

Final Project Charterⁱ

Project Name: PART TWO: Ch. NR 726 Closure Approval Process- RR Program

Date Chartered: January 2013

Expected Completion Date: July 2013

Team Leader: Tim Cooke

Team Goal/Mission:

What is the purpose of the team?

Analyze and streamline the *technical review steps* necessary to determine if case closure can be approved by the Department as meeting the requirements of ch. NR 726, Wis. Admin. Code. This project is the natural conclusion of the RR program's first Lean project,

The team will implement improvements that accomplish the following:

1. Reduce DNR staff time required to conduct a technical review of a closure.
2. Reduce DNR staff time required to notify customers of technical deficient submittals.
3. Clarify the definitions of when a case closure can be "paused," "denied" or "approved."
4. Conduct technical completeness reviews within a certain timeframe
5. Provide consistent and clear feedback to customers on technical deficiencies.
6. Improve customer satisfaction and save customer's money.
7. Ensure that the technical incomplete notice contains all deficiencies.
8. Clarify the timeframes and expectations of consultants for responding to technically incomplete closure requests.
9. Identify areas where greater outreach and education would improve the process.
10. Provide external customers with a more transparent closure process and ensure consistent timing of closure committee meetings.
11. Explore the opportunity of a closure/pre-submittal meeting between DNR and consultant.
12. Ensure that all safety requirements are incorporated into the new process.

Measure(s) to be used to determine success:

How will we quantify our progress?

1. Improve quality (i.e., level of completeness) of submittals so that the number of "technically incomplete" closure submittals drops by 33%, within 6 months after the changes are implemented.
2. DNR staff time is reduced by 25% with respect to closure completeness review process (i.e., time spent on technical review).
3. Customer receives technical completeness review from DNR, in XX business days or less.
4. Staff are making "pause" versus "denial" decisions consistently, 100% of the time.

5. Closure decisions for “complete” submittals in 60 days or less, 100% of the time.
6. Example: customer survey prior to and then a period of time after implementation of recommendations to evaluate changes.
7. Federal, State, and program safety requirements were addressed and incorporated into the new process, if applicable.

Team Members:

General: Darsi Foss, Jane Lemcke, Shelley Fox, Andy Boettcher, and Danielle Wincentzen

RR PMs: Jeff Ackerman, Dave Rozeboom, Bob Klauk, Jim Delwiche

Team Supervisor: Bill Evans

Team Leader: Tim Cooke

Team Sponsor: Mark Giesfeldt

Ad hoc: Bruce Urben, Mark Gordon, and Mark Giesfeldt

Issues to be addressed:

What Problems or opportunities will the team solve?

1. Reduce significantly the percentage of closure packages that are denied because information was missing.
2. Improve the quality of closure submittals, resulting in a higher rate of approvals on first submittal.
3. Reduce the number of sites that do not respond to the DNR's request for more information/corrections, within 60 days or less.
4. Create consistent closure process across all 5 regional offices.
5. Reduce # of incomplete notices/follow up requests at the same site.
6. Reduce by 95% the notices of closure “denial” that should have been sent earlier in the process as a “pause.”

Expected Results:

What will be in place when we are done?

Streamlined process that decreases DNR PM staff time reviewing technically incomplete and poor quality submittals, and increases customer satisfaction associated with technical completeness reviews of closure packages.

Support/Resource People:

Who will we need assistance from besides the team members?

Responsibilities and Boundaries:

What areas will the team look at and what areas will the team NOT look at?

Will look at: Solutions that can improve closure completeness reviews, and that can be evaluated and implemented within the timeframe of this project.

Will not look at: Internal workings of the regional closure committees nor closure appeal process.

ⁱ Tuesday, October 16, 2012



DNR Lean Project - Final Report

Project Name: Ch. NR 726 Closure Approval Process – Phase 2

Project Team Leader: Tim Cooke

Project Purpose: Analyze and streamline the *technical review steps* necessary to determine if case closure can be approved by the Department as meeting the requirements of ch. NR 726, Wis. Admin. Code.

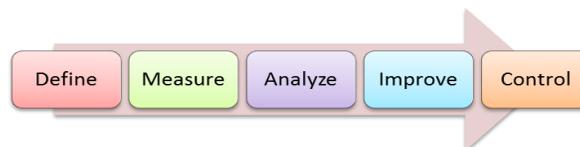
Project Team Members: Mark Giesfeldt (Team Sponsor), Jeff Ackerman, Andy Boettcher, Jim Delwiche, Bill Evans, Darsi Foss, Shelley Fox, Bob Klauk, Jane Lemcke, Dave Rozeboom, and Danielle Wincentsen

Summary of Improvements: See attached Project Implementation Plan

Project Results:

Goal	Baseline	Target	Expected After Improvements	Goal Met?
Reduce DNR staff workload.	105 minutes/ technical review. Total = 105 x 334 = 35,070 minutes.	78 minutes / technical review. Total = 78 x 334 = 26,052 minutes.	78 minutes / technical review. Total = 78 x 334 = 26,052 minutes.	Yes
Reduce Lead (delivery time).	18 closure decisions exceeded 60 days. Avg = 31 days	100% of closure decisions are made within 60 days or less	0 closure decisions exceeding 60 days.	Yes
Improve Customer Satisfaction.	Voice of Customer Survey	Increase in customer satisfaction by 25%	25% increase	Yes
Ensure Staff and Customer Safety.				Yes

Amount of staff time saved per year in hours: 27 minutes saved per closure request x 334 closure submittals = **9,018 minutes or 150 hours** per year.



How will that time be reinvested?: Project Managers will be able to invest their time working on other high priority tasks, thereby advancing the priorities of the RR Program, AWaRe Division, and the Department.

Project Cost:

	Hours	Dollars
Project Team Leader	114	\$3,255.76
Project Team Members	569.25	\$15,575.24
Meeting Costs		\$2,106.79
Improvement Costs		\$
Total	683.25	\$20,937.79

Recommendations for Future Code/Statute Changes: See attached Opportunity Chart

Lessons Learned:

- Data collection is important to the process, but it can be overwhelming if there is too much. Focus on the important data that tells a story.
- You don't have to be the process owner to lead a Lean Six Sigma effort.
- Nothing beats a face-to-face meeting. Many of the Lean Six Sigma tools are visual in nature and to take full advantage of them, people need to be in the room to see them work.
- Try to stay within scope. There's always a temptation to try to fix everything. Stay on task and focus on the task at hand.
- Talking through differences in opinion can lead to a common understanding or solution.
- There can be value in allowing process improvements to be implemented and to allow time for feedback and adjustments prior to embarking on another Lean Six Sigma project, if aspects of the new project may be impacted by the outcomes of the original project.
- There are both challenges and opportunities to be gained in doing a phased approach to looking at a very large process.
 - A phased approach can present a challenge in the second phase if the implementation and feedback of solutions in the first phase are ongoing, particularly if solutions selected in the second phase rely on having final results from the first phase.
 - A phased approach can present opportunities for coordinating efforts. Follow-up customer surveys can be coordinated to ask questions pertinent to both phases to avoid sending multiple surveys to our customers.

- It may be difficult to attribute improvements to one phase versus the other, but it's the results that matter.