NHDES LEAN Team

Case Study # 2009-02

LEAN Team: 603-271-3503 www.des.nh.gov.

Summary

Organization

NEW HAMPSHIRE DEPARTMENT OF Environmental Services

Division

Air

Business Problem

The Central Source files have to be reorganized each time a source changes its name. This process is time consuming and labor intensive.

Methodology

Space needs to be created in the file cabinets to relocate a central source file in order to maintain alphabetical order.

Solution

Reorganize files by AFS # which essentially puts files in order by county.

Benefits/Results

Saving over 45 hours per year.

Key Tools Used

- CSVM
- FSVM
- JDI ("Just do it!")
- Brainstorming

Team Leader

Tom Guertin x 0907

Management of ARD Source Files

DES ARD receives 25-30 name change requests annually. Each time a sources changes its name, a large amount of files need to be relocated to create space in the filing cabinets.

File relocations can take one to three days. In addition, depending on the number of name changes received and the workload of the support staff, files requiring relocation can wait in the queue for months at a time.

An alphabetical process is prone to certain filing errors. Even though a source can change its name on paper, it is often referred to by its old name for months later, contributing to confusion and filing errors. In addition, the name of a source is not always apparent, especially when a source is named after an individual.

The Process

The team consisted of a cross section of management, engineers and support staff. Several, "hesitant" members of the team quickly emerged as advocates for change. These individuals started the event absolutely convinced that nothing could be done to improve this process. Upon conclusion, the same individuals became the team's implementation managers. In addition, the team received superb support from its sponsor, the division's assistant director.

The team started out by mapping the process in great detail. 41 steps in all were documented for the current process.

Next, the team imagined an ideal process and recorded the steps. Almost immediately, the team realized that a significant savings in time could be achieved if the files didn't have to be shuffled every time a source changed its name.

The Bumps

The team experienced a fair amount of uncertainty and hesitation to participate. This was alleviated by the strong presence of the team's sponsor who empowered the team to improve the process.

The Results

The results include the following improvements:

- Saved ~45 hrs/yr;
- Eliminated 4 Steps;
- Identified ~25 filing errors; and
- Reduce backlog to 10 sources

Future Plans

Following the completion of the file reorganization the team plans to:

- Develop an electronic filing system for the ARD
- Expand to include emissions files.

Follow-Up

As of May 12, 2016, the process owner reveals that the bureau currently has a backlog of zero. Reports are filed as they are received.

Staff currently applies its time assisting with the Stack Test Section filing reports following Stack Test staff review.

ARD staff is has long since adjusted to the change from a filing structure based on alphabetical order as opposed to filing by AFS # (facility number)

Currently, General State Permits are stored in electronic format, exclusivley. In addition, "Permit By Notification" files, which is a new permitting program for moble devices, was originally designed to maintained electronically and "No Permit Required" letters are stored in electronic format exclusively.