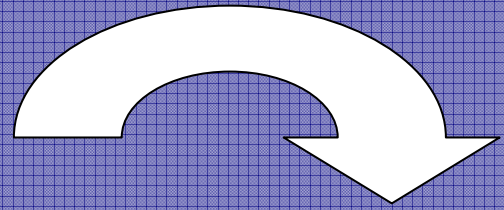


NHDES LEAN Team

Case Study # 2010-09

DES LEAN Team: 603-271-2941

www.des.nh.gov.



Summary



Division

Commissioner's Office

Business Problem

Public Information & Permitting (PIP) Unit is heavily dependent on cooperation / filing efficiencies within divisions. Speed / accuracy for customers relates directly to file condition, availability, location, whether confidential matter has been segregated, and files efficiently reviewed by managers / Legal Unit.

Methodology

Swim Lane Mapping

Solution

Classification of file review requests into "simple" vs "complex."

Benefits/Results

Faster service to file reviewers / more complete records across programs

Key Tools Used

- Process Mapping
- Brainstorming

Team Leader

Timothy Drew (x3306)

Project Name: File Review Process

A portion of the PIP Unit's mission is to provide comprehensive, cross-program file review services to DES customers. From 2009 through 2010, there were 1,105 file reviewers serviced, of which 58 were considered "complex" file review requests, which require gathering emails and review of files for legal purposes. These file reviews consumed a total of 4,708 work hours by two PIP Unit staff. Day to-day requests to view a single file or data set are handled by the File Review Coordinator in cooperation with a program staff person. However, the more complex requests can consume significantly more time in research, coordination, and production of records to the file reviewer in compliance with RSA 91-A (known as the "[N.H. Right-to-Know Act](#)"). This Lean project focused on how best to classify and produce records in the most efficient and timely manner possible.

The Process

The file review lean team enlisted the participation of an outside user of the system. The team used process mapping and brainstorming to identify streamlining opportunities for the file review process. The existing process and the proposed future state were mapped and compared using the swim lane mapping technique. During the lean event, outside views were solicited, as well as program staff experiences, to focus on ways in which the file review process could be streamlined. Brian Burford, State Archivist, attended one meeting and expressed his views on how file reviews at DES and Archives could be better coordinated.

The Bumps

Although the overall lean process went smoothly, the attempts to separate the "simple" review from the "complex" review proved to be challenging.

"I liked very much the analytical, systematic approach which is the essence of the LEAN Analysis. It was helpful to break down each task and analyze the time necessary to complete such task. I have a better understanding, and appreciation, of the behind the scenes effort that goes into a file review request."

Tim Fortier, McLane, Graf, Raulerson & Middleton, P.A., Concord, NH

Results

The file review process has been adjusted as a result of this Lean analysis to better define the roles of each participant. Outreach materials and a more prominent presence on the DES Website are planned for assisting file reviewers. A new standard operating procedure was created as a result. Ten days of staff delivery time per "complex" file review was reduced to an average of five days, as well as a few hours saved per simple file review.

Team

- C/O: Elizabeth Knowland (x8808), Tim Drew (x3306), Peter Demas (x2464), Robert Minicucci (x2941), Mike Walls (x8806)
- ARD: Karla McManus (x6854)
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- DHHS: Kris Neilsen
- McLane Law Firm: Tim Fortier (230-4411)

Future Plans

Implementation plan in place / monitoring is ongoing and data recorded

Charter #2010-09

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