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

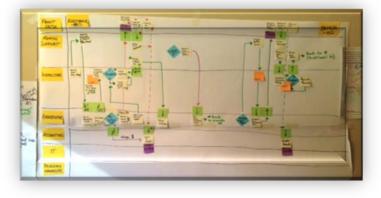
SOLUTION: Process is automated Issue: Process is confusing for the generators SOLUTION: Application will include clear instructions, drop-down menus to increase consistency, hard stops to ensure complete information

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!!

