



Waikato District Council

Stock-take - Systems & Processes Project

The Project



Original Requirements

- Perform a stock-take of council systems & processes
- Identify 20 processes or systems as candidates for immediate improvement

Key Limitation from Project Scope

- **NO** detailed analysis of systems and processes (deep dive)

The Project



Deliverables

- A reusable framework/methodology to allow the identification of council systems & processes; and to facilitate the analysis and prioritization of those thus identified
- An 'As Is' picture of council systems & processes
- 20 systems and/or processes identified as requiring immediate improvement

The Project



To be delivered in three phases:

- I. Development of reusable Framework & Methodology
- II. System & process identification
- III. Analysis of project data and identification of 20 systems & processes requiring immediate improvement

The Framework



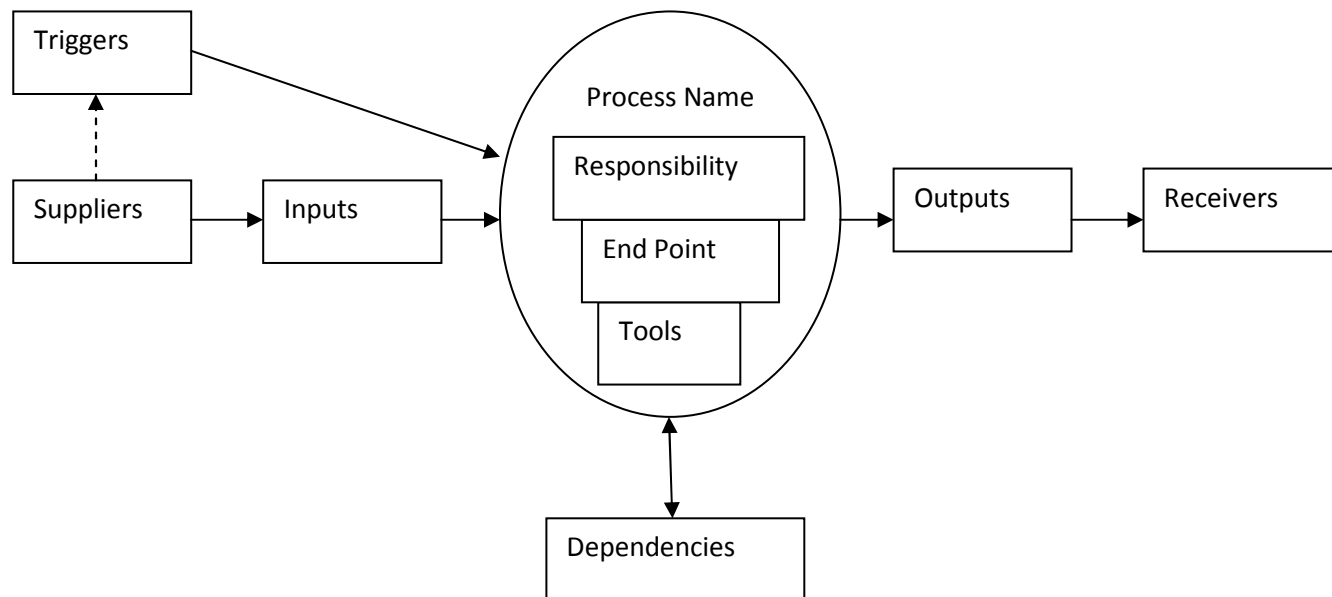
The purpose of the framework was:

- Provide a definition of a ‘system’ and a ‘process’
 - ‘system’ and ‘process’ functionally equivalent
- Establish the important characteristics of a ‘process’
- Establish a mechanism for ranking a process by requirement for improvement
 - Started using the terms ‘pain points’ and ‘health’

The Framework



Process characteristics



The Framework



Process health metrics

- Documentation
- Performance Measures
- Tools
- Fitness for Purpose
- Process Improvement

Measure Definition	Score
No Documentation Exists	-2
Documentation Exists and is Accessible	-1
Documentation Exists, is Accessible, and is Complete	0
Documentation Exists, is Accessible, is Complete, and is Relevant	1
Documentation Exists, is Accessible, is Complete, is Relevant, and represents Best Practice	2

The Framework



Process weightings

- Process Risk
 - likelihood of process failure
 - consequence of process failure
- Process Complexity
 - Based on the count of a process characteristics of triggers, suppliers, inputs, outputs, receivers, and dependencies

The Framework



The formula

$$Ph = \left\{ \begin{array}{l} Hd, Hd \geq 0 \\ (Hd * Pw), Hd < 0 \end{array} \right\} + \left\{ \begin{array}{l} Hpm, Hpm \geq 0 \\ (Hpm * Pw), Hpm < 0 \end{array} \right\} + \left\{ \begin{array}{l} Ht, Ht \geq 0 \\ (Ht * Pw), Ht < 0 \end{array} \right\} + \left\{ \begin{array}{l} Hfp, Hfp \geq 0 \\ (Hfp * Pw), Hfp < 0 \end{array} \right\} + \left\{ \begin{array}{l} Hpi, Hpi \geq 0 \\ (Hpi * Pw), Hpi < 0 \end{array} \right\}$$

Where:

Ph = Process Health

Pw = Process Weighting

Hd = Health Metric – Documentation

Hpm = Health Metric – Performance Measures

Ht = Health Metric – Tools

Hfp = Health Metric – Fitness for Purpose

Hpi = Health Metric – Process Improvement

The Methodology



Applying the concepts of the framework:

- Process identification
 - Interview managers / team leads
 - Identify processes, characteristics, & weightings
- Establish process health metrics
 - Workshop staff
 - Establish health metrics via decision tree

Question	Response	Score	Notes
Does documentation for this process exist?	N	-2	
Is the documentation accessible?	N	-1	
Is the documentation complete?	N	0	
Is the documentation relevant?	N	1	
Does the documentation represent best practice?	N Y	1 2	

The Analysis



Rank	Team	Process	Health Score	Wdoc	WPM	Wtools	Wfit	Wimp
1	EXEC - Chief Executive	Business Improvements Process	-2238	-560	-560	2	-560	-560
2	SAS - Finance	Budget and Reporting Process	-881	-354	2	-177	-354	2
3	EXEC - Chief Executive	Civil Defence Process	-850	-283	-283	-142	-142	0
4	SAS - Legal	Providing Legal Advice	-595	-300	-300	2	2	1
5	SAS - Planning & Strategy	Long Term Plan (LTP)	-578	-116	2	-116	-116	-232
6	REG - Consents WAF - Water & Facilities	Provision of Consent Planning Advice to Customers	-577	-165	-165	-83	-165	1
7	Planning	Water and Facilities Asset Data Management	-552	0	-184	-184	-184	0
8	SAS - Finance	Rates Database Maintenance	-511	-102	-205	-102	-102	1
9	RD - Operations	Rural Fires Process	-504	-112	-56	-112	-112	-112
10	SAS - Planning & Strategy	Annual Plan	-448	0	-112	-112	-112	-112
11	SAS - Finance WAF - Water & Facilities	The Rates Process	-446	-112	-112	-112	-112	1
12	Planning	Water and Facilities Asset Management Planning	-411	-165	-165	1	-83	1
13	WAF - Facilities	Maintain Navigational Aids	-350	-70	-70	-70	-70	-70
14	EXEC - Chief Executive	Annual Budget process	-312	-157	2	-79	-79	1
15	SAS - Information Services SRT - Communications &	Placing and Managing Information within Frameworks	-297	0	-150	-150	2	1
16	Graphics	Media Response	-262	-132	-66	1	-66	1
17	WAF - Facilities	Lease/Licence Development & Management	-258	-43	-86	-86	-43	0
18	EXEC - Chief Executive	Executive Liaison	-255	0	0	-128	-128	1
19	WAF - Facilities	Vehicle Maintenance Management	-248	-84	2	2	-84	-84
20	REG - Regulatory Support	Property Information Process	-244	0	-123	-123	0	2

The Benefits



- A common language for discussing processes
 - Helped with organisational rollout of Promapp
- An unbiased view of the pain points for Waikato District Council
 - Different ways of viewing the data generated by the project
- A repeatable approach to assessing process health
 - Operational Planning & Project Support team made custodian of the stock-take
 - Tracking process health over time



Questions?