

**Integration & Improvement Efforts within NHDES Land Resources Management Program
Governor's Commission on Innovation, Efficiency & Transparency
September 19, 2013**

NHDES Land Resources Management Program consists of four parallel permit programs related to the development of land (wetlands, shoreland protection, subsurface (septic systems), and alteration of terrain (stormwater management))

- applied strategic planning (clear goals) & variety of Lean tools (e.g., process maps, standard work, root-cause analysis, etc.)
- since 2009, undertaken 22 improvement projects

Example Projects & Results

Application Receipt Center

- combined 4 separate processes into 1 operation
- all applications received are now processed the same day for all programs
- eliminated "double review" of several components
- automated accounting data entry & eliminated "double-keying" of data
- established full staff coverage & cross-training
- defined an automatic "trigger" to bring in more staff for high volume days

Compliance Review Team

- established standard process for staff to bring forward compliance cases for review by administrators
- provides for greater consistency in treatment of similar cases
- ensures adequate information is provided to make an enforcement decision
- improves communication between staff & administrators

"5S" of Workplace (improved organization of staff, files, and equipment)

- removed workplace hazards (step stool, files over heads)
- re-arranged staff & equipment to promote inter-bureau communications & efficient operations (e.g., consolidated all support staff in 3 functional work areas: customer service; application receipt center; and processing center; put files in chronological/alphabetical order)
- better defined work flow for specific tasks & monitoring of work load

Wetlands Permitting (currently in progress)

- clarifying & standardizing the technical application review process & submission requirements (e.g., clearer instructions, less uncertainty/more predictability for applicants & staff)

What We Did that Supported Success

- (1) Provided **Clarity = clear, shared goals & objectives**: worked with management to define where they wanted to go (set specific goals, identified specific issues to address)
 - WE LEARNED - that we needed much more frequent and early communication with both management & staff to ensure SHARED understanding of problem & goals
- (2) Provided **Focus - keep your "eye on the ball:"** Dedicated staff that worked diligently on those goals/issues - Focused on a few tasks at a time & Avoided distraction
 - WE LEARNED - that it is important to define priorities and FINISH them before moving on to the next issue
- (3) Provided **Discipline - consistent methods for resolving problems; working towards standardized processes; developing measures to monitor & evaluate performance**
 - WE LEARNED - that it is valuable to fully understand the problem & search for the "root cause" & apply "system-based" thinking in defining a solution versus "shoot from the hip" or band-aid fixes
 - WE LEARNED - the value of creating a more standard process & reducing/eliminating variation and "special exceptions" whenever possible
- (4) Provided for staff **Engagement & Mutual Respect**:
 - WE LEARNED - that you need true respect for each staff's knowledge and contributions, along with frequent, effective, open communication to get "buy-in"
- (5) **Right Staff** leading the charge
 - WE LEARNED - that successful "leaders" of change will share certain characteristics:
 - entrepreneurial spirit (persistent!) - will experiment, fail, & try again till succeed
 - humility in the drive to learn - asks questions to fully understand
 - passionate - and their passion is infectious = they draw others in
 - interest in and respect for others (honest, not faked) - "servant leadership"
 - intentionally seeks out others input to sharpen their own thinking & skills
 - tenacious - won't shy away from "the hard stuff" - willing to reach beyond traditional boundaries

Suggestion: Focus on the Management Behavior you Need to Drive the Desired Culture

Find ways to support the desired behaviors from existing managers & going forward hire managers to support new culture (i.e., managers exhibiting desired characteristics, aptitudes, behaviors): tools & training, evaluation of managers, revise administrator job descriptions, examine hiring practices