

Wisconsin Department of Transportation

Telecommunications Long-Term Action Plan Project Report



Project Summary

The objectives of this project were to consolidate telecommunications operations centrally and to reduce overall costs for the department. The project team centralized management of telecommunications inventory, incidents, ordering, auditing of invoices and implemented cost reduction strategies.

This project commenced prior to the statewide Lean Initiative and was completed on December 31, 2012.

Improvements

- Created central department wide inventory database, eliminating the need for each division to maintain their own inventory while improving the accuracy of the records
- Reorganized staff duties to free up hours for mission-critical tasks
- Reduced telecommunications spending by \$810,800 in FY12

MAPSS Core Goal Area

- Accountability
- Service

Statewide Goal Area

- Cost of government
- Customer satisfaction

Issue

Prior to this project, telecommunications operations were performed primarily by division staff on a part time basis in addition to their primary role. These staff often had insufficient training in information technology and these positions had high turnover rates. In addition, maintenance of telecommunications data was decentralized among WisDOT divisions and performed manually with redundant data entry steps, frequently resulting in incomplete and inconsistent records.

The goals of the project were to improve the workflow of telecom functions; reduce overall telecommunication expenses; integrate telecom data; improve oversight; and instill a culture of customer service in responding to requests for telecom services.

Analytical Methodology

The project team applied process improvement principles to the telecommunications expense management program across the department. The team's mission was to consolidate telecommunications management operations centrally through management of inventory and expenditures, eliminating the need for each division to maintain their own inventory. The project scope was limited to voice communications.

Telecommunications staffing was reorganized to consolidate these duties among fewer division staff. The team established a Technical Support Group and a Telecommunication Advisory Group to share information and receive input from divisions on processes and direction.

Results

Freed staff time: Prior to this initiative, 57 divisional staff members were assigned telecommunications related duties. As a result of this project, the number of divisional staff assigned these duties will be reduced to 26.

Data improvements: A department wide inventory was completed, a central master inventory database was created and a process was implemented to keep the database current. An accounts payable report was created to eliminate redundant data entry steps.

Cost savings: Overall, the department reduced annual telecom expenses by \$810,800 from the FY 11 base year, an 18 percent reduction from FY11. An estimated \$350,800 of this amount was due the improved inventory and record keeping modifications.

Next Steps

DOT will partner with DOA in assessing an automated telecommunications expense management system.