

# Project Charter

**Project Name: Operator Certification Continuing Education Credit Streamlining**

**Date Chartered: September 2012**

**Expected Completion Date: June 2013**

**Team Leader: Camille Turcotte**

## **Team Goal/Mission:**

To revitalize the operator certification training approval and continuing education process.

The team will implement improvements that accomplish the following:

1. Reduce DNR staff time required for the process.
2. Reduce the amount of time it takes for the customer to receive training approvals.
3. Improve customer satisfaction.
4. Ensure that all safety requirements are incorporated into the new process.
5. Improve customer access to training records and information on availability of approved training (on-line calendar).

## **Measure(s) to be used to determine success:**

How will we quantify our progress?

1. DNR staff time associated with training approval/credit slip generation is reduced by at least 10%.
2. Customer (training providers) receives training approvals on average in 10 business days or less and there is no need for paper credit slips.
3. Training providers and/or operators surveyed are satisfied with the new process and feel it increases efficiency.
4. Federal, State, and program safety requirements were addressed and incorporated into the new process, if applicable.

## **Team Members:**

Camille Turcotte – Co - Lead

Kelly Thompson – Co - Lead

Lisa Bushby

Mike Kvitrud

Tamara Baker

Dave Ekern

Beth Goldowitz

Dave Lawrence

Wade Pederson

## **Issues to be addressed:**

What Problems or opportunities will the team solve?

1. Eliminate need to create paper credit slips to send to training providers.
2. Provide online methods for training approval that also populates on-line training calendar.
3. Provide online method for tracking continuing education credits for operators.

## **Expected Results:**

An online training approval and continuing education credit tracking system will be in place. Paper credit slips will no longer be used. Operators will be able to access their training records on-line. This will increase efficiency for DNR staff, training providers as well as operators.

## **Support/Resource People:**

IT Oversight Board for approval of the IT project

Contractor to complete IT work

Have secured \$50,600 from DG to complete IT work

## **Responsibilities and Boundaries:**

The team will focus on the training approval and credit tracking systems. We will not look at online exams or other projects at this time.



# DNR Lean Project – Operator Certification Streamlining Final Report

**Project Name:** Operator Certification Continuing Education Credit Streamlining

**Project Team Leaders:** Camille Turcotte and Kelly Thompson

**Project Purpose:** Streamline the operator certification training approval and continuing education tracking process.

**Project Team Members:** Camille Turcotte, Kelly Thompson, Lisa Bushby, Tamara Baker, Mike Kvitrud, Beth Goldowitz, David Ekern, Dave Lawrence and Wade Peterson.

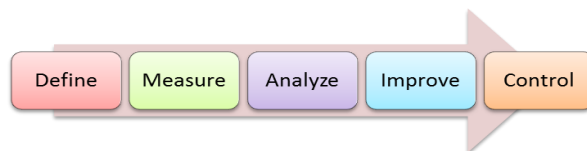
**Summary of Improvements:** The improvements focused on two main areas: training approval and continuing education tracking. We conducted several exercises to assess non-value added functions and identify problem areas. The group also conducted voice of the customer surveys to assess satisfaction levels. Customer feedback was used to help create a new process that meets the needs of our customers and is user-friendly.

For the training approval process, the team created a training approval request form that providers will submit to the DNR. The new form is a fillable PDF form and has the capability to extract data. The extracted data will automatically populate to a new dynamic DNR Operator Certification training calendar for the operators. The use of technology reduces DNR staff workload and provides both training providers and operators improved services.

The continuing education paper credit tracking process will be replaced with electronic credit tracking. There will not be a need for credit slips as the training providers will electronically submit a roster of attendees. Operators training records will then be automatically populated with the training and number for credit hours. In addition to eliminating an inefficient process, the DNR will offer operators an online website showing their certification details and continuing education credits. A contractor has been secured and development of the website has begun.

## Project Results:

Goal	Baseline	Target	After Improvements	Goal Met?
Reduce DNR staff workload	Average time spent obtaining and reviewing training request and populate calendar = 22 minutes Average time spent creating/tracking credit slips per training = 16 minutes	10% reduction	15% reduction	Yes
Reduce Lead time (delivery time)	Usually 10 days or less but extensive back and forth	Approvals in 10 days or less without back and forth	Approvals in 1 day usually, all in 10 days	Yes



Gauge Customer Satisfaction	40% Very Satisfied 38% Fairly Satisfied 20% Neutral 2% Dissatisfied	Increase satisfaction Over 85% Very or Fairly Satisfied	Anticipate satisfaction to be maintained or increase.	Yes
Simplify the Process (in steps)	35 DNR steps	25% decrease in steps	Now 20 DNR steps 43% reduction	Yes
Ensure Staff and Customer Safety	Safe process but potential for harm	Eliminate use of paper cutter	Will be eliminated by September	Yes

**Amount of staff time saved per year in hours:** Estimate 500 or more

**How will that time be reinvested?** Staff will have time to participate in outreach efforts including attending conferences, giving presentations and creating guidance documents about Operator Certification. More time will also be available for assisting septage staff with audits and compliance activities. Lastly, more time can be dedicated to NR 114 updates and educating operators on coming changes.

**Project Cost:**

	Hours	Dollars
Project Team Leaders	100	
Project Team Members	250	
Meeting Costs		\$ 0.00
Improvement Costs		\$ 50,600
Total	350	\$

Funding was obtained in cooperation with the Drinking and Groundwater program to pay for contractor hours to create PDF forms and the website for verifying certification status.

**Lessons Learned:**

- Getting the voice of the customer through surveys and team participation is very important to the outcome of the project and changed the outcome. We may assume we know what will be best for others but may learn differently if we ask.
- Conducting a Lean process improvement is a large time commitment and is a top priority. Staff need to adjust workloads and other commitments so the project remains a top priority. Placing the project lower on the priority list slows down the project immensely.
- Having two external customers and partners on the team gave DNR staff members an extremely valuable perspective.