

CTDEP Lean Journey: Lean III Project Team - Streamlining Connecticut's Mandated Boating Safety Education and Certification Process
Project Period: February 2009 – February 2010 / Quarterly Status Update, August 2011

Project / Bureau: Streamlining Connecticut's Mandated Boating Safety Education and Certification Process Bureau of Outdoor Recreation (BOR), Boating Division	
Team: Total number of team members = 9 (7 staff within Division / 2 staff outside Division Team Sponsor: Eleanor Mariani, Director Boating Division/BOR Team Leader: John Annino, EP Safety Representative/BOR Team Members: Mark Chanski, Resource Technician/BOR, Tim Delgado, EA 2/BOR, Gwendolynn Flynn, EA 2/BOR, Tessa Gutowski, Management Analyst 3/BAM, Susanna Simonds, Processing Technician/BOR, and John Robinson, CT Boater Team Champion:	
Opportunity Statement: Teaching basic boating safety classes that lead to certification statewide requires approximately the same staffing, time, and costs for our maximum numbers of 15,000 students in the late 90's, as it does now to teach 5,000 students. Currently, there are 21 private providers who teach such classes, unlike in the 90's. New technologies are available to provide training on-line.	
Objective: To change applicable statutes and regulations to allow the DEEP to cease offering boating safety education classes leading to certification and to approve online boating safety courses that will lead to certification. Communicate changes to the affected teaching organizations and the boating public. To develop and implement a strategy for statewide certification examinations.	
Goals/Key Performance Indicators:	
Pre-Kaizen Event Goals – February 2009	Post Kaizen Event Results/Key Performance Indicators – status: December 2010
Streamline education and testing process.	Completed value stream mapping and implementing Project Plan – Completed 1 year goals. Developed Criteria for Internet Boating Safety Education Courses in consultation with other states Boating Education Coordinators (Connecticut's criteria now a national model). COMPLETED (n/c)
Training to be conducted by private providers, both classroom and on-line formats.	Classroom technique is completed and in use; making final selection and approval of on-line providers. COMPLETED (n/c)
Make educational opportunities more convenient for today's life style and exceed customer expectations.	To support streamline efforts; legislative and regulatory changes have been made*; in discussion with Agency's vendor of the Sportsman Conservation Database to imbed Boating Certification component.** EXPECTED NEW DATE SPRING 2012
Reallocate DEEP and volunteer time to enhance additional boating educational opportunities.	All affected parties (CT DEEP Boating Advisory Council; private providers; volunteers; others) have been notified of impending changes to the program and briefed on opportunities that may be afforded to use their valued knowledge and experience in some other capacity to provide and improve public outreach and education to the boating public. COMPLETED (n/c)

* DEEP has held a public hearing and has prepared response to the opposition. The package has been forwarded to the Commissioner for approval, after that it will be sent to the AG's Office for its second review. At this time, do not expect any problems.

** Regulatory package was killed – This Lean Project is complete when the database contains the boating component.

Value Stream Mapping: The activities and steps, both value and non-value added, as shown in the Pre-Kaizen State versus Post-Kaizen desired State.

Type of Process	Pre-Kaizen – # of Processes	Post Kaizen – # of Processes
Valued Added	24	15
No Value Added but Necessary	37	5
No Value Added	0	0
Waiting	9	0
Transport	21	4
Total	91	24
Percent Reduction in the Number of Total Steps = 73% Reduction		

The Post-Kaizen desired state has resulted in a number of improved program efficiencies, and include the following:

- Reduction in the number of courses taught by the DEEP in 2009 and supporting materials purchased (reduced number of books from 10,000 to 5,000, saving \$8,000). DEEP reduces number of seasonal staff by two positions and eliminates one car from program.
- Discussions with private education providers resulted in changes in their marketing and scheduled program offerings (greater opportunities in the private sector to offer course curriculum and meet boating sector need).
- Forms used by the program are either eliminated, revised and/or created are printed and are in use or ready to be used.
- Volunteer instructors are notified that their roles will be changing, resulting in more opportunities for public outreach in more forums (classroom; boat shows; safety fairs; DEEP's Great park Pursuit).

Highlights of the Implementation Project Plan (2, 6 and 12 month deadlines)

- **One month goal** – (1) Develop regulations package for needed changes; (2) track legislation that may further goals; (3) send letter to volunteer instructors regarding upcoming changes; (4) revise scoring criteria for Private Providers; (5) meet with education providers; (6) conduct LEAN team meetings as needed; (7) update CT Boating Advisory Council on LEAN process and changes to the program; (8) update State Specific Supplement; (9) develop scoring, update/create standard operating procedures: i.e. Equivalency Exam; Private Providers; On-line process; (10) seek appropriate legislative changes this session that advances new process; (11) work with Licensing and Revenue – regarding Certificates and Conservation database. **Status - Completed: 1; 2; 3; 4; 5; 6; 5; 7; 8; and 9. On-going: 10 and 11.**
- **Six month goals** – (1) Track regulation package; (2) work with vendor for Conservation Database; (3) review and finalize forms; (4) approve on-line course providers; (5) determine proctored exam locations; (6) determine methodology of testing; (7) work with Licensing and Revenue for Certificate process. **Status - Completed: 1; 2; 3; 5; 6 and 7. On-going: 4; and 5.**
- **One year goals** – (1) Place information in registration packets and in Boater's Guide; (2) update DEEP Boating website; (3) work with DEEP IT to merge Mango and Conservation Database; (4) assess whether any regulatory or legislative changes are needed. **STATUS: FULL IMPLEMENTATION NOW PROJECTED FOR SPRING 2012**

Additional Comments/Observations/WOWS/Innovations from the Team:

- *What we learned* – need five days to blueprint plan; VSM helps see waste in process; pre-kaizen vision helped focus efforts during event; takes a team effort to complete this type of project; it was helpful to have the open communication and access to staff/outside experts to assist in event.
- *“WOW” moment* – incorporation of certification into the DEEP's Conservation Database is possible; during the process, opportunities presented themselves and were readily embedded into the process; collapsing the number of forms and databases.
- *What went well* – worked well as a team; gathering of information went well both pre-kaizen and during event; posting and display of the information; getting other staff into the event was timely; having a team member who went through a previous Lean event was helpful.