



NSSC Drug Testing - Kaizen



Agenda



- **Introductions**
- **Charter**
- **Schedule**
- **Event Activities**
- **Current States**
- **Ideal States**
- **Future States**
- **What Changed**
- **Get-To-Excellence (GTE) Plan**

NSSC Drug Testing L6S Kaizen Event Charter (DRAFT)

Problem Statement: Limitations of current software have resulted in a totally manual operation. Data for all required reports are maintained and compiled manually. Manual processes lead to duplicating actions, inefficiencies, and increased risk of human error.

Meeting the SAMHSA site requirements is challenging without onsite logistical support from the Centers.

Lack of clarification in requirements documents creates confusion and additional work for the NSSC.

Goal Statements:

- Increase efficiencies and mitigate risk of error by reducing the number of manual processes by 90%
- Automate 100% of data management and reporting
- Reduce number of paper forms by 50% through increased automation
- Improve the consistency of Center Testing Logistics
- Clarify roles of all stakeholders
- Clarify contractual and legal responsibilities of the NSSC
- Develop proposed edits to all Requirements Documents
- Address Multiple sources and inaccuracy of the candidate pool.

Process Boundaries:

- Process includes all 5 types of drug tests including remote testing and negative/dilute retests
- Process from requirement to test through closure of NSSC Work Ticket

Commandment and Monuments:

- Commandments: Current requirements documents of HHS/SAMHSA Mandatory Guidelines, NPR 3792.1, DRD 3.2-1, and SDG
- Monuments:
 - Remedy and FPPS system to be retained.
 - FPPS, WTTS, and JSC's list of Military Astronauts are the system of record. (Scott Howell e-mail during discovery)

Event Dates: October 3 - 7
Location: Conference Center

Co-Champions: Ken Newton,
Ginger Smith

Co-Sponsors: Anita Harrell, Scott
Taylor

Team Co-Leads: Amy Alexander,
Carrie Pohto

Team Members:

Vicky Looney

Liz Kerry

Janel Cooper

Jennifer Greer

Facilitator: Donald St. Germain

NSSC Drug Testing L6S Kaizen Event Charter (DRAFT)

Project Mission:

Examine drug test process flow for 5 types of drug tests and restructure into an efficient, streamlined process which minimizes manual activities and decreases the risk of human error

Constraints:

- Processes must comply with HHS and NASA regulations and guidelines

Assumptions:

- Team members will devote 100% of their time to the 3-day event, and attend Out-Brief

Reporting:

Status of implementation progress will be presented weekly at scheduled meetings with the Champions and Sponsors

Team Guidelines:

- The team will meet 10/3 – 10/7
- All decisions will be made by consensus

RELEASED Printed documents may be obsolete; validate prior to use.

Preliminary Project Plan:

Project Definition: Aug 1 – Sep 30

- Define scope & goals
- Secure team members
- Gather data

Kickoff: Oct. 3 (8:00 – 10:00)

Current State: Oct. 4 (8:30 – 4:30)

- Charter review
- Map current state
- Analyze current state

Current State: Oct. 5 (8:30 to 12:00)

- Identify waste / optimize flow

Ideal State: Oct. 5 (1:00 – 4:30)

- Map ideal state

Future State: Oct. 6 (8:30 – 1:00)

- Map future state

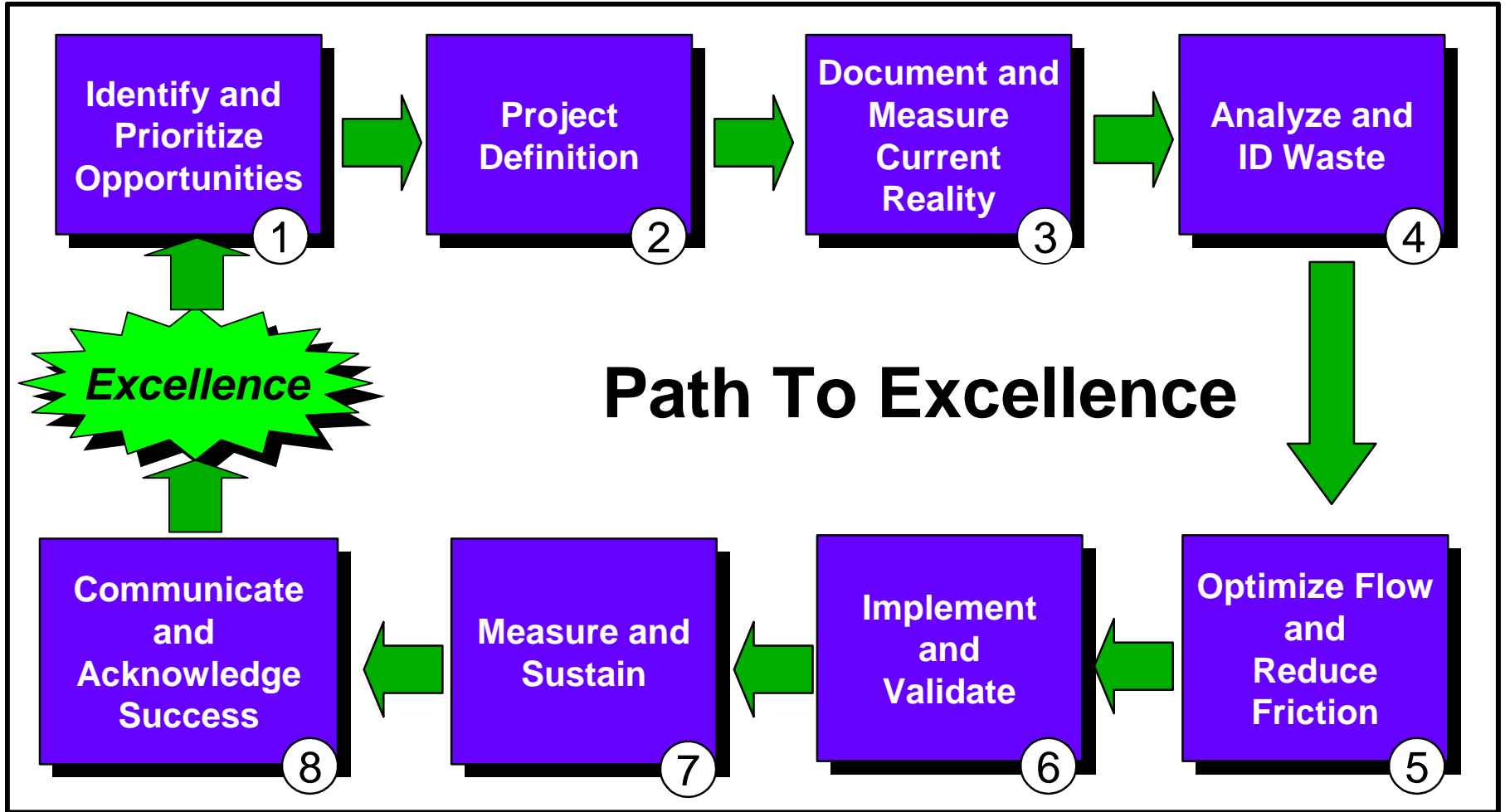
Future State: Oct. 6 (1:00 – 4:30)

- Develop Implementation Plan
- Prepare for Out-Brief

Out-Brief: Oct. 7 (9:00 – 11:00)

- Deliver Out-Brief

Path to Excellence



Path to Excellence, continued

Event Steps

Step 1: Define The Boundaries
Step 2: Define The Value
Step 3: Define The Outcome
Step 4: Walk The Product/Service Flow

Baseline Team

Step 5: Observe And Gather Data
Step 6: Map The Value Stream

- Customer
- Product Flow
- Information Flow
- Other Data (Inventory, Takt, Etc.)

Current Conditions

Vision

Plans

Step 7: Analyze Current Conditions
Step 8: Develop Ideal State

Step 9: Develop Future State Map
Step 10: Develop Action Plans And Tracking

Event Activities Completed

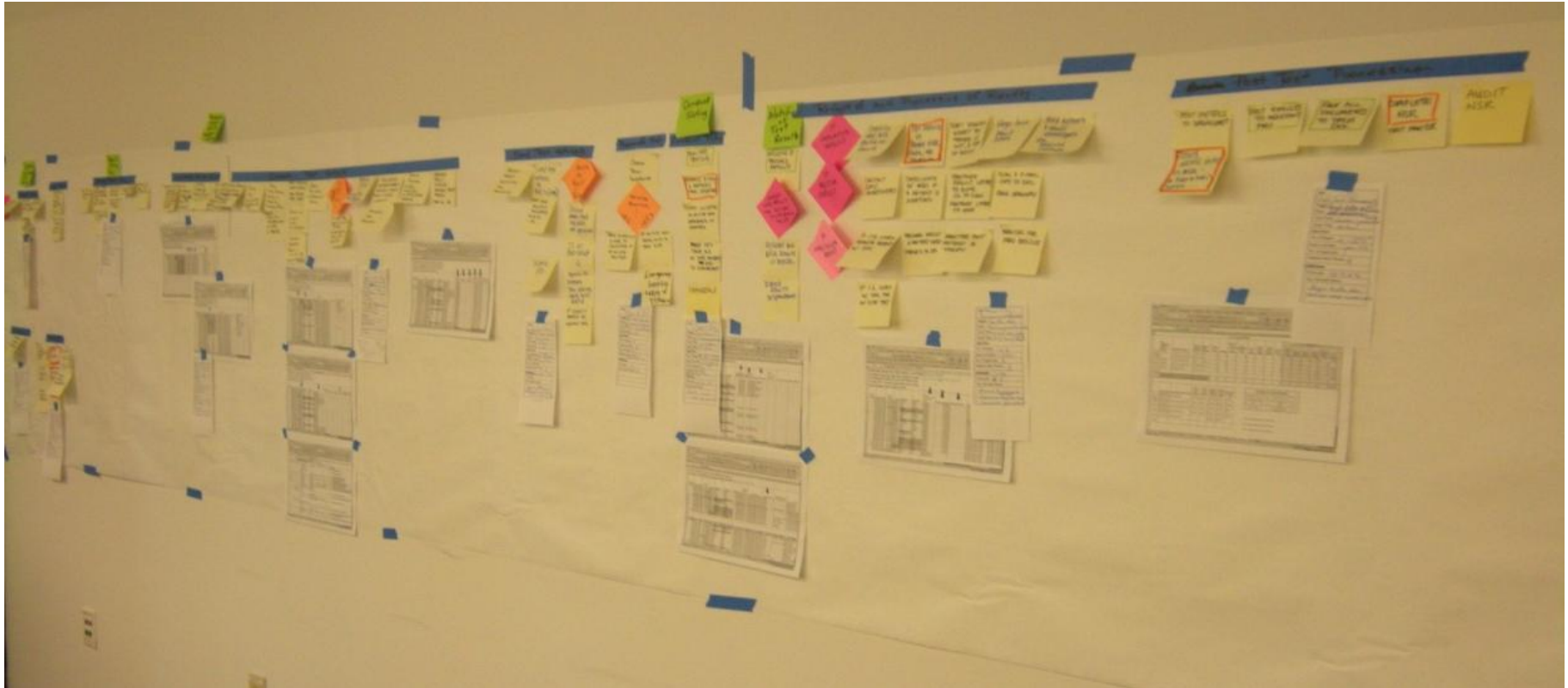


- **Constructed 4 Current States**
- **Current State/Analysis/Attributes**
 - **Trigger Sheets**
 - **Value?**
- **Constructed Ideal State(s)**
 - **Perfect Rich World (Queen for a day)**
- **Brainstormed Ideal State vs. Future – What prevents us from implementing the ideal states?**
- **Future State**
- **Identified Actions/Tasks/Enablers**
- **GTE Plan**

Tools: Flow Charting, Brainstorming, Trigger sheets. Value Analysis

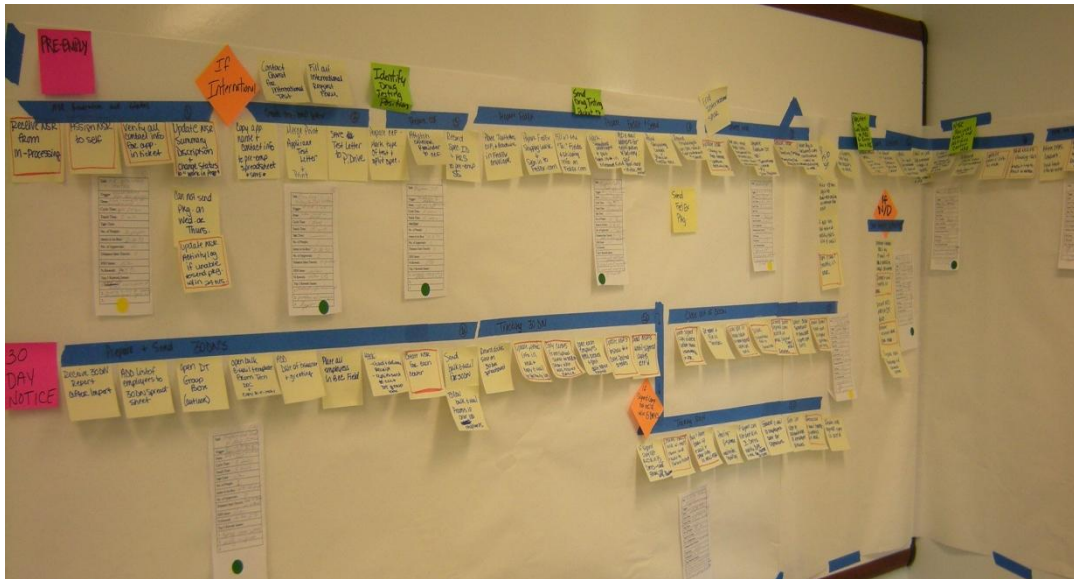
Current States

Random Testing Process

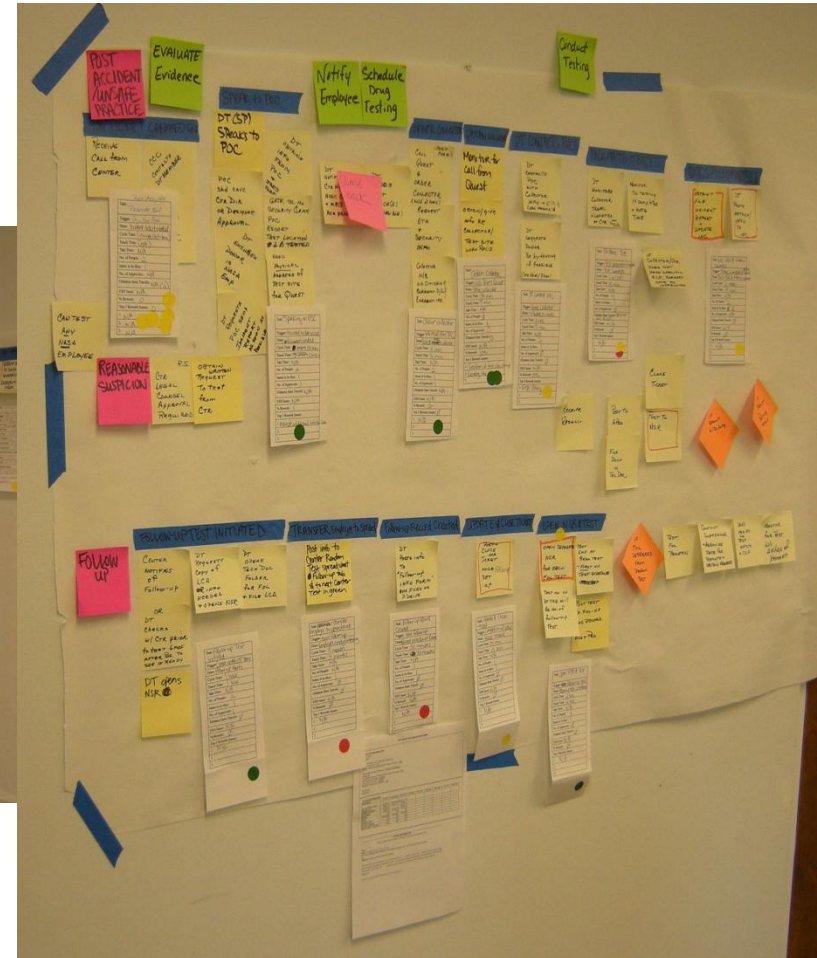


Current States

Pre Employment Process 30 Day Notice Process



Post Accident Reasonable Suspicion Follow Up



Current States - Analysis

Trigger Sheets



Task:
Trigger:
Done:
Cycle Time:
Touch Time:
Takt Time:
No. of People:
Items in In-Box:
No. of Approvals:
Distance Item Travels:
ESH Issue:
% Rework:
Top 3 Rework Issues:
1.
2.
3.

Current States - Analysis



Value

Operational

Waste

Transactional

Building more than sold for hedging or to keep workers busy	Overproduction	Excess reports, reviews, approvals, etc.
Waiting for tools, parts, engineering, etc.	Idle time	Meetings, waiting for approvals, data, etc.
Forklifts, premium freight, expediting	Transportation	Inter-office mail, routing for approval
Rework caused by variation in machines or processes	Processing	Numerous handoffs, lack of procedures, multiple drafts
"Just in case" parts, late engineering changes, etc.	Inventory	Too many paper copies of reports, excessive backlog, etc.
Trips to tool crib, time-clock, for drawings, etc.	Movement (people)	Excess travel, chasing info, signatures, etc.
Scrap and rework due to process variation	Defects	Redlines and mistakes due to no standard procedure
Lost time due to lifting heavy objects	Injuries	Overloaded filing cabinets

Current States - Analysis

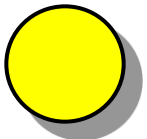
Value

Value-Added Activities



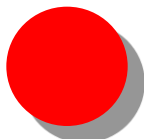
- Activities which change the form, fit or function of the product/service AND
- Activities which, when asked, the customer is willing to pay more if we did more of it AND
- Activities done right the first time

Non Value-Added Required - Needed Activities



- Activities which may be necessary but the customer will not pay you to do
- Cannot be eliminated (due to non-robustness of process) based on current state of technology
- Required (regulatory, customer mandate, legal)

Non Value – Added Activities



- Activities that consume resources but create no value in the eyes of the customer
- The customer is not willing to pay
- Pure waste (8 forms)

Ideal States



Why Not The Ideal State?

What Changed?



- **Event Strategy**
 - **Improved confidentiality by scheduling facility 48 hours prior to event (Requires MOU and Center annual calendar access)**
 - **Courtesy e-mail to AOs morning of test to ensure distribution of notifications**
 - **Eliminated pursuit of no-show employees during event**
 - **Assess compliance at end of each test**
 - **Supply HR Offices with CCFs for deferred employees**
 - **Request supervisors to provide CCFs to deferred employees to be tested upon availability**
 - **Assume “No Show” if deferral notification is not received by end of test day**
- **Eliminated inspection by updating documentation**
- **Reduced need for tracking in spreadsheets**

What Changed?



	Current	Future	Improvement
1- Steps	9	10	-11%
Cycle Time	40320	12000	70%
Touch Time	3840	2760	28%
FPY	66%	66%	0
2- Steps	12	6	50%
Cycle Time	5253	23520	52%
Touch Time	281	3760	-40%
FPY	80%	49%	50%
3- Steps	8		
Cycle Time	13084		
Touch Time	719		
FPY	71%		
4- Steps	3		
Cycle Time	30380		
Touch Time	8		
FPY	88%		

Actions/Enablers



PARKING LOT

STAT Sample Process	Audit NSR Process	Quest/ Asst Pro Capabilities & RESULTS REP	Ordering of Supplies	Auto TD	Applicant entry in Asst Pro?
PA Center Director Authorization needed Resolve Ambiguity	on-site monitoring	30 Day Notices - obtain receipt process	Review/ update DRD	Asst Pro - Sample Capabilities	establish results from Quest to NRO
Custom Values from Asst Pro	Asst Pro Demo for 2500 TDP Pool	Track 30 DM By NSR	Auto Calc QC	Update test notification thr template to include time frame of test	UPDATE TEST Negative Dilute Invalid
Pulling From Duty Station	Mod w cts P. Schedule location - April 48 hrs. Start/End	15 Day/2 Trigger ZDN	create FORM (roster) for Collector print name	URO Time Limit for return of random (Printed)	TRACKING FOLLOW UPS
Update Mail Merge process for word 2010 & update work instructions	Process foe Cre Dir DEFERRAL	48 hr trigger in to test Pre Employment	Add Fields in Remedy for Date Prg Del. for PRE EMP.	update SD9 for PAERS Testers indicated prior to receipt of reports	Designate at Center to assist w/ logistics for PA testing (after hours)
Mail Merge accuracy between versions	Random Selection by Duty Station	NON TDP to TDP	Criteria for on-site negotiate testing	Exception Process for receipt EXPANSION NEEDED	Continue NOT TESTING at Remote Locations

Implementation

Easy	update SD9 for PAERS Testers indicated prior to receipt of reports	PA Center Director Authorization needed Resolve Ambiguity	15 Day/2 Trigger ZDN	48 hr trigger in to test Pre Employment	Policy Concurrence for off-site debarred testing
Implementation	URO Time Limit for return of random (Printed)	Process foe Cre Dir DEFERRAL	STAT Sample Process Possible	UPDATE TEST Negative Dilute Invalid	create FORM (roster) for Collector print name
	TRACKING FOLLOW UPS	Designate at Center to assist w/ logistics for PA testing (after hours)	PA Center Director Authorization needed Resolve Ambiguity	Update test notification thr template to include time frame of test	UPDATE TEST Negative Dilute Invalid
Challenge	URO Time Limit for return of random (Printed)	Designate at Center to assist w/ logistics for PA testing (after hours)	PA Center Director Authorization needed Resolve Ambiguity	Update Mail Merge process for word 2010 & update work instructions	establish results from Quest to NRO
	TRACKING FOLLOW UPS	Designate at Center to assist w/ logistics for PA testing (after hours)	PA Center Director Authorization needed Resolve Ambiguity	Update Mail Merge process for word 2010 & update work instructions	establish results from Quest to NRO
Hard	Small	Big	Payoff		

Get to Excellence Plan and Follow-up



Approach	PICK	Description/Problem Statement:	Objectives/Deliverables:	Estimated Task Dates:	Owner:	Potential Team Lead and Members:	Level of Effort:	Benefits:
JDI	I	Remedy Update: 15/30 Day Trigger for 30DN	Automatic reminders of tasks	Initiate NSR by 11/7/11	Vicky Looney	Carrie Pohto, Janel Cooper, Liz Kerry, IT	4 hours to request	Eliminate manual tasks and reduce risk of error
JDI	I	Remedy Update: 48 hour trigger for Pre-Emp	Automatic reminders of tasks	Initiate NSR by 11/7/11	Vicky Looney	Carrie Pohto, Janel Cooper, Liz Kerry, IT	4 hours to request	Eliminate manual tasks and reduce risk of error
JDI	I	Datamart solution for Drug Testing function	Improved reporting capabilities	Initiate NSR by 11/7/11 Dependant on IT solution capability	Janel Cooper	Carrie Pohto, Janel Cooper, Liz Kerry, IT	24 hours to request	Eliminate manual tasks and reduce risk of error
JDI	I	Track 30DN by NSR Remedy Update: Add field for 'Date Pkg Delivered' for Pre-Emp	Eliminate use of spreadsheet	Initiate NSR by 11/7/11	Janel Cooper	Carrie Pohto, Janel Cooper, Liz Kerry, IT	24 hours to request	Real-time reporting of task status
JDI	I	Auto-TechDoc	Necessary field for automatic reminder	10/28/2011	Vicky Looney	Carrie Pohto, Janel Cooper, Liz Kerry, IT	4 hours to request	Eliminate manual tasks and reduce risk of error
JDI	I	Develop receipt process for 30DN	Automate creation of test documents	10/28/2011	Liz Kerry	Carrie Pohto, Janel Cooper, Liz Kerry, IT	80 hours to complete	Reduce errors/save time when manually adding internal documents
JDI	I	Order CCFs for Centers Policy concurrence for off-site testing of test deferrals	Determine elevation requirements	Initiate by 10/31/2011	Jennifer Greer/Vicky Looney	OHCM, Amy Alexander, Carrie Pohto	2 hours to request	Determine detailed process to meet requirement for SP to implement
JDI	I	Test all employees scheduled	Have accessible supplies for new off-site deferral test process	2 weeks after process implementation	Liz Kerry	Vicky Looney, Janel Cooper, Quest	16 hours	Support of new off-site testing process and increase cost efficiency
JDI	I	Create form (roster) for Random Collector	Test all employees scheduled	Initiate by 11/7/2011	Jennifer Greer	OHCM, Amy Alexander	2 hours to request	Streamline process and selection metrics, increase deterrence
JDI	I	Update Random Test Notification Letter	Prevent advanced notification of test schedule	10/28/2011	Vicky Looney	Dev Info Materials, Janel Cooper, Liz Kerry	16 hours	Increase security of information and decreased NSSC administrative tasks
JDI	I	Update mail merge process for current Word version	Provide instructions for revised procedures regarding rescheduling or calling	10/28/2011	Vicky Looney	Dev Info Materials, Janel Cooper, Liz Kerry	40 hours	Deter deferrals, streamline tasks
JDI	I	Update work instructions for mail merge process	Have an operable process from Excel to Word Document written instructions to reduce single point of failure	11/18/2011	Liz Kerry	Vicky Looney, Janel Cooper, IT Vicky Looney, Janel Cooper, Dev Info Mat	40 hours	Less need for QA from NSSC and more accurate use of software
JDI	I	Automate MRO's ability to obtain and release results	Give MROs ability to obtain and release online results	11/28/2011	Liz Kerry	Dev Info Mat	24 hours	Increase work productivity
JDI	I	Update "negative/dilute specimen" letter template	Update template to reflect revised process	Initiate by 11/7/2011	Vicky Looney	Carrie Pohto, Janel Cooper, Liz Kerry, Jennifer Greer/Security	40 hours	Rapid receipt of results to NSSC and MRO. Increased viewing capability of CCF
JDI	I	Update "invalid specimen" letter template	Update template to reflect revised process and store in Asst Pro for generation	12/7/2011	Vicky Looney	Dev Info Materials, Janel Cooper, Liz Kerry	24 hours	Reduce manual efforts
P	P	Post-Accident/Reasonable Suspicion request for test requirement clarification	Policy decision rendered and documented	Initiate by 11/7/2011	Jennifer Greer	Dev Info Materials, Janel Cooper, Liz Kerry	24 hours	Reduce manual efforts
P	P	Update SDG with Kaizen results implemented Process for remote testing of Center Director deferrals	To reflect process changes due to Kaizen event	2/7/2012	Jennifer Greer	OHCM, Amy Alexander	1 hour to request	To ensure compliance
P	P	Establish MRO time limit for reporting results to NSSC	Policy decision rendered and documented	Initiate by 11/7/2011	Jennifer Greer	Amy Alexander	40 hours	Process documented
P	P	Statistical sample process	Policy decision rendered and documented	Initiate by 11/7/2011	Jennifer Greer	OHCM, Amy Alexander	1 hour to request	To ensure compliance
C	C	Quest/Asst Pro capabilities for electronic results reporting	To identify the most efficient and effective process for identification of random sample	11/7/2011	Jennifer Greer/Vicky Looney	OHCM, Amy Alexander	1 hour to request	To ensure compliance
C	C	Asst Pro capabilities for test notice and result letter templates	Electronic receipt of results	Initiate by 11/7/2011	Vicky Looney	Amy Alexander/Donald St Germain	8 hours	Identification of Pros and Cons
C	C	MOU with Centers: pre-selected location, 48 hour availability, share calendar	Automated generation of letters	Initiate by 11/7/2011	Vicky Looney	Carrie Pohto/Liz Kerry/Janel Cooper/CIS	40 hours	Reduce manual entry
C	C	Random selection by duty station	Executed MOU with each Center	Initiate by 11/7/2011	Jennifer Greer	Carrie Pohto/Liz Kerry/Janel Cooper/CIS	80 hours	Reduce manual entry/efforts and increase accuracy
C	C	Auto-calculation of Quality Controls	Assistant Pro to pull sample by duty locations	Initiate by 11/7/2011	Vicky Looney	Carrie Pohto/Liz Kerry/Janel Cooper/CIS	8 hours	Obtain fixed site to conduct random test and to provide less notification
C	C	Automate tracking of follow-ups	Have automation to determine number and produce order sheet of QCs per test	Initiate by 11/7/11	Vicky Looney	Carrie Pohto/Liz Kerry/Janel Cooper/IT	2 hours to request	Reduce manual efforts and risk of error
C	C	Designate POC at Center for 'For Cause' testing	Automate testing of follow-up candidates as required Listing of Center POCs to contact upon notification of request for test	Initiate by 11/7/11	Vicky Looney	Carrie Pohto/Liz Kerry/Janel Cooper/IT	3 hours to request	Reduce manual efforts and risk of error and elimination of manual spreadsheets
C	C			Initiate by 11/7/11	Jennifer Greer	OHCM, Amy Alexander	2 hours to request	Ensure ability to conduct test 24/7

Get To Excellence Activity: # 1 Automated triggers for tracking 30 Day Notices

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

Estimated Task Dates: 11/7/11

Owner: Vicky Looney

**Potential Team Lead and Members:
Carrie Pohto, Janel Cooper, Liz Kerry, IT**

**Description/Problem Statement:
Remedy Update: 15/30 Day Trigger for 30DN**

**Objectives/Deliverables:
Automatic reminders of tasks**

**Level of Effort:
4 hours**

**Benefits:
Eliminate manual tasks and reduce risk of error**

Get To Excellence Activity: # 2 Automated trigger for tracking Pre Employment tests

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	Pay-off

Estimated Task Dates: 11/7/11

Owner: Vicky Looney

**Potential Team Lead and Members:
Carrie Pohto, Janel Cooper, Liz Kerry, IT**

**Description/Problem Statement:
Remedy Update: 48 hour trigger for Pre-Emp**

**Objectives/Deliverables:
Automatic reminders of tasks**

**Level of Effort:
*4 hours***

**Benefits:
Eliminate manual tasks and reduce risk of error**

Get To Excellence Activity: # 3 Datamart solution for Drug Testing function

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

Estimated Task Dates: Initiate NSR by 11/7/11

Owner: Janel Cooper

**Potential Team Lead and Members:
Carrie Pohto, Vicky Looney, Liz Kerry, IT**

**Description/Problem Statement:
Datamart solution for Drug Testing function**

**Objectives/Deliverables:
Improved reporting capabilities**

**Level of Effort:
*24 hours to request***

**Benefits:
Eliminate manual tasks and reduce risk of error**

Get To Excellence Activity: # 4 Track 30DN by NSR

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

Estimated Task Dates: Dependent on IT Solution Capability

Owner: Janel Cooper

**Potential Team Lead and Members:
Carrie Pohto, Vicky Looney, Liz Kerry, IT**

**Description/Problem Statement:
Track 30DN by NSR**

**Objectives/Deliverables:
Eliminate use of spreadsheet**

**Level of Effort:
*24 hours to request***

**Benefits:
Real-time reporting of task status**

Get To Excellence Activity: # 5 Remedy Update: Add field for 'Date Pkg Delivered' for Pre-Emp

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

Estimated Task Dates: Initiate NSR by 11/7/11

Owner: Vicky Looney

**Potential Team Lead and Members:
Carrie Pohto, Janel Cooper, Liz Kerry, IT**

**Description/Problem Statement:
Remedy Update: Add field for 'Date Pkg Delivered'
for Pre-Emp**

**Objectives/Deliverables:
Necessary field for automatic reminder**

**Level of Effort:
*4 hours to request***

**Benefits:
Eliminate manual tasks and reduce risk of error**

Get To Excellence Activity: # 6 Auto-TechDoc

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

Estimated Task Dates: 10/28/2011

Owner: Liz Kerry

**Potential Team Lead and Members:
Carrie Pohto, Janel Cooper, Vicky Looney, IT**

**Description/Problem Statement:
Auto-TechDoc**

**Objectives/Deliverables:
Automate creation of test documents**

**Level of Effort:
*80 hours to complete***

**Benefits:
Reduce errors/save time when manually adding
internal documents**

Get To Excellence Activity: # 7 Develop receipt process for 30DN

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

Estimated Task Dates: Initiate by 10/31/2011

Owner: Jennifer Greer/Vicky Looney

**Potential Team Lead and Members:
OHCM, Amy Alexander, Carrie Pohto**

**Description/Problem Statement:
Develop receipt process for 30DN**

**Objectives/Deliverables:
Determine elevation requirements**

**Level of Effort:
*2 hours to request***

**Benefits:
Determine detailed process to meet requirement
for SP to implement**

Get To Excellence Activity: # 8 Order CCFs for Centers

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

Estimated Task Dates: 2 weeks after process implementation

Owner: Liz Kerry

**Potential Team Lead and Members:
Vicky Looney, Janel Cooper, Quest**

**Description/Problem Statement:
Order CCFs for Centers**

**Objectives/Deliverables:
Have accessible supplies for new off-site deferral test process**

**Level of Effort:
*16 hours***

**Benefits:
Support of new off-site testing process and increase cost efficiency**

Get To Excellence Activity: # 9 Policy concurrence for off-site testing of test deferrals

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

Estimated Task Dates: Initiate by 11/7/2011

Owner: Jennifer Greer

Potential Team Lead and Members:

OHCM, Amy Alexander

Description/Problem Statement:

Policy concurrence for off-site testing of test deferrals

Objectives/Deliverables:

Test all employees scheduled

Level of Effort:

2 hours to request

Benefits:

Streamline process and selection metrics, increase deterrence

Get To Excellence Activity: # 10 Create form (roster) for Random Collector

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

Estimated Task Dates: 10/28/2011

Owner: Vicky Looney

**Potential Team Lead and Members:
Dev of Info Materials, Janel Cooper, Liz Kerry**

**Description/Problem Statement:
Create form (roster) for Random Collector**

**Objectives/Deliverables:
Prevent advanced notification of test schedule**

**Level of Effort:
*16 hours***

**Benefits:
Increase security of information and decrease
NSSC administrative tasks**

Get To Excellence Activity: # 11 Update Random Test Notification Letter

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

Estimated Task Dates: 10/28/2011

Owner: Vicky Looney

**Potential Team Lead and Members:
Dev of Info Materials, Janel Cooper, Liz Kerry**

**Description/Problem Statement:
Update Random Test Notification Letter**

**Objectives/Deliverables:
Provide instructions for revised procedures
regarding rescheduling or calling**

**Level of Effort:
40 hours**

**Benefits:
Deter deferrals, streamline tasks**

Get To Excellence Activity: # 12 Update mail merge process for current Word version

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	Pay-off

Estimated Task Dates: 11/18/2011

Owner: Liz Kerry

**Potential Team Lead and Members:
Vicky Looney, Janel Cooper, IT**

**Description/Problem Statement:
Update mail merge process for current Word version**

**Objectives/Deliverables:
Have an operable process from Excel to Word**

**Level of Effort:
40 hours**

**Benefits:
Less need for QA from NSSC and more accurate use of software**

Get To Excellence Activity: # 13 Update work instructions for mail merge process

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

Estimated Task Dates: 11/28/2011

Owner: Liz Kerry

**Potential Team Lead and Members:
Vicky Looney, Janel Cooper**

**Description/Problem Statement:
Update work instructions for mail merge process**

**Objectives/Deliverables:
Document written instructions to reduce single point
of failure**

**Level of Effort:
*24 hours***

**Benefits:
Increase work productivity**

Get To Excellence Activity: # 14 Automate MROs ability to obtain and release results

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

Estimated Task Dates: Initiate by 11/7/2011

Owner: Vicky Looney

**Potential Team Lead and Members:
Carrie Pohto, Janel Cooper, Liz Kerry, Jennifer Greer, Security**

**Description/Problem Statement:
Automate MROs ability to obtain and release results**

**Objectives/Deliverables:
Give MROs ability to obtain and release online results**

**Level of Effort:
40 hours**

**Benefits:
Rapid receipt of results to NSSC and MRO.
Increased viewing capability of CCF**

Get To Excellence Activity: # 15 Update "negative/dilute specimen" letter template

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

Estimated Task Dates: Initiate by 11/7/2011

Owner: Vicky Looney

**Potential Team Lead and Members:
Dev of Info Materials, Janel Cooper, Liz Kerry**

**Description/Problem Statement:
Update "negative/dilute specimen" letter template**

**Objectives/Deliverables:
Update template to reflect revised process**

**Level of Effort:
*24 hours***

**Benefits:
Reduce manual efforts**

Get To Excellence Activity: # 16 Update "invalid specimen" letter template

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

Estimated Task Dates: 12/7/2011

Owner: Vicky Looney

**Potential Team Lead and Members:
Dev of Info Materials, Janel Cooper, Liz Kerry**

**Description/Problem Statement:
Update "invalid specimen" letter template**

**Objectives/Deliverables:
Update template to reflect revised process and store
in Asst Pro for generation**

**Level of Effort:
*24 hours***

**Benefits:
Reduce manual efforts**

Get To Excellence Activity: # 17 Post-Accident/Reasonable Suspicion request for test requirement clarification

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	X P I
	K C
	Small Big Pay-off

Estimated Task Dates: Initiate by 11/7/2011

Owner: Jennifer Greer

**Potential Team Lead and Members:
OHCM, Amy Alexander**

**Description/Problem Statement:
Post-Accident/Reasonable Suspicion request for test
requirement clarification**

**Objectives/Deliverables:
Policy decision rendered and documented**

**Level of Effort:
*1 hour to request***

**Benefits:
To ensure compliance**

Get To Excellence Activity: # 18 Update SDG with Kaizen results implemented

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	X	P	I
		K	C
	Small	Big	
	Pay-off		

Estimated Task Dates: 2/7/2012

Owner: Jennifer Greer

**Potential Team Lead and Members:
Amy Alexander**

**Description/Problem Statement:
Update SDG with Kaizen results implemented**

**Objectives/Deliverables:
To reflect process changes due to Kaizen event**

**Level of Effort:
40 hours**

**Benefits:
Process documented**

Get To Excellence Activity: # 19 Process for remote testing of Center Director deferrals

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	X P I
	K C
	Small Big Pay-off

Estimated Task Dates: Initiate by 11/7/2011

Owner: Jennifer Greer

**Potential Team Lead and Members:
OHCM, Amy Alexander**

**Description/Problem Statement:
Process for remote testing of Center Director
deferrals**

**Objectives/Deliverables:
Policy decision rendered and documented**

**Level of Effort:
*1 hour to request***

**Benefits:
To ensure compliance**

Get To Excellence Activity: # 20 Establish MRO time limit for reporting results to NSSC

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	X P I
	K C
	Small Big Pay-off

Estimated Task Dates: Initiate by 11/7/2011

Owner: Jennifer Greer

**Potential Team Lead and Members:
OHCM, Amy Alexander**

**Description/Problem Statement:
Establish MRO time limit for reporting results to
NSSC**

**Objectives/Deliverables:
Policy decision rendered and documented**

**Level of Effort:
*1 hour to request***

**Benefits:
To ensure compliance**

Get To Excellence Activity: # 21 Statistical sample process

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	X P I
	K C
	Small Big Pay-off

Estimated Task Dates: 11/7/11

Owner: Jennifer Greer/Vicky Looney

**Potential Team Lead and Members:
Amy Alexander/Donald St Germain**

**Description/Problem Statement:
Statistical sample process**

**Objectives/Deliverables:
To identify the most efficient and effective process for
identification of random sample**

**Level of Effort:
*8 hours***

**Benefits:
Identification of Pros and Cons**

Get To Excellence Activity: # 22 Quest/Asst Pro capabilities for electronic results reporting

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I
	K	C
	Small	Big
	Pay-off	

Estimated Task Dates: Initiate by 11/7/2011

Owner: Vicky Looney

**Potential Team Lead and Members:
Carrie Pohto/Liz Kerry/Janel Cooper/CIS**

**Description/Problem Statement:
Quest/Asst Pro capabilities for electronic results reporting**

**Objectives/Deliverables:
Electronic receipt of results**

**Level of Effort:
*40 hours***

**Benefits:
Reduce manual entry**

Get To Excellence Activity: # 23 Asst Pro capabilities for test notice and result letter templates

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I
	K	C
	Small	Big
	Pay-off	

Estimated Task Dates: Initiate by 11/7/2011

Owner: Vicky Looney

**Potential Team Lead and Members:
Carrie Pohto/Liz Kerry/Janel Cooper/CIS**

**Description/Problem Statement:
Asst Pro capabilities for test notice and result letter templates**

**Objectives/Deliverables:
Automated generation of letters**

**Level of Effort:
*80 hours***

**Benefits:
Reduce manual entry/efforts and increase accuracy**

Get To Excellence Activity: # 24 MOU with Centers: pre-selected location, 48 hour availability, share calendar

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I
	K	C
	Small	Big
	Pay-off	

Estimated Task Dates: Initiate by 11/7/2011

Owner: Jennifer Greer

**Potential Team Lead and Members:
OHCM, Centers, Amy Alexander**

**Description/Problem Statement:
MOU with Centers: pre-selected location, 48 hour
availability, share calendar**

**Objectives/Deliverables:
Executed MOU with each Center**

**Level of Effort:
*2 hours to request***

**Benefits:
Obtain fixed site to conduct random test and to
provide less notification**

Get To Excellence Activity: # 25 Random selection by duty station

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I
	K	C
	Small	Big
	Pay-off	

Estimated Task Dates: Initiate by 11/7/2011

Owner: Vicky Looney

**Potential Team Lead and Members:
Carrie Pohto/Liz Kerry/Janel Cooper/CIS**

**Description/Problem Statement:
Random selection by duty station**

**Objectives/Deliverables:
Assistant Pro to pull sample by duty locations**

**Level of Effort:
*8 hours***

**Benefits:
More accurate sample pool which will reduce deferrals**

Get To Excellence Activity: # 26 Auto-calculation of Quality Controls

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I
	K	C
	Small	Big
	Pay-off	

Estimated Task Dates: Initiate by 11/7/11

Owner: Vicky Looney

**Potential Team Lead and Members:
Carrie Pohto/Liz Kerry/Janel Cooper/IT**

**Description/Problem Statement:
Auto-calculation of Quality Controls**

**Objectives/Deliverables:
Have automation to determine number and produce
order sheet of QCs per test**

**Level of Effort:
*2 hours to request***

**Benefits:
Reduce manual efforts and risk of error**

Get To Excellence Activity: # 27 Automate tracking of follow-ups

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I
	K	C
	Small	Big
	Pay-off	

Estimated Task Dates: Initiate by 11/7/11

Owner: Vicky Looney

**Potential Team Lead and Members:
Carrie Pohto/Liz Kerry/Janel Cooper/IT**

**Description/Problem Statement:
Automate tracking of follow-ups**

**Objectives/Deliverables:
Automate testing of follow-up candidates as required**

**Level of Effort:
*3 hours to request***

**Benefits:
Reduce manual efforts and risk of error and
elimination of manual spreadsheets**

Get To Excellence Activity: # 28 Designate POC at Center for 'For Cause' testing

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I
	K	C
	Small	Big
	Pay-off	

Estimated Task Dates: Initiate by 11/7/11

Owner: Jennifer Greer

Potential Team Lead and Members:
OHCM, Amy Alexander

Description/Problem Statement:
Designate POC at Center for 'For Cause' testing

Objectives/Deliverables:
Listing of Center POCs to contact upon notification
of request for test

Level of Effort:
2 hours to request

Benefits:
Ensure ability to conduct test 24/7

Future Considerations

- ***Eliminate Need for Remedy***
- ***Consolidate all Drug Testing needs into a single end-to-end solution***
- ***Improving testing vendor's reconciliation***

