



NHDES Water Division: Land Resource Management (LRM) - *Inspector of the Day* Process

I. BACKGROUND/DEMOGRAPHICS

Process: This is two-part process involving the scheduling of select staff and managers to serve in a front-line customer response role titled, “Inspector of the Day,” or IoD. The designated IoD essentially fields customer calls and walk-ins so that their colleagues can remain focused on their direct permitting and related duties.

Customers: Permit applicants, consultants, developers, soil and wetland scientists, local, state, and federal government representatives, legislators, abutters, general public, fellow NHDES/LRM permit writers, other NHDES staff.

Event Team: Collis Adams, Debra Patterson, Craig Day, Craig Rennie, Laura Martel, Tom Taggart, Amy Hudnor

Event Co-Facilitators: Jocelyn Degler & Vincent Perelli

Event Sponsor: Rene Pelletier, Acting Water Division Director

IoD Process Owner: Collis Adams, Administrator

II. CURRENT CONDITIONS / PROBLEM STATEMENT

The IoD process is not as efficient or effective as it could be, and may be deviating from the standard operating procedures (SOPs) already in place.

- Scheduling, even when done months in advance, is not 100% fool-proof and IoD staff are not always available on their designated day.
- Voicemails are sometimes reached vs. catching a “live” IoD.
- IoD staff may not be receiving the training and support they need from colleagues/ supervisors to be successful.
- Calls may not be directed to the right staff or done so in a timely fashion.
- IoD and fellow staff may not fully understand or follow protocols, or may be reluctant to serve in the rotation.
- Key customer service expectations are not clearly documented in writing or well communicated.
- It is often difficult to quickly figure out what customers want/need & staff may not be prepared to handle this.
- Supervisors may not be fully enforcing IoD procedures.

III. GOALS / TARGETS OF EVENT / PROCESS

- Document the current processes for scheduling IoDs and serving as IoD.
- Gain a shared understanding of the process.
- Document value-added vs. non value-added steps/activities.
- Capture “bright ideas” as they come up and potentially group/rank them for future feasibility study.
- If time allows, determine root causes of any identified issues/areas for improvement.
- Improve the process by incorporate the most promising “bright ideas” generated.

IV. PROPOSED RECOMMENDATIONS

The purpose of this event was to map the current IoD scheduling process, as well as the process by which staff physically serve in the IoD role. By design, no improved future staff map was created. That typed, seventeen promising “bright ideas” emerged from the event and were presented to management for consideration. If implemented at a future date, both processes would benefit from these ideas.

V. RANKED “BRIGHT IDEAS”

IoD Scheduling:

- Use Outlook to invite the IoD to the event, which will be from 8am-4pm and will be set to "Busy." Reminders will also go out 3 days and 1 day prior to the event.
- When staff leave IoD rotation, just backfill a few slots instead of re-shuffling the entire calendar.
- Staff must accept the LRMP IoD appointment so it will appear on their work calendar in addition to the LRMP calendar.

Serving as IoD:

- Create a series of readily available email templates for customer responses with links to important information on the NHDES website.
- Create a set of key questions/prompts to assist IoD to get to a specific topic or issue (similar to the separate NHDES Resource Guide)

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- Provide training for IoDs and all interested staff on how to deal with/de-escalate challenging (*i.e.*, rude or irate) callers.

VI. IMPLEMENTATION PLAN

See above. No implementation plan was developed as part of this event. However, seventeen “bright ideas” were generated and presented to management for consideration and potential future implementation.

VII. FOLLOW-UP/SUSTAINMENT

The LRM management team will review the close-out memo from the event co-facilitators and make a determination as to any next steps.

VIII. EVENT TEAM



The Team: (from l to r) Tom Taggart, Collis Adam, Jocelyn Degler (Co-Facilitator), Amy Hudnor, Vince Perelli (Co-Facilitator), Laura Martel, Debra Patterson, and Craig Rennie. Not pictured: Craig Day