

What's Your Problem?

Overcoming the Obstacles to a High Performance Culture

Jane Washburn
*Chief of Strategy
Management*



New  Nouveau
Brunswick
CANADA



Our Government



Legislative Assembly Building, Fredericton
(G rard Sirois)

My Background

“ ... ”



GNB's Performance Excellence Journey



Evolution of GNB's Performance Excellence Process

Pre-2011

2012-2013

2013-2014

2014-2015

2015-2016

2016-2017

2017-2018

Cumulative Hard Savings

\$3.9M

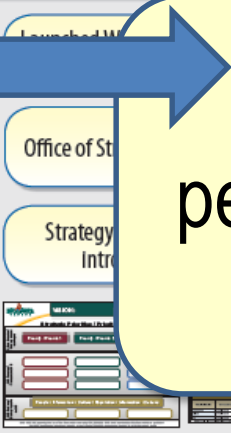
\$15.3M

\$32.8M

\$55.3M

\$77.1M

Pioneering of continuous improvement in GNB



Pioneering of performance excellence in GNB

Priority Delivery Units Introduced

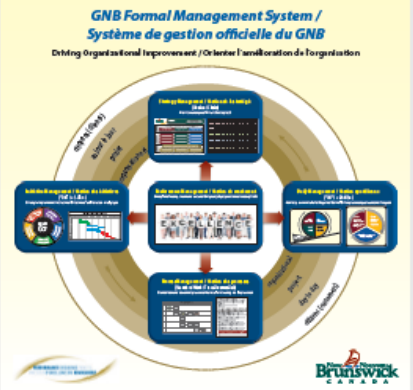
GNB Priority Map launched and cascaded



Performance Management System Introduced

Performance Management better defined/aligned

Enhanced focus on delivery of horizontal government priorities through the GNB Formal Management System



Lean Six Sigma formalized



Alignment Champion Network established

Innovation In Practice Award-Atlantic 2013



Leadership Award-Canadian 2014



Palladium Balanced Scorecard Award- International 2014



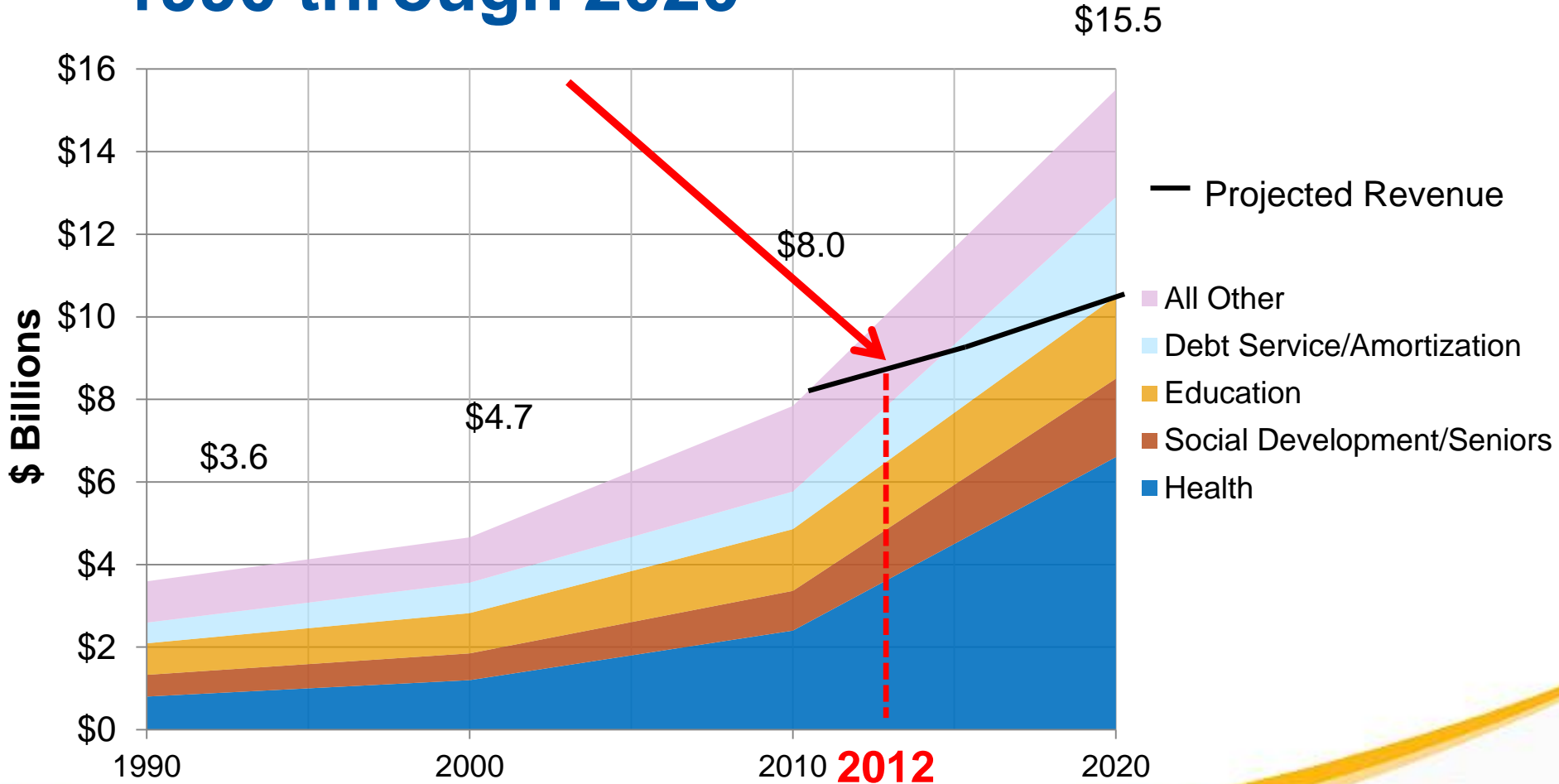
2018...continuous improvement!

Problem #1

New Brunswick's fiscal reality and the need for change



Projected Total Expense 1990 through 2020



Solution #1

**Adopt proven private sector practices
to address fiscal challenges**



Lean Six Sigma



Balanced Scorecard

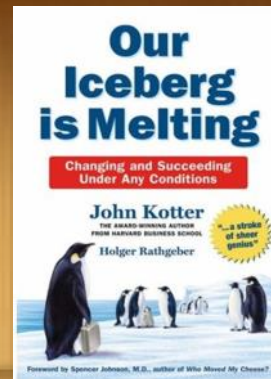
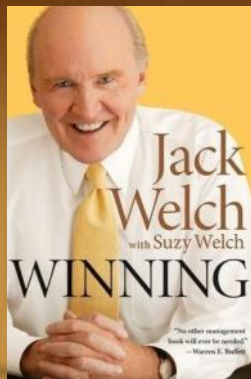
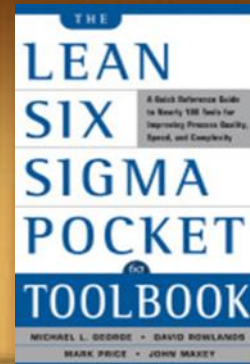
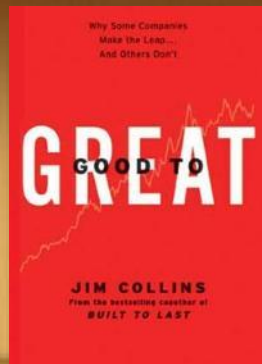
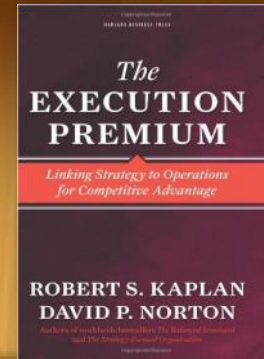
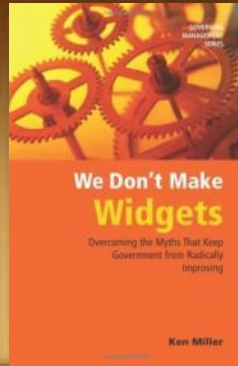
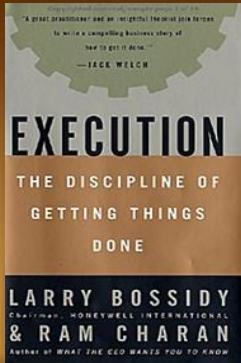




Problem #2

How to gain buy-in to proceed with sweeping culture change?





GREAT IDEA

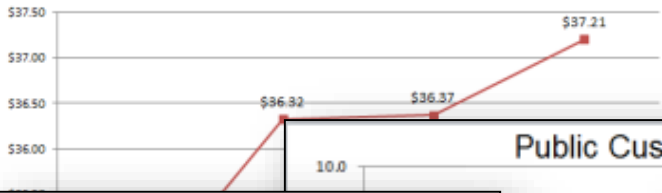
**BUT WE'VE ALWAYS DONE IT THIS
WAY**

Solution #2

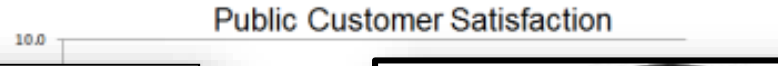
Showcase outstanding results from a relevant public sector organization



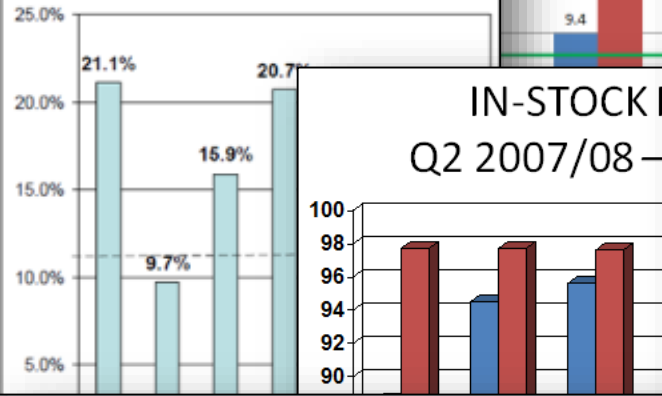
Basket Size Actual



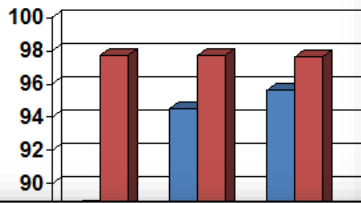
Public Customer Satisfaction



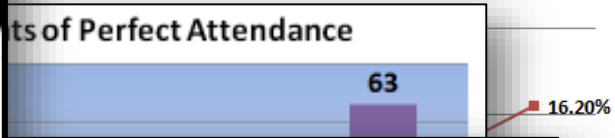
Operating and Administration Expenses as a % of Sales



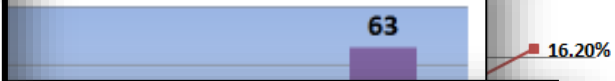
IN-STOCK P
Q2 2007/08



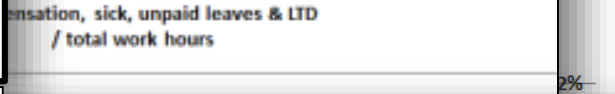
Total ANBL Health Cost as a % of Payroll
(ANBL actual vs 10% increase as per industry)



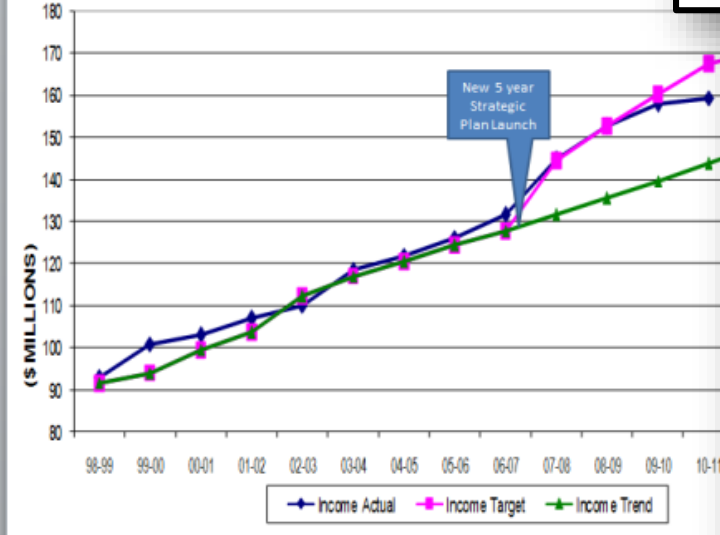
Percentage of Perfect Attendance



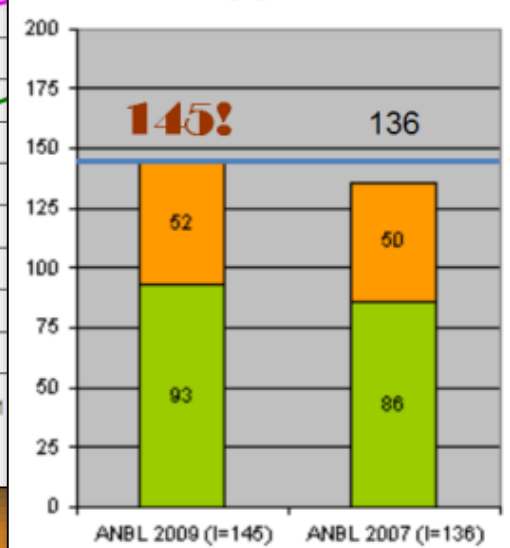
Absenteeism Trends



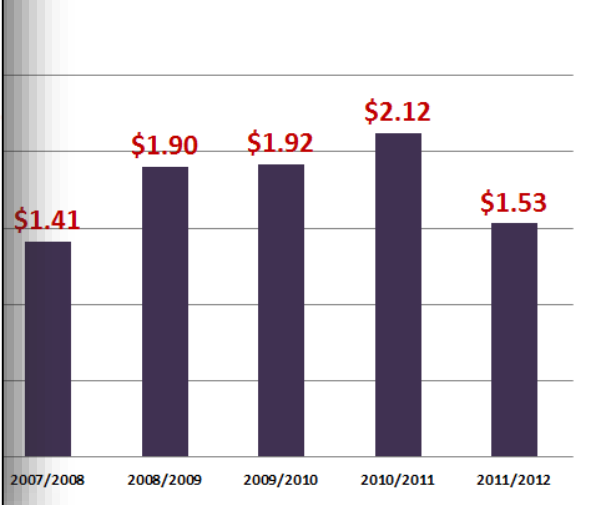
Net Income Trend



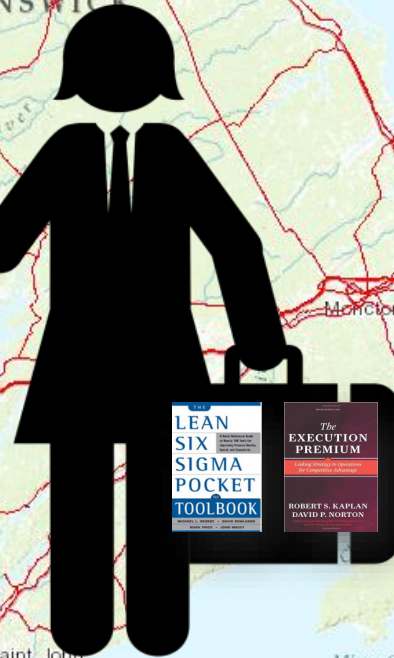
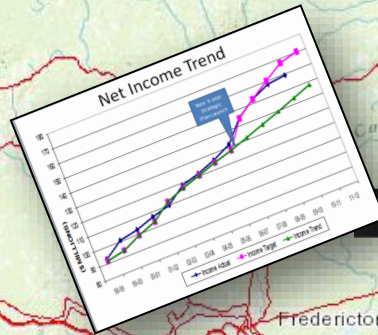
Engagement Index



Assessment Rate Assignments



Performance Excellence Road Show



Leading Strategic Change

“Less than 10% of strategies effectively formulated are effectively executed”

➤ *Fortune Magazine*



“In the majority of failures – we estimate 70% – the real problem isn’t bad strategy.... It’s bad execution.”

➤ *“Why CEO’s Fail”, Fortune Magazine*

Principles of High Performance

Purpose

- **PURPOSE** is customer driven - *solve their problems and create value.*

Process

- 85% of problems are **PROCESS** not people - *deliver faster, better, cheaper.*

People

- Engage **PEOPLE** - *involve employees, differentiate performance, develop leaders.*





Problem #3

How to introduce private sector improvement practices to government?



MASSIVE ORG STRUCTURE

SECRETARY OF THE CABINET (21-110)

GOVERNMENT CABINET (21)	TRANSPORTATION CABINET (21)	CABINET FOR ECONOMIC DEVELOPMENT (21)	FINANCE & ADMINISTRATION CABINET (21)	TOURISM, ARTS & SERVICE CABINET (21)	EDUCATION & WORKFORCE DEVELOPMENT CABINET (21)	CABINET FOR HEALTH & FAMILY SERVICES (21)	AGRICULTURE & PUBLIC SAFETY CABINET (21)	PERSONNEL CABINET (21)	LABOR CABINET (21)	ENERGY & ENVIRONMENT CABINET (21)	PUBLIC PROTECTION CABINET (21)
DEPT OF PROFESSIONAL SYSTEM (21-001)	DEPT OF TRANSPORTATION (21-001)	OFFICE OF THE SECRETARY (21-001)	BY ORDER OF THE SECRETARY (21-001)	BY ORDER OF THE SECRETARY (21-001)	OFFICE OF THE SECRETARY (21-001)	OFFICE OF THE SECRETARY (21-001)	OFFICE OF THE SECRETARY (21-001)	OFFICE OF THE SECRETARY (21-001)	OFFICE OF THE SECRETARY (21-001)	OFFICE OF THE SECRETARY (21-001)	OFFICE OF THE SECRETARY (21-001)
DEPT OF AGRICULTURE (21-002)	DEPT OF AGRICULTURE (21-002)	OFFICE OF THE SECRETARY (21-002)	OFFICE OF THE SECRETARY (21-002)	OFFICE OF THE SECRETARY (21-002)	OFFICE OF THE SECRETARY (21-002)	OFFICE OF THE SECRETARY (21-002)	OFFICE OF THE SECRETARY (21-002)	OFFICE OF THE SECRETARY (21-002)	OFFICE OF THE SECRETARY (21-002)	OFFICE OF THE SECRETARY (21-002)	OFFICE OF THE SECRETARY (21-002)
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DEPT OF PUBLIC PROTECTION (21-007)	DEPT OF PUBLIC PROTECTION (21-007)	OFFICE OF THE SECRETARY (21-007)	OFFICE OF THE SECRETARY (21-007)	OFFICE OF THE SECRETARY (21-007)	OFFICE OF THE SECRETARY (21-007)	OFFICE OF THE SECRETARY (21-007)	OFFICE OF THE SECRETARY (21-007)	OFFICE OF THE SECRETARY (21-007)	OFFICE OF THE SECRETARY (21-007)	OFFICE OF THE SECRETARY (21-007)	OFFICE OF THE SECRETARY (21-007)
DEPT OF TOURISM (21-008)	DEPT OF TOURISM (21-008)	OFFICE OF THE SECRETARY (21-008)	OFFICE OF THE SECRETARY (21-008)	OFFICE OF THE SECRETARY (21-008)	OFFICE OF THE SECRETARY (21-008)	OFFICE OF THE SECRETARY (21-008)	OFFICE OF THE SECRETARY (21-008)	OFFICE OF THE SECRETARY (21-008)	OFFICE OF THE SECRETARY (21-008)	OFFICE OF THE SECRETARY (21-008)	OFFICE OF THE SECRETARY (21-008)
DEPT OF ARTS (21-009)	DEPT OF ARTS (21-009)	OFFICE OF THE SECRETARY (21-009)	OFFICE OF THE SECRETARY (21-009)	OFFICE OF THE SECRETARY (21-009)	OFFICE OF THE SECRETARY (21-009)	OFFICE OF THE SECRETARY (21-009)	OFFICE OF THE SECRETARY (21-009)	OFFICE OF THE SECRETARY (21-009)	OFFICE OF THE SECRETARY (21-009)	OFFICE OF THE SECRETARY (21-009)	OFFICE OF THE SECRETARY (21-009)
DEPT OF SERVICE (21-010)	DEPT OF SERVICE (21-010)	OFFICE OF THE SECRETARY (21-010)	OFFICE OF THE SECRETARY (21-010)	OFFICE OF THE SECRETARY (21-010)	OFFICE OF THE SECRETARY (21-010)	OFFICE OF THE SECRETARY (21-010)	OFFICE OF THE SECRETARY (21-010)	OFFICE OF THE SECRETARY (21-010)	OFFICE OF THE SECRETARY (21-010)	OFFICE OF THE SECRETARY (21-010)	OFFICE OF THE SECRETARY (21-010)

CHANGED PRIORITIES

But we've always done it this way



Solution #3

Pilot: Competitive process for “Early Adopters” and show early success



4.0 Requirements for Early Adopters

Early Adopter departments will demonstrate, by presentation, that they have:

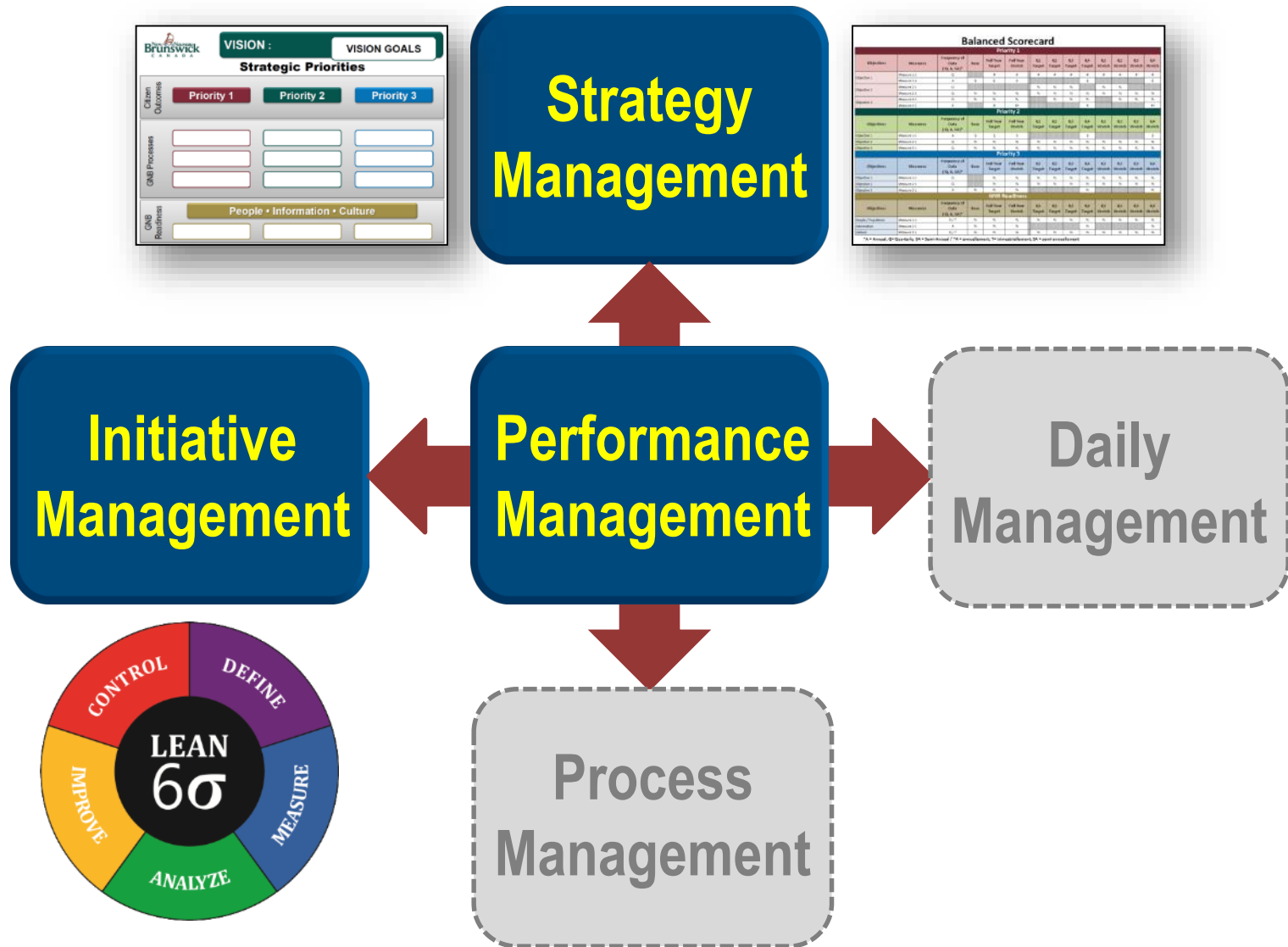
- a) A leadership team committed to adopting a continuous improvement culture;
- b) A qualified employee for fulltime Alignment Champion;
- c) A number of qualified employees with potential to be fulltime Process Improvement Facilitators;
- d) The commitment to participate in the mandatory training sessions;
- e) Potential process improvement projects to be selected in December 2011/January 2012; and
- f) The funding to cover continuous improvement start-up costs.

Wave 1 (Pilot) Departments



- **Environment and Local Government**
- **Natural Resources**
- **Service New Brunswick**
- **Transportation and Infrastructure**
- **Horizon Health Network**
- **Finance**

Formal Management System



Performance Excellence Training for Deputy Ministers and Executive Teams

**PURPOSE
PROCESS
PEOPLE**



VISION : **VISION GOALS**

Strategic Priorities

Citizen Outcomes

GNB Processes

GNB Readiness

People • Information • Culture

Balanced Scorecard

Priority 1													
Objectives	Milestones	Percentage of Data	Base	Half Year Target	Half Year Month	Q3 Target	Q3 Month	Q4 Target	Q4 Month	Q1 Target	Q1 Month	Q2 Target	Q2 Month
Initiative 1	Milestone 1.1	0%	0	0	0	0	0	0	0	0	0	0	0
Initiative 1	Milestone 1.2	0%	0	0	0	0	0	0	0	0	0	0	0
Initiative 1	Milestone 1.3	0%	0	0	0	0	0	0	0	0	0	0	0
Initiative 1	Milestone 1.4	0%	0	0	0	0	0	0	0	0	0	0	0
Priority 2													
Objectives	Milestones	Percentage of Data	Base	Half Year Target	Half Year Month	Q3 Target	Q3 Month	Q4 Target	Q4 Month	Q1 Target	Q1 Month	Q2 Target	Q2 Month
Initiative 1	Milestone 2.1	0%	0	0	0	0	0	0	0	0	0	0	0
Initiative 1	Milestone 2.2	0%	0	0	0	0	0	0	0	0	0	0	0
Initiative 1	Milestone 2.3	0%	0	0	0	0	0	0	0	0	0	0	0
Initiative 1	Milestone 2.4	0%	0	0	0	0	0	0	0	0	0	0	0
Priority 3													
Objectives	Milestones	Percentage of Data	Base	Half Year Target	Half Year Month	Q3 Target	Q3 Month	Q4 Target	Q4 Month	Q1 Target	Q1 Month	Q2 Target	Q2 Month
Initiative 1	Milestone 3.1	0%	0	0	0	0	0	0	0	0	0	0	0
Initiative 1	Milestone 3.2	0%	0	0	0	0	0	0	0	0	0	0	0
Initiative 1	Milestone 3.3	0%	0	0	0	0	0	0	0	0	0	0	0
Initiative 1	Milestone 3.4	0%	0	0	0	0	0	0	0	0	0	0	0

GNB Objectives

Objectives	Milestones	Percentage of Data	Base	Half Year Target	Half Year Month	Q3 Target	Q3 Month	Q4 Target	Q4 Month	Q1 Target	Q1 Month	Q2 Target	Q2 Month
Initiative 1	Milestone 4.1	0%	0	0	0	0	0	0	0	0	0	0	0
Initiative 1	Milestone 4.2	0%	0	0	0	0	0	0	0	0	0	0	0
Initiative 1	Milestone 4.3	0%	0	0	0	0	0	0	0	0	0	0	0
Initiative 1	Milestone 4.4	0%	0	0	0	0	0	0	0	0	0	0	0

*1 = Annual; Q1=Quarterly; Q2 = Semi-Annual; Q3 = 3 months; Q4 = 4 months; Q1 = 1st quarter; Q2 = 2nd quarter



Formal Strategy Management

VISION : **VISION GOALS**

Strategic Priorities

Citizen Outcomes

Priority 1 Priority 2 Priority 3

GNB Processes

GNB Readiness

People • Information • Culture

Balanced Scorecard

Priority 1													
Objectives	Measures	Frequency of Data (Q, A, SA)*	Base	Full Year Target	Full Year Stretch	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Q1 Stretch	Q2 Stretch	Q3 Stretch	Q4 Stretch
Objective 1	Measure 1-1	Q		#	#	#	#	#	#	#	#	#	#
	Measure 1-2	A	\$	\$	\$								
Objective 2	Measure 2-1	Q		%	%	%	%	%	%	%	%	%	%
	Measure 2-2	Q	%	%	%	%	%	%	%	%	%	%	%
Objective 3	Measure 3-1	Q	%	%	%	%	%	%	%	%	%	%	%
	Measure 3-2	A		B	B+								B+

Priority 2													
Objectives	Measures	Frequency of Data (Q, A, SA)*	Base	Full Year Target	Full Year Stretch	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Q1 Stretch	Q2 Stretch	Q3 Stretch	Q4 Stretch
Objective 1	Measure 1-1	A	\$	\$	\$				\$				\$
Objective 2	Measure 2-1	Q	%	%	%	%	%	%	%	%	%	%	%
Objective 3	Measure 3-1	Q	%	%	%	%	%	%	%	%	%	%	%

Priority 3													
Objectives	Measures	Frequency of Data (Q, A, SA)*	Base	Full Year Target	Full Year Stretch	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Q1 Stretch	Q2 Stretch	Q3 Stretch	Q4 Stretch
Objective 1	Measure 1-1	Q		%	%	%	%	%	%	%	%	%	%
Objective 2	Measure 2-1	Q		%	%	%	%	%	%	%	%	%	%
Objective 3	Measure 3-1	A	%	%	%								%

GNB Readiness													
Objectives	Measures	Frequency of Data (Q, A, SA)*	Base	Full Year Target	Full Year Stretch	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Q1 Stretch	Q2 Stretch	Q3 Stretch	Q4 Stretch
People / Population	Measure 1-1	Q/T	%	%	%	%	%	%	%	%	%	%	%
Information	Measure 2-1	A	%	%	%				%				%
Culture	Measure 3-1	Q/T	%	%	%	%	%	%	%	%	%	%	%

*A = Annual; Q= Quarterly; SA = Semi-Annual / *A = annuellement; T= trimestriellement; SA = semi-annuellement

ELG

DNR

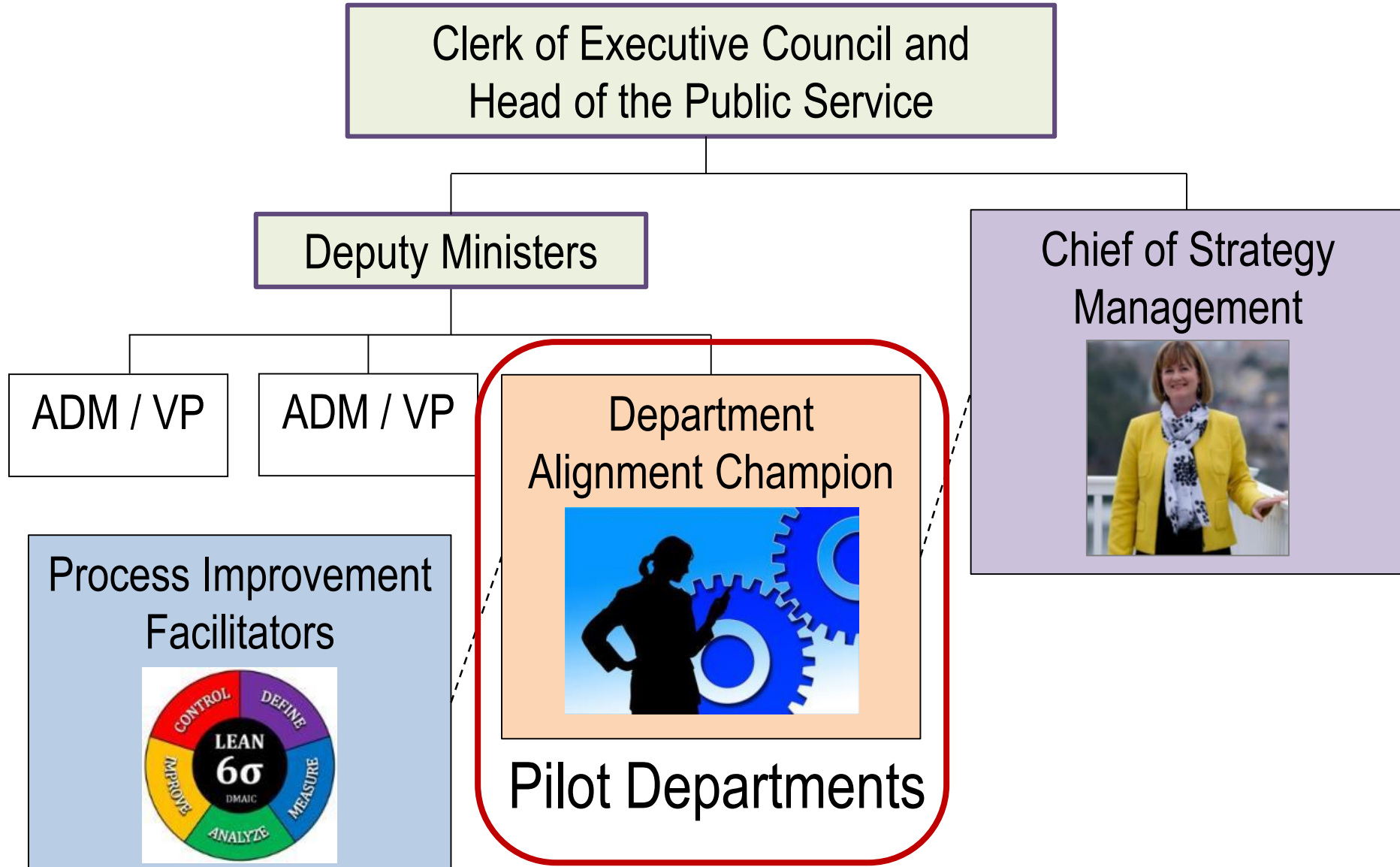
SNB

DTI

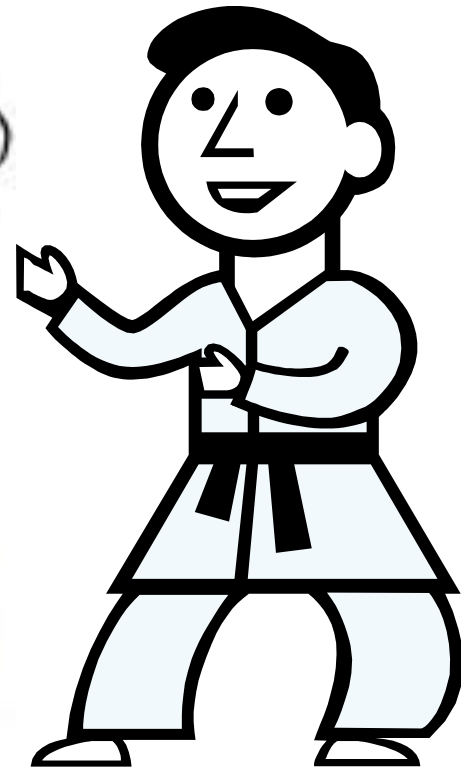
HHN

FIN

Alignment Champion Network



Process Improvement Facilitators (Black Belts)



RESULTS



Pilot Year

Balanced Scorecard Measure:



**Hard savings through
continuous improvement**

Target: \$2,500,000

Actual: \$4,000,000

Evolution of GNB's Performance Excellence Process

Pre-2011

2012-2013

2016-2017

2017-2018

Cumulative Hard Savings

\$3.9M

\$77.1M

Pioneering of continuous improvement in GNB

Launched Wave 1 with Pilot Departments

Quality Delivery Units Introduced

Office of Strategy Management

GNB Priority Map launched and cascaded



Strategy Map, Balanced Scorecard introduced and cascaded

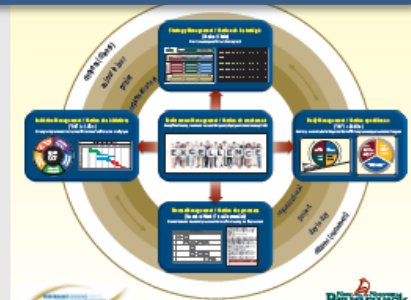


Lean Six Sigma formalized + results



Leadership Award-

Alignment Champion Network established





Problem #4

How to fully implement Performance Excellence across government and position for the long-term?





PERFORMANCE EXCELLENCE PROCESS
PROCESSUS D'EXCELLENCE DU RENDEMENT

Solution #4

Build on pilot success, deepen expertise, grow methodically



Increased “Market Penetration”

Clerk of Executive Council and
Head of the Public Service

Deputy Ministers

ADM / VP

ADM / VP

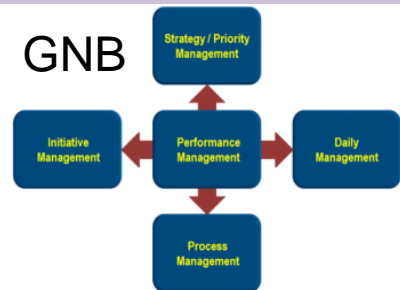
Department
Alignment Champion

Process Improvement
Facilitators



All Departments

Office of
Strategy Management



TEAM
AWESOME
("OSM")

A silhouette graphic of a diverse group of people standing together, representing a team.

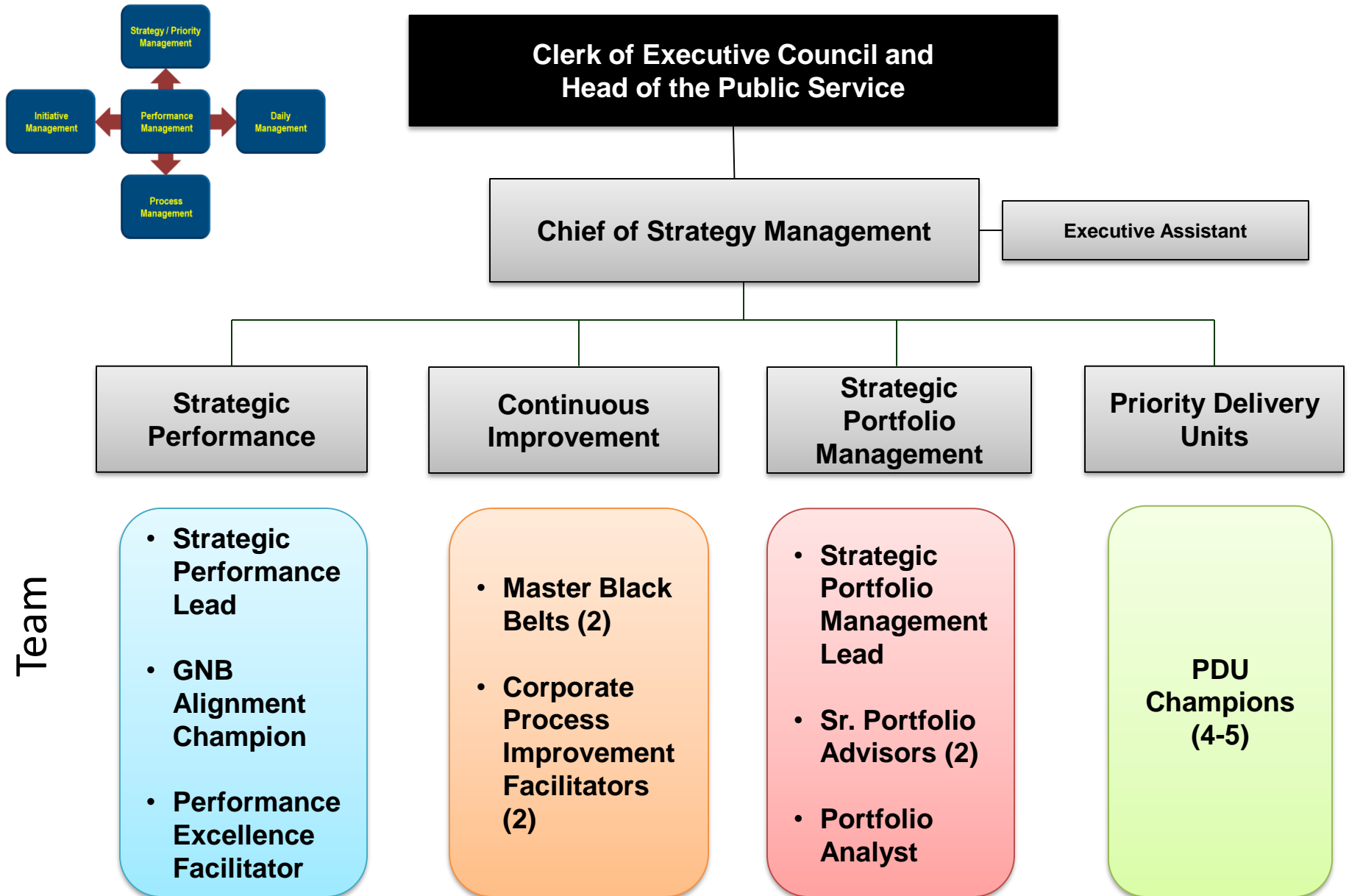
Office of Strategy Management

Responsible for developing the **principles, methods and tools** by which NB Public Service leaders can:

- ✓ Enhance alignment and execution of strategy
- ✓ Drive improvement results
- ✓ Build a sustainable high performance culture

PERFORMANCE EXCELLENCE PROCESS
PROCESSUS **D'EXCELLENCE DU RENDEMENT**

GNB Office of Strategy Management

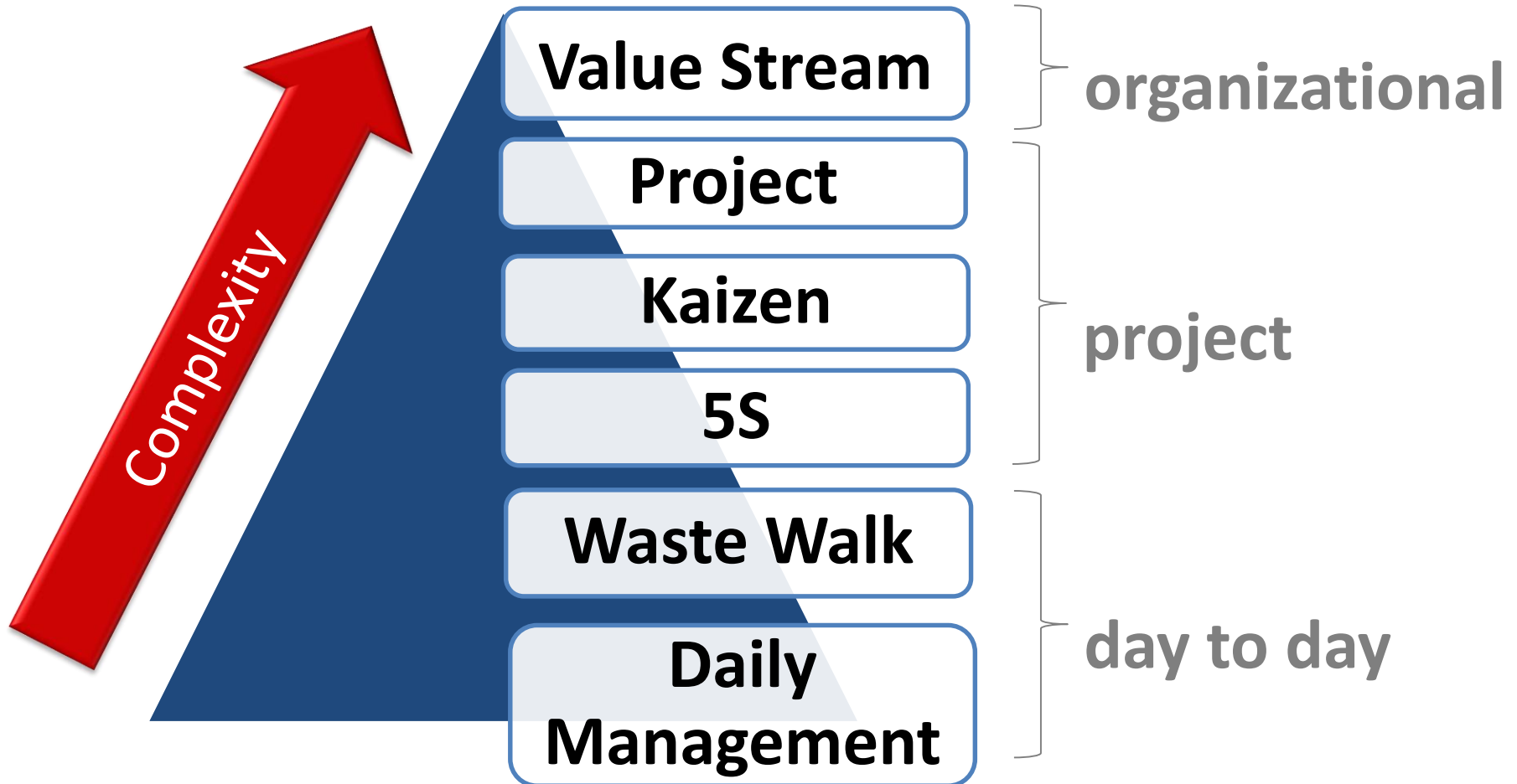


Wave 2 and Wave 3 Departments on Board

- **Justice and Attorney General**
- **Education and Early Childhood Development**
- **Agriculture, Aquaculture and Fisheries**
- **Public Safety**
- **Post-Secondary Training, Education and Labour**
- **Social Development**
- **New Brunswick Internal Services Agency**

- **Health**
- **FaciliCorp NB**
- **Executive Council Office**
- **Economic Development**
- **Invest NB**
- **Healthy and Inclusive Communities**
- **Efficiency NB**
- **Human Resources**
- **Tourism, Heritage and Culture**
- **Energy and Mines**

Lean Six Sigma Maturity



IMPROVEMENT =

value of project

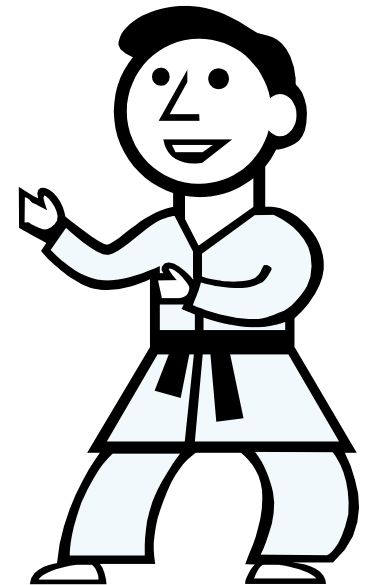
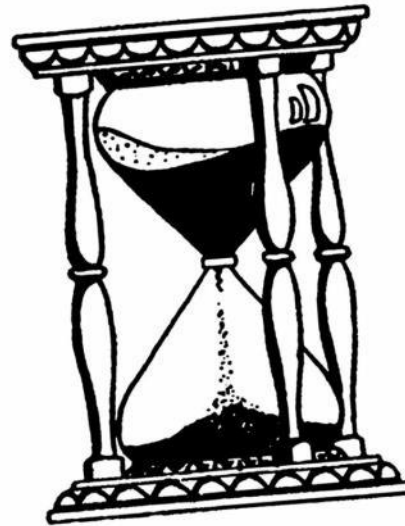
x

cycle time

x

black belts

Benefits



GNB Project Examples



Sugarloaf Provincial Park



\$345K increased revenue; +34% from base year

Operating Room Supplies and Equipment



Savings of \$378,939 in first year

GNB Project Examples



Light Vehicle Driving Costs



\$999,487 saved; 35% increased compliance with Travel Policy

Asphalt Leveling



Completed in 2 months instead of 3; \$453,259 in procurement savings

Waste Walks



Process improvement accessible to all staff:

- ✓ Basic training on Lean Six Sigma and wastes
- ✓ Coaching from a Black Belt
- ✓ Formal report-outs at 30, 60, and 90 days



Waste Walk Examples



Suppliers of IV Lines



Switched suppliers for 24,000 primary gravity IV lines; saved **\$87,000/year**

Envelope Size

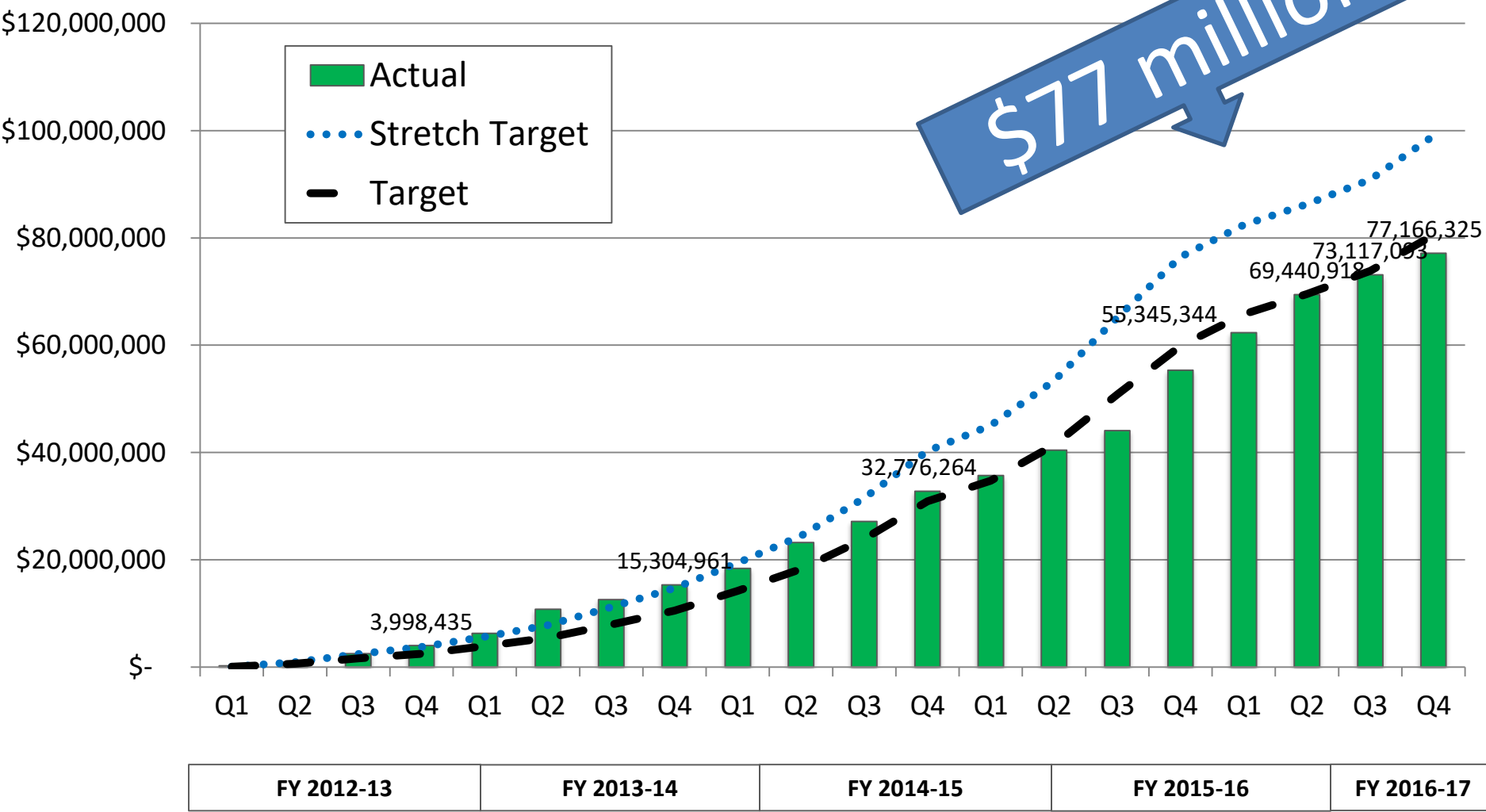


Reduced envelope size and decreased postage from \$1.34 to \$0.63/unit; saved \$78,100/year



Cumulative Hard Savings

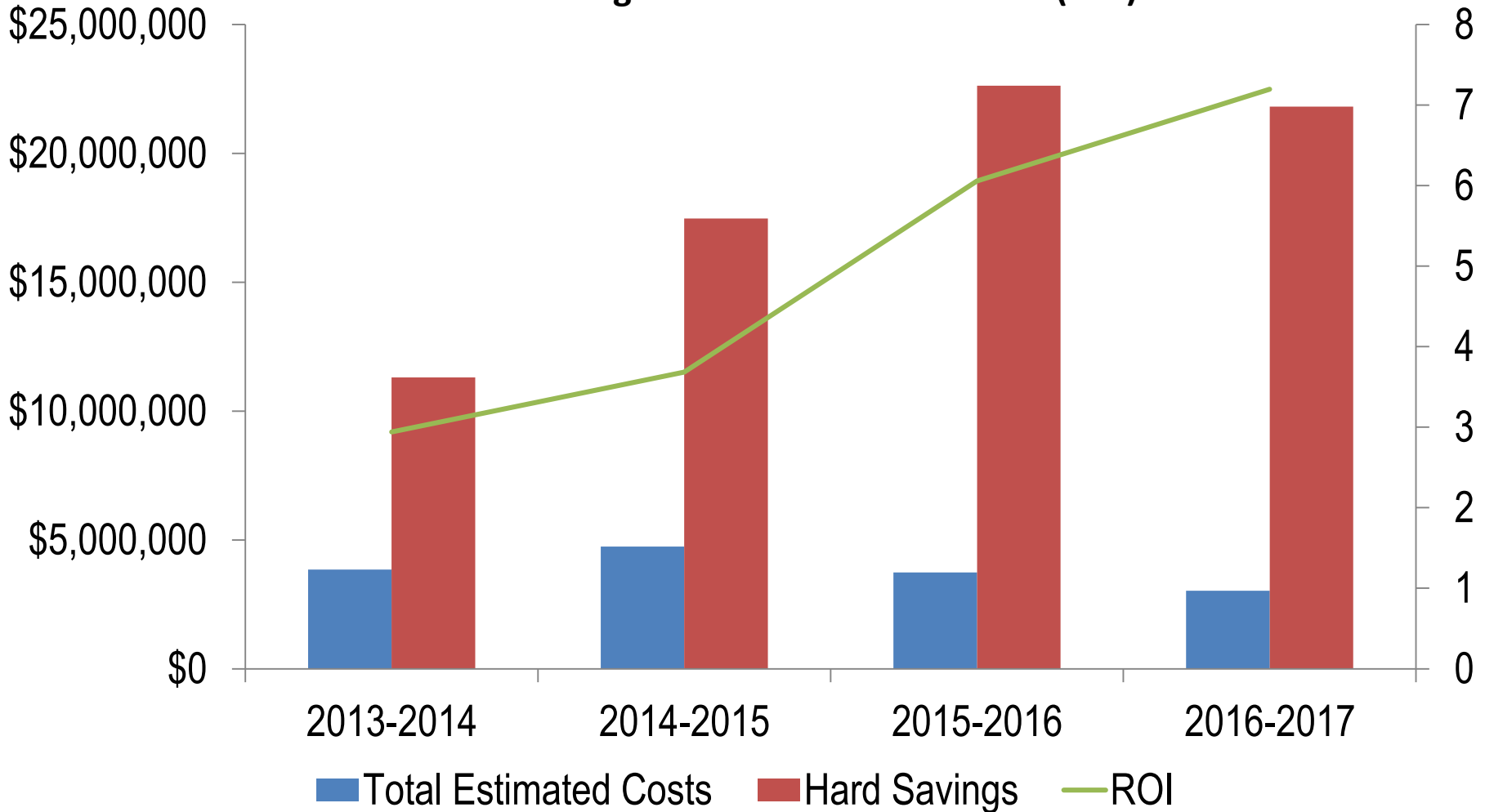
\$77 million



Lean Six Sigma ROI

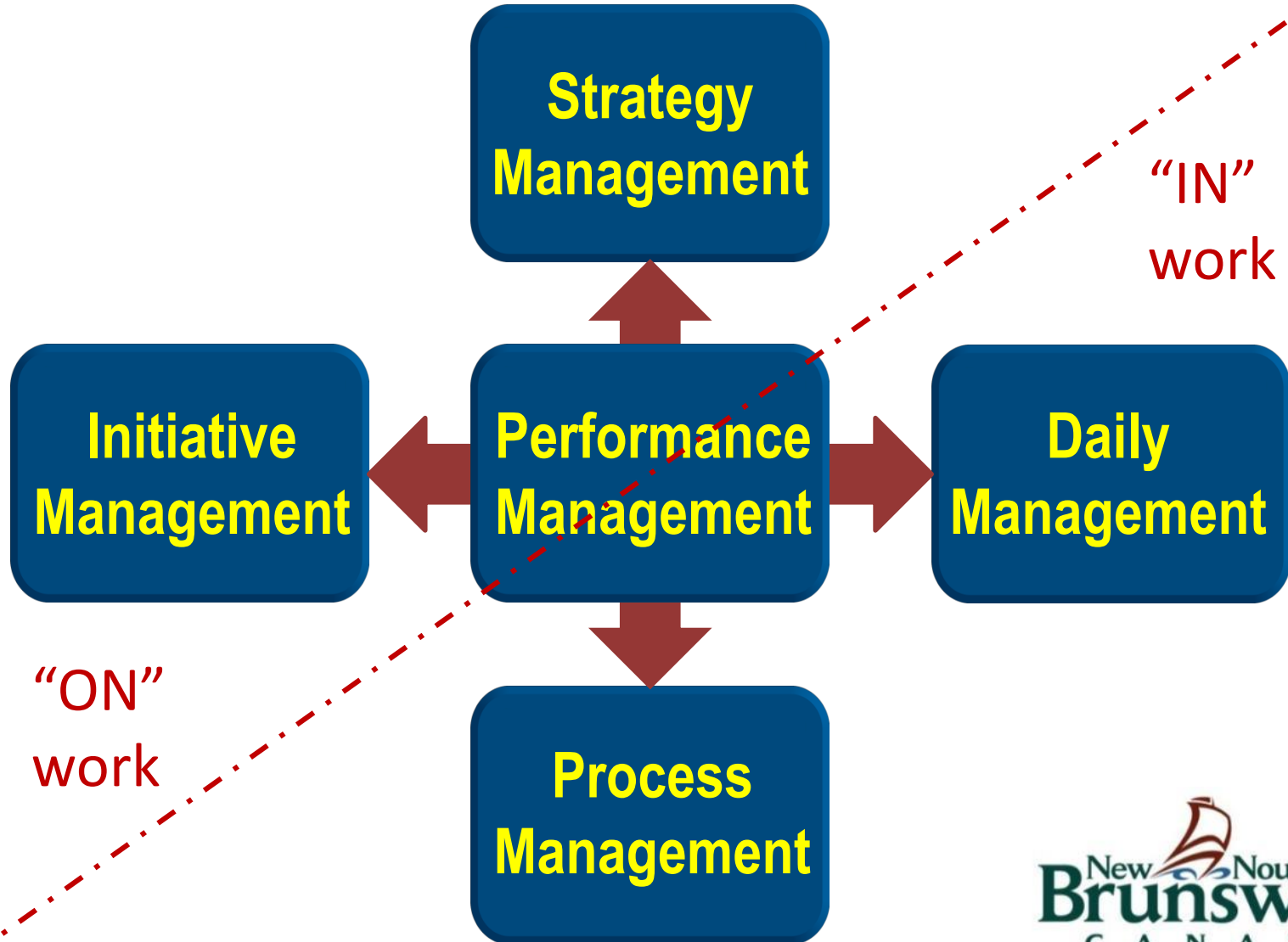


Lean Six Sigma Return on Investment (ROI)



GNB Formal Management System

Driving Organizational Improvement



Provincial Government: What is our mission/purpose?

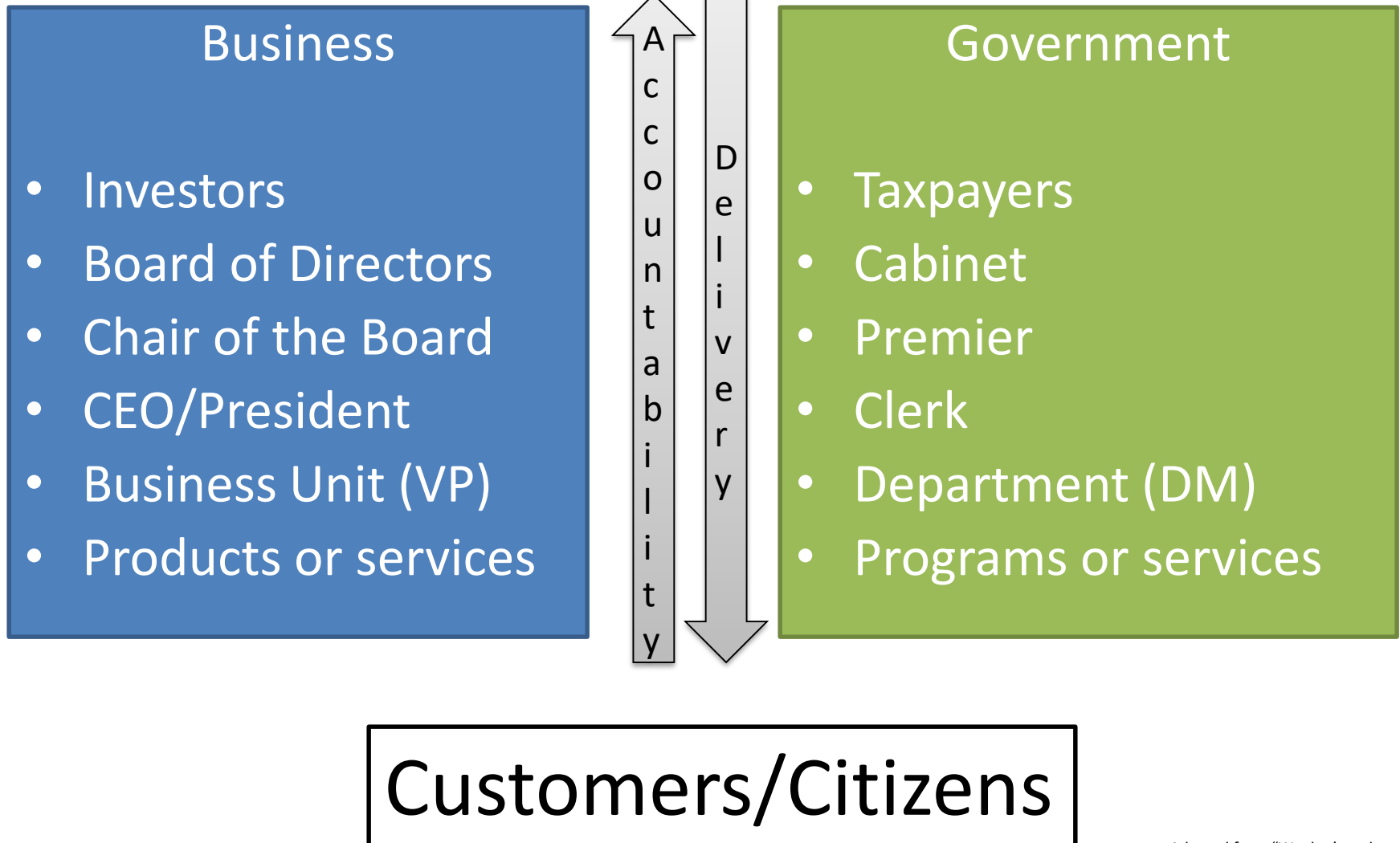


Taxpayers



Customers

Customers versus Taxpayers



What is our Mission?



GNB or Dept

Program or Service

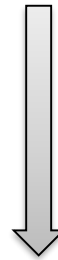
Customer Outcomes

Taxpayer Outcomes

How?

Who? What?

Why?



Customers: What?

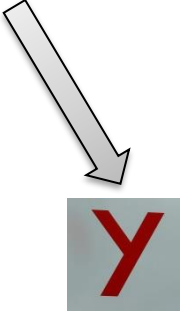


How?

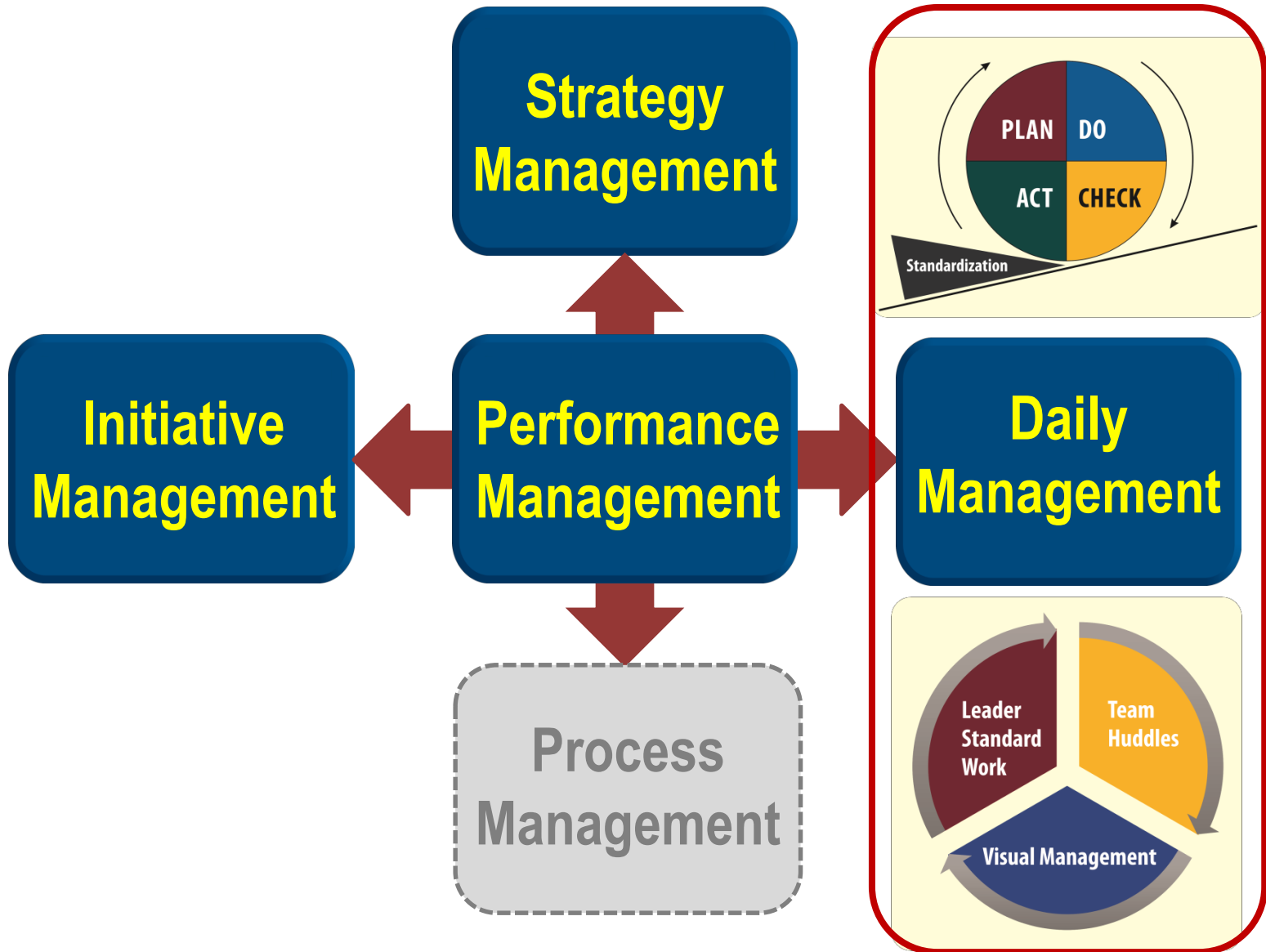
Who? What?

Why?

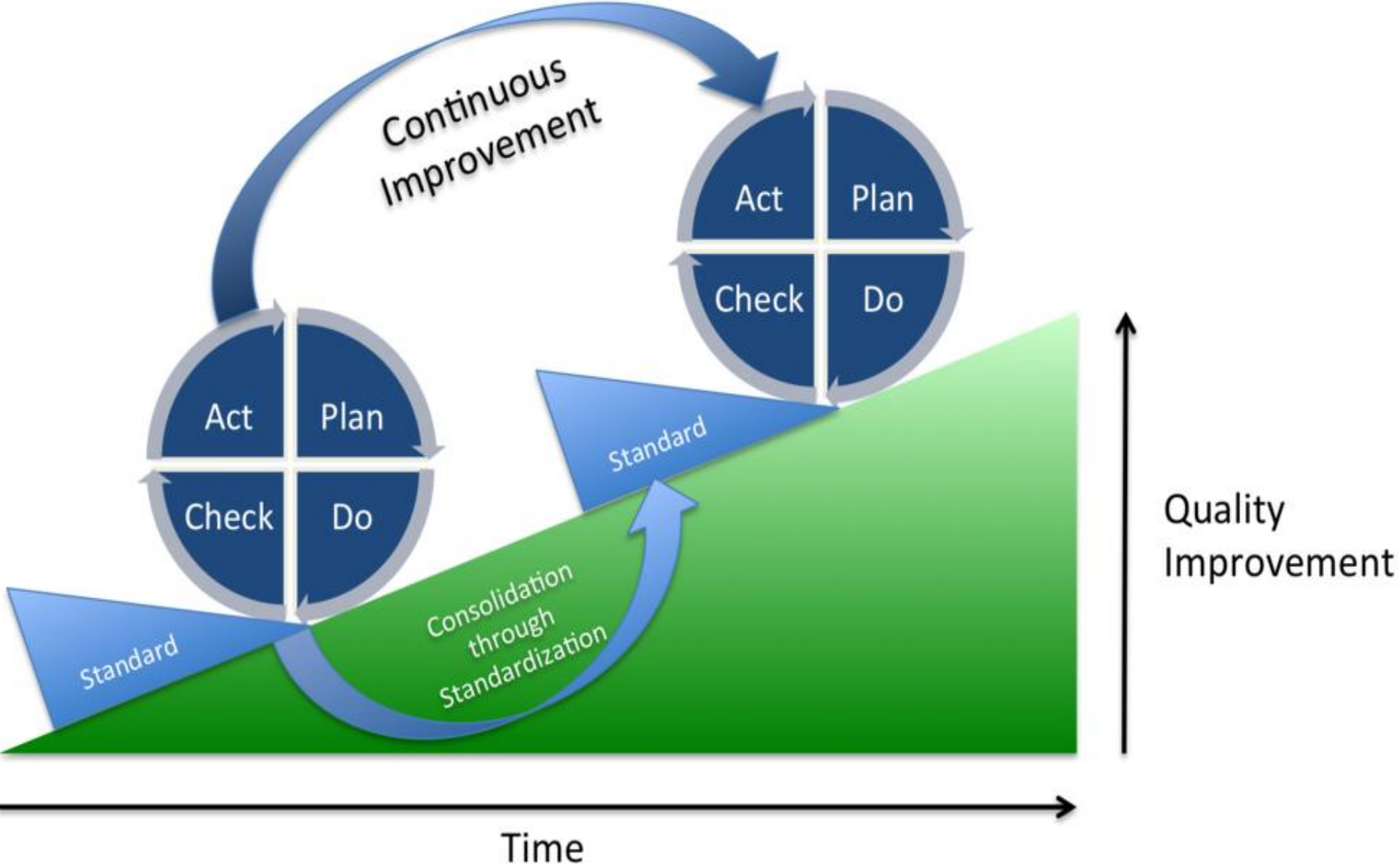
What customer outcomes (small y) will contribute to the taxpayer needs (BIG Y)?



Daily Management



Daily Management 101





WHO WE ARE

Daily Management Visual Board

PLAN / DO

CHECK

ACT

WHAT WE PLAN TO DO

HOW ARE WE DOING

HOW WE ARE IMPROVING

SUCCESSES

Let's do this.

We are a team. We take action. We are focused.

Region 3 (Frederick) Regional Office
 is responsible for the Delivery & Support of Department Programs & Services

- Environmental Emergency Response
- Regional Air Inquiries and Complaints
- Emergency Preparedness
- Delivery of WQSMA Professional Permits
- Environmental Remediation
- Regional Approval Program
- Regional Water Planning Programs & Initiatives
- Inspection Programs



Performance Agreement
 1. USA CIG
 2. Max. Assessment Fee
 3. Health, Safety
 4. Insurance



WHAT WE ARE DOING

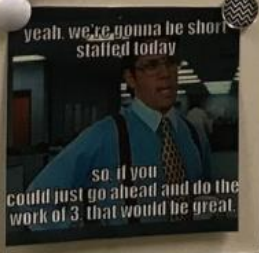
WHAT WE PLAN TO DO

Reduce the number of capital expenditures by adding...

Target	Units
2014	100
2015	100
2016	100

KEEP CALM BECAUSE WE'RE THE BEST TEAM EVER.

Item	Target	Actual
...



Team Improvement Plan: JUST DO IT

Item	Due Date	Responsible	Complete
...

Team Improvement Plan: Fair Mgmt Processes

Item	Due Date	Responsible	Complete
...

WHAT GOT IN OUR WAY

What projects are you having the hardest on?

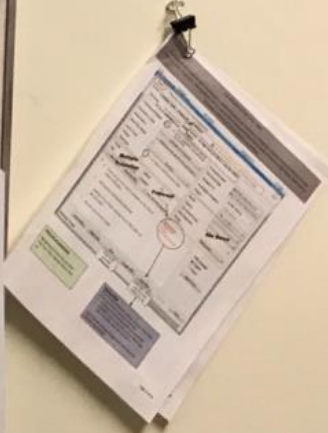
Project	Impact
...	...

Huddle Metrics

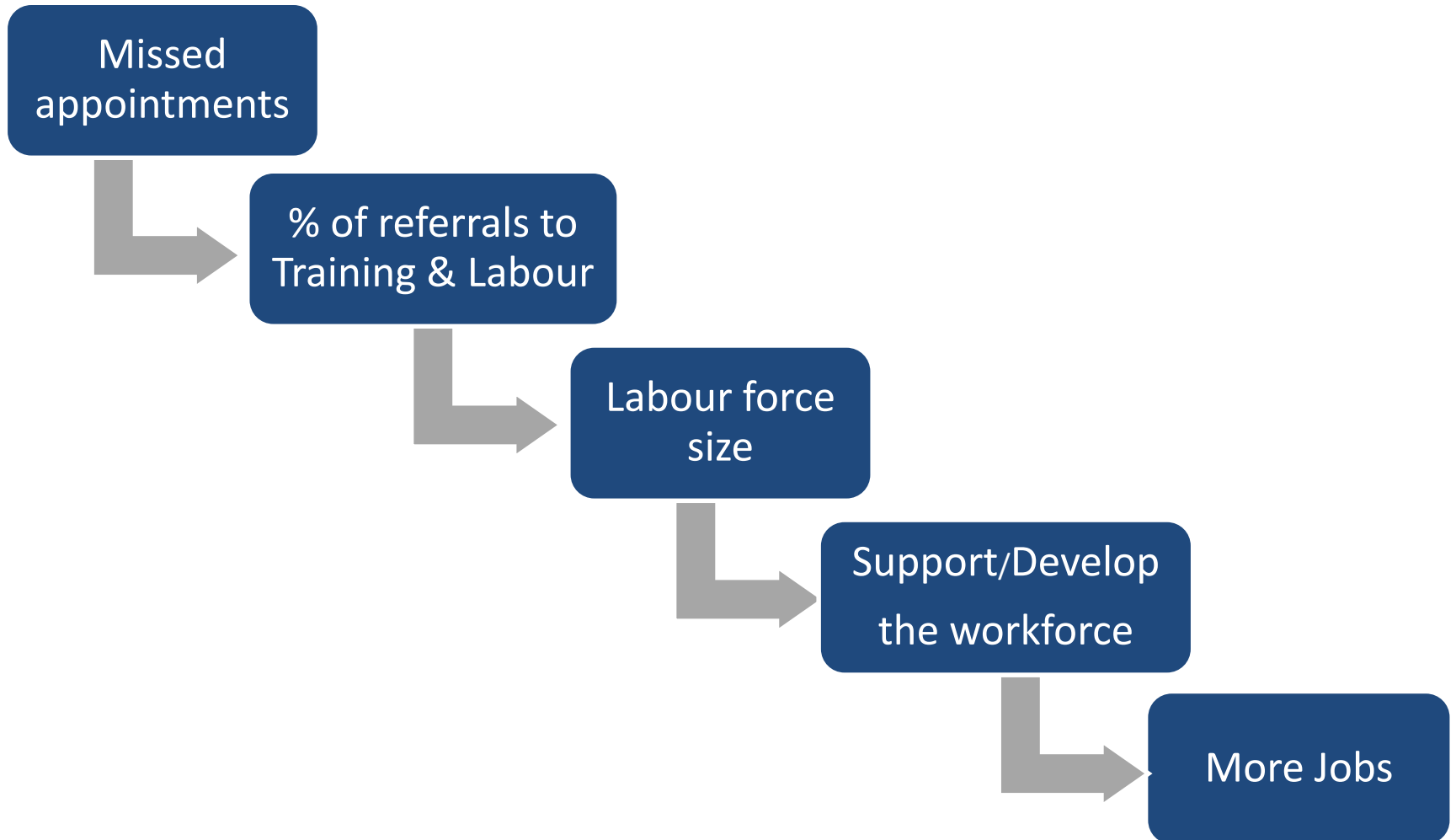
Month	Target	Actual	Variance	Notes
Jan 2014	5	4	-1	...
Feb 2014	6	5	-1	...
Mar 2014	7	6	-1	...
Apr 2014	8	7	-1	...
May 2014	9	8	-1	...
Jun 2014	10	9	-1	...
Jul 2014	11	10	-1	...
Aug 2014	12	11	-1	...
Sep 2014	13	12	-1	...
Oct 2014	14	13	-1	...
Nov 2014	15	14	-1	...
Dec 2014	16	15	-1	...

LEADER CHECK IN

Item	Target	Actual
...



STRATEGIC ALIGNMENT



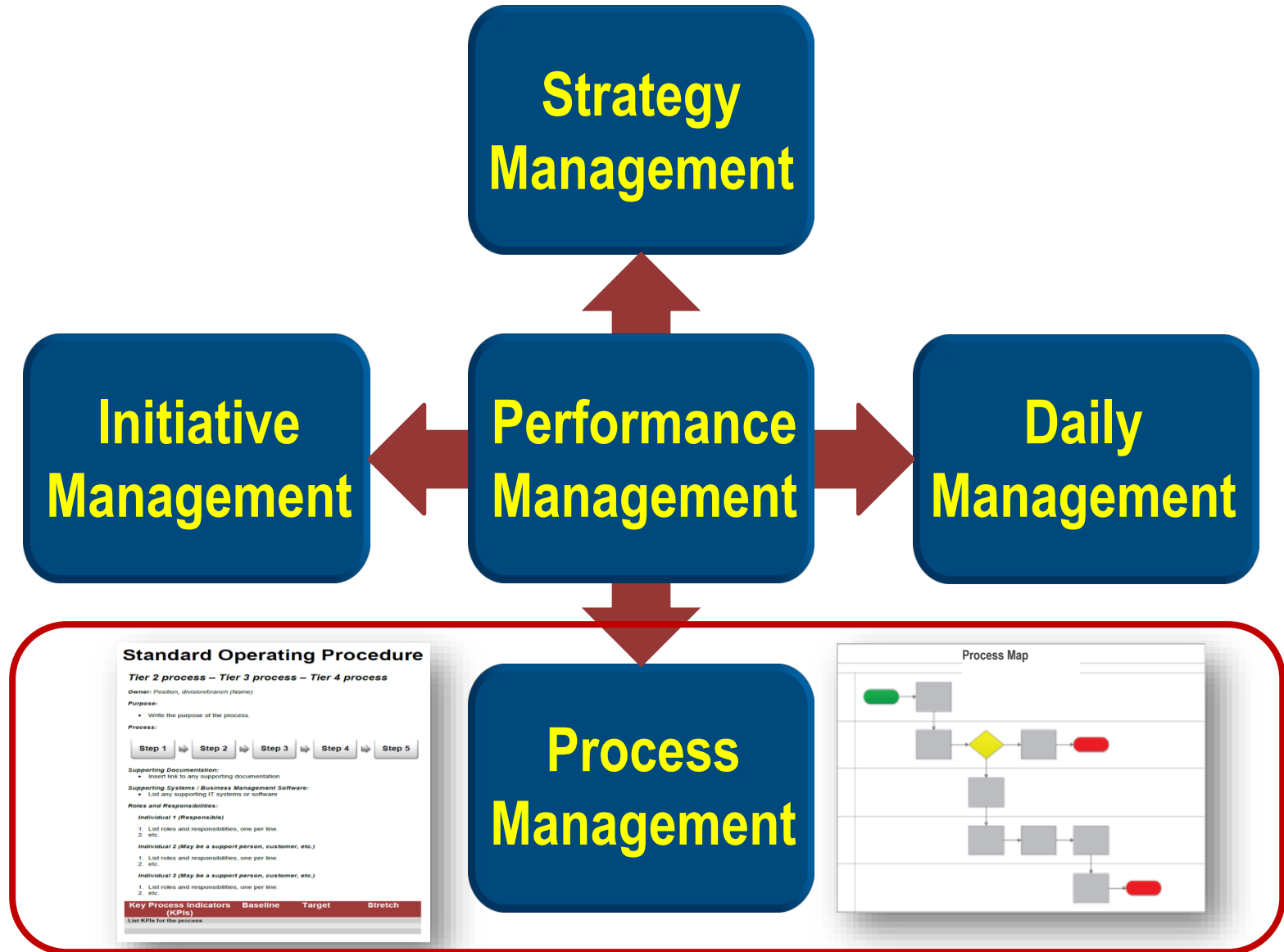
QUARTERLY RESULTS (Q3)

	<u>2014-2015 # of referrals to PETL</u>	<u>2015-2016 # of referrals to PETL</u>
<u>Region 1</u>	522 (18.1%)	467 (16.3%) -11%
<u>Region 2</u>	329 (7.8%)	310 (7.8%) -6%
<u>Region 3</u>	364 (13.8%)	521 (19.7%) +43%

Region 3-Fredericton

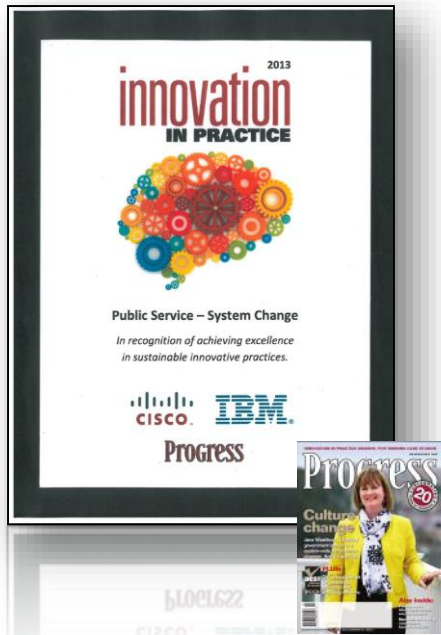


Process Management



EXTERNAL RECOGNITION: GNB FORMAL MANAGEMENT SYSTEM

Atlantic 2013



Canadian 2014



*Leadership Award:
“providing improved public service at lower cost”*

International 2014



Evolution of GNB's Performance Excellence Process

Remaining
Departments on
Board

GNB-wide adoption
of Performance
Excellence Process

Daily Management
introduced

External Recognition
and Awards

Process
Management
Introduced

Lean Six Sigma
growth and maturity



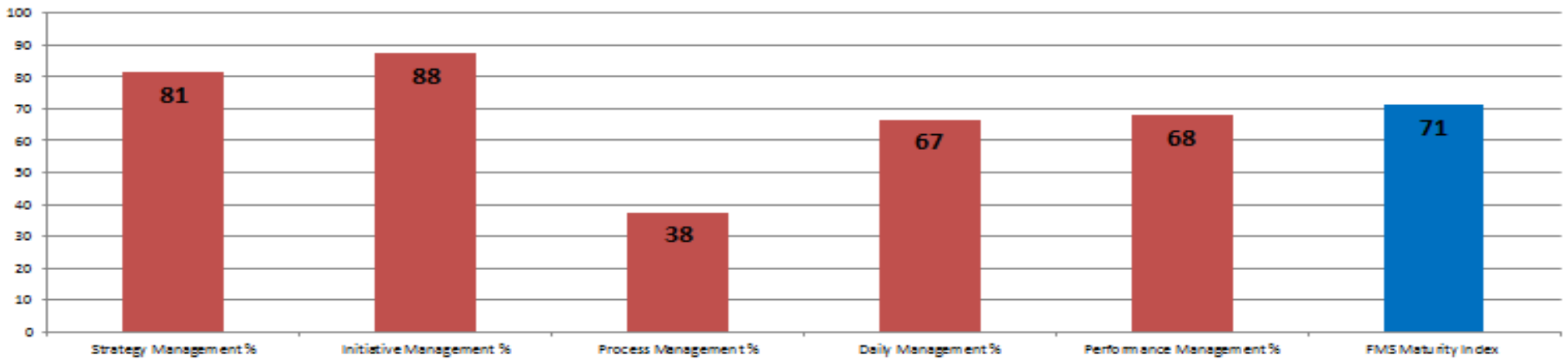
Problem #6:

How to maintain momentum in building a high performance culture?

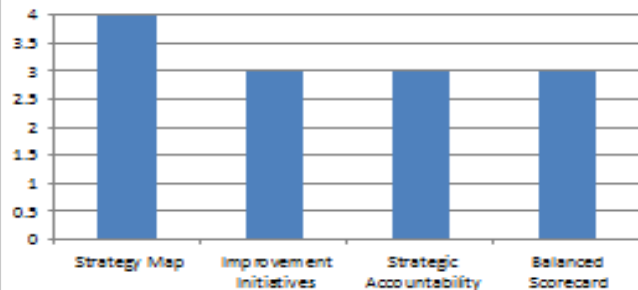


Measuring FMS Maturity

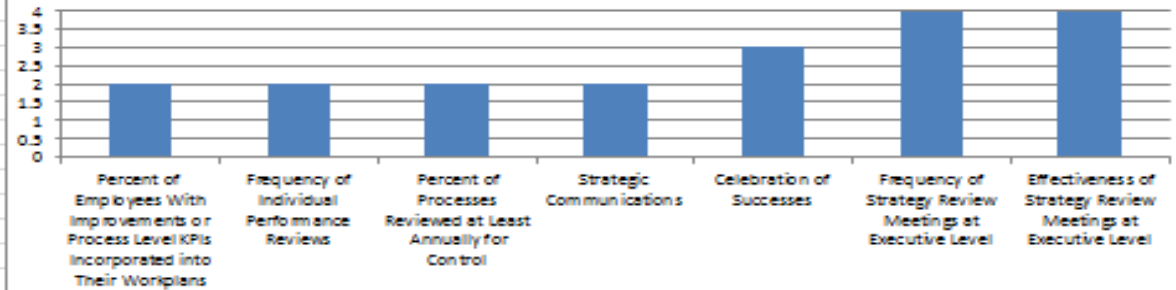
FMS Maturity Index (%)



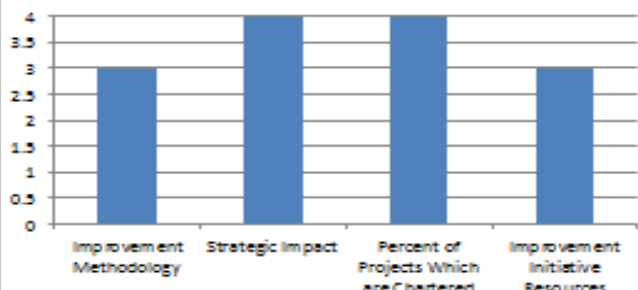
Strategy Management



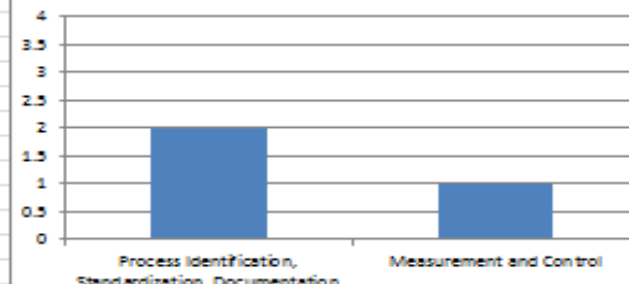
Performance Management



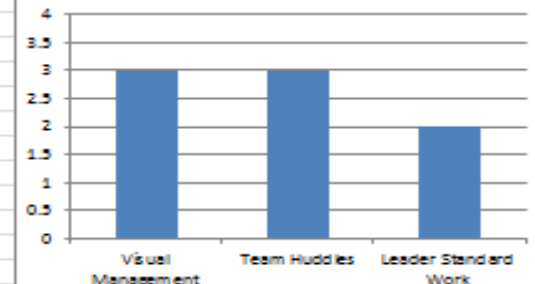
Initiative Management



Process Management



Daily Management



Solution #6

Increase senior leader investment and further engage employees in Performance Excellence



MICHAEL BARBER

with Andy Moffit and Paul Kihn

DELIVEROLOGY 101

A Field Guide For
Educational Leaders

"Michael Barber's pioneering work as head of my Delivery Unit helped ensure real progress, not just with our education reforms, but with healthcare and policing too... This guide distils the wisdom he gained at that time and has refined since. I strongly recommend it."

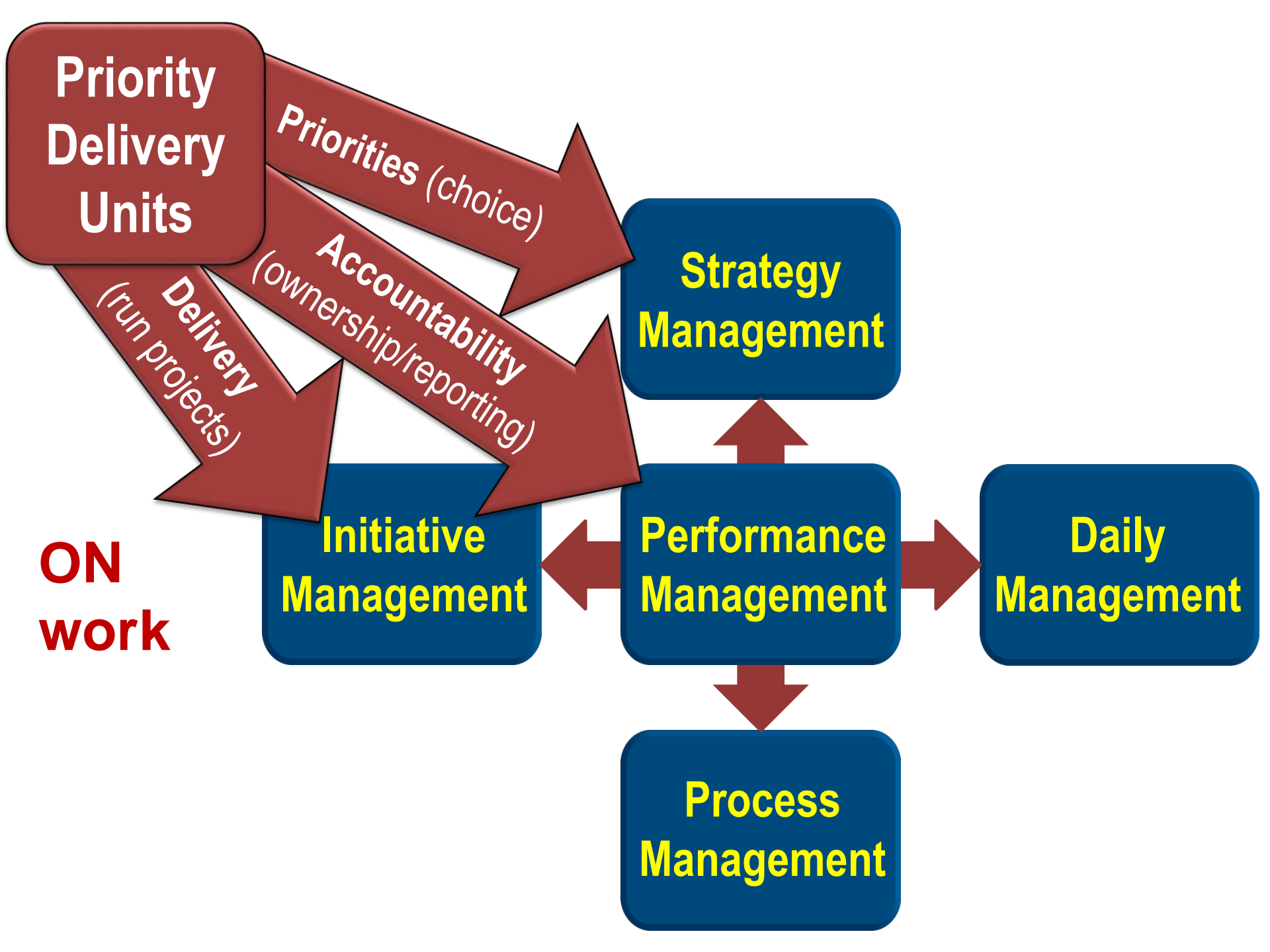
— Tony Blair, UK Prime Minister 1997–2007

**'THE MAN WHO CAN UNLOCK THE SECRETS
OF TURNING PROMISES INTO ACTION' INDEPENDENT**
~~ROBUST RESPONSE / BEST PRACTICE / POLITICAL BUY-IN / BIG SOCIETY / JOINED-UP GOVERNMENT / PUTTING UP OR SHUTTING UP / THINKING OUTSIDE THE BOX / ALL IN THIS TOGETHER / ANYTHINGATE / COMMON SENSE SOLUTIONS / HIGH-LEVEL INITIATIVE / WINDOW OF OPPORTUNITY / NO GLASS CEILING / FROM THE GET-GO / MISSION CREEP~~ **HOW TO RUN
A GOVERNMENT SO THAT CITIZENS
BENEFIT AND TAXPAYERS DON'T
GO CRAZY BY MICHAEL BARBER**

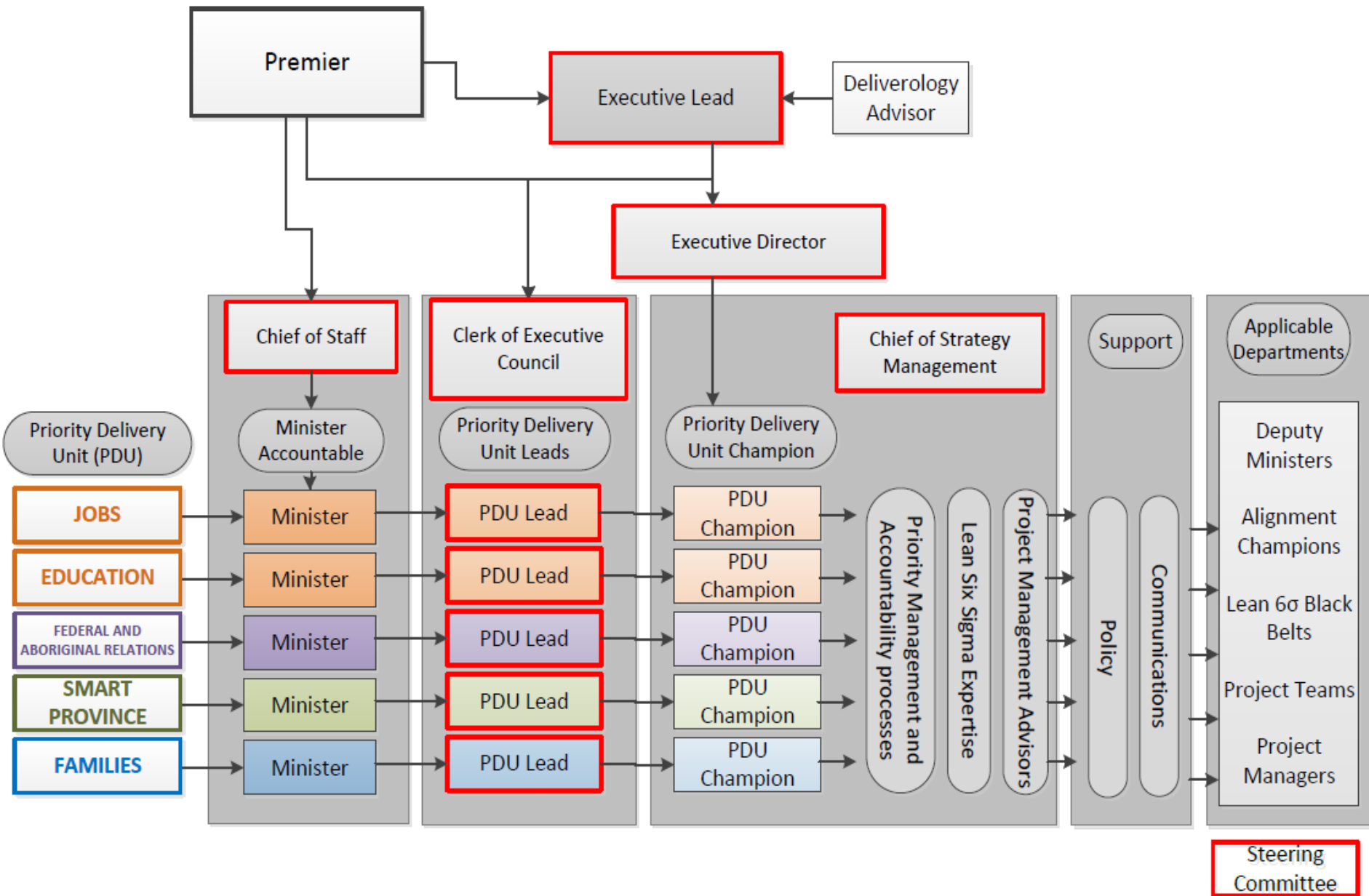


GNB Priority Delivery Units (PDUs)

- ✓ Made in New Brunswick solution
- ✓ Informed by other jurisdictions' success
- ✓ Recognizes lead role of ministries
- ✓ Frequent reporting to Premier
- ✓ Deputy Minister accountability for delivery
- ✓ Cross-ministry collaboration a must
- ✓ Aligns talent with priorities
- ✓ Leverages Formal Management System



GNB Priority Delivery Unit Structure

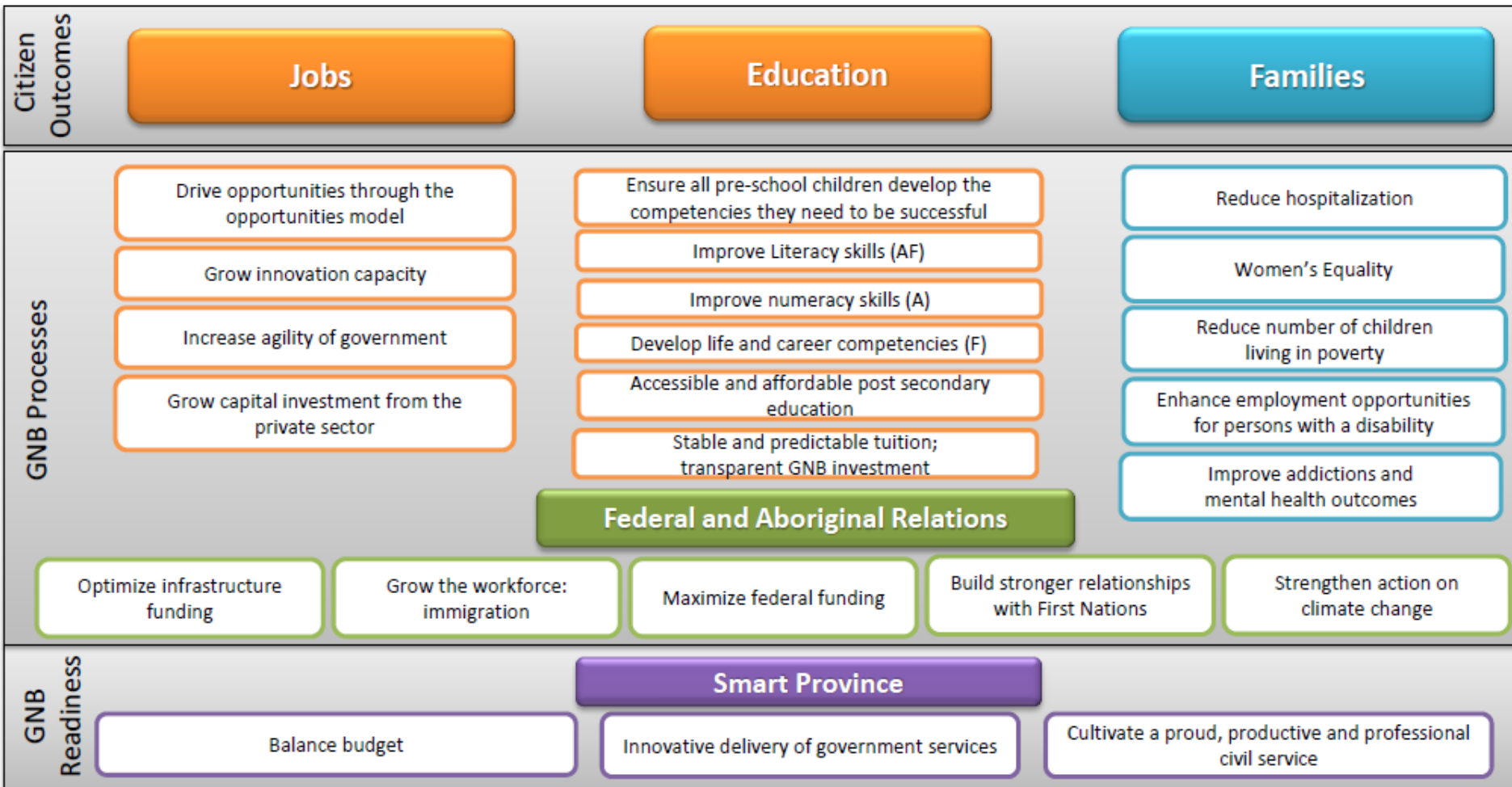




VISION 2018: Moving New Brunswick forward

SMART VISION GOALS:
Job growth
Workforce readiness
Access to and quality of services
Strengthen partnerships
Balance budget by 2020-21

GNB Priority Map 2016 – 2018



NB PUBLIC SERVICE MISSION: Improving the lives of New Brunswickers every day!
 NB PUBLIC SERVICE VALUES: competence – impartiality – integrity – respect – service

Monthly Accountability Meetings

Month 1

Review progress on initiatives and Input Measures

Month 2

Review progress on initiatives and Input Measures

Month 12

Annual Review:
progress on initiatives, Input Measures and Outcome Measures

Repeat for all 12 months

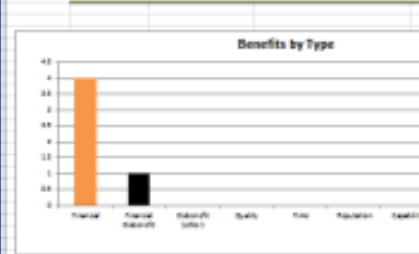
Month 3

Quarterly Review:
progress on initiatives and Input Measures

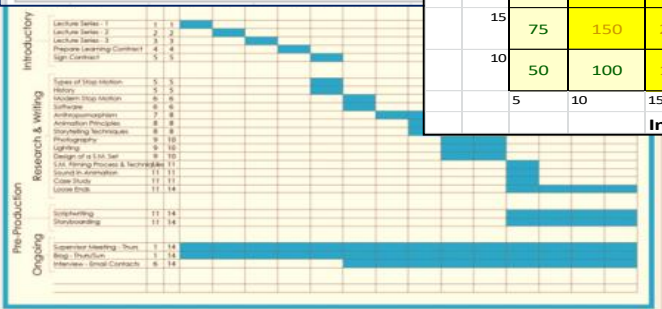
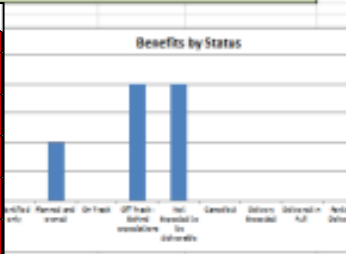
*“Be honest on progress.
Tell us when you need help.”*

Strategic Portfolio Management

Project Code	PMO-001	Business		Business		Business		Business		Business	
Research ID	Research type	Research Name	Research Description	PI	Str	Research Start/End	Requirements for Research Budget Measurement	Research Progress Measure	Research Outcome	Change	Notes
FRD-104-1	Research	0	Review of R&D Programs	DMT	4	16	20				Not Expected to be Authorized
FRD-104-2	Research	0	Review of Research Strategy	DMT	4	16	20				Not Expected to be Authorized
FRD-104-3	Research	400000	Tech-Genes: Review current capabilities	DMT	4	16	20				Off Track - Workload overruns
FRD-104-4	Research	400000	Tech-Genes: Review current capabilities	DMT	4	16	20				Off Track - Workload overruns
FRD-104-5	Research	-120000	Review of R&D programs current work, research, innovation and analysis	DMT	3	16	20				Planned to fund



Risk	50	40	35	30	25	20	15	10	5
250	250	500	750	1000	1500	2000	3000	5000	
400	200	400	600	800	1200	1600	2400	4000	
175	175	350	525	700	1050	1400	2100	3500	
150	150	300	450	600	900	1200	1800	3000	
125	125	250	375	500	750	1000	1500	2500	
100	100	200	300	400	600	800	1200	2000	
75	75	150	225	300	450	600	900	1500	
50	50	100	150	200	300	400	600	1000	
Impact	5	10	15	20	30	40	50		



- Comment on the scope and status of the project
- Comment on project resources (People) on the project
- Identify any new risks or significant risks coming into view
- Comment on the financial status of the project
- Comment on scope and any changes on the project, consider including impact statement for any proposed change
- Comment on the status of technology for the project
- Comment on the status of Change leadership for the project
- Comment on the client / customer organization and its readiness to adopt the solution or new capability the project will deliver.

Project Champion:	Process Owner:			
Blackbelt:	Financial Contact:			
Project Schedule				
Define	Measure	Analyze	Improve	Control
Business Case				
Problem Statement:				
Undesirable Effects:				

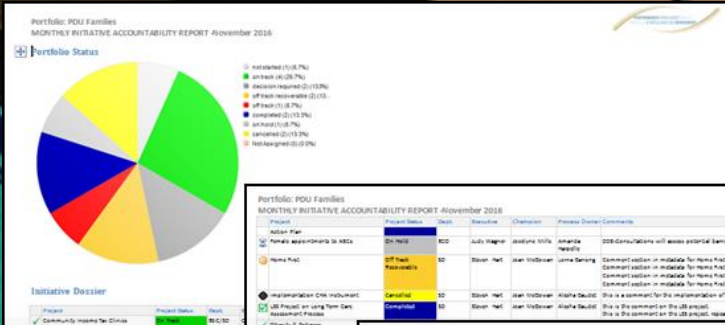
Technology
Leading Change and Communications
Operational readiness



Better Business Intelligence

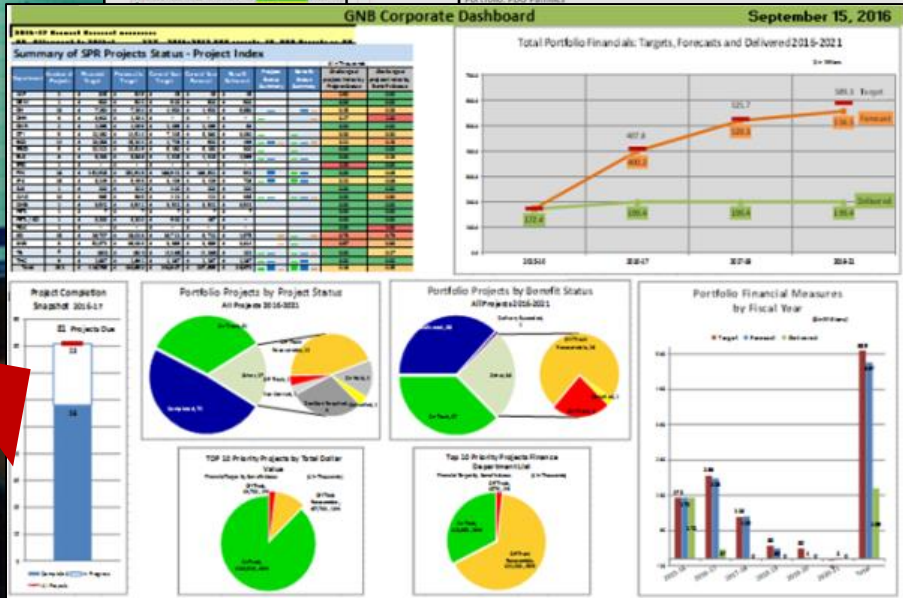
National Control Centre - Plant Inventories

Plant	Total Inventory	Status	D-341	NEPLS-D3	NEPLS-D3	NEPLS-D3
BE JORDO 52	46	Green				
HALFAS 52	207	Green				
SAPPY JOHN 52	73	Green				
MONYON 52	13	Green				
CHERRY 52	13	Green				
MONTREAL 52	1744	Green				
MONTREAL 52W 52	32	Red				
TORONTO NORTH 52	1076	Green				
GRANDVIEW EAST 52	127	Green				
STANAWA 52	197	Green				
HAMILTON 52	197	Green				
WINDSOR 52	127	Green				
LONDON 52	204	Green				
KITCHENER 52	16	Green				
CHINOWAT 52	34	Green				
...
National Total	8408	120	877			



Portfolio: PDU Families
MONTHLY NARRATIVE ACCOUNTABILITY REPORT November 2016

Project	Project Status	Phase	Responsible	Champion	Process Owner/Comments
Adrian Plan	Green	2016-01-01	Audrey Heger	Christina Kelly	2016-01-01 will assess potential barriers facing departments and NRCY owner to be approved
Remote appointments to NRCY	Yellow	2016-01-01	Blaine Hall	Jean Trudelle	Completed section in initiative for NRCY Plan Line 1
Home Plan	Yellow	2016-01-01	Blaine Hall	Jean Trudelle	Completed section in initiative for NRCY Plan Line 2
Implementation CMA Incubator	Yellow	2016-01-01	Blaine Hall	Jean Trudelle	Completed section in initiative for NRCY Plan Line 3
Project in Long Term Development Phase	Yellow	2016-01-01	Blaine Hall	Jean Trudelle	Completed section in initiative for NRCY Plan Line 4
Health & Tobacco	Yellow	2016-01-01	Blaine Hall	Jean Trudelle	Completed section in initiative for NRCY Plan Line 5



2017-05-18
2017-05-13

ACCOUNTABILITY REPORT November 2016
Community Income Tax Clinics

ESIC3D

Working collaboratively with CRA, SD, NEPLS and other groups, the goal is to secure 30 new organizations to host CIVIT clinics in previously underserved communities by 2018.

On Track

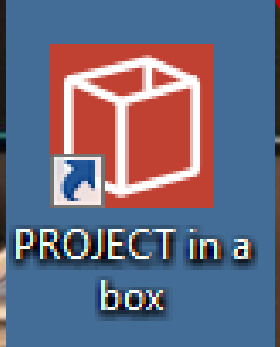
Stéphane LeBlond
Ariane A-Genevot
Sarah Brooks

GLT: This is a comment for Community Income Tax Clinics project.

2016-00-01 to 2017-00-05

Project Status Summary

- Overall project status is on track 017
- The Dimension of the project 017
- Schedule status of the project 017
- Project resources (staffed) on the project 017
- Make or significant risks coming into view 017
- The financial status of the project 017
- Issues and any changes on the project, consider including impact statement for any proposed change 017
- The status of technology for the project 017
- The status of change initiatives for the project 017
- The client / customer organization and its readiness to adopt the solution or new capability the project will deliver 017



Leadership Buy-In

“Our long term objectives are clear, and we have added greater discipline around achieving these objectives. The focus is on good planning, teamwork across departments, and accountability. Our departmental leadership teams review progress on these priorities regularly. This joint discussion has led to enhanced collaboration even between branches within my Department. We are also seeing that the highest levels of leadership are asking for true progress on priorities and seeking ways in which they can help remove any roadblocks. As a result, we are seeing movement in our initiatives in order to achieve the desired taxpayer outcomes.”

Jean-Marc Dupuis,
Deputy Minister, Post-Secondary Education, Training and Labour, and Education PDU Lead



New Brunswick Public Service
Proud, Productive and Professional

- GNB Legacy Intranet
- Employee Tools
- Services to GNB ▾
- Contacts ▾
- Department Intranets ▾
- News ▾

GNB Formal Management System

Driving organizational improvement

Find your Alignment Champion, learn about the Priority Delivery Units, and more...



Connect with GNB



Clerk's Corner



The Weather Network
Fredericton, NB ▾

16°C
Clear

Quick Links

- ▶ Employee Self Service
- ▶ Employment Opportunities (e-Recruitment)
- ▶ iExpense
- ▶ Performance Excellence: Formal Management System



Family ▶

A bundle of quick links to help you find what you need for you and your family.



Re-cap 2016 Civil Service Tour ▶

Information about the Civil Service Tour and read the "what we heard" report.

Performance Excellence

PERFORMANCE EXCELLENCE PROCESS

- Home
- About ▾
- Resources ▾
- Teams ▾

PERFORMANCE EXCELLENCE PROCESS PROCESSUS D'EXCELLENCE DU RENDEMENT

The **Performance Excellence Process (PEP)** is the New Brunswick Public Service's award winning approach to delivering value to NB taxpayers and customers.

Our goal is to achieve:

- Aligned execution of government's strategic priorities;
- Focused continuous improvement results;
- A sustainable high performance culture.

Our approach to performance excellence is built around three high performance principles:

Principles of Performance Excellence



Quick Links

- ▶ GNB Priority Map 2016-2018
- ▶ GNB Formal Management System
- ▶ Alignment Champions
- ▶ Priority Delivery Units
- ▶ Orientation Modules
- ▶ Lean Six Sigma
- ▶ Contact the Office of Strategy Management

GNB Formal Management System



Learn about:

- The GNB FMS: what, why, how?
- The five components of the FMS

Other Recent Advances

- ✓ Budget aligned to strategy/priorities
- ✓ Deputy Minister Performance Agreement
- ✓ Alignment of annual report process
- ✓ Demand for/promotion of practitioners
- ✓ ADM/DM leadership development pilot
- ✓ 20 new Process Improvement Facilitators (Lean 6 σ Black Belts) in budget

Evolution of GNB's Performance Excellence Process

Pre-2011 2011-2012 2012-2013 2013-2014 2014-2015 2015-2016 2016-2017 2017-2018

Priority Delivery Units Introduced

\$32.8M

\$55.3M

\$77.1M

Wave 3 Departments on board

Lean Six Sigma growth and maturity

Priority Delivery Units Introduced

GNB Priority Map launched and cascaded

GNB Priority Map launched and cascaded

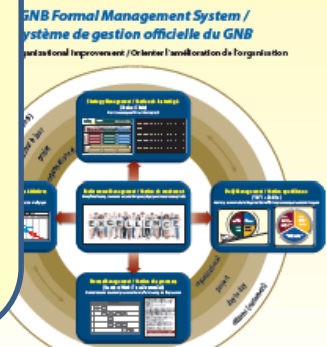


Performance Management better defined/aligned

Performance Management better defined/aligned

Enhanced focus on delivery of horizontal government priorities

Enhanced focus on delivery of horizontal government priorities through the GNB Formal Management System



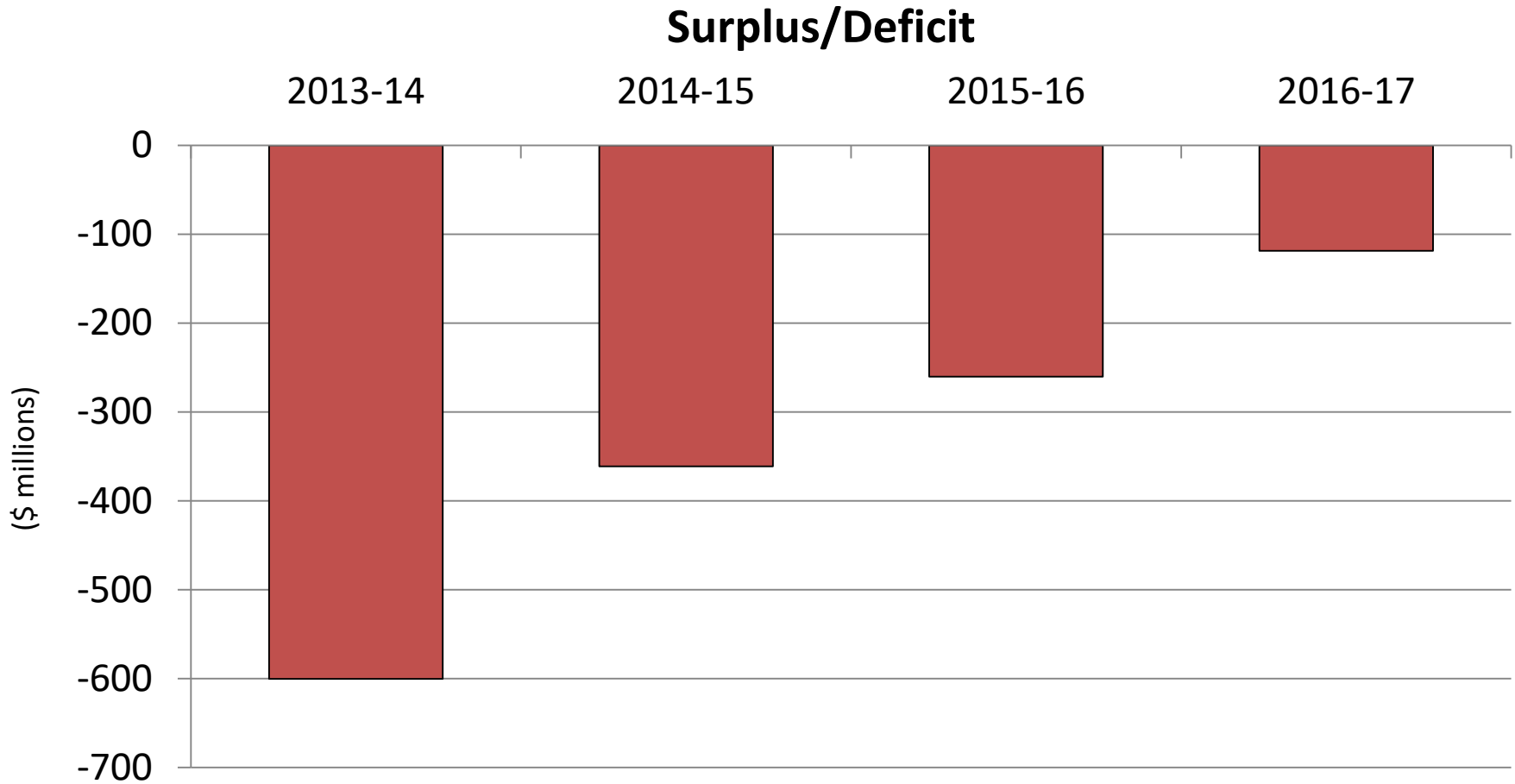
Innovation In Practice Award-Atlantic 2013





Who is Better Off?

Deficit Reduction



Community Volunteer Income Tax Clinics



- **Why?** Indirect impact of poverty reduction
- GNB partnered with Canada Revenue Agency to help vulnerable citizens file income taxes (enabling access to other government benefits)
- **Target:** 30 organizations to host clinics in under-served communities.
- **Result:** 40 organizations hosting clinics

Immigration Pilot



- **Why?** Increase economic immigrants invited to NB per year, linked with full-time job
- More employers to fill hard-to-fill vacancies with immigrants
- **Early Result:** 359 employers expressed interest, identified 2,000+ vacant positions
- **Early Result:** 246 employers made full-time job offers this year (up 47% over 2016)

Performance Excellence School Districts*



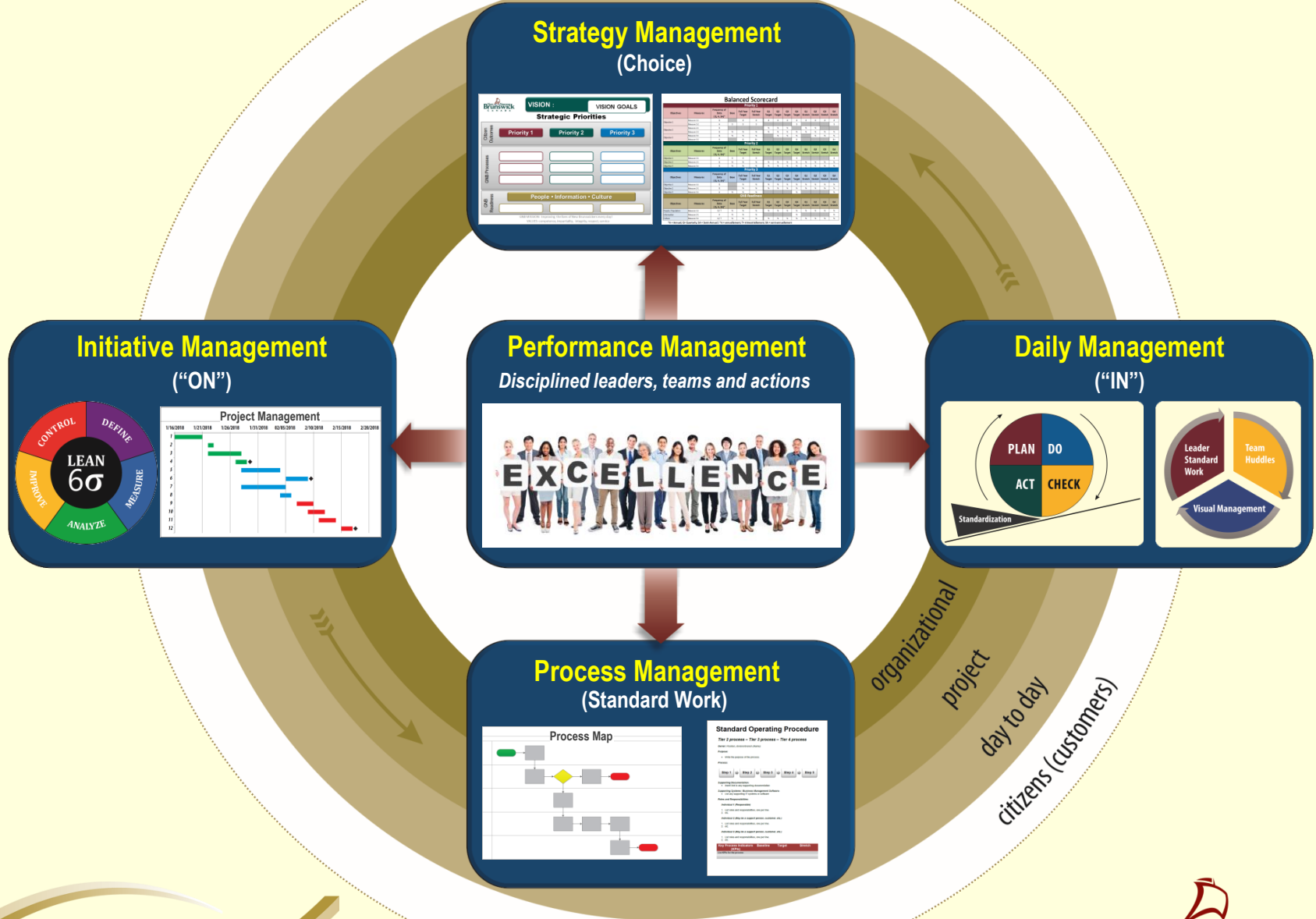
- **Why?** Improve literacy for all learners and develop a competency-based approach
- Apply Formal Management to improving literacy
- **Result:** 69% improvement in % grade 2 students at right reading comprehension level
- **Result:** strategy maps, balanced scorecard, daily management all in use
- **Result:** 50 Lean 6σ projects complete + 42 more underway province-wide

*based on pilot in Francophone sector



GNB Formal Management System

Driving Organizational Improvement



PERFORMANCE EXCELLENCE PROCESS
PROCESSUS **D'EXCELLENCE DU RENDEMENT**

Made in



New  Nouveau
Brunswick
C A N A D A