



Department of Environmental Services

2014 Lean Culture Award Presentation



Summary

DES was an early state agency adopter of Lean in 2009 and continues in a leadership role. 79/412 (19%) of staff have Lean training, including 76% of managers. DES has worked state-wide and regionally to increase the use of Lean management methods.

Lean Training @ DES

412 total staff:

17% of staff = Yellow Belt
6 CIPs (Green Belt pending)
22 (76%) of managers trained:
20 Yellow Belts
2 CIPs

Lean Projects @ DES

34 completed projects, two in process (Oct. 2014). At least seven of these with external stakeholder participation.

Six multi-agency projects: four w/ DOIT, one with DOT, one with Dept. of Agriculture. Project with EPA in preparation. One project led to 2013 legislation consolidating several permits into one. Lean projects used with rule re-adoption to ensure the best possible product.

DES's Lean Culture

The New Hampshire Department of Environmental Services (DES) is among the early adopters of Lean methods in NH state government. In mid-2009, at DES Commissioner Burack's urging, DES used funding from an EPA grant to work with the NH Bureau of Education and Training (BET) to provide Lean training to about two dozen DES staff, as well as staff from several other state and federal agencies. Since that time, Commissioner Burack and DES as a whole have continued to lead in learning about and using Lean methods. To date, every branch of DES has completed projects and has trained staff.

Shortly after the 2009 training, DES started its own Lean Team. Led by an employee who has Lean as the lead accountability in his Supplemental Job Description, this team meets monthly to discuss best practices in Lean implementation at DES, identify new project ideas, and support the promotion of Lean and a continuous improvement culture within DES. The Lean Team prepared Standard Operating Procedures to document how Lean events at DES should be defined, organized, and implemented, and designed a one-page summary Lean case sheet, which is prepared for completed projects to highlight lessons learned and improvements gained. The DES case sheet template has become a state standard. In 2012, the DES Lean Team developed its own two-day Lean training to increase the number of DES staff and managers that could be trained. This training has now reached 35 DES staff and managers.

At the executive level, Commissioner Burack has honored six DES Lean project teams from across the agency at DES Town Meetings or the annual December holiday celebration to recognize and promote the importance of Lean efforts. Commissioner Burack also has praised and publicized DES's Lean efforts in DES's quarterly newsletter, and was a speaker at the 2012 and 2013 NH Lean Summits. With the support of Assistant Commissioner Quiram

and the rest of the DES Senior Leadership Team, the DES Lean Team developed an Employee Survey to be administered in late 2014. This survey will emphasize the importance, and assess the strength, of DES in encouraging new ideas, promoting collaboration, ensuring effective communication, and maintaining focus on core objectives and continuous improvement - key elements of any successful organization. Also, all Supplemental Job Descriptions at DES now include one accountability dedicated to continuous process improvement.

DES has supported Lean outside its walls by actively participating in a collaborative group of state agency Lean practitioners, which became known as the NH Lean Network. Since the NH Lean Executive Committee (LEC) was formally established by the NH Lean Network in mid-2013, Bob Minicucci of DES has served as Chair of that group. DES is active regionally amongst environmental agencies in promoting Lean: 1) helped establish a Lean Practitioners Workgroup for New England state and federal environmental agencies; 2) was central in developing the region's first "Summit on Lean & Process Improvement for Environmental Agencies in the Northeast"; 3) has participated in several regional Lean conferences; and 4) included staff from VT DEC, USEPA Region 1, and the U.S. Forest Service at DES's own 2-day Lean training sessions.

