

EPA Lean Management System

STATE EPA LEAN WORKGROUP 8/27/2020

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Agenda

I. ELMS Overview

II. Difference between ELMS & Lean

III. Basic components of ELMS

IV. Region 1 ELMS Adaptation to Telework



Presentation Objectives

Participants to leave with an understanding of:

- What ELMS Is
- The Benefits of ELMS
- The Connection Between Lean and ELMS
- ELMS Deployment in Region 1

Definition of Terms



- Gemba Walk: A leader or a small team walks the process to see the work firsthand, ask questions, and problem-solve with employees.



- Fishbone Diagram: A root cause analysis tool designed to systematically identify and categorize a potential list of causes for a known problem.



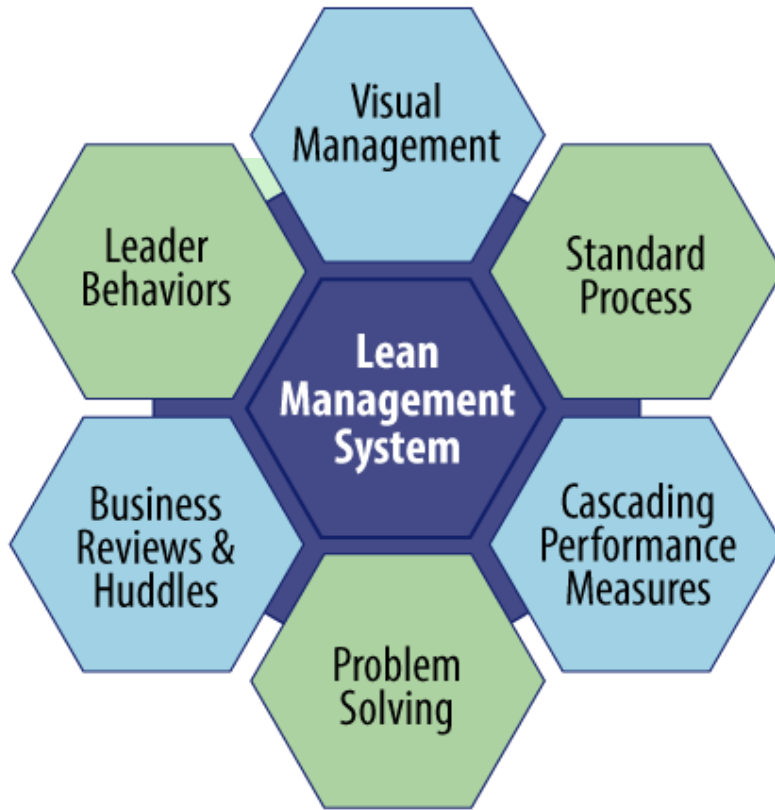
- 5 Whys: A problem solving technique that uses inquiry to identify a root cause of a problem.



- A3: A structured problem solving methodology which is known for putting the information relative to the problem on a single piece of A3 sized paper (11×17).



- Kaizen Event: A structured 3-5 day event led by a facilitator in which a cross functional team maps out a process, identifies rapid improvements, and implements many changes real time.



What is ELMS?

A system that uses Lean principles and tools, paired with **routine monitoring, measurement and engagement to identify problems, solve problems and sustain improvements.**

EPA LEAN MANAGEMENT SYSTEM (ELMS)

ELMS in a Nutshell...

See problems fast
Solve problems fast &
Sustain improvements

ELMS is Not...

1. A Kaizen or Lean event
2. A project
3. A Gotcha! (Wall of Shame)
4. Completely new

Goal and Benefits of ELMS

ELMS deployed in **80%** of EPA by **2020**

Visual Management

- Quickly see if work is on or off schedule
- Identify and monitor progress toward set targets; and manage workload distribution

Develop and Track Measures

- Track process-level metrics to help determine if your organization will meet long-term strategic goals

Engage in Problem Solving

- Identify small problems before they become big problems
- **Generate solutions to fix problems that cause pain**
- Save time in meetings by using brief discussions (huddles) to talk with colleagues about the work; **promote team building**
- Determine who needs help; what issues require management intervention-A check in every week

Participate in 15-minute weekly Huddles

- **Breaks Down Silos**
- Create and improve predictability for customers and staff
- Create a more transparent and accountable workplace

Enhance Work Environment



ELMS brings together team members from different offices to develop a shared understanding of the process

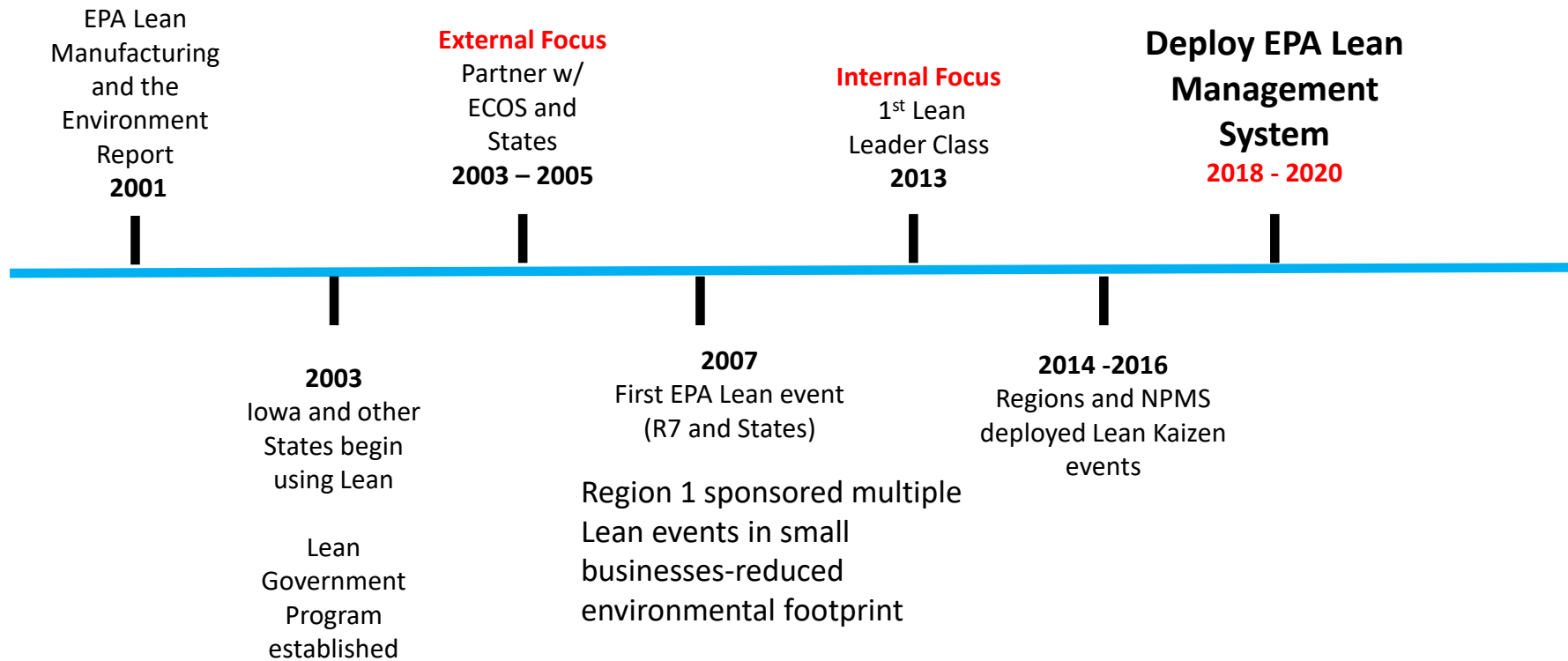


What Is Lean?

Lean is a set of principles and methods for identifying and eliminating waste (non-value-added activity) in any process.



Lean Journey at EPA



Lean at EPA: Teams and Networks

- **Office of Continuous Improvement (OCI)**
 - OCI coordinates agency-wide implementation of the Lean Management System (LMS). “Champions” in each NPM/Region help deploy the system.
- **Problem Solving Corps**
 - Staff from HQ and Regions trained to facilitate Lean problem solving activities within their respective organizations
- **Lean Community of Practice**
 - Network of Lean practitioners from across the agency-meet every month



The Connection Between Lean and ELMS?

Lean

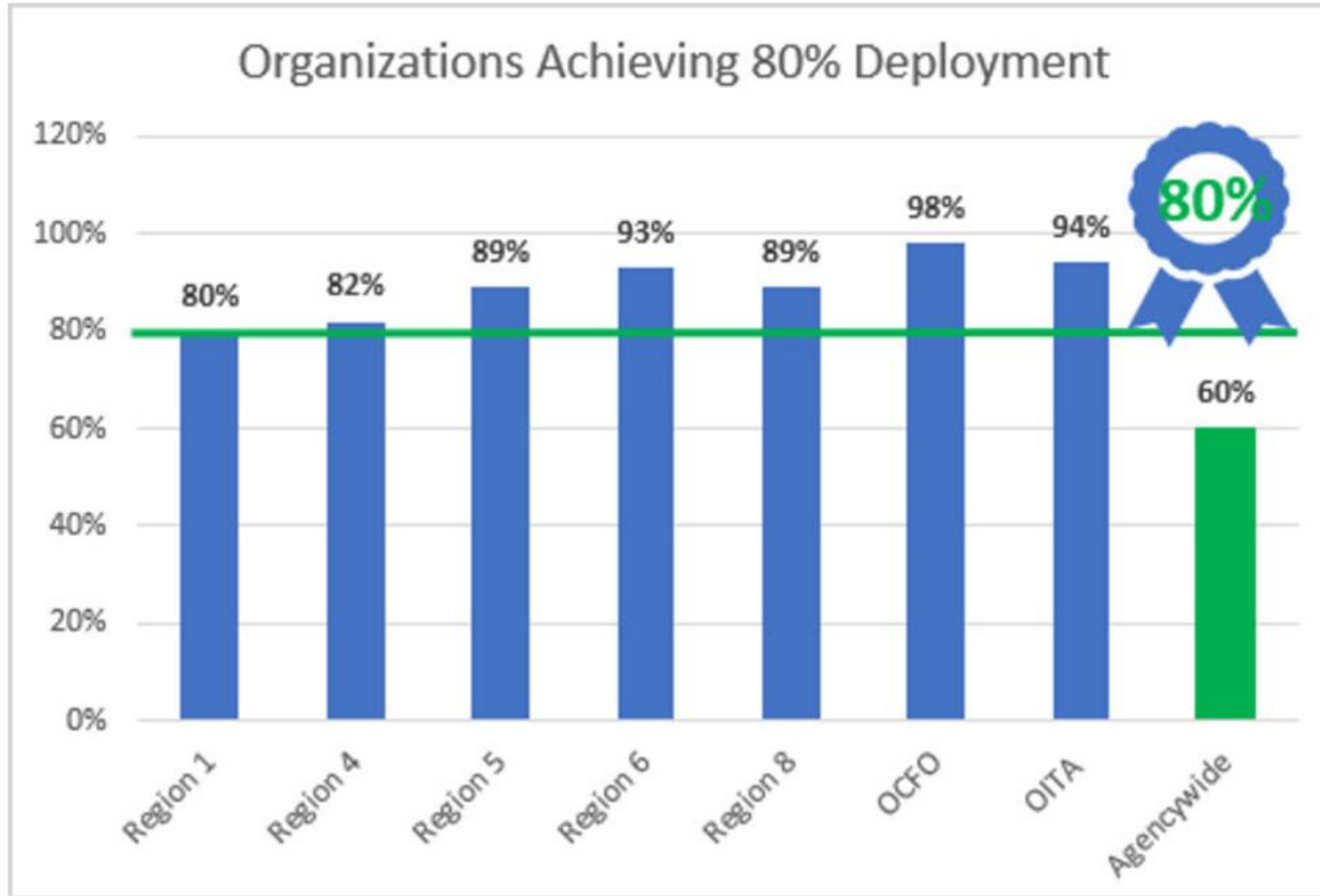
- Project and tool-based
- Difficult to support sustained and/or continuous improvement- Implementation plans can fall apart
- Managers brought in at the end

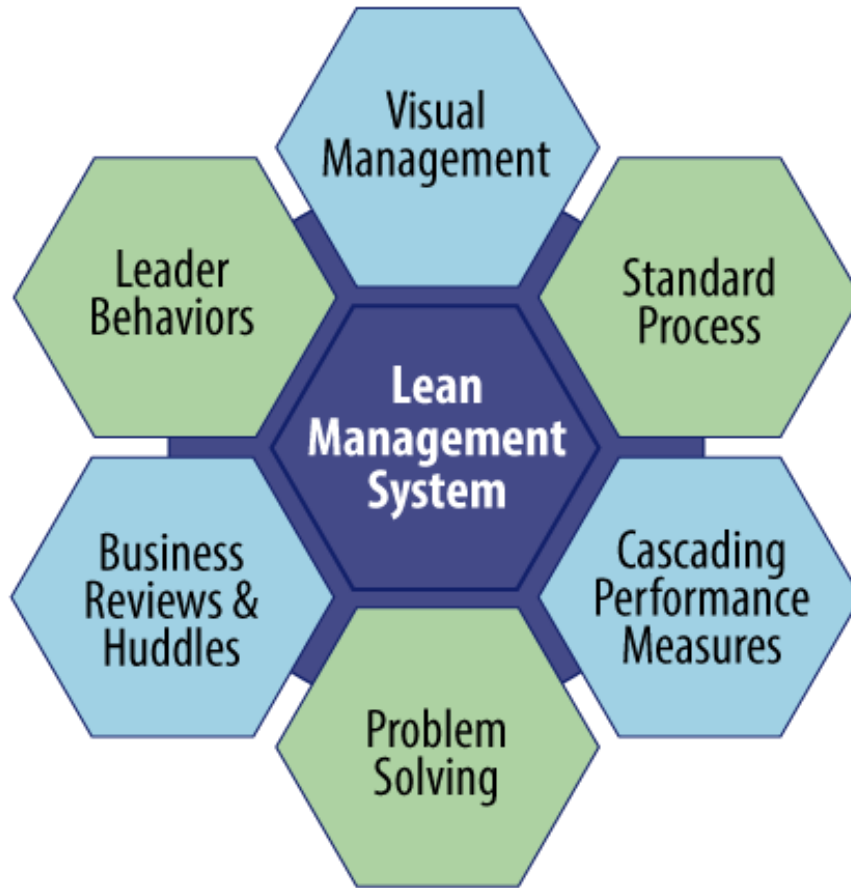
ELMS

- Utilizes Lean tools/philosophy
- Provides infrastructure for continuous improvement
- Integrates monitoring, measurement, problem solving, and standard work in a system
- Management Responsibilities- Process Owners



March 2020:

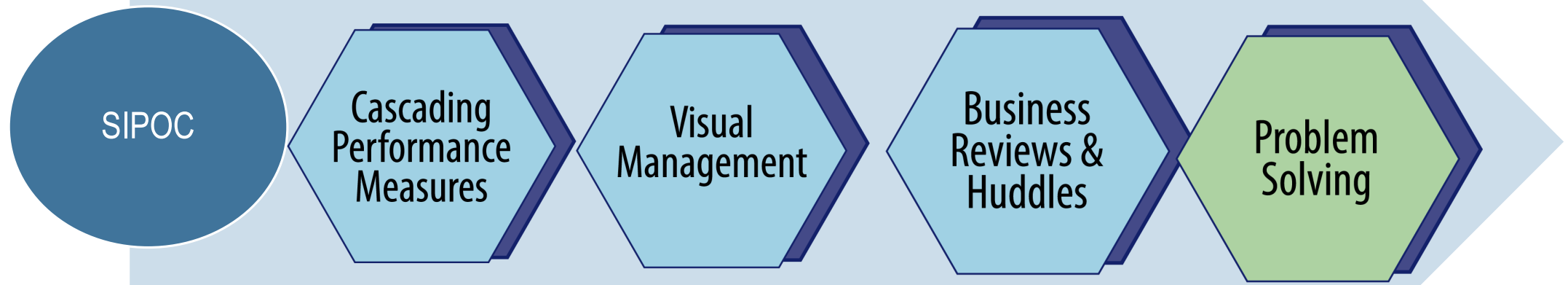


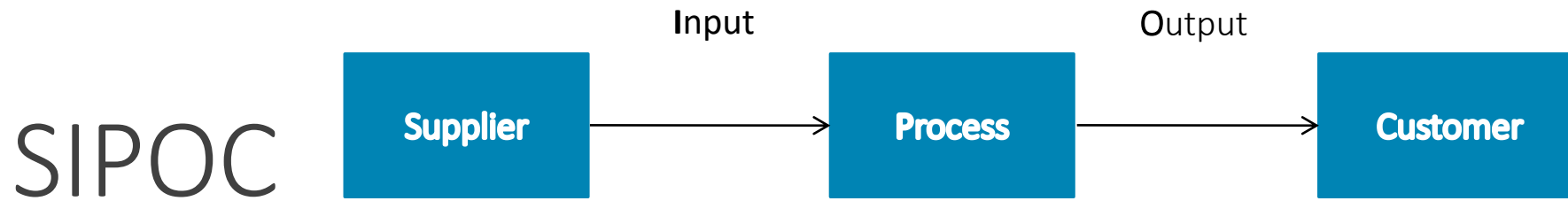


What does ELMS Deployment Look Like?

ELMS Deployment Road Map

We will understand the **components of the process**, use **basic problem-solving** to address challenges, identify **measures** to track and assess our performance, establish **visual management**, and utilize **huddles** to sustain our progress.



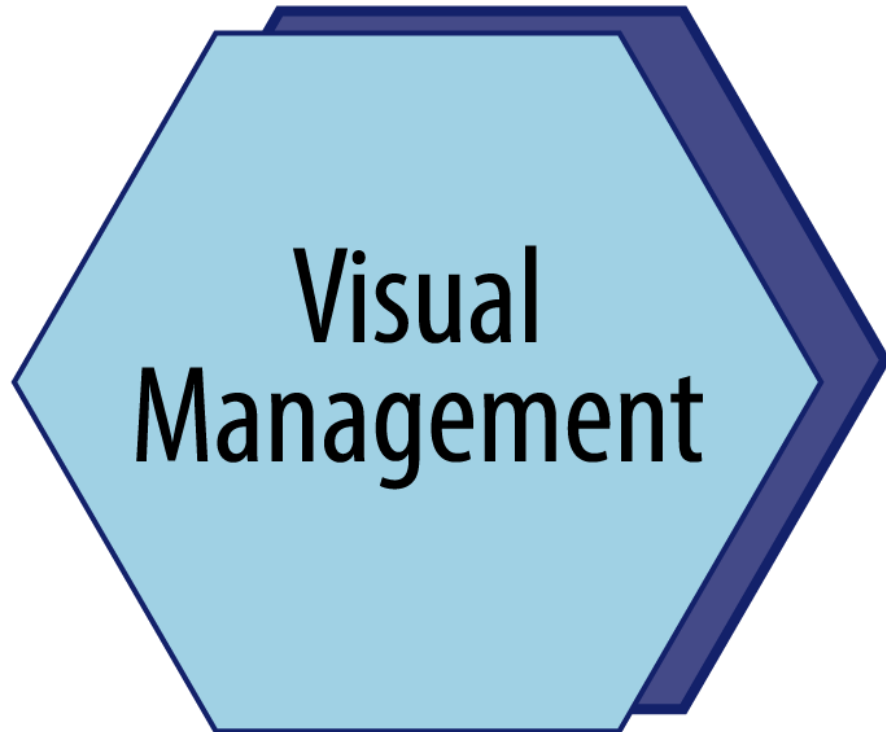


- SIPOC: **S**upplier, **I**nput, **P**rocess, **O**utput, **C**ustomer.
- A high-level visual representation of the process
- Used to provide a structured way to discuss the process and what's involved

SIPOC					
S	I	P	O	C	
Suppliers	Inputs	Process	Outputs	Customers	
		Employee training request and supervisor approval			
Employee	Training Docs	↓ Employee provides all required documents and filled out completed	Backup Docs	Preparer	
Preparer and Program Analyst	Training Docs	↓ Preparer prepares form in Sales Force and notifies Kathy	Sale force doc & Email	Employee & Kathy	
Preparer	Electronic Form	↓ Form is routed to trainee to review and Submit	Electronic Training Form	Trainee	
Trainee	Signed electronic form	↓ Trainee submits form to first-line and second-line supervisor	Training Form	1st line and 2nd line supervisors	
2nd-line supervisor	Signed electronic form	↓ Form routes to the Finance Office for review of budget, funding, dates and method of payment	Training Form	FCO	
FCO	Signed electronic form	↓ Finance routes to HR Office for review	Training Form	Training Officer	
HR	Signed Electronic form	↓ HR sends official SF-182 and attachments to Finance (FCO, Kathy, RegFee) which is assigned to cardholder	Email with SF-182 attached	FCO	
FCO	Funded SF-182	↓ Cardholder logs purchase in their card log and seeks approval from approving official before processing payment	email and purchase card log	Cardholder, A.O. and Vendor	



Visual Management



Visual management is a practical method for determining when everything is under control and for sending a warning the moment an abnormality arises¹

Flow Boards evaluate adherence to standard process and whether the process is flowing as expected

Performance Boards evaluate overall performance of process

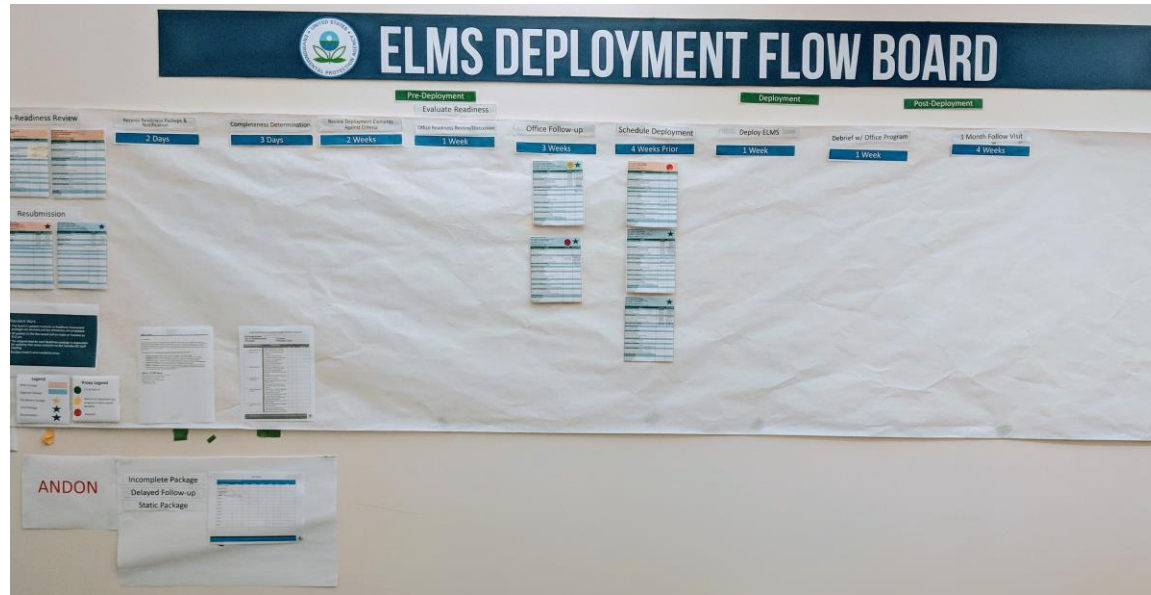
- Metrics
- Continuous Improvement
- Celebration

¹ Masaaki Imai, 1997, Gemba Kaizen

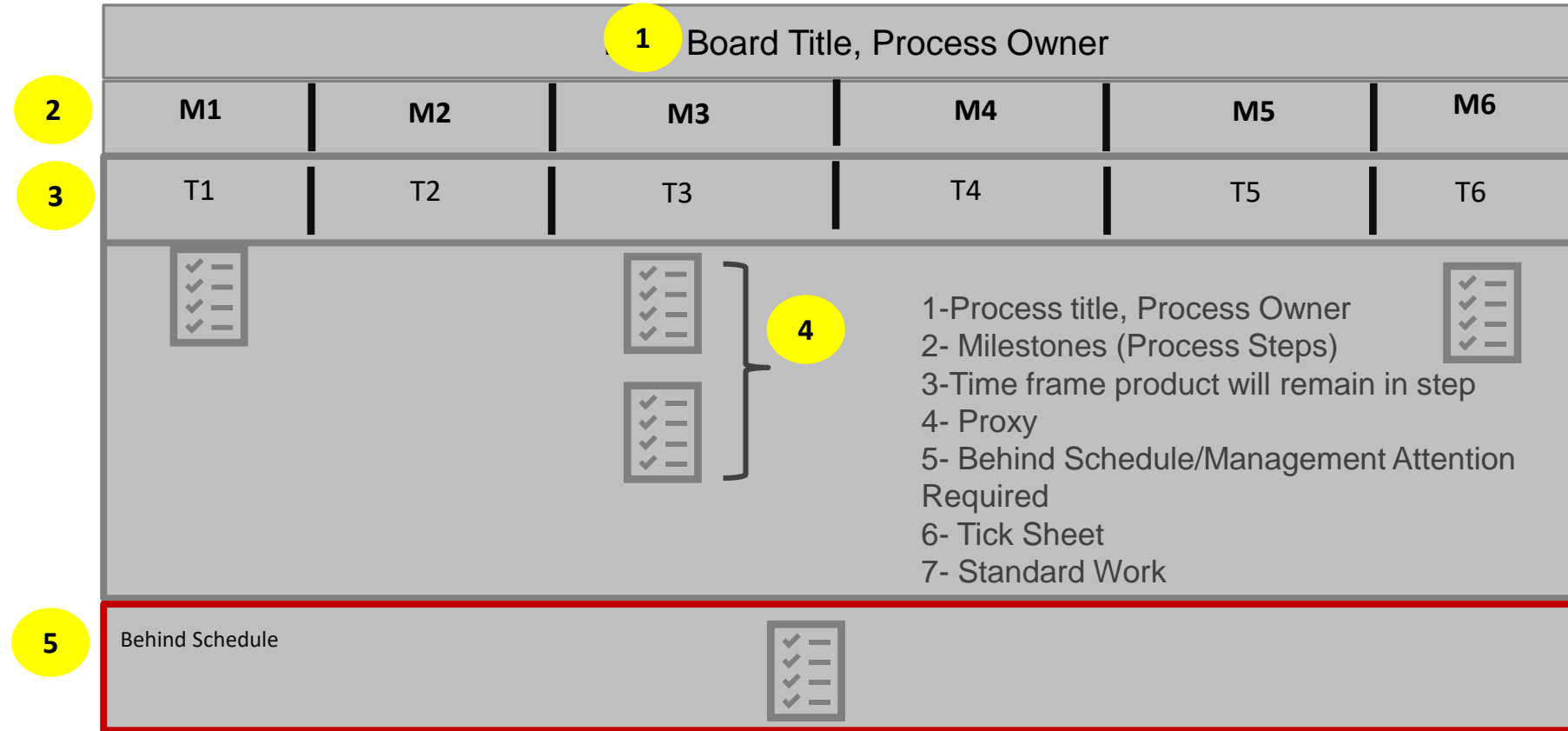
What is a Flow Board?

A visual simulation of the process and all of the work in progress.

The flow board is intended to provide visible indications of flow and to allow problem identification.



1st Generation Flow Board Elements



6 Tick Sheet

Team	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7
Team 1							
Team 2							
Team 3							
Team 4							
Team 5							
Team 6							

7 Standard Work

- Each team member updates their proxy
- The flow board is updated weekly by Tuesday 3:00 p.m.
- Team will meet on s each metric calculated and who is responsible?



4

Product Proxy

Simulate Product Flow Using Proxy “Cards”

- **Include critical information** to track the progress of the product/output through the process.
- **Keep the proxy simple but show regular movement** through process!
- At a minimum **include an individual identifier, milestones, a target date and an actual date** for each milestone.

Unique Identifier:
Pertinent Information:
POC:

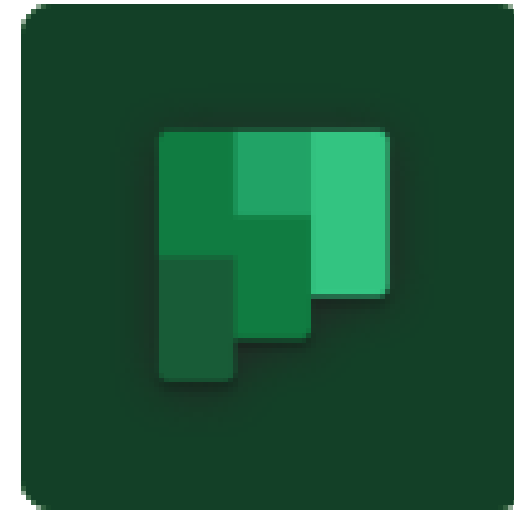
Milestone	Target Date	Actual Date
M1	6/4/18	6/4/18
M2	6/5/18	6/4/18
M3	6/14/18	6/12/18
M4	6/20/18	6/25/18
M5	7/2/18	7/6/18
M6		



Using Microsoft Planner as a Flow Board

Table of Contents

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Setting up Microsoft Planner through Microsoft Teams	3
Accessing Microsoft Planner Without Using Teams	4
Adding Members to your Plan	5
Steps and Timeframes	6
Proxy Cards	7
Behind Schedule.....	9
Needs Management Attention	10



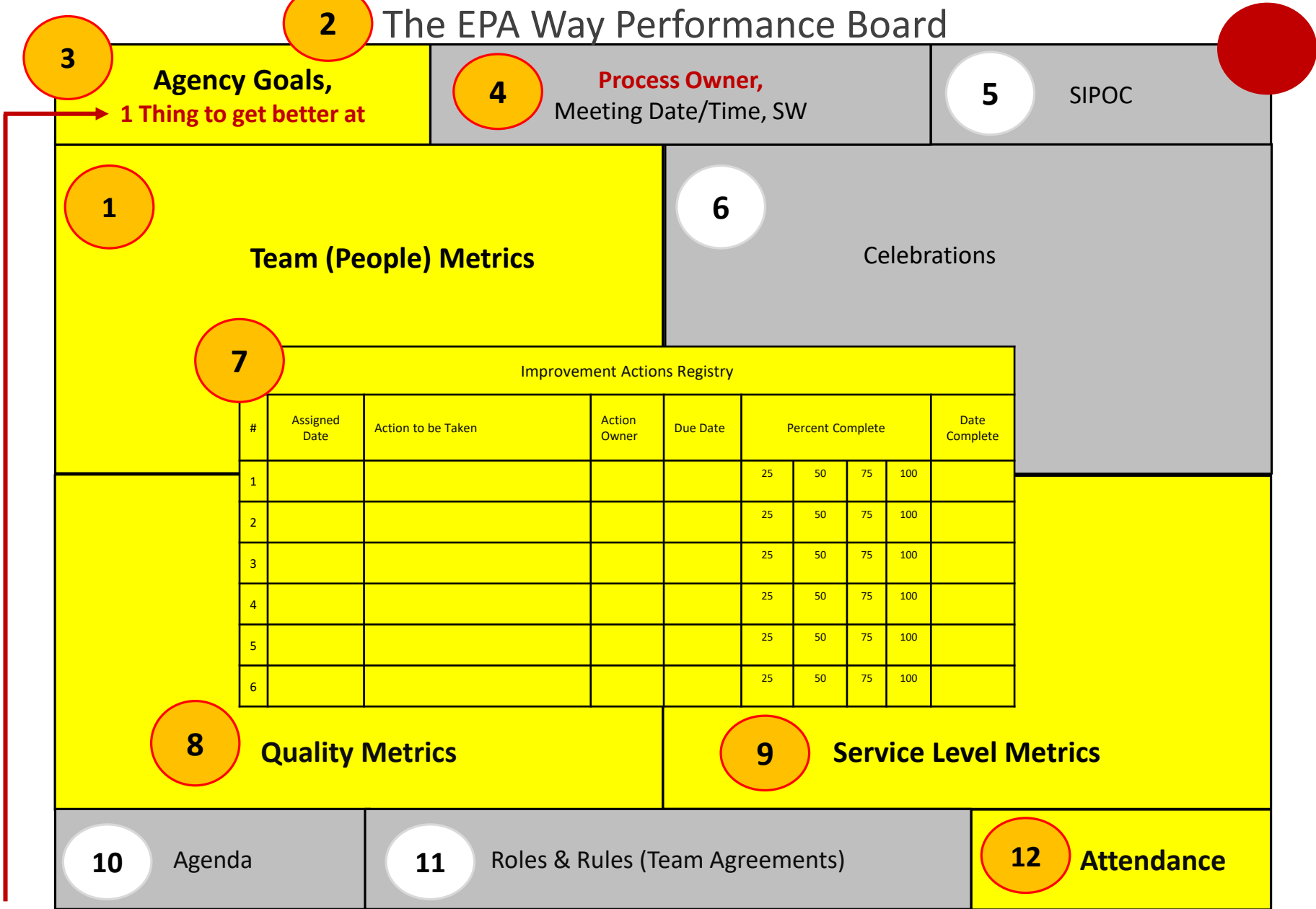
Planner

What is a Performance Board?

A visual management tool designed to keep everyone informed about **how the process is performing** against agreed upon targets and what **actions** are taken when performance is not meeting the targets.



2 The EPA Way Performance Board



3 Agency Goals,
1 Thing to get better at

4 Process Owner,
Meeting Date/Time, SW

5 SIPOC

1 Team (People) Metrics

6 Celebrations

7 Improvement Actions Registry

#	Assigned Date	Action to be Taken	Action Owner	Due Date	Percent Complete				Date Complete
					25	50	75	100	
1					25	50	75	100	
2					25	50	75	100	
3					25	50	75	100	
4					25	50	75	100	
5					25	50	75	100	
6					25	50	75	100	

8 Quality Metrics

9 Service Level Metrics

10 Agenda

11 Roles & Rules (Team Agreements)

12 Attendance



Using Excel as a Performance Board

Performance Board

Use this template to create a mock up of the performance board for your process. After the training is complete, elements of the workbook can be used to develop your interim Performance Board.

Board Title

One thing to get better at: Meeting Day, Process Owner

SIPOC

People

Celebrations

- Click to add text

Response Time for Milestone 1

Week	Response Time (# of Days)
1	45
2	45
3	45
4	35
5	35
6	40
7	35
8	30

Use this template to develop a r

One thing to get be

Decrease response t
Milestone 1 from 45 d
days by June 20

SIPOC: Process Name				
S	I	P	O	C
Supplier	Inputs	Process	Outputs	Customer
Supplier 1	Input 1	Step 1	Output 1	Customer 1
Supplier 2	Input 2	Step 2	Output 2	Customer 2
Supplier 3	Input 3	Step 3	Output 3	Customer 3
Supplier 4	Input 4	Step 4	Output 4	Customer 4
Supplier 5	Input 5	Step 5	Output 5	Customer 5
Supplier 6	Input 6	Step 6	Output 6	Customer 6
Supplier 7	Input 7	Step 7	Output 7	Customer 7

Cascading Performance Measures



The entire management system is based upon:

- Setting performance targets
- Measuring results
- Closing the gaps between targets/results

Begins with measuring the right things and creating alignment at every level

Balanced Scorecard

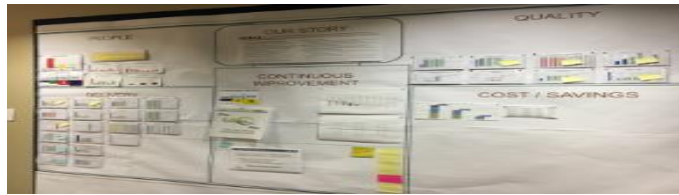
- Customer value and
- Taxpayer return on investment (ROI)

Your Role

Administrator
 Quarterly Business Reviews
 • Strategic Measures • Reform Plan Projects

National Program/Regional Office
 Monthly Business Reviews
 • Bowling Charts • Countermeasures • Breakthroughs

Process Level/Work Units
 Weekly Huddles
 • Flow Boards • Performance Boards

Huddles



Huddles are regularly held, disciplined discussions of process performance. Intended to create **accountability** without blame

Establishes routine opportunities for:

- Engagement in the performance of the work
- Identifying opportunities for problem solving
- Up-leveling problems

Weekly Huddle: How Does it Work?

Purpose

Identify the previous week's work and issues, the current week's expectations, any issues affecting today's performance, team member concerns, etc.

Attendees

The Unit/Team

Timing

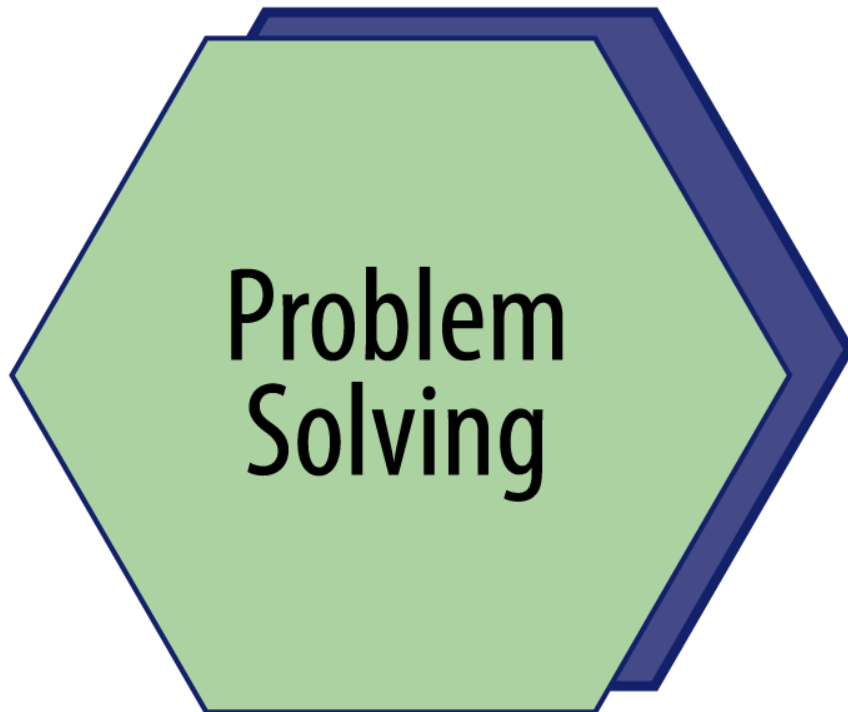
Weekly, 15 minutes in duration

In Practical Terms

- How was last week? (Update key measures and highlight problems or significant accomplishments)
- What do we need to do this week?
 - Who is working on what?
 - What key items are due?
- What help to we need to do it?
 - If we find something we can't do, can we adjust?



Problem-Solving



Once performance measure targets are established, problem solving are used to achieve and maintain them.

Basic problem solving for all of EPA

- 5 Whys and Fishbone Diagram

“A3” or “4 square” used for complex problems.

Grants Close Out Flow Board

ELMS highlighted process problem: Project Officer Certifications were coming in late – making it challenging to meet national metric.

FLOW BOARD

1		2				3		4		
A	B	A	B	C	D	A	B	A	B	C
Get List	Export & Assign to Grants Specialists	Pull File & Check Compose - Mail - Word Docx	Retrieve FFR in Post-Award	Check for DBF (if Applicable)	Check for IIX (if applicable)	Grants Specialist Requests PO Cert.	Grants Specialist Receives PO Cert.	Complete Checklist & "FC" in System	Email Letter to Grantee	Print & File
		FBD	12/29/19	1/28/20	3/25/20	6/30/20: Team Goal	90% Closed	9/30/20: National Metric	90% Closed	100% Closed
Official List Release 1/1/19	Cross referenced with Unofficial List on 11/5/19 (at end 2019 list)	[Data Table]				[Data Table]		KEY		
Unofficial List sent to specialists on 10/16/19						As of 3/5/20 31 Closeouts Remaining 9 PO Certs Remaining		<div style="border: 2px dashed black; padding: 5px; display: inline-block;"> CLOSED! </div>		
		"Red" Line Key End Date 9/30/19								
		End Date Prior to 7/30/19								

Team held a Problem-Solving Exercise to develop plan to mitigate problem for the future.

7

IMPROVE

2019 Q3 & Q4

ACTION TO BE TAKEN

REQUIRED DATE	ACTION TO BE TAKEN	OWNER	STATUS	DATE	DATE	DATE	DATE	DATE
1/21	Review all grants in Region 1	Sub-Regional	100					
	Review all grants in Region 2	Sub-Regional	100					
	Review all grants in Region 3	Sub-Regional	100					
	Review all grants in Region 4	Sub-Regional	100					

WHAT
POC/CLOSEOUT CERTS

WHEN
FY 2019

WHERE
REGION 1

BACKGROUND
53/158 POC CERTS RECEIVED ON OR AFTER APRIL 1ST

IMPACT
UNCLOSED GRANTS IN Q3&Q4
CHALLENGE TO MEET NATIONAL METRIC
(95% CLOSED BY 9/30, BUT ANY STILL UNCLOSED ON OCT 1ST ARE DELINQUENT)

PROBLEM STATEMENT
IN FY 2019 IN REGION 1, 53/158 POC CERTS WERE RECEIVED ON OR AFTER APRIL 1ST RESULTING IN UNCLOSED GRANTS IN Q3&Q4 MAKING IT CHALLENGING TO MEET NATIONAL METRIC

GOAL
ON OR REDUCE POC CERTS RECEIVED AFTER APRIL 1ST FROM 53 (OUT OF 158) IN FY 2019 TO 24 OR LESS (OUT OF 148) IN FY 2020, A REDUCTION 22%

SCOPE
CLOSEOUT DEADLINE NOTIFICATION TO R1 TO RECEIPT OF POC CLOSEOUT CERTS

BOX 1: PROJECT DEFINITION

1a. Problem Statement: Through their ELMS project on Grant Closeouts, the Region 1 Grants Office identified the step of receiving the Project Officer Closeout Certifications (PO Certs) as a problem. In FY 2019, 33 PO Certs (out of 138 PO Certs) were received after April 1st causing a backlog in grants closeouts and adding to the end of the fiscal year workload. As this issue exists across all media programs, attention from an Executive Sponsor will be needed to solve this problem.

1b. Goal: The goal of this project is to reduce PO certs received after April 1st from 33 (out of 138) in FY 2019 to 24 or less (out of 152) in FY 2020, a reduction of at least 25%.

1c. Scope: The scope of this project will be from sending closeout deadline notification to R1 management to Grants receipt of PO Certification.

1d. Approval: _____
Henry Darwin, Chief Operations Officer

BOX 2: ANALYSIS

What is the relevant data that shows there is a problem?
In FY 2019, 33 Project Officer Closeout Certifications (PO Certs) out of a total of 138 PO Certs were received late, after April 1. Late PO Certs delay the grant closeout process. A new grants system coming online makes it even more important that grants are closed out on time in FY 2020.

What problem solving tools were used to get to the root causes of the problem?
Problem solving tools included:

- Building a problem-solving team of grant staff and project officers from across all Region 1 Divisions,
- Using a fishbone diagram and 5 whys to determine root cause,
- Developing countermeasures.

Countermeasures:
Improved and regular communication to Project Officers including:

- Send email from ARA to Managers and POs
- Send outstanding PO Certs list **regularly** to POs and their managers

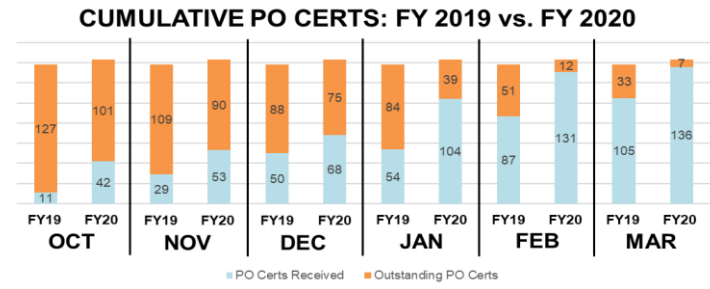
Visual Management including:

- A publicly displayed improvement action registry and coordinated ELMS Board that tracks PO Certs and Grants Closeouts

BOX 3: IMPROVEMENT ACTION REGISTRY

#	Assigned Date	Action to be Taken	Action Owner	Due Date	Percent Complete	Completed Date
1	12/2/19	Introductory meeting	Cheryl Scott	12/19/19	25 50 75 100	12/19/19
2	12/19/19	Cross Office Meeting	Cheryl Scott	1/9/20	25 50 75 100	1/9/20
3	1/9/20	Team Problem Solving Session Prep	J. Ross/Monique Lloyd	1/14/20	25 50 75 100	1/10/20
4	1/9/20	Team Problem Solving Session (Held 2 Sessions – 1/14 and 1/21)	J. Ross/Monique Lloyd	1/31/20	25 50 75 100	1/21/20
5	1/21/20	Sample Email to Everyone on Late List	Bob Shewack	1/28/20	25 50 75 100	1/27/20
6	1/21/20	Update List of Outstanding PO Certs	Julie Ross	Weekly	25 50 75 100	Regularly
7	1/21/20	Email Approved by GPC (virtually)	Kristi Rea	2/10/20	25 50 75 100	1/28/20
8	1/21/20	List distributed to GPC	Brian Tocci	Weekly	25 50 75 100	Regularly
9	1/21/20	Check in Meeting	Linda Darveau	1/28/20	25 50 75 100	1/28/20
10	2/4/20	Check in Meeting	Julie Ross	2/4/20	25 50 75 100	2/4/20

BOX 4: RESULTS



GOAL: To have 24 PO certs outstanding at the end of Q3 (end of March). Last fiscal year, we had 33 outstanding. This fiscal year, we had only 7 outstanding at the end of March. This resulted in a **78.79% improvement**. On 7/21/2020 we received our last expected PO Cert for the fiscal year. We have 2 remaining PO Certs that we do not anticipate receiving PO Certs for due to legal issues.

BOX 5: STANDARD PROCESS & VISUAL MANAGEMENT

Tools developed:

- A publicly displayed improvement action registry and coordinated ELMS Board that tracks PO Certs and Grants Closeouts.
- Communication tools including emails sent from a high level and PO Cert lists shared with POs and managers got a wider variety of people informed and accountable in the closeout process

Greater communication and visual management resulted in far exceeding the goal set. The process developed by this A-3 Project will be followed in the future.

BOX 6: TEAM

Name:	Role:
Art Johnson	Executive Sponsor
Cheryl Scott	Process Owner
Julie Ross/ Monique Lloyd	Project Leads
Linda Darveau	Coach

BOX 7: ISSUES

PO & Recipient Non-Response
 -> Both addressed with manager intervention and communications

BOX 8: PROJECT MGMT

Day and time for regular update meeting:
 Weekly, Wednesday at 2:00 PM

Regular updates due to project lead by:
 COB Tuesdays.

External Cost for this project (if any):

BOX 9: PROGRESS

Project Start Date: 12/2/19

Estimated Project Completed Date: 4/1/20

1 2 3 4 5

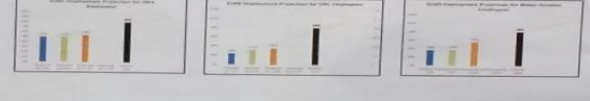
BOX 10: SIGNATURE

Executive Sponsor's Signature:



Item	1	2	3	4	5	6	7	8	9	10	11	12
...	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

...
...

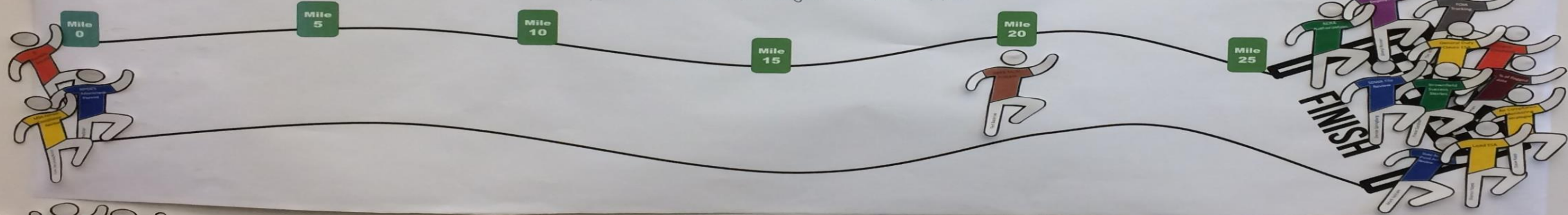


- Must be updated by the Champions before each update
- Include standing meeting
- Rotating responsibility for updating metrics, note taking, & meeting facilitation
- Each Champion is responsible for updating their Action Registry items prior to meeting if needed
- Escalate issues that are beyond Scheduler or Rapid Management attention when problems arise
- Capture key decisions in notes



ELMS MARATHON

Road to 25% PROJECT IMPROVEMENT



And then- Covid 19



Teams

- Activity (2)
- Chat (20)
- Teams**
 - Advanced Aquisitions ELMS Pro...
 - Training Forms ELMS Project
 - R1 ELMS Champions
 - General**
 - Process Teams
 - 1 hidden channel
 - Superfund Billing ELMS Project ...
 - General
 - ELMS Regional Coordinators/B...
 - ELMS Deployment Coordi...** (1)
 - Comptrollers Office
 - General
 - Budget
 - Cost Recoverv
- Calendar
- Calls
- Files
- Join or create a team
- Help

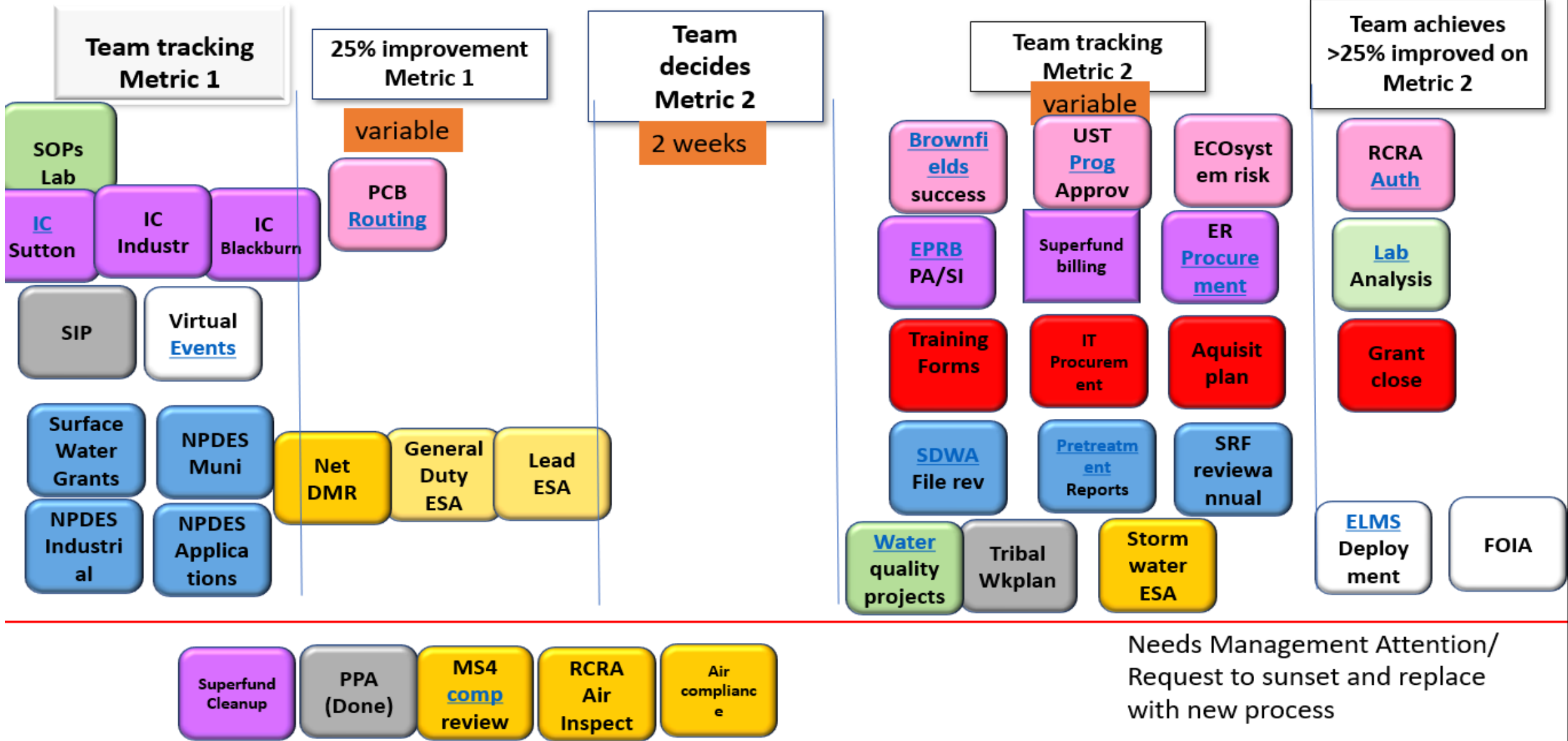
General | Posts | **Files** | Meeting Notes | R1 ELMS Sharepoint | OCI Working Remotel... | 2 more

General

New | Upload | Get link | Add cloud storage | Open in SharePoint

Type	Name	Modified	Modified by	Size
PPTX	ELMS Processes improved flowboard.pptx	Yesterday	Rosner, Sheryl	276.81 KB
XLSX	R1 ELMS Deployment Performance Board.xlsx	8/18/20	Rosner, Sheryl	356.65 KB
XLSX	VirtualPerformanceBoardTemplate4.24.20.xlsx	8/18/20	Conroy, Kristen	579.13 KB
XLSX	R1 ELMS Deployment Performance Board_pi...	7/17/20	Rosner, Sheryl	363.62 KB
XLSX	processimprovementtracking6-9.xlsx	7/13/20	Rosner, Sheryl	41.22 KB
PPTX	PSCSession_TechHowTo.pptx	7/6/20	McCarthy, Karen	908.39 KB
PPTX	Final_PSCSession_FRsReturned_AfterSession....	7/6/20	McCarthy, Karen	1.19 MB
PDF	processimprovementtracking6-9.pdf	7/1/20	Rosner, Sheryl	262.68 KB
XLSX	processes Improved spreadsheet tracker.xlsx	6/23/20	Rosner, Sheryl	662.22 KB
PDF	RemoteHuddling4.13.2020.pdf	4/27/20	Rosner, Sheryl	178.12 KB

Process Improvement Flowboard



ELMS Deployment

Champion: Sheryl Rosner

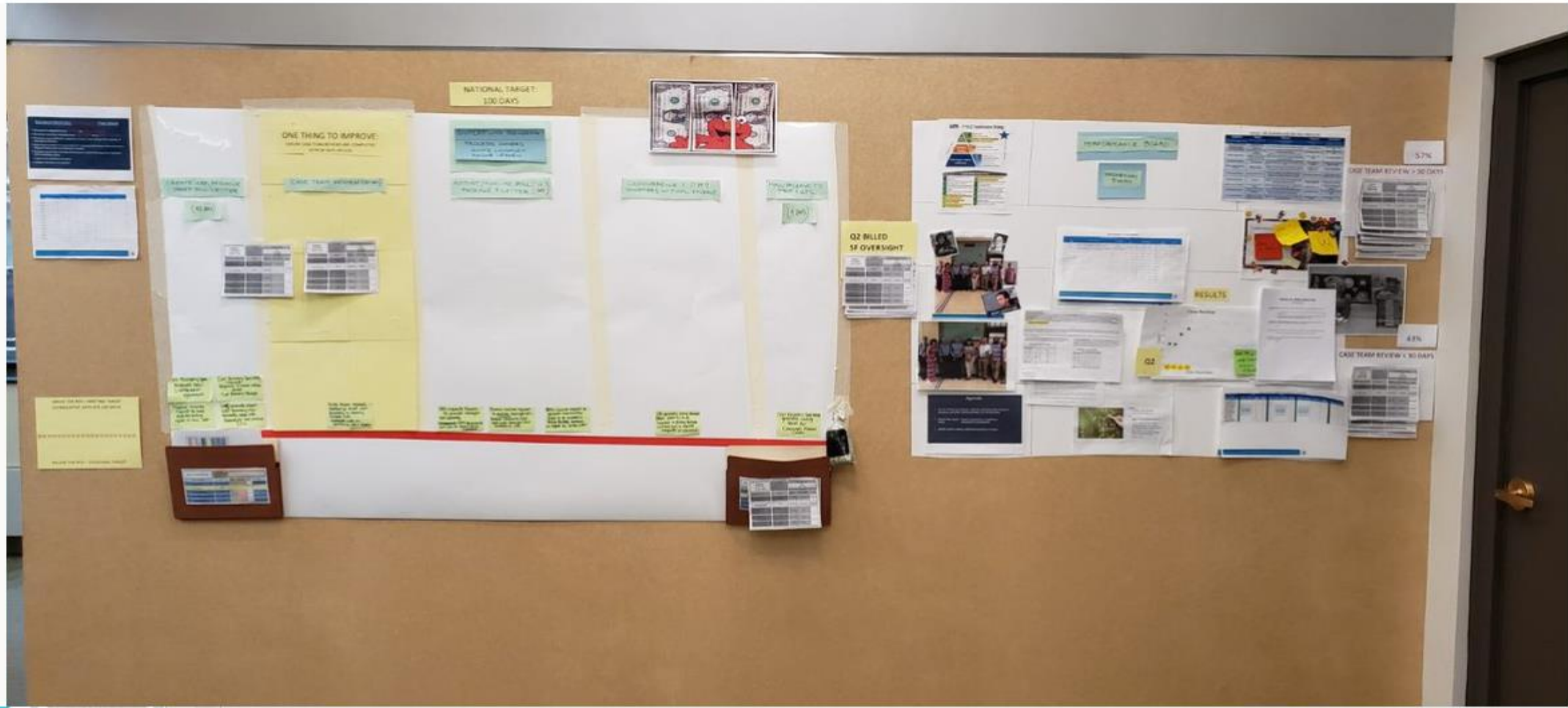
Huddle time: 11:45

	Date complete	% improvement	Problem solving Y/N
Metric 1: Improve confidence in training for deployment			
Baseline: 0/18 champions confident			
Current State 12/18 champions felt confident by target date	January 2020	75%	
Metric 2: Description: 75% of teams that completed Metric 1 decide on Metric 2 and update proxy cards by 7/31			YES
Baseline: 23 active teams achieved metric 1 and only 4 teams decided on metric 2 (6%)	January 21		
Current state: 18 teams decided on metric 2 and began measuring by 7/31 (78%)	7/31/20	72% improvement	
Electronic flow board complete?	7/2020		
Electronic performance board complete?	6/2020		
Deb and Dennis Huddle attendance			



Supefund Billing flowboard and performance board.jpg

Start conversation Close



Microsoft Teams interface showing a list of teams on the left and the 'General' channel of the 'Superfund Billing ELMS P...' team on the right. The 'Files' tab is active, displaying a table of documents.

Type	Name	Modified	Modified by
XLSX	Performance Board.xlsx	8/19	Noble, Louis
XLSX	R1 MONTHLY SF BILLING METRICS TRACKER - FY20 - AU...	8/12/20	Noble, Louis
DOCX	Region 1 billing process MOU-2020-07-27_unsigned.docx	7/29/20	Schofield, Shannon
DOCX	Cost Recovery Kaizen Event Notes Region 1 July 2020.docx	7/2/20	Leshen, Margaret
DOCX	transmittal letter.docx	6/30/20	Mari, Arthur
DOCX	GoAnywhere EPA Managed File Transfer Service.docx	6/10/20	Schofield, Shannon
PDF	Superfund Billing Process Future State Map_6-27-19.pdf	4/8/20	Darveau, Linda
JPG	Supefund Billing flowboard and performance board.jpg	4/8/20	Darveau, Linda

R1 MONTHLY SF BILLING METRICS TRACKER - FY20 - AUG.xlsx

Edit Close

MONTHLY SF BILLING TRACKER

PHASES OF BILL PREPARATION

	B	C	D	PHASES OF BILL PREPARATION										
				I			II				III			
				CREATE/RECONCILE CRP, DRAFT BILL LETTER			CASE TEAM REVIEW				ADJUST/FINALIZE BILL PACKAGE & LETTER			
				45 DAYS			30 DAYS				14 DAYS			
SITE IDENTIFICATION #	ANNIVERSARY DATE	BILL DUE DATE	START	COMPLETE	TARGET	ACTUAL DAYS	START	COMPLETE	TARGET	ACTUAL DAYS	COMPLETE	TARGET	ACTUAL DAYS	
01H2 HOWS CORNERS (WEST SITE)	2/1/2020	5/11/2020	2/18/2020	2/26/2020	3/17/2020		3/6/2020	5/5/2020	4/16/2020	60	5/7/2020	4/30/2020		
0148 STAMINA MILLS	3/1/2020	6/9/2020	3/6/2020	3/11/2020	4/15/2020		4/17/2020	5/12/2020	5/15/2020	25	5/26/2020	5/29/2020		
016P CENTREDALE MANOR	4/1/2020	7/10/2020	4/8/2020	4/15/2020	5/16/2020		4/10/2020	5/7/2020	6/15/2020	27	6/4/2020	6/29/2020		
01BQ CHLOR-ALKALI FACILITY	4/1/2020	7/10/2020	4/13/2020	4/15/2020	5/16/2020		4/24/2020	5/12/2020	6/15/2020	18	5/22/2020	6/29/2020		
0162 SOUTH MUNICIPAL W S	3/1/2020	6/9/2020	4/16/2020	4/22/2020	4/15/2020		4/16/2020	5/13/2020	5/15/2020	27	5/26/2020	5/29/2020		
01B3 BLACKBURN UNION PRIVILEGES	5/1/2020	8/9/2020	4/10/2020	4/22/2020	6/15/2020		4/24/2020	7/7/2020	7/15/2020	74		7/29/2020		
0140 PETERSON/PURITAN	5/1/2020	8/9/2020	5/7/2020	5/12/2020	6/15/2020		5/11/2020	5/29/2020	7/15/2020	18	6/15/2020	7/29/2020		
01B7 GALLUPS QUARRY	5/1/2020	NO FY20 BILL	5/12/2020	5/13/2020	6/15/2020		5/19/2020	6/10/2020	7/15/2020	22		7/29/2020		
01B8														



**REGION 1
SF BILLING
PROXY CARD**

SITE NAME	OLD SPRINGFIELD LANDFILL
SITE IDENTIFICATION #	0139
ANNIVERSARY DATE	7/1/2020
DUE DATE (100 DAYS)	10/9/2020

PHASES OF BILL PREPARATION	METRIC	TARGET (DUE DATE)	METRIC TARGET (ACTUAL + METRIC)	ACTUAL
I CREATE/RECONCILE CRP	45 DAYS	8/15/2020	8/22/2020	7/16/2020
II CASE TEAM REVIEW	30 DAYS	9/14/2020	8/9/2020	7/24/2020
III ADJUST/FINALIZE BILL PACKAGE <i>(BILL LETTER, BILL SUMMARY, CONTROL FORM, PROGRESS REPORT)</i>	14 DAYS	9/28/2020	8/7/2020	7/27/2020
IV CONCURRENCE & SIGNATURES ON FINAL PACKAGE	7 DAYS	10/5/2020	8/3/2020	7/27/2020

APR - FY20

MAY - FY20

JUN - FY20

<<< QTR 3 >>> <<< QTR 4 >>>

PROXY CARD - 0139

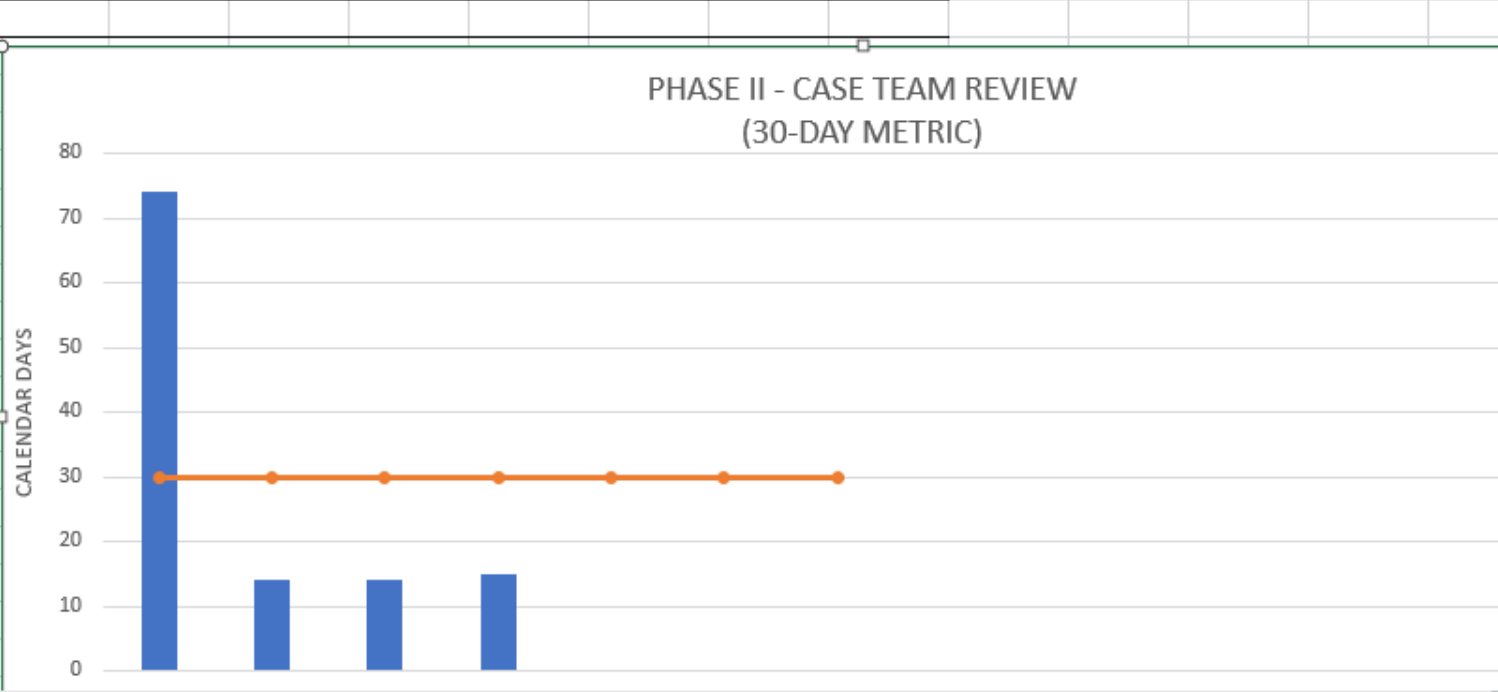
PROXY CARD - 0



Chart 1 | fx

A B C D E F G H I J K L M N O P Q

Celebrations			
Site	Actual (days)	Target	
BLACKBURN UNION PRIVILEGES	74	30	
PINE STREET CANAL	14	30	
OLD SPRINGFIELD LANDFILL	14	30	
OLIN CHEMICAL SITE	15	30	
SAVAGE MUNICIPAL W.S.		30	
DAVIS LIQUID WASTE		30	
L & R R, INC		30	



Action Registry										
Assigned Date	Action to be Taken	Action Owner	Due Date	Percent Complete				Date Complete	Comments	
4/15/20	Louis to continue to update proxy cards and excel spreadsheet	Louis Noble	ongoing	25	50	75	100	5/6/2020		
4/29/20	Update remote performance Board	Linda	5/6/20	25	50	75	100	6-May		
4/29/20	Update Metrics section of remote performance Board	Linda with help from Louis	5/6/20	25	50	75	100	6-May		
4/29/20	Revise Template for Billing Letter	Joan B	5/13/20	25	50	75	100	20-May		
4/29/20	Include Issues with Scorpios in monthly report	Louis Noble	ongoing	25	50	75	100		On going until resolved by HQ.	
4/29/20	Work with Chris Diehl to send billing information	Joan B	5/13/20	25	50	75	100	5/13/2020	Getting instruction from Region 5	

15 CELEBRATIONS



CELEBRATIONS

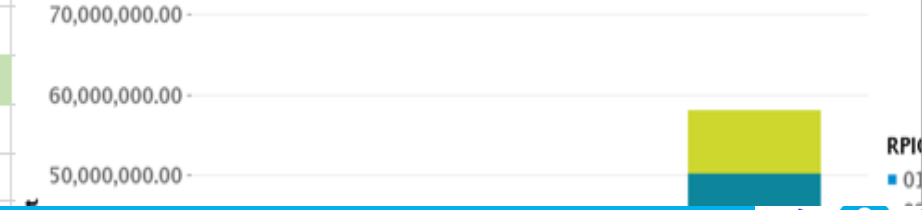
- YIPPEE!
- Completed Performance Board!
- Hosted Carol and Bryan at the Huddle!
- WOOHOO!
- Quickly working through last phases for Hows Corner to meet 100 days - woo hoo!
- 5/13/20 - first virtual huddle to end on time!! :)
- 5/20/20 - Revised billing letter template, whoopee!
- 6/10/20- October to May 100% Bills completed within 100 Days!
- WAY TO GO!
- 6/17/20 - Louis successfully got extension on final MOU past 6/30, WOO HOO!
- 6/24/20 - Hosted Deb, Dennis and Bryan at huddle, yay!
- 7/8/20 Maggie Ran the Huddle! Linda Drove! But we still Missed Anni!
- 7/9/20 Awesome presentation by Louis at Part 1 of the 2nd Kaizen event!
- 7/29/20 Hosted Vince Perelli NHDES!
- 8/19/20 Happy anniversaries! Team has well over 200+ years in - yikes!

Stats - Superfund Billing: October 2019-May 2020

Region	Completed Bills	Average Days for Completed	Bills over 100 Days and still in progress	Completed bills over 100 Days	Bill Ann. Date			Percentage completed under 100 days
					Qtr 1	Qtr 2	Qtr 3	
1	40	52	0	0	0	0	0	100%
2	39	93	6	11	12	5	0	62%
3	48	57	0	2	2	0	0	96%
4	43	63	1	0	0	1	0	98%
5	71	80	26	10	23	13	0	63%
6	17	84	3	3	5	1	0	70%
7	39	28	0	0	0	0	0	100%
8	25	95	9	9	9	9	0	47%
9	18	64	0	0	0	0	0	100%
10	26	59	0	2	0	2	0	92%
Totals	366	68	45	37	51	31	0	83%

Goal: 90% completed under 100 days

Superfund Billing - Total Amount Billed



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- Training Materials
- Resources
- Success Stories
- Frequent Questions
- Meet Our Team

OFFICE OF CONTINUOUS IMPROVEMENT EPA'S LEAN MANAGEMENT SYSTEM (ELMS)

1 2 3 4 5

ELMS Update Articles

- ▶ 07/01/19 – New ELMS resource – Bar Graph Tutorial
- ▶ 06/24/19 – ELMS Champion Profile: Meet Heather Ceron
- ▶ 06/17/19 – Spelling is fun: OCI releases new ELMS glossary

Welcome to OCI

The Office of Continuous Improvement (OCI) coordinates agency-wide implementation of the EPA Lean Management System (ELMS). This system will enable the agency to track important actions so that we respond and resolve challenges quickly and thoroughly, using Lean principles and tools. OCI's goal is to deploy ELMS in 80% of agency work units by September 30, 2020.

Meet Our Team

OCI's team is made up of high-quality lean management professionals who are helping EPA transition to becoming a more effective and efficient agency. [Learn more about this exceptional team.](#)

EPA's Lean Management System

Learn about the EPA Lean Management System (ELMS) and what efforts are underway to deploy this agency-wide system. [Click here to find out more.](#)



Questions or comments?

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