

A3 Report

Title: Activation Process for Found Public Water Systems

Date Started: 1/27/2020

Current Date: 5/29/2020

Name and Agency:

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Team Members: Drinking Water Staff at Northwest District Office

Executive Sponsor: Michael Deal

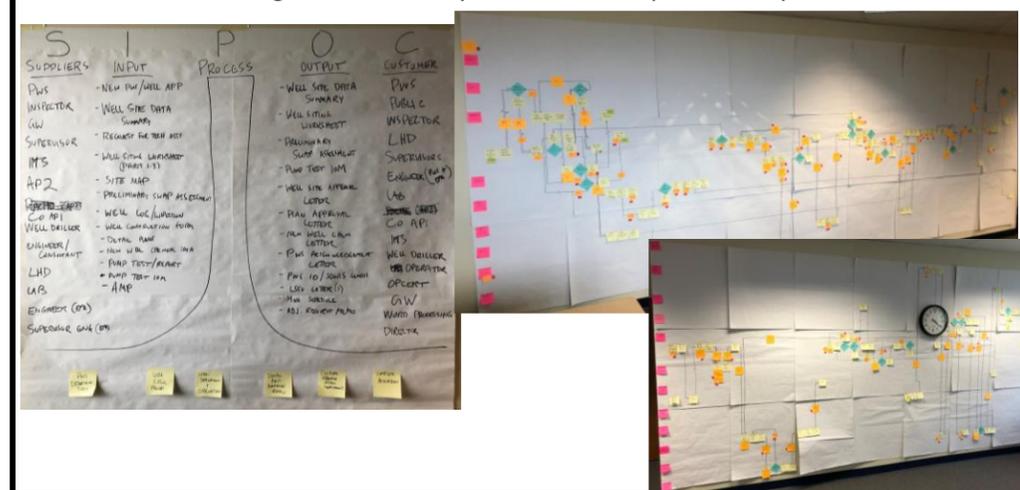


P1: Why Change is Needed

The activation process for found public water systems is confusing to both staff and management. The existing standard operating procedure does not provide specific enough instructions to avoid uncertainty regarding certain steps in the process. This results in processing delays and a reduction in lead time. As a supervisor, I once spent 4.5 hours one day trying to resolve questions from 3 of my staff on activating 3 different public water systems. We need to clearly define each step in the process, and, if possible, streamline the process.

P2: Current State

We created a SIPOC digram followed by a current state process map



P3: Goals/Targets

- Reduce the number of handoffs by at least 20%
- Reduce the number of process steps by at least 50%
- Reduce the number of waste by at least 50%

P4: Analysis

After mapping the current state, we identified the waste, and flagged the non-value added waste. We then went through each non-value added waste and discussed potential ways to reduce or remove it. Based on that we created a list of potential solutions. We also discovered that a form we had been filling out is no longer necessary, and the same information is being tracked in 3 separate databases.

P5: Potential Solutions

We created a list of 49 potential solutions and developed an impact-control matrix. Many ideas could be implemented right away. Management made decisions regarding several of the other ideas, and some ideas were forwarded to Central Office for statewide consideration.

Found System Procedure Impact Control Matrix

Impact	Control
1. Identify waste...	1. Identify waste...
2. Identify waste...	2. Identify waste...
3. Identify waste...	3. Identify waste...
4. Identify waste...	4. Identify waste...
5. Identify waste...	5. Identify waste...
6. Identify waste...	6. Identify waste...
7. Identify waste...	7. Identify waste...
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11. Identify waste...	11. Identify waste...
12. Identify waste...	12. Identify waste...
13. Identify waste...	13. Identify waste...
14. Identify waste...	14. Identify waste...
15. Identify waste...	15. Identify waste...
16. Identify waste...	16. Identify waste...
17. Identify waste...	17. Identify waste...
18. Identify waste...	18. Identify waste...
19. Identify waste...	19. Identify waste...
20. Identify waste...	20. Identify waste...
21. Identify waste...	21. Identify waste...
22. Identify waste...	22. Identify waste...
23. Identify waste...	23. Identify waste...
24. Identify waste...	24. Identify waste...
25. Identify waste...	25. Identify waste...
26. Identify waste...	26. Identify waste...
27. Identify waste...	27. Identify waste...
28. Identify waste...	28. Identify waste...
29. Identify waste...	29. Identify waste...
30. Identify waste...	30. Identify waste...
31. Identify waste...	31. Identify waste...
32. Identify waste...	32. Identify waste...
33. Identify waste...	33. Identify waste...
34. Identify waste...	34. Identify waste...
35. Identify waste...	35. Identify waste...
36. Identify waste...	36. Identify waste...
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40. Identify waste...	40. Identify waste...
41. Identify waste...	41. Identify waste...
42. Identify waste...	42. Identify waste...
43. Identify waste...	43. Identify waste...
44. Identify waste...	44. Identify waste...
45. Identify waste...	45. Identify waste...
46. Identify waste...	46. Identify waste...
47. Identify waste...	47. Identify waste...
48. Identify waste...	48. Identify waste...
49. Identify waste...	49. Identify waste...

D6: Action Plan

Action item	Assigned to	Due Date
Create current state map	Problem solving team	2/24/2020
Identify waste	Problem solving team	3/4/2020
Brainstorm new ideas	Problem solving team	3/9/2020
Evaluate ideas, create impact-control matrix	Problem solving team	4/22/2020
Follow-up on solutions, decide on future state	Laura/Mike	5/21/2020
Create future state map	Problem solving team	5/28/2020
Review future state, identify waste, tally results	Laura	5/29/2020
Do pilot test based on next application	County Inspector	TBD
Finalize Well Site Tracking Spreadsheet	Laura	6/5/2020
Finalize SOP	Laura	6/5/2020
Create remaining templates	Laura	6/30/2020

C7: Improvement Metrics

	Current	Future State	% Change
# Process Steps	143	139	2.8
# Decision Points	23	21	8.7
# Functions/Roles	12	13	-8.3
# Handoffs	64	60	6.3
# Waste	111	50	55.0

C8: Check Results

After 10 meetings and 30.4 hrs of teamwork, a detailed SOP and centralized tracking spreadsheet have been developed. This checklist will be reviewed once/month by the supervisor to verify that all of the steps are being followed. We also eliminated 3 "black holes" in the process, where we were waiting for submissions by implementing the tracking spreadsheet. All documents will now be saved in a central location so everyone knows where things are. Using the SOP, tracking spreadsheet, and future state process map, staff will know what the next step is in the process which will save a significant amount of time for both staff and management.

A9: Follow-up Action

Will re-evaluate after 6 months to see how the new process is working. Will discuss during a future "problem solving meeting" with the northwest district office to monitor status of the new process and see if any additional changes are needed (e.g., identify and eliminate any work arounds, discuss if any process improvements should be made). Met goal of reducing waste by at least 50%. Did not meet goals to reduce # of steps and reduce handoffs. The handoffs were increased due to changes in how plans are received while working remotely. We did eliminate a number of steps, but we also added a lot of details that were missing in the original procedure. These steps will add clarity and help staff understand what to do. Therefore, they are beneficial and appreciated.