by type and by time/hour to meet customer service requirements.
- To update the current process and provide a pre-assignment of vehicles at departure prior to start time. Provide notification of changes of hours and/or location.

Current State:

- Current process involves manual data entry and lacks real-time visibility into vehicle status and location.
- Current process involves manual data entry and lacks real-time visibility into vehicle status and location.
- Current process involves manual data entry and lacks real-time visibility into vehicle status and location.

Future State:

- Future state involves automated data entry and real-time visibility into vehicle status and location.
- Future state involves automated data entry and real-time visibility into vehicle status and location.
- Future state involves automated data entry and real-time visibility into vehicle status and location.

Benefits:

- Reduced vehicle downtime by 10%.
- Reduced operational costs by 10%.
- Increased fleet utilization by 10%.

Initiative Summary

Garage Management

Category	Item	Current State	Future State	Change
Vehicle Assignment	Current State	Manual data entry	Automated data entry	Reduction in manual data entry
	Future State	Automated data entry	Automated data entry	Reduction in manual data entry
	Current State	Manual data entry	Automated data entry	Reduction in manual data entry
	Future State	Automated data entry	Automated data entry	Reduction in manual data entry
Vehicle Status	Current State	Manual data entry	Automated data entry	Reduction in manual data entry
	Future State	Automated data entry	Automated data entry	Reduction in manual data entry
	Current State	Manual data entry	Automated data entry	Reduction in manual data entry
	Future State	Automated data entry	Automated data entry	Reduction in manual data entry
Vehicle Location	Current State	Manual data entry	Automated data entry	Reduction in manual data entry
	Future State	Automated data entry	Automated data entry	Reduction in manual data entry
	Current State	Manual data entry	Automated data entry	Reduction in manual data entry
	Future State	Automated data entry	Automated data entry	Reduction in manual data entry

Benefit Statement

Next... Verification takes
place in the background

Standard Cost	Sub-Category	Conversation Factor	
Floor Space (\$/ Sq.Ft.)	-Commercial -Retail -Office	<ul style="list-style-type: none"> Commercial/ Retail- \$33 psf (low end of \$33-52 psf, annual rate) Office - \$35 psf (annual rate) Industrial/warehouse - <u>\$11 psf (annual rate)</u> 	Unit n exper prop Prop leas decla Facili

• Industrial/warehouse - \$11 psf

- Industrial/warehouse - \$11 psf (annual rate)

Revenue per Unit

	Baseline	Target	Actuals
	133,429.00		26,685.80
average	(44'x10') x 12 x \$11/sq.ft =		\$58,080

Hours per Year saved

Touch Time - Route Supervisor - CX (hr per day) (per year)	5 1250	1 250
Touch Time - Route Supervisor - MA (hrs per day) (per year)	5 1250	1 250

Position information

Employee Position Title	# of Employees	FT or Contract / PT	Grade	Hrs. Worked Per Week
Route Supervisor - CX	1	FT	F	40
Route Supervisor - Malton	1	FT	F	40
Position 3				
Position 5				
Position 6				
Type additional positions here				
				Less Holidays (15 Days)
				243
				Less Sick days (6)
				237
				Weeks Per Year
				47.4

Impacted Process Steps

Process Step	Touch Time in Total Hours PER YEAR (Baseline)	Touch Time in Total Hours PER YEAR (Achieved)	Total Hrs. Saved PER YEAR at Process Step	Position
Allocation of vehicles - CX	1,250.00	250.00	1,000.00	Route Supervisor - CX
Allocation of vehicles - Malton	1,250.00	250.00	1,000.00	Route Supervisor - Malton
Step 3			0.00	


Process Step	Touch Time in Total Hours PER YEAR (Baseline)	Touch Time in Total Hours PER YEAR (Achieved)	Total Hrs. Saved PER YEAR at Process Step	Position	Cost Savings or Avoidance?	Cost Savings	Cost Avoidance	Total Benefits
Allocation of vehicles - CX	1,250.00	250.00	1,000.00	Route Supervisor - CX	Cost Avoidance		\$53,371.87	\$53,371.87
Allocation of vehicles - Malton	1,250.00	250.00	1,000.00	Route Supervisor - Malton	Cost Avoidance		\$53,371.87	\$53,371.87
Step 3								
Step 4								
Step 5								
Step 6								
Step 7								
Step 8								
Step 9								
Step 10								
Step 11								
Step 12								
Type additional steps here								
Total	2500	500	2,000.00				\$106,743.75	\$106,743.75

Financial Implications

Cost Savings or Avoidance?	Cost Savings	Cost Avoidance	Total Benefits
Cost Avoidance		\$53,371.87	\$53,371.87
Cost Avoidance		\$53,371.87	\$53,371.87

Reporting Verified Benefit (Projects)

BROWSE
PAGE
PUBLISH


Homepage

Lean Completed Projects

Title ☐ Practitioner Safety Imp

Department : CMO (1)

Department : CMS (15)

Department : CPS (13)

Department : P&B (5)

Department : T&W (14)

Title	Parking Enforcement Pa
Practitioner	<input type="checkbox"/> Kevin Kealy
Safety Improvement?	
Verified By Financial Analyst?	Yes
Cost Saved	\$37,943.60
Cost Avoidance	\$1,451.71
Freed Capacity	24
StartDate	10/19/2015
ProblemStatement	Parking Enforcement PT Staff is operating under extended hours, which has created issues with complying to Corporate Policy. There are also precieved fairness issues related to how part-time staff are scheduled
Compliance	<ul style="list-style-type: none"> Reduced "4+ shifts/week" incidents by 50% (from 256 to 129) Extreme circumstance (5+shift/week cases) eliminated Increased standard work for scheduling (process and criteria)
Fairness and Transparency	<ul style="list-style-type: none"> Reduced by Shift-Fill-Rate Variation among Part-Time Staff by 37-53% Increased transparency of scheduling critria and schedling information
ROI	<ul style="list-style-type: none"> Reduced the amount of rework as a result of rescheduling issues. Partime Staff Overtime: PT OT will be eliminated with the increased pool of part-time officers (reduced from 184 OT Shifts in 2015) Supervisor Scheduling Time: Reduced supervisor's effort in scheduling from 2 hours per month to 30 seconds

Title
Practitioner
Safety Improvement?
Verified By Financial Analyst?
Cost Saved
Cost Avoidance
Freed Capacity
StartDate
ProblemStatement
Compliance
Fairness and Transparency
ROI

Parking Enforcement Part-Time Staff Scheduling
☐ Kevin Kealy

Verified By Financial Analyst?
Yes

Cost Saved
\$37,943.60

Cost Avoidance
\$1,451.71

Freed Capacity
24

StartDate
10/19/2015

ProblemStatement
Parking Enforcement PT Staff is operating under extended hours, which has created issues with complying to Corporate Policy. There are also precieved fairness issues related to how part-time staff are scheduled

Compliance

- Reduced "4+ shifts/week" incidents by 50% (from 256 to 129)
- Extreme circumstance (5+shift/week cases) eliminated
- Increased standard work for scheduling (process and criteria)

Fairness and Transparency

- Reduced by Shift-Fill-Rate Variation among Part-Time Staff by 37-53%
- Increased transparency of scheduling critria and schedling information

ROI

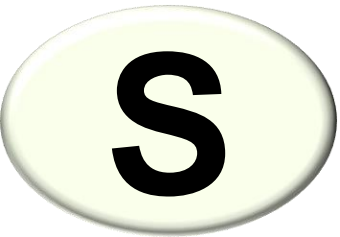
- Reduced the amount of rework as a result of rescheduling issues.
- Partime Staff Overtime: PT OT will be eliminated with the increased pool of part-time officers (reduced from 184 OT Shifts in 2015)
- Supervisor Scheduling Time: Reduced supervisor's effort in scheduling from 2 hours per month to 30 seconds

Small Improvement Benefit Reporting & Verification

Business Lead

Lean Program Office

Finance Analyst



Submit approved improvement

Improvement **posted** to repository without benefits

1. Analyst notified
2. Calculation of benefit verified

Benefit appear in Repository

Click Icon to Submit a Small Improvement



Benefits

Customers will only have to go to one location for all Sign-out equipment needs.

Frees up time from A/V specialists and Technicians to work on their projects.

Rationale:

A/V Technicians and Specialists save up to 5 hours a week from not having to do Sign-out requests and setups, totalling to 260 hours a year.

Solution

A/V equipment was consolidated into Tech Hub. Combined equipment was added to the A/V request form.

Benefits

Customers will only have to go to one location for all Sign-out equipment needs.

Frees up time from A/V specialists and Technicians to work on their projects.

Rationale:

A/V Technicians and Specialists save up to 5 hours a week from not having to do Sign-out requests and setups, totalling to 260 hours a year.

Customer Impact

Safety Improvement? ☐

Financial Benefits

Verified By Financial Analyst	<input checked="" type="checkbox"/> TRUE
One Time Cost Saving?	<input type="checkbox"/> yes
Cost Avoidance	\$18,278
Freed Capacity	260
In labour hours per year	
Cost Saved	\$0

Department : CMS (429)

Department : CPS (541)

Division : Commissioner's Office CPS (40)

Division : Communications (36)

Division : F&PM (194)

Small Job Day Labour Invoices

Service request filing

Advertising Signage Schedule Revision - Iceland

Change to Cleaning Schedule for 950 Burnhamthorpe

Streamlined Transit Enforcement Communications

Baseload Tool Improvement

Cold Water Resurfacing Pilot

Parking Lot lighting timing revised – Carmen Corbasson CC, Erin M

"Smart" Ice Plant Controls

Best Practice Checklist/Cheat Sheet for the "Smart" Ice Plant Controls, Erin Mills TA, Iceland, Malton CC, Tomken TA

Energy Management Equipment Inventory Tracking

Greening the Photo ID Badging Process

Cost Saved

Cost Avoidance

Freed Capacity

Environmental Benefit?

Safety Improvement?

\$1,294.95

24

No

No

\$3,669.04

68

No

No

\$0.00

\$0.00

0

No

No

No

No

\$0.00

\$414.92

10

No

Yes

\$0.00

\$0.00

0

No

No

\$31,000.00

0

No

No

\$0.00

\$0.00

0

No

No

\$0.00

\$0.00

0

No

No

\$0.00

\$0.00

0

No

No

\$0.00

\$0.00

0

No

No

\$336.96

\$2,733.17

51

Yes

No

“What’s Next” & Lessens Learned

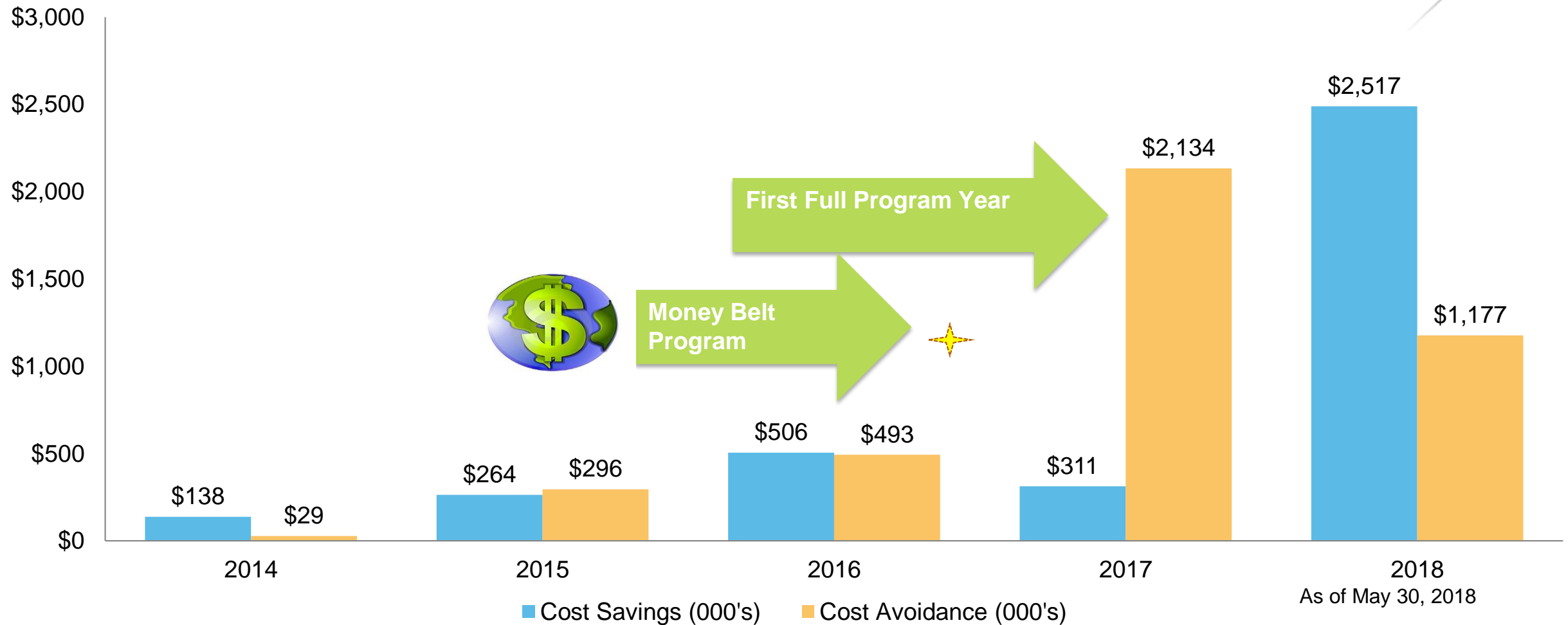


Verification Process (Now)

- Financial Analysts are trained as Money Belts
- Consistent calculation of monetary and environmental benefits
- Verified results to be used for
 - ✓ Corporate Reports
 - ✓ Council Presentations
 - ✓ 1% Budget Reductions



Financial Benefits



Next...



Money Belt Scorecard

- Manage performance of the benefit verification

Further Support Budget planning and business planning decision

- Making summary of improvements by business area available decision-maker

Lesson Learned

Support

- Commitment from Finance Staff and Leadership is key
- Clarify and confirm roles (Finance vs. Business Lead)

Approach

- Focus on maturity-building
- Self-identification with coaching; short iterative cycles of “check & adjust”

Culture

- It’s about shifting the mindset – “this is not our job”...well, is it ?
- Build the transition from “project” to “operation”



Thank You!

Your opinion is important to us!

Please take a moment to complete the survey using the conference mobile app.

Session No: ThS/49

Money Belt – Benefit Verification Program

Kenneth Leung

City of Mississauga

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