ASBESTOS
CERTIFICATION PROCESS
Executive Sponsors
• Dr. Shari Meghrebian, TDEC, Deputy Commissioner, Bureau of Environment
• Tom Eck – Assistant Commissioner, TDEC, Administration

Sponsors:
• Pat Flood, Director, Division of Solid Waste Management
• Adrienne White, Manager, Toxic Substances

Team Leader:
• Jackie Manuel (Toxics)

Team Members:
• Irene Tidwell (Toxics)
• Jana Finch (ISD)
• Chandra Hudson (DFS)
• Rebecca Huntemann (Toxics)
• Grace Buchanan (Toxics)
• Pamela Fitzpatrick (DGS)

Facilitators:
• Elaine Boyd, Emily Passino, Lindsay Oliveras
AGENDA

Background: Challenge to LEAN Team
Methodology: How Team Approached Solution
Future: Changes, Benefits, Implementation Plan
Background

• About This Process
  • Asbestos certifications are required for people and firms engaged in asbestos activities. Individuals apply for certification through TDEC, their paperwork is reviewed, certification card produced and mailed to them.

• Business Issue to Address
  • The primary issue to be addressed is timeliness. The regulatory time frame for asbestos certification is 60 days. As of the August 1st legislative permitting report, 24% (218 of 894) asbestos initial individual applications were not acted upon within the regulatory time period.
  • More recent data reflects change is already underway in the Division: 100% acted upon within 60 days.
Background (continued)

• Customer
  • Individuals submitting initial application for Asbestos certification.

• Other Key Stakeholders
  • Note: Changes in process may apply to firms/training providers/individual renewal application processes also.
Background (continued)

• **Scope**
  - **First Step:** the individual application is received by the Toxic Substances section
  - **Last Step:** the customer receives the certification card

• **Out of Scope:**
  - Fee Section application and check receipt and closing of the books processes
  - Major equipment purchases
  - Changes to rules or statute
Goal for Future State Process

• Team Focus
  • The purpose of this LEAN Team is to improve timeliness, efficiency, effectiveness and the level of customer service of the Asbestos Certification process for the asbestos certification community so that (1) job opportunities are opened, (2) training is provided, (3) Tennessee is healthier, (4) asbestos is removed in compliance with regulations in a fluid, streamlined process.

• Measurable Goals, Targets:
  • Improved Customer Service
  • 95% of initial individual asbestos certifications will be issued within 60 day time period mandated by regulations.
  • Turnaround time for the certification will be improved by 10%.
Methodology

Key Principle: Process, Not People

Before
• Gather Data
• Talk to Stakeholders

Event, Phase 1
• LEAN 101
• Understanding CURRENT State (Data, Mapping)

Event, Phase 2
• Understanding Opportunities for Improvement
• Brainstorming Ideas

Event, Phase 3
• Mapping Future State
• Creating Action Plan

Follow Up
• 30-60-90 day Team meetings
• Implementing Recommendations
Current State
# Current State Statistics

<table>
<thead>
<tr>
<th>Name of Process</th>
<th>Current</th>
<th>Future</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tasks</td>
<td>23</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Waits</td>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Handoffs</td>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decisions</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Time</td>
<td>2.75 hrs – 4 hrs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elapsed Time</td>
<td>21 days – 106 days</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Observations About Current Process

- Multiple touches of the same batch.
- A number of incomplete applications are received.
- There are difficulties communicating with the customer.
- Opportunities for improvement of internal communications.
- Application and customer checklist could be improved.
Future State
# Future State Statistics

<table>
<thead>
<tr>
<th>Name of Process</th>
<th>Current</th>
<th>Future</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tasks</td>
<td>23</td>
<td>23</td>
<td>0</td>
</tr>
<tr>
<td>Waits</td>
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<tr>
<td>Handoffs</td>
<td>6</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Decisions</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Work Time</td>
<td>2.75 hrs – 4 hrs</td>
<td>1.5 hrs – 2.0 hrs</td>
<td>1.25 hrs – 2 hrs</td>
</tr>
<tr>
<td>Elapsed Time</td>
<td>21 days – 106 days</td>
<td>12 days – 73 days</td>
<td>9 days – 33 days</td>
</tr>
</tbody>
</table>
Recommendations

Issue:
Difficult for customers to learn application status, including whether submission was correct in the first place.

Actions:
• Move application completeness review earlier in the preparation steps.
• Add tab in data viewer to reflect incomplete status.
• Make customers aware of certification in the data viewer.
Recommendations

Issue: The current process includes multiple touches of the batch and communication difficulties which contribute to backlogs and bottlenecks.

Action:
- Pilot morning pick ups from Fiscal to attempt to expedite initial processing and communication to the customer.
- Re-education of fees keying staff to copy application, provide RH# and deposit information and pass original application on to Toxics within 3 days.
- Additional mailings of cards after last pick up using in-house location.
- In the case of missing RH#s, the Toxics staff will be more explicit in communication of questions to Fiscal.
- Handle applications by postmark date instead of current first in, first out approach.
Recommendations

Issue: There are several minor technical fixes which can be implemented to streamline the process.

Action:
- New card printers are being evaluated that are better designed to handle the volume of cards.
- Team will be determining ways to improve the address label process.
- Modify public data viewer to be more informative.
Recommendations

Issue: The division receives a number of incomplete applications which adds time to the process to obtain corrected applications from customers.

Action:
- Enhance application and checklist to improve clarity.
- Investigate translation services to provide information in multiple languages.
Benefits of Future State

• Building on earlier improvements made by the Division, the additional changes will enable Toxic Substances to issue 95% of the certifications within the 60 day regulatory requirement.
• Average turn-around time for customers will be significantly reduced.
• Earlier notification to customers when application is incomplete.
• The streamlined process will lessen the phone calls and emails which should lower stress levels and improve morale of the staff.
<table>
<thead>
<tr>
<th>What</th>
<th>When</th>
<th>Who</th>
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</thead>
<tbody>
<tr>
<td>Revamp application with checklist</td>
<td>4/2/14</td>
<td>Rebecca</td>
</tr>
<tr>
<td>Investigate translation services to provide information in multiple</td>
<td>4/2/14</td>
<td>Pamela</td>
</tr>
<tr>
<td>languages (Costin Shamble – EJ Coordinator)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfer future state into flow chart</td>
<td>4/2/14</td>
<td>Elaine</td>
</tr>
<tr>
<td>Add tab in data viewer</td>
<td>2/19/14</td>
<td>Jana</td>
</tr>
<tr>
<td>Draft revised SOP for new Asbestos Certification process</td>
<td>1/6/14</td>
<td>Irene / Grace</td>
</tr>
<tr>
<td>Draft revised SOP for Fees area of responsibility</td>
<td>1/6/14</td>
<td>Chandra</td>
</tr>
<tr>
<td>Evaluate new card printers</td>
<td>In process</td>
<td>Jackie</td>
</tr>
<tr>
<td>Improve address label process</td>
<td>4/2/14</td>
<td>Jana / Jackie</td>
</tr>
<tr>
<td>Communications plan for firms, individuals and trainers by regular</td>
<td>4/2/14</td>
<td>Jackie</td>
</tr>
<tr>
<td>letter, website, email blast</td>
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<td></td>
</tr>
</tbody>
</table>
# Measuring Improvements

<table>
<thead>
<tr>
<th>Improvement Area</th>
<th>Measure 1</th>
<th>Measure 2</th>
<th>Measure 3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>% certifications issued within 60 days</td>
<td>Turnaround time improved by 10%</td>
<td>Initial time within Fees area</td>
</tr>
<tr>
<td>Measure</td>
<td>% certifications issued within 60 days</td>
<td>Date received by Toxics to certification date</td>
<td>Day after deposit date to date available for pick up by Toxics</td>
</tr>
<tr>
<td>Source</td>
<td>Asbestos database</td>
<td>Asbestos database</td>
<td>Fees sign in log</td>
</tr>
<tr>
<td>Frequency</td>
<td>Monthly</td>
<td>Monthly</td>
<td>Weekly</td>
</tr>
<tr>
<td>Who</td>
<td>Irene / Grace</td>
<td>Irene / Grace</td>
<td>Chandra</td>
</tr>
</tbody>
</table>
Parking Lot Issues

• Reconsider possibility of implementing reciprocity agreements with other states. In the past year, 936 out of 3500 individual application were out of state.
• Evaluate opportunities to reflect asbestos process improvements in lead-based paint process.
• Revisit aligning certification renewal date with date of training completion. Could be packaged with change from 1 – 3 years in regulation revision.
• Ensure Asbestos process benefits from outcome of ISD project to address customer contact information issues.
Lessons Learned

• LEAN is a critical tool in reducing variability.
• The LEAN process helps participants gain a better understanding of one another’s roles.
• Keep an open mind to other people’s suggestions even if it’s been tried before without success. It could work with new team members.
• In the initial fee processing reduce the number of times Fees touches application prior to division’s receipt of the application.
• LEAN will address technical and physical holes in the process. It allows for flow improvement.
• We can work as a team if we want to.
• The customer is important. Team work is important. Waste makes the customer and team unhappy.
Bottom Line!

• We are…..
  • Improving communications with our customers (e.g. better application, quicker and more pertinent feedback, etc.)
  • Expediting handoff from Fiscal
  • Creating explicit triage by dates received by TDEC and whether application is complete

• Result?
  • Asbestos group will consistently exceed the 60 day regulatory requirement.
  • Job opportunities will be improved for the asbestos industry and customers.
  • TDEC’s efficiency and effectiveness will be improved.
Questions/ Comments