

No Heroics: Lean Procurement 70% Faster

CIPMM Regional Workshop Winnipeg

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LEAN AGILITY 

FASTER, BETTER WORK THROUGH GOVERNMENT AND INSPIRED PEOPLE. • IT'S OUR MOTIVATION, LEAN ADMINISTRATION, PUBLIC EFFICIENCY.

Objectives

1. How to procure 70% faster while reducing the need for heroics by improving the process.
2. How to sustain this level of performance and continuing innovation in a virtual environment
3. How to maximize buy-in from staff, clients and other stakeholders,
4. A handful quick wins that you can try out on your return to work.

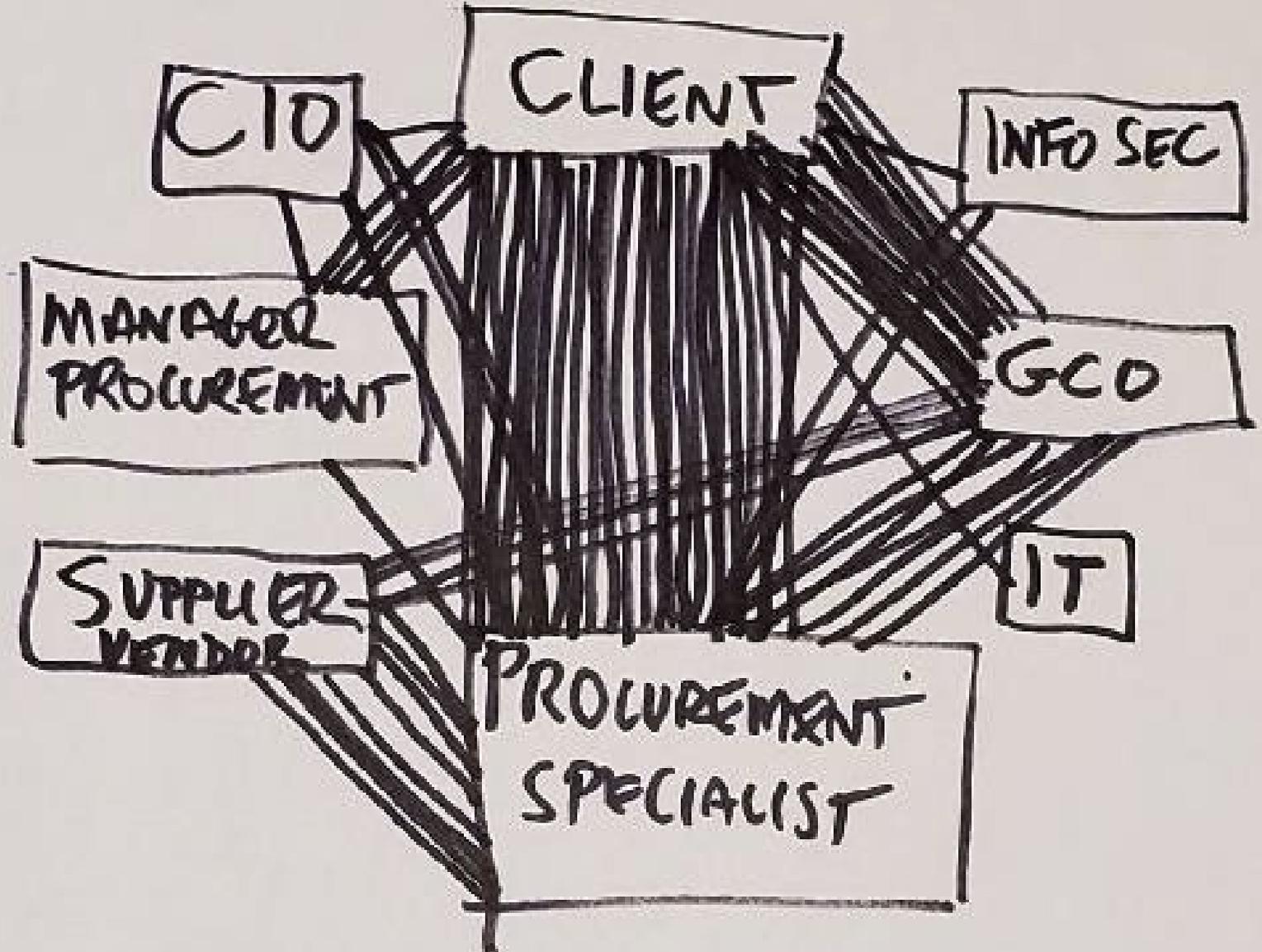
The Problem

Procuring Cloud Software
> \$ 100k

- Approximately 100 steps/handoffs
- 3-5 months of elapsed time
- Unhappy clients, procurement staff
- Procurement staff overloaded
- Slow process affecting delivery of core business

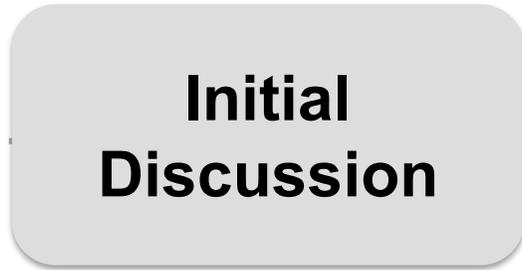
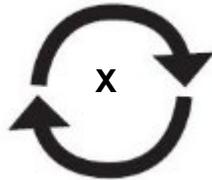
NOW:

- 3 weeks elapsed time from start to finish, by default.
- No heroics.
- Procurement staff happier, less-stressed.
- Clients delighted.

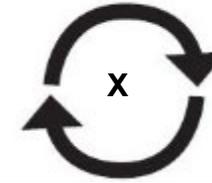
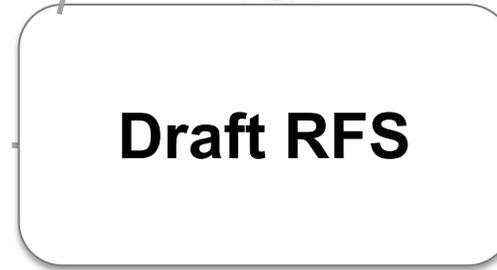


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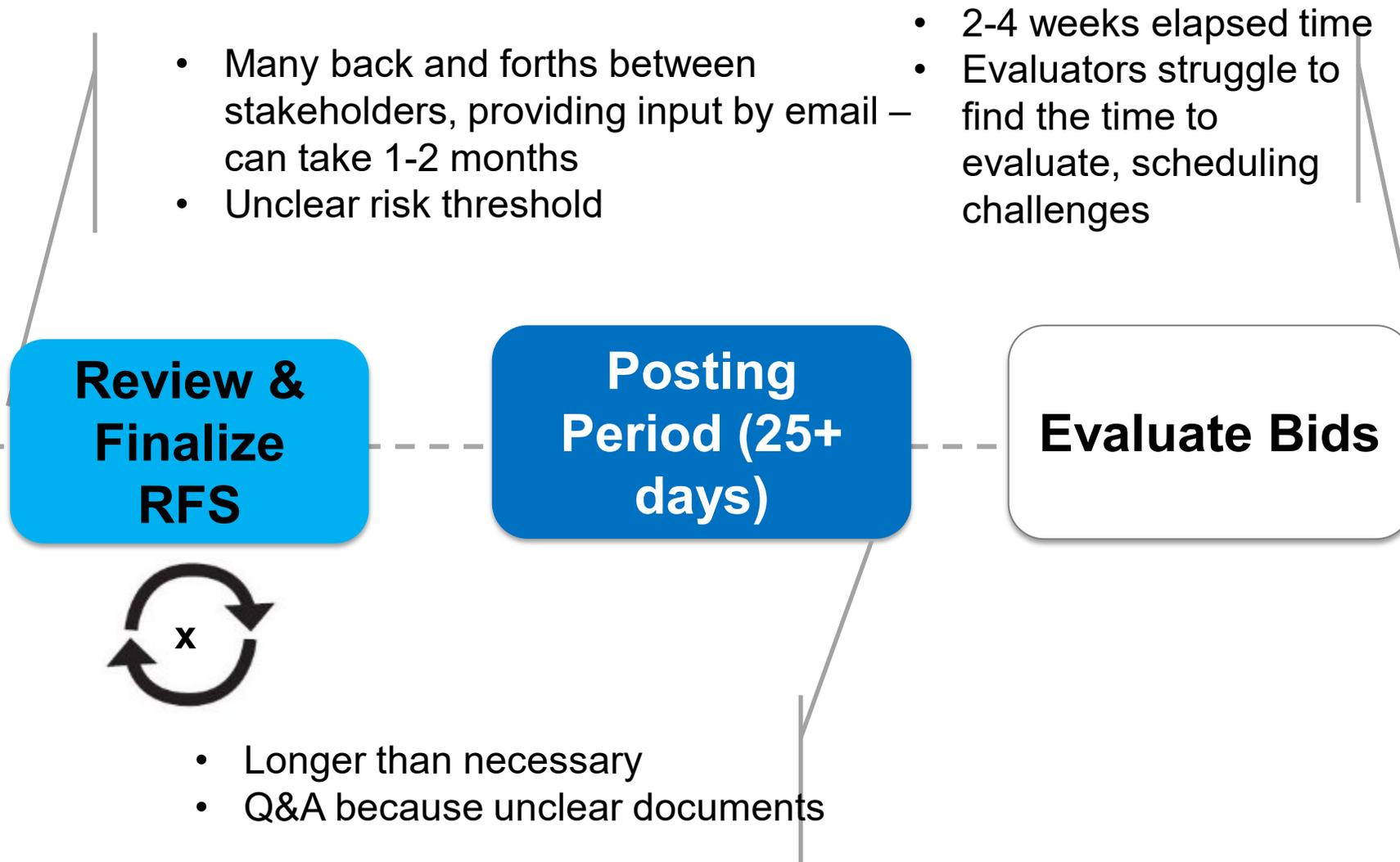
- Clients often do not know how to express their business requirements and scope, poorly-defined, many back and forths internally
- No intuitive, at-a-glance, intake form to guide client to do this phase, or other early work, correctly



- Scope provided by client insufficient to proceed
- Lack of clarity on part of all parties, on who will do what, when – no project plan



- RFS can be drafted with unclear inputs, causing later failure demand



- 3-8 loops back and forth between Legal and Client

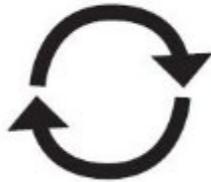


- Back and forth on final form review and approval – configuration, usability and value of form is questioned – at least 50% have significant defects
- Contract Info Form scope crept since inception – “job to be done” not clear to clients

Review and Approve CIF

Approved signed contract

3 to 5 months elapsed time



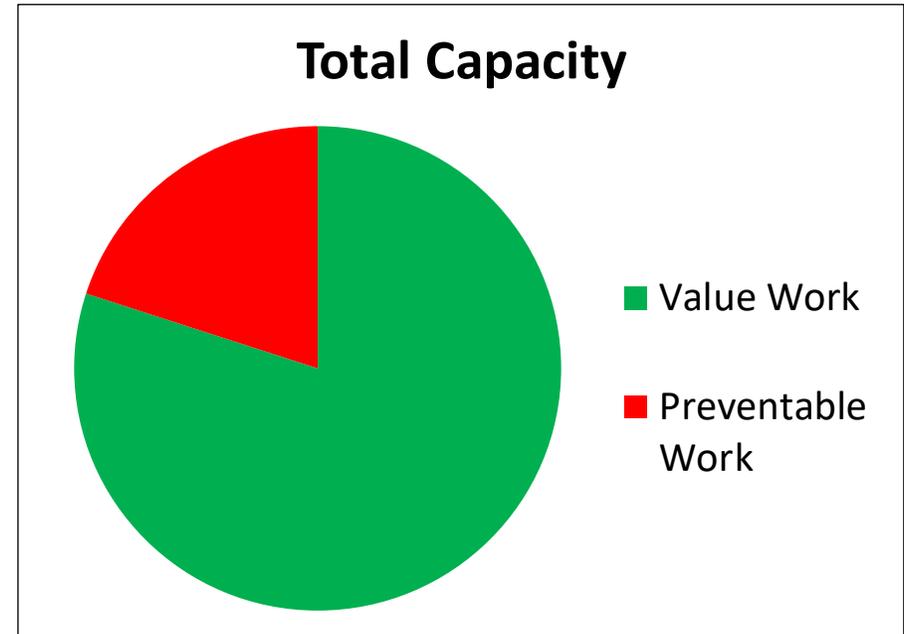
SOLUTIONS

ELIMINATE FAILURE DEMAND

Eliminate **Failure Demand**

Work that is required because something failed the first time.

20-50% of our workload is fixing these problems.



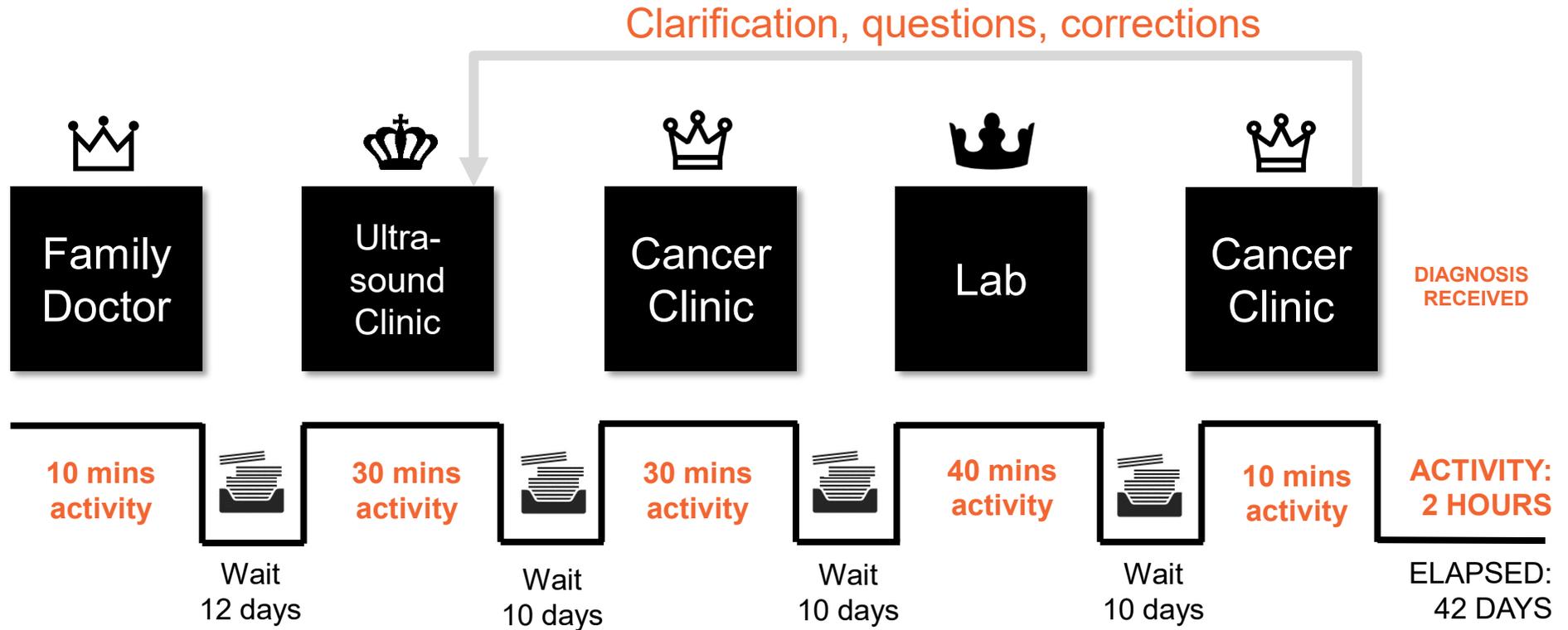
Failure Demand: drains capacity and consumes time but does not add value

Type	Example
1. Something not done	Document, information missing – go find it
2. Something is incorrect	Wrong information, misplaced info – redo it
3. Something is not clear	Unclear instructions, requirements – go get clarification
4. Something takes too long	Chasing progress, answering



FLOW EFFICIENCY VS RESOURCE EFFICIENCY

“Resource” Efficiency



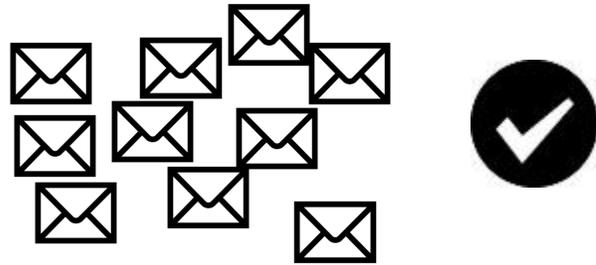
“Flow” Efficiency



Flow Efficiency in Action

THE "ONE AND DONE" HUDDLE

Work with client via email



- Effort: 7 hours
- Elapsed Time: 20-40 days

Work with client face-to-face, "live"



- Effort: 3 hours
- Elapsed time: 1 day

"One and Done" Huddles

- Kickoff with client, including SME and Legal
- Developing/Refining RFS documents
- Bid Evaluation
- Review draft contract

OTHER SOLUTIONS

Project Management

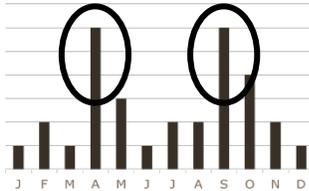
- Treat each procurement file like a project
- Project plan with dates, roles
- Book all key dates into calendar at kickoff meeting
- Including Q&A conference

How Backlogs Develop

VARIATION

Variation in:

- volume of work
- # of resources available
- skill profile
- complexity of work
- effectiveness of tools
- other?



Human Productivity



UNREASONABLENESS

2. Overwhelmed team, thus reduced productivity



made worse by



repeat Steps 2-5, fall further behind



5. Fewer files finished, a growing backlog



allowing



WASTE

3. Team spends its reduced capacity on non-value added, preventable, work

- Fixing errors
- Clarifications
- Re-drafting
- False starts
- Looking for information
- Unnecessary approvals
- Excessive processing



made worse by



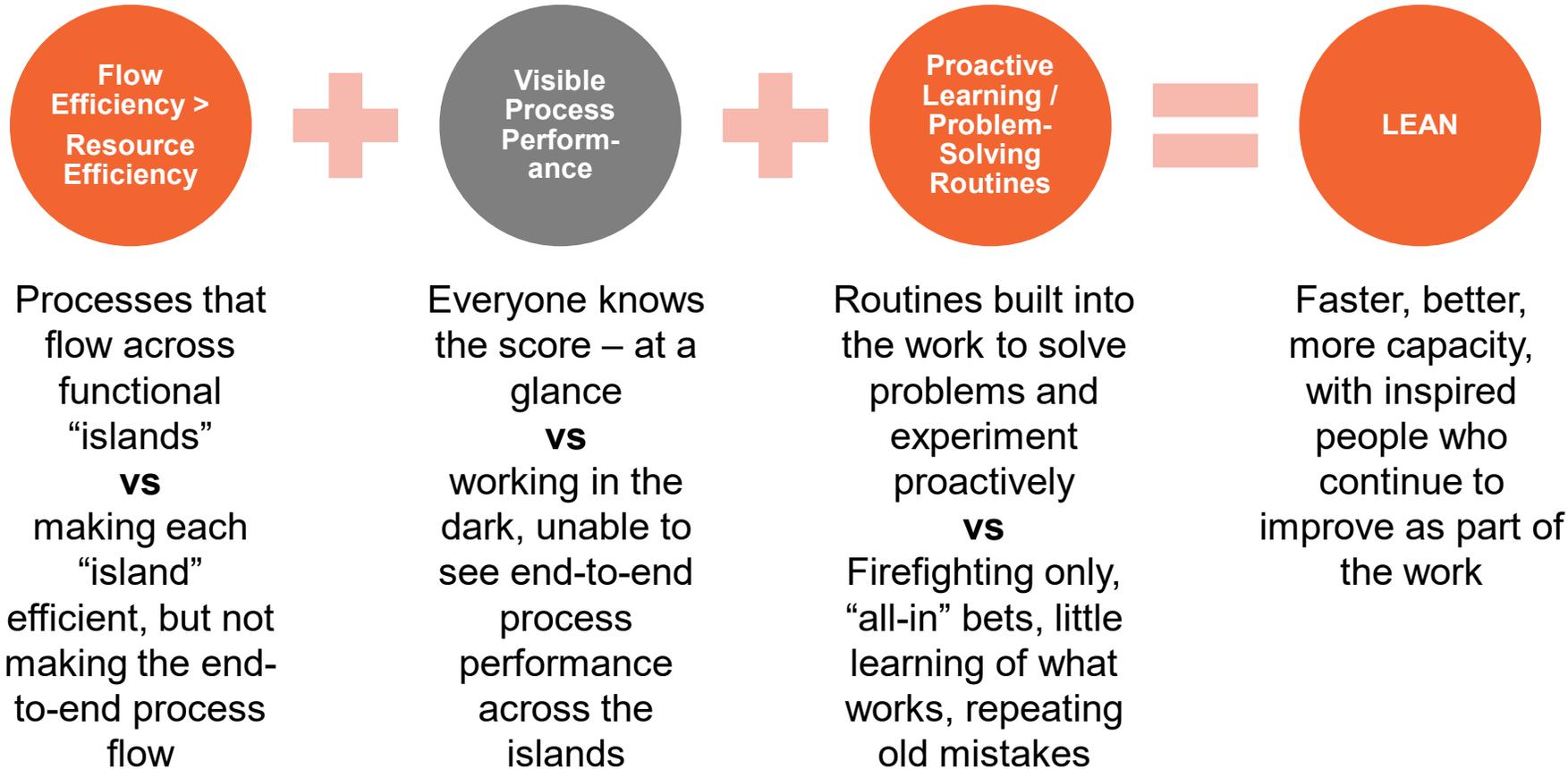
4. Team spends capacity on:

- Client progress-chasing calls
- backlog reporting

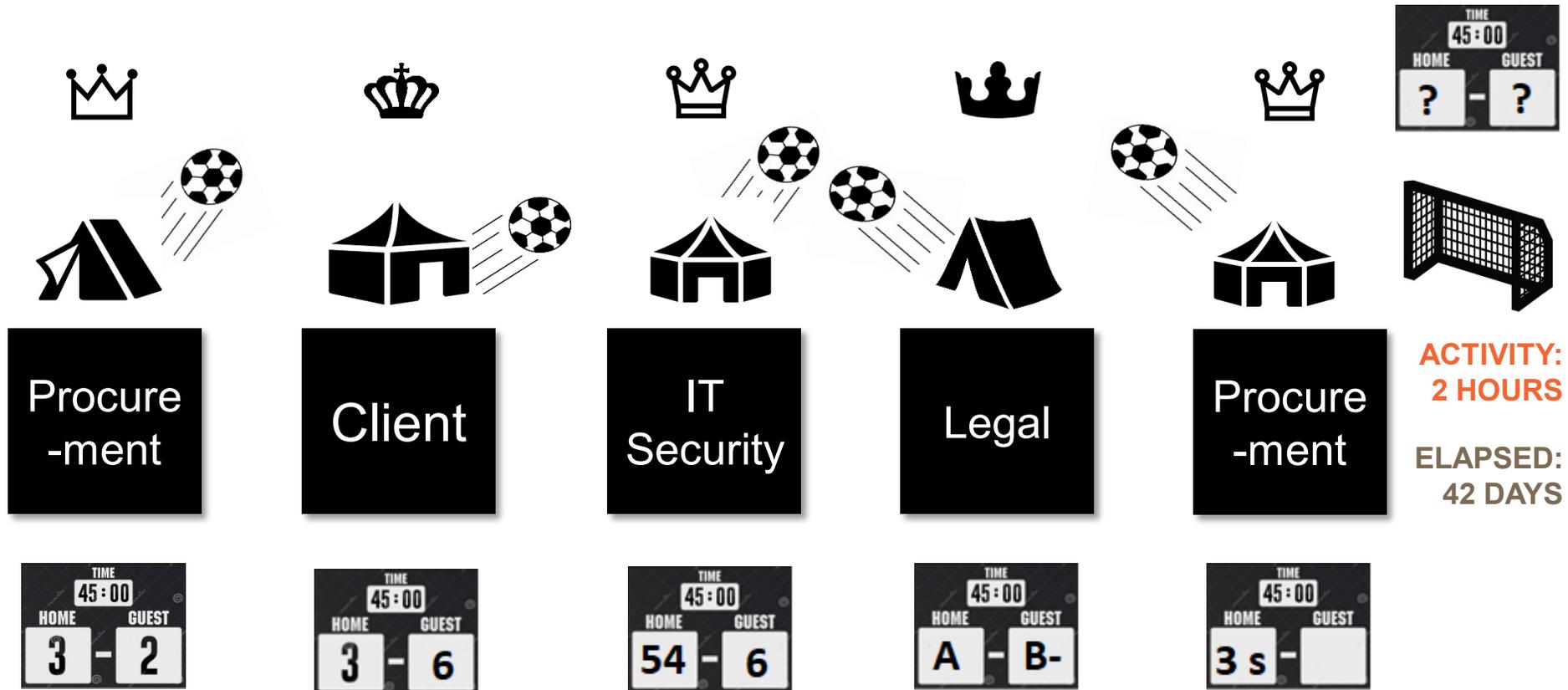


SUSTAINING AND CONTINUING TO IMPROVE

Decision 2



Invisible end-to-end process performance



Meeting Notes and Reflections

Meeting Notes Template

- July 7, 2020
- July 15, 2020
- July 21, 2020
- July 28, 2020
- August 4, 2020
- August 11, 2020
- August 18, 2020
- August 25, 2020
- September 1, 2020

+ Add another card

Quick Win

To Do

- Add news articles when we engage a shared contract (e.g. Media Buying)
- Improve Procurement document management for artifacts vs procurement activity

Doing

- Add list of available VORs to intranet (MGCS & OECS) and set schedule to update VOR list regularly (quarterly or semi-annually).

Procurement Orientation Training

Temp Help Resources User Guide

Develop tracking & repository of IT Standards

+ Add another card

Data Collection and Tracking - LM

To Do

Doing

- Reporting and Metrics

Done

- High Priority** Develop method for tracking related procurements
- Develop process for getting PO/Contract execution info from business owner
- Add measurements from experiments into performance dashboard
- Finalize new procurement log

+ Add another card

Policy Updates FY21/22 - LM

To Do

- 2021/22 - Q2 - Policy Review Notes
- Consult with external counsel (if necessary)
- Draft policy updates
- GCO review of draft policy
- Draft accompanying documents
- Director level review
- Executive level review
- Send to AFC for final approval (November 2nd)

Doing

+ Add another card

Vendor Validation

To Do

- Present proposed business process to Eva, Lizanne, Kenneth & Fiorella
- Update next steps email template with new instructions
- Finalize Form
- Train Kelly to conduct & document vendor validation
- Test form and process with vendor/Craig S.

Doing

- Draft new business processes: when Procurement Specialist involved and when not involved

Done

- Review Form with Procurement & Contracts Teams

Vendor Validation Form and Business

+ Add another card

Experiment Backlog / Parking Lot



OneDrive Folder

- High Priority** CIF Workflow Review
- Improve guidance on "subscriptions" and review existing contracts with KS clients
- Holiday Advance Notice Reminder
- Customer Service Survey
- RFS - Technical Resources User Guide
- Survey clients for feedback
- Rating Criteria Template

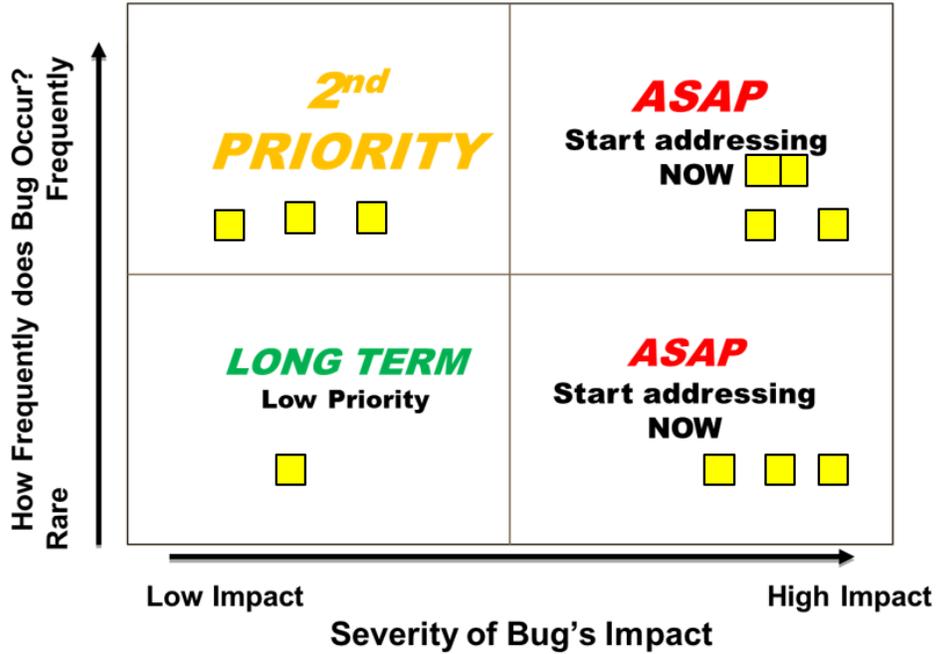
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Continuous Improvement Tickler

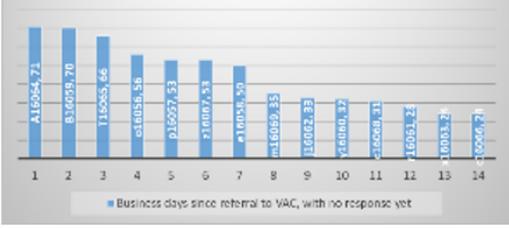
- 2021/22 - Q1 - Review Procurement Intake Form (May 28)
- 2021/22 - Q3 Annual Review of Intranet Pages (Oct 1)
- 2021/22 - Q3 Root Cause Analysis - Risk Findings (Oct 26)
- 2022/23 Q1 - Review and update C (May 27, 2022)

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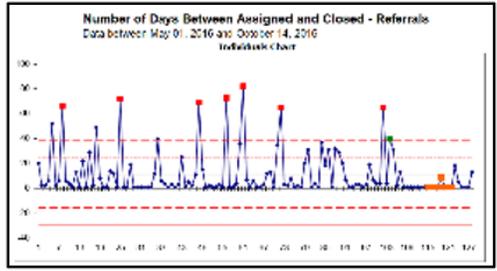
System Bugs



Business days since referral to with no response yet



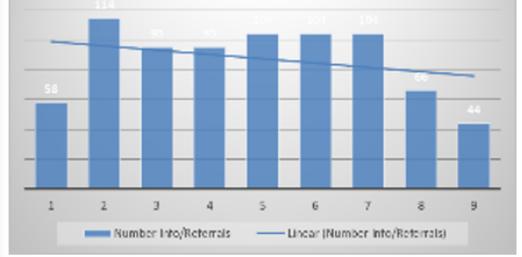
Time to Resolve



Morale Today



Number Info/Referrals



This Week:

- Appraisals due
- Fill out survey please
- Wednesday - TRW training for OSR's

This Month:

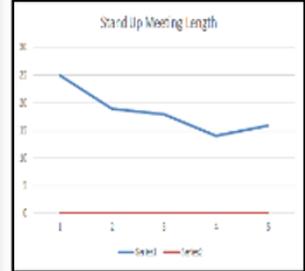
- Charity drive

IN/OUT TODAY

	8:00	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00
Deb	P	P	P	P						
Dave			P	P	P					
Frank	X	X	X	X	X	X	X	X	X	X
Gilles			X			P	P	P		
Marie					P			P	P	P
Sonja					X				P	P
Frederic	P	P				P	P			

P=on Phones, minimum 2 at any time
X= Unavailable

Meeting Length



MATRICE DE FORMATION / TRAINING MATRIX

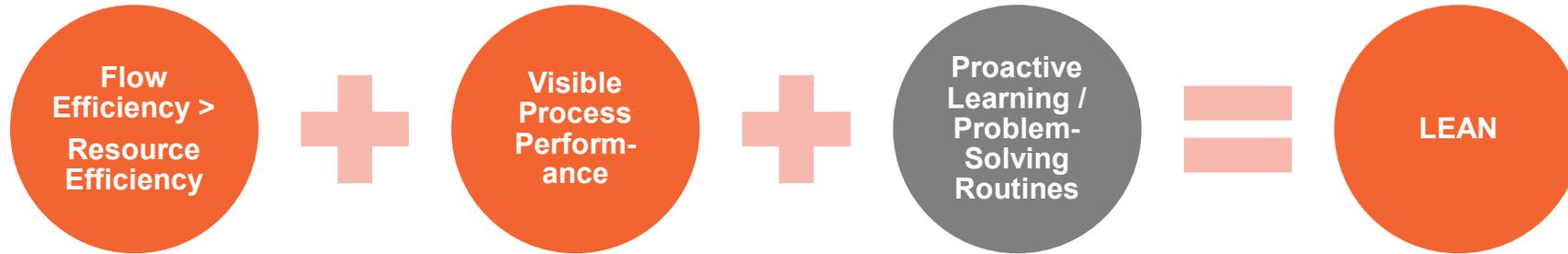
Team Member Name	Mail Merge Outlook and Word	Applicant tracking	Access	Peoplesoft	Application Streaming	Correspondance tracking	RPD	Archiving	Processus Acéléré / Fast Track	Transfers d'appels / Call Transfers	Troubleshooting Process X	Scheduling Renewals	Aménagement physique / Physical Lay	Procédures privées/publics / Public/Pr	Entrants et sortants / Incoming and O
Bob	Green	Blue	Blue	Blue	Blue	Green	Green	Blue	Blue	Green	Green	Blue	Blue	Blue	Blue
Lucie	Green	Blue	Blue	Blue	Blue	Green	Green	Blue	Blue	Green	Green	Blue	Blue	Blue	Blue
Carole	Green	Blue	Blue	Blue	Blue	Green	Green	Blue	Blue	Green	Green	Blue	Blue	Blue	Blue
Doug	Green	Blue	Blue	Blue	Blue	Green	Green	Blue	Blue	Green	Green	Blue	Blue	Blue	Blue
Lisa	Green	Blue	Blue	Blue	Blue	Green	Green	Blue	Blue	Green	Green	Blue	Blue	Blue	Blue
Bill	Green	Blue	Blue	Blue	Blue	Green	Green	Blue	Blue	Green	Green	Blue	Blue	Blue	Blue
Xavier	Green	Red	Red	Red	Red	Red	Red	Red	Red	Green	Red	Red	Red	Red	Red
Jane	Green	Blue	Blue	Blue	Blue	Green	Green	Blue	Blue	Green	Green	Blue	Blue	Blue	Blue

- Training Not Required
- Need to be Trained
- Has been Trained
- Can give Training

No-Interruption Zone for Today / Zone sans interruption pour aujourd'hui

Name / Nom	8:00	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00
Julie	Grey	Grey								
Réjean										
Paul	Grey									
Anne			Grey	Grey	Grey					
Jane										
Sarah						Grey	Grey	Grey		
Cameron						Green				
Jackson		Grey		Grey						
Allison							Grey	Grey	Grey	
Simon			Grey							

Decision 3



Processes that flow across functional “islands”
vs
making each “island” efficient, but not making the end-to-end process flow

Everyone knows the score – at a glance
vs
working in the dark, unable to see end-to-end process performance across the islands

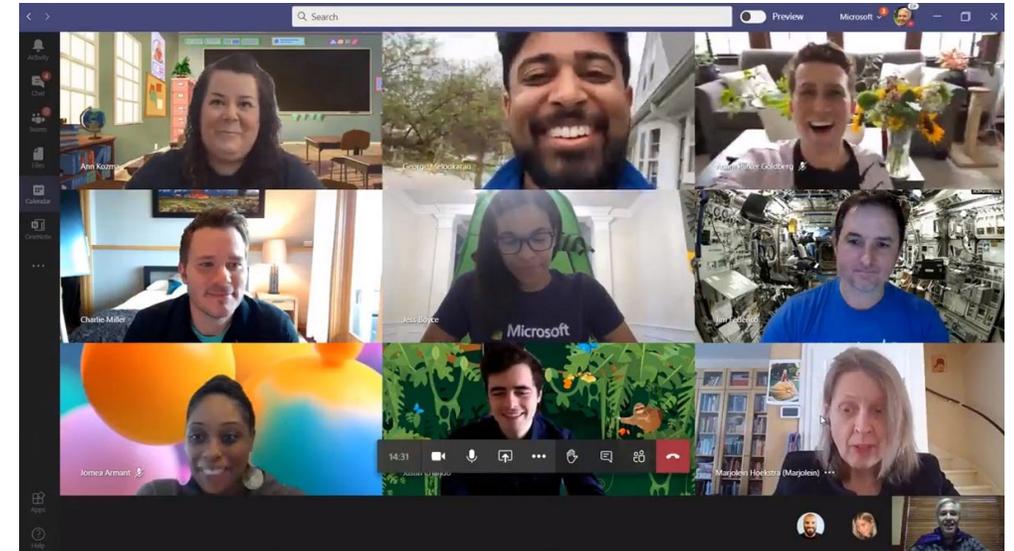
Routines built into the work to solve problems and experiment proactively
vs
Firefighting only, “all-in” bets, little learning of what works, repeating old mistakes

Faster, better, more capacity, with inspired people who continue to improve as part of the work

Huddle Meetings

10 minutes daily/regular tempo – stop the work and address:

- Since our last huddle:
 - What went well?
 - What didn't go well?
 - What should we do differently?
Experiments to try.
- Follow up on action items
- Get everyone aligned on same page
- Deal with top topics:
 - Wellness
 - Today's priorities
 - Balance workload
 - Interruptions



Performance Measure:

The 10 minutes spent in the huddle adds more value to each participant than what they would have otherwise been doing with that same time.

April 26, 2021

in list [Meeting Notes and Reflections](#)

LABELS

Meeting Notes +

Description Edit

What Worked Well

- UPS RFQ meeting went well - all stakeholder present - quickly identified outstanding issue and decided on course to resolve it and ended meeting early!
- Working meetings going really well, e.g. developing presentation
- Online Polling RFP - hitting the timeline spot on
- ERP for DSB - walked through RFS together, team working on, RFS for consultant to help develop scope for RFP in GCO review now. Meetings going faster now with Team.
- GSAM web development RFP upcoming

What Didn't Work Well

- Case Manager resource for [redacted] lots of delay in evaluating - selected candidate declined, next highest dropped also, then 1st candidate wanted back in. Working with vendor to ensure resource committed.
- [redacted] not responding on RFP for MS Prof Services. Sent to evaluators and [redacted] requested evaluation kick-off meeting but not responding. Send an invite out and ask for other date if not convenient.

What Should We Do Differently?

- Run the whole presentation before debriefing
- If not getting response from client ([redacted]), send invite with friendly note and get item on their calendar, they can propose other time if needed.

Action Items

Delete

0%

Add an item

SUGGESTED

Join

ADD TO CARD

Members

Labels

Checklist

Dates

Attachment

Cover

POWER-UPS

+ Add Power-Ups

BUTLER

+ Add button

ACTIONS

→ Move

Copy

Make template

Watch

Archive

Share

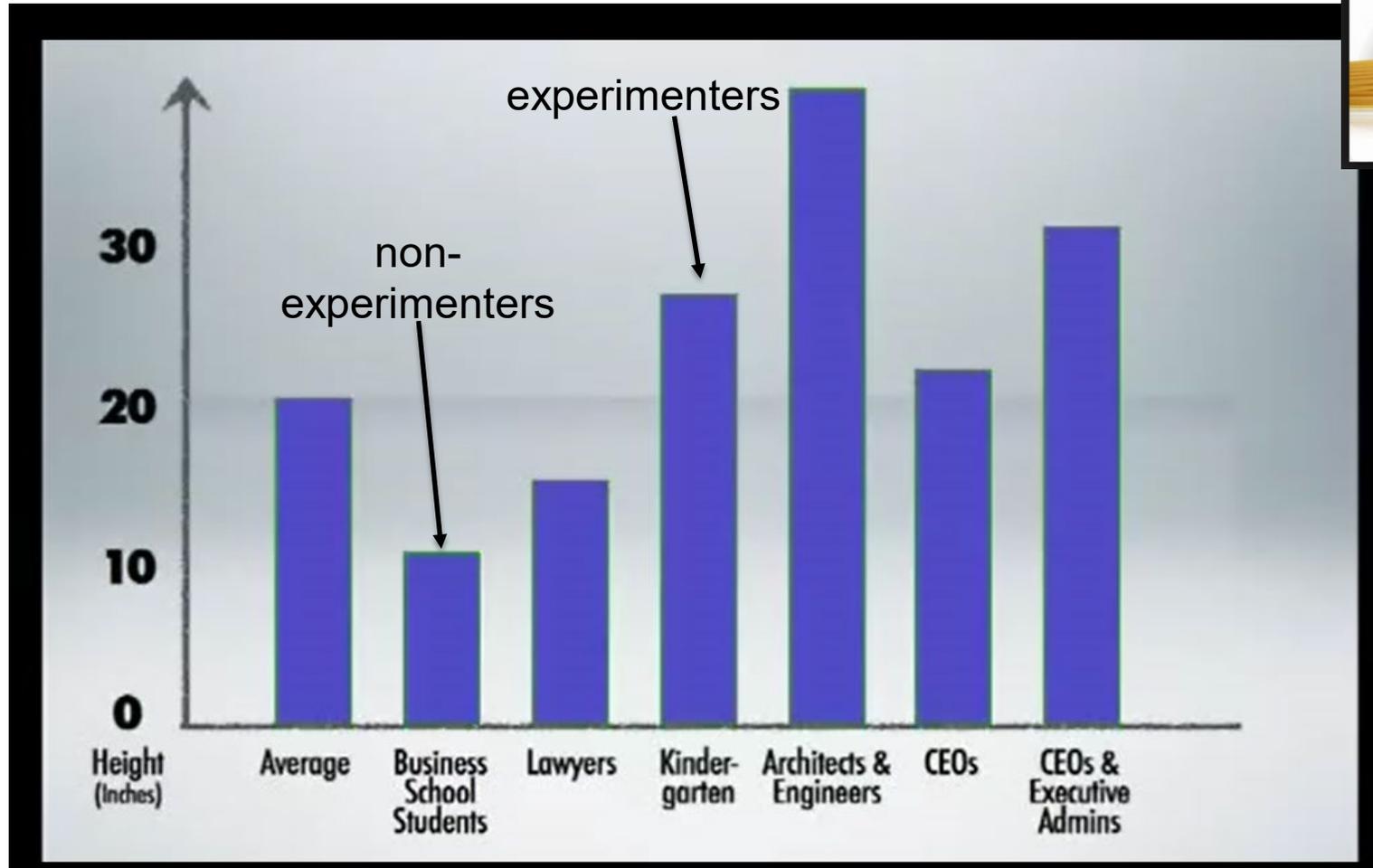
MAXIMIZE BUY-IN



In the history of the world, nobody has ever washed a rented car.

- Larry Summers

Improvement Approach: Experiments. Why?



Three things you can do next

1. **Identify and Eliminate Worst Types of Failure Demand** to provide quick wins and free-up capacity
2. **Experiment with structured "One and Done" huddles** to create flow efficiency – faster, with less effort
3. **Experiment with a "project management" orientation** to get into calendars early, make roles and responsibilities clear, and progress visible

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