



Leaning PPA & Work Plan Development Processes at DES, EPA-NE and Beyond.



Summary

Create a more efficient PPA & PPG processes between EPA-R1 and NHDES

Using Lean principles, NHDES & EPA R1 was able to create more standardized PPA and P&C list processes, create a new sharepoint site and save time.

Accomplishments

- Standardized PPA and P&C List processes
- A reduction of 35% for the PPA process steps
- Rapid regional consensus on the use of a new, 2-Year P&C List & EPA-NE SharePoint

Team

- Ken Moraff, Sponsor (EPA)
- Vicki Quiram, Sponsor (DES)
- Kristi Rae, Team Leader (EPA)
- Susan Carlson, Team Leader (DES)
- Stephen Perkins, Facilitator (EPA)
- Carolyn Russell, Facilitator (DES)
- DES Team Members: Vincent Perelli, Wendy Waskin, John Duclos, Ted Diers, and Mike Bradley
- EPA Team Members: Jennifer Brady, Michael Ochs, David Conroy, Lucy Casella, Deborah Harsted, and Johanna Hunter

Contact

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The Service

Every two years, NHDES and EPA Region 1 develop a Performance Partnership Agreement (PPA) and Priorities and Commitments (P&C) List. The development of this agreement and list require many hours of review and research by many in both the EPA and NHDES.

The Problem

Recent policy changes as well as the expiration of the current PPA allowed for the NHDES and EPA R1 to review the current process of the development of the PPA and P&C List. Resource constraints, including staffing and financial resources have been a hindrance to both EPA R1 and NHDES. The approval of the PPA and P&C list requires many hours from numerous staff at both agencies and often is not approved until after desired deadlines.



The Goal

One desired outcomes of this event is the standardized PPA process and P&C List creation process, which results in approval of these documents no later than 1 October of approving year. It was also desired that those involved with these processes at the agencies have a better understanding of each others' roles such that communication and future collaboration can be improved.

The Lean Process

The event took place in three phases or two-day events. In the first two phases, swim-lane type value stream maps were used to examine the current state and

future states of the PPA P&C List generation processes.

The third phase involved adding scope to the original charter (typically counter Lean philosophy). However, it was conducted given the opportunity to obtain buy-in of the Sharepoint site and PPA & P&C List generation process from other New England states.

During this process, the team worked to reduce waste in terms waiting for and requiring multiple approvals. Further, an implementation plan was created to ensure that the future state was implemented.

The Results

Based on the work conducted by the team, the following successes were achieved:

- Standardized the PPA and P&C List processes;
- 35% fewer PPA process steps;
- Streamlined the PPA & “de-coupled” it from work plans – potentially resulting in a 3-6 months (25%+) time-savings;
- More understanding of the process allowing for PPG issues to be more discussable/resolvable;
- P&C List negotiations now online allowing for better document control and time savings (2-4 months);
- EPA-NE created a new SharePoint Site for all NE States;
- Re-built trust & improved relationships; and
- Great Lean training opportunity for both agencies.

“... it streamlined the post-meeting process tremendously, and was valuable to see the language and discuss changes collaboratively “on the fly.” Overall, a very positive process” Mike Fitzgerald, NHDES