

Washington County- Kaizen Event Summary



Program Area/Unit: Environmental Protection Team
Project Title: Hazardous Waste Regulation License Renewal Kaizen Event
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Project Start and End Dates: October 8th & 10st, 2013

Opportunity for Improvement

The Environmental Protection Team processes over 500 hazardous waste generator license renewals annually. Approximately 75% contain one or more defects in the form of inaccurate/incomplete information requiring follow-up ranging from a phone call to site visits and extensive paperwork review.

Goals for Future State

- Decrease the number of defects by 50%
- Decrease staff time spent on follow-up
- Engage generators in the renewal process
- Increase available staff time for inspections and generator outreach



Observations of Current State

- Map = good tool to see details
- Overwhelming, complex process, lots of steps
- Lots of handoffs, paper back and forth

Recommendations for Future State

Issue: Too many handoffs and corresponding waits
SOLUTION: Process is automated

Issue: Process is confusing for the generators
SOLUTION: Application will include clear instructions, drop-down menus to increase consistency, hard stops to ensure complete information

Issue: Multiple invoices produced and sent out
SOLUTION: Online payment options and flat fees

Issue: Too much paper!
SOLUTION: Generators fill out/submit form online

Issue: Lack of incentive for generators to get information correct and in on time

SOLUTION: More education about importance of process, electronic form, and system lockout

Issue: Potential for unaccounted for waste streams
SOLUTION: New system will allow inspectors to spend time on activities related to protecting the environment and less time handholding



Current and Future Process Swim Lane Metrics

| | CURRENT | FUTURE |
|---------------|--|-------------|
| | Quantity | Quantity |
| Job Functions | 7 | 7 |
| Tasks | 67 | 30 |
| Waits | 14 | 3 |
| Decisions | 11 | 5 |
| Handoffs | 9 electronic 19 physical | 12 physical |
| Storage | 7 | 4 |
| Note: | 75% defects account for 4 waits (December – March), 8 handoffs, 16 tasks | |

Benefits of Future State

- HUGE time savings
- Increased accountability and compliance
- More engaged generators
- Defect rate significantly decreased
- Staff time savings across multiple job functions

Lessons Learned

- All frustrated with current system
- Got a lot done in 2 days
- Kaizen event = powerful tool
- Came up with clear vision and goals
- Band-Aid solutions are not acceptable
- It was actually FUN!!