High Performing Organisations are Innovative & Continuously improving

Case Study: Department for Communities & Social Inclusion

Department for
Communities &
Social Inclusion

… a better life for South Australians

Department for Communities & Social Inclusion

- Diverse services
- Diverse customers
- About 5,400 employees
- Estimated $1.25 billion expenditure 2011/12
- Funding of over $432m to NGO's
- 365 worksites across SA
- Many stakeholders

Continuous Improvement Approach

Frameworks

Business Improvement Challenge

Development Sessions

Bright Sparks

Youth Challenge

Quality Management System

Business Excellence Framework

- Self assessment
- External evaluation

High Performance Framework

- Self assessment

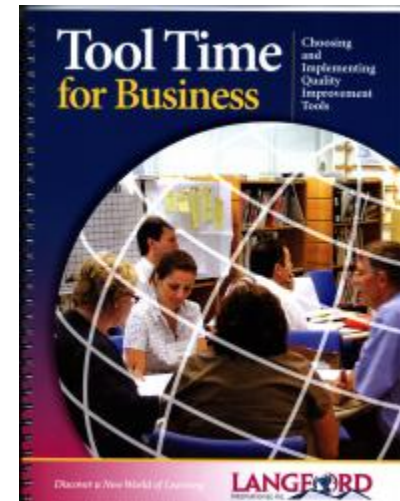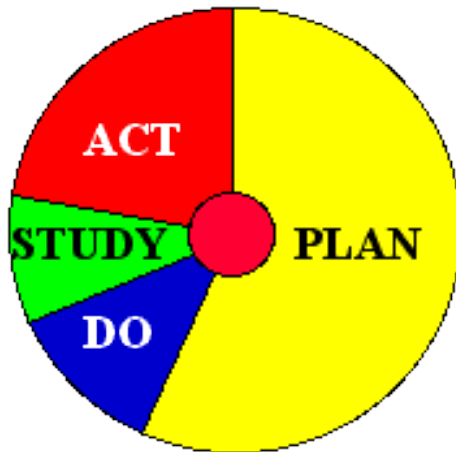**Australian Service Excellence Standards**

- For NGO partners

Business Improvement Challenge

- 3 month accredited learning program
- Project teams
- Learn and apply improvement tools
- Teams deliver recommendations for improvement on real projects

- Process mapping
- Cause & effect
- Measures & statistics
- Customer feedback
- Force field analysis
- Prioritisation techniques
- Benchmarking
- etc

- Animal matters
- Ministerials
- Incontinence products
- Staff suggestion process
- Clients living in squalor or hoarding
- Staff recruitment & induction
- Reporting processes for major urban renewal projects
- Volunteer management
- Assessment & provision of orthotics

- Range of continuous improvement tools
- Interactive learning
- 1 – 1.5 hour sessions on an improvement technique
- Greater numbers of staff can attend

Bright Sparks

- Staff ideas process
- Connectors Committee
- Idea sponsors
- Feedback to idea submitter
- "Watts" recognises contributions

Quality Management System

- Departmental system based on ISO:9001
- Quality manual
- Focus on operational process management for consistency
- Online improvement register
- Group of trained internal auditors
- External certification is optional

- Targets people under 30 years old

- Cross-Government participants

- 1 week off line – 4-6 staff

- Teams deliver recommendations for improvement on real projects

Conclusion

- We have challenges

- Improvement strategies take time & effort

- Tangible results

- Involvement of all staff

- Lots of incremental improvement = significant outcomes

- Improvement strategies take you towards High Performance

- Better outcomes for stakeholders