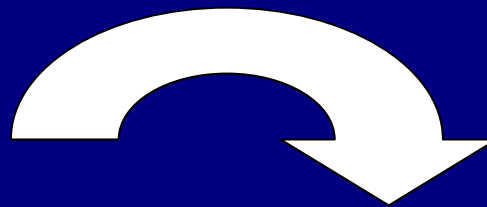


NHDES LEAN Team

Case Study # 2010-16

LEAN Team: 603-271-3503

www.des.nh.gov



Summary

Organization



Division
Water

Business Problem

Compliance decision-making process among Wetlands, Alteration of Terrain and Subsurface Bureaus inconsistent and disjointed

Methodology

Current and Future State Value Stream Mapping; Extensive staff training on new procedure.

Solution

New process puts management sign-off on enforcement decisions up-front, document drafting performed by two staff, leaving field inspection staff to focus on inspections.

Benefits/Results

New process results in consistent enforcement decision-making and management "buy-in" of decisions.

Idea & Process Owner

Rene Pelletier X 2951

Facilitation

Carolyn Russell X 3010

Compliance Process Improvement

In 2009, DES began to integrate the compliance staff from the Wetlands Bureau, Alteration of Terrain, and Subsurface Sections (collectively referred to as Land Resources Management, or "LRM.") Compliance staff was cross-trained, and as a result of the consolidation, the number of compliance regions was increased from six to nine, decreasing caseloads and allowing, for the first time, pro-active, rather than reactive, compliance.

The Process

At the end of 2009, it became apparent that, while there was an increase in the number of inspections conducted, enforcement response varied among programs and enforcement documents were inconsistent.

With the participation of staff and supervisors from each program, goals were developed and the (then) current process of issuing enforcement documents was shown in a Value Stream Map. A Value Stream Map describing a desired future state was then produced.

The current state map revealed that compliance staff making decisions on what enforcement actions to take independently. This led to inconsistent enforcement response, resulting in reversal of decisions by management, and creating the impression of an inequitable and uneven "playing field."

The new process resulted in the creation of a case review team ("CRT") consisting of Bureau administrators or their designees, and led by the Assistant Water Division Director. The CRT meets weekly with Compliance Inspectors to discuss pending enforcement cases. The compliance specialist completes a "case summary"

sheet summarizing the key facts and issues of a case, and makes a recommendation as to what enforcement action to take. If the recommendation is approved, the CRT "signs off" on the case summary sheet. Decisions are tracked using a spreadsheet for consistency.

Once an enforcement decision is approved, the file and case summary sheet is then forwarded to one of two document writers for completion.

Implementation took place in May 2010 following a training session of the new process. After a few weeks of CRT meetings, it became apparent that it was necessary to take minutes of each meeting to develop a record and aid in future decision-making.

"It's helped to promote team building within our Agency."

-Craig Rennie
Land Resources Specialist

The Results

Approximately 100 cases were brought before the Case Review Team between May and December 2010. As a result, program managers have the opportunity to be kept informed and achieve "buy-in" during the enforcement decision-making process. Compliance staff benefit by discussing the strengths and weaknesses of their cases before an enforcement decision is made.

Team Leaders

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