

WisDOT Lean Government Initiative Status Update



December 16, 2014

WisDOT Board of Directors



Lean project results



Major Item Approval (“Big Ticket”) Lean Project

Linda Merriman Hitchman

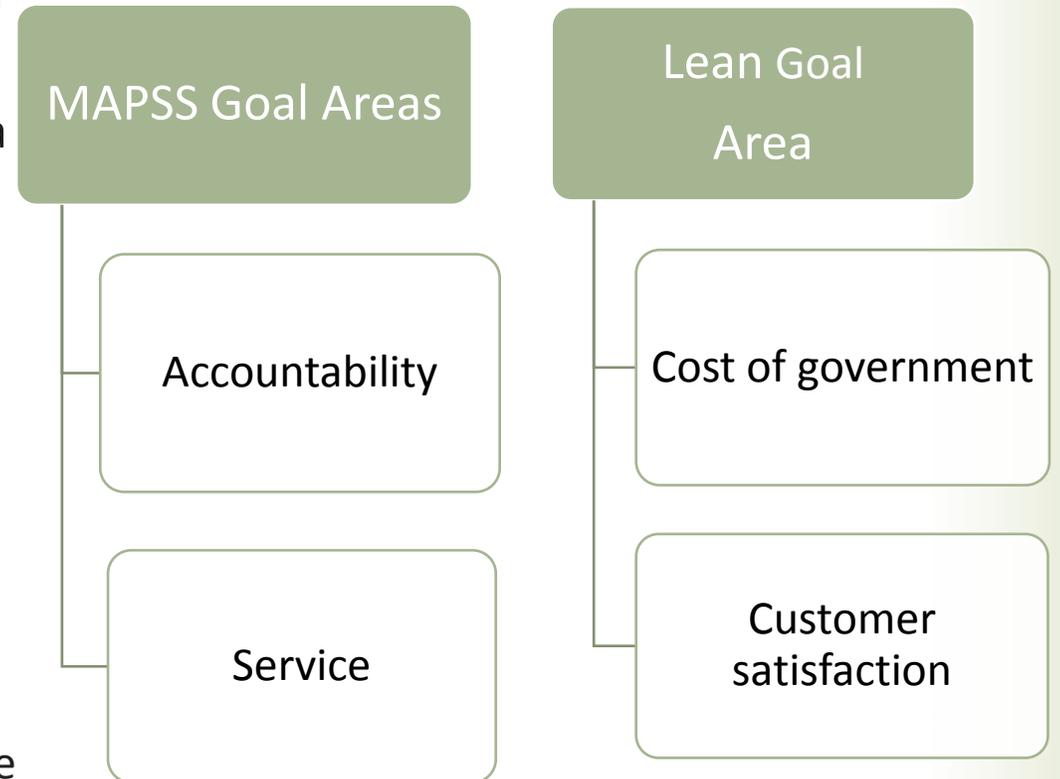
Office of Policy, Finance and Improvement

In partnership with the Divisions of Transportation System
Development and Transportation Investment Management

Issue and goals – Major item approval



- Annually DTSD compiles list of spending needs >\$10,000 for review in the “Big Ticket” process.
- DTSD’s operating budget is not sufficient to fund all needs; a reallocation of improvement funding is requested.
- DTIM and OPFI review the request to validate that proposed uses are eligible for improvement funding.
- Challenges with the review process included:
 - Excessive length, with numerous multi-participant meetings
 - Unclear roles and responsibilities
 - Unclear information requirements
- Project goals
 - To reduce the process length, hours spent in meetings and time spent revising documents.



Results and next steps – Weekly work reports

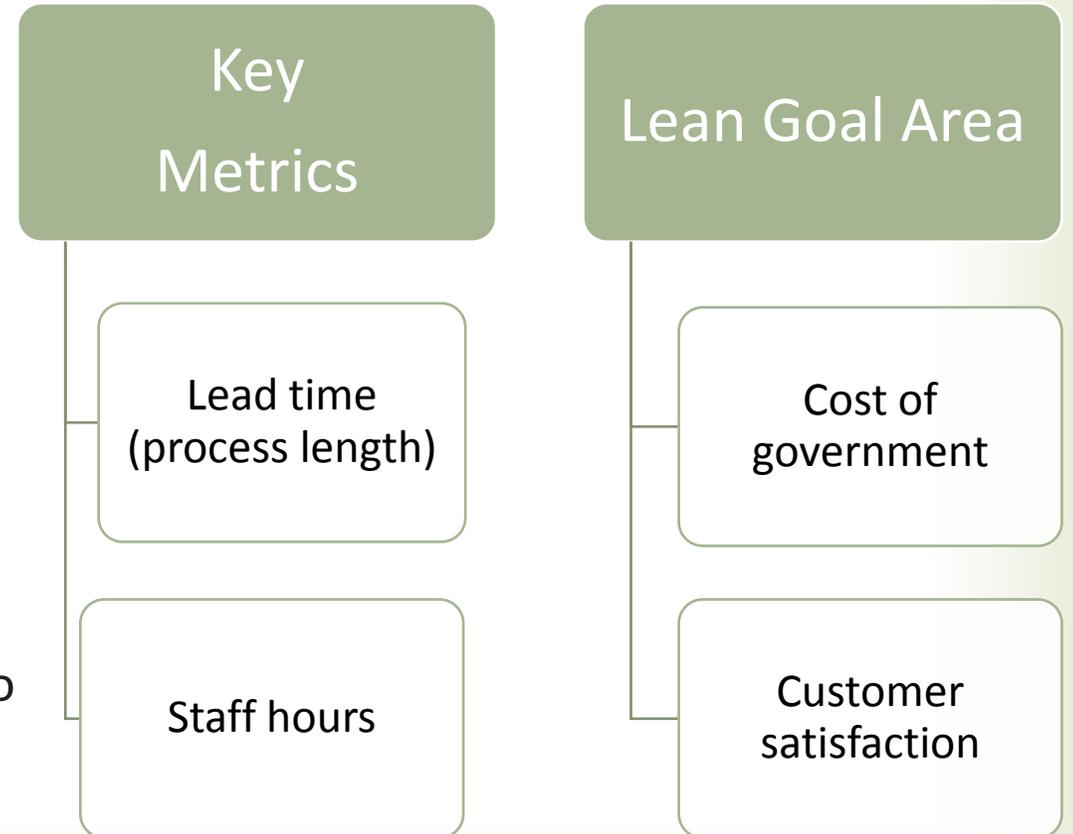


Results

- Process length was reduced by 36% (14 weeks to 9 weeks).
- Staff hours spent in meetings were reduced by 65% (214 to 75).
- Hours spent revising documents were reduced by 67% (108 to 36).
- Roles and responsibilities were clarified and satisfaction with the process increased significantly.

Next steps

- DTSD will apply additional identified improvements to the SFY 16 process.
- DTSD, DTIM and OPFI will meet prior to the SFY 16 process to reiterate roles and clarify expectations.



Lessons learned



- ☞ While the “Big Ticket” process was not a typical candidate for application of Lean Six Sigma techniques, they provided a framework to clarify the issues and a structured way to identify solutions. Just meeting and talking would not have achieved the same outcome.
- ☞ Follow-up and reinforcement of improvements will be the key determinant of long-term success. “Big Ticket” is a people-centric process – preparation of quality information, knowledge of roles and understanding of expectations cannot be automated.

Lean project results



Bureau of Aeronautics Request for Wage Determinations

Shannon Clary

Division of Transportation Investment Management

Issue and goals:

Reduce clerical errors and staff review time

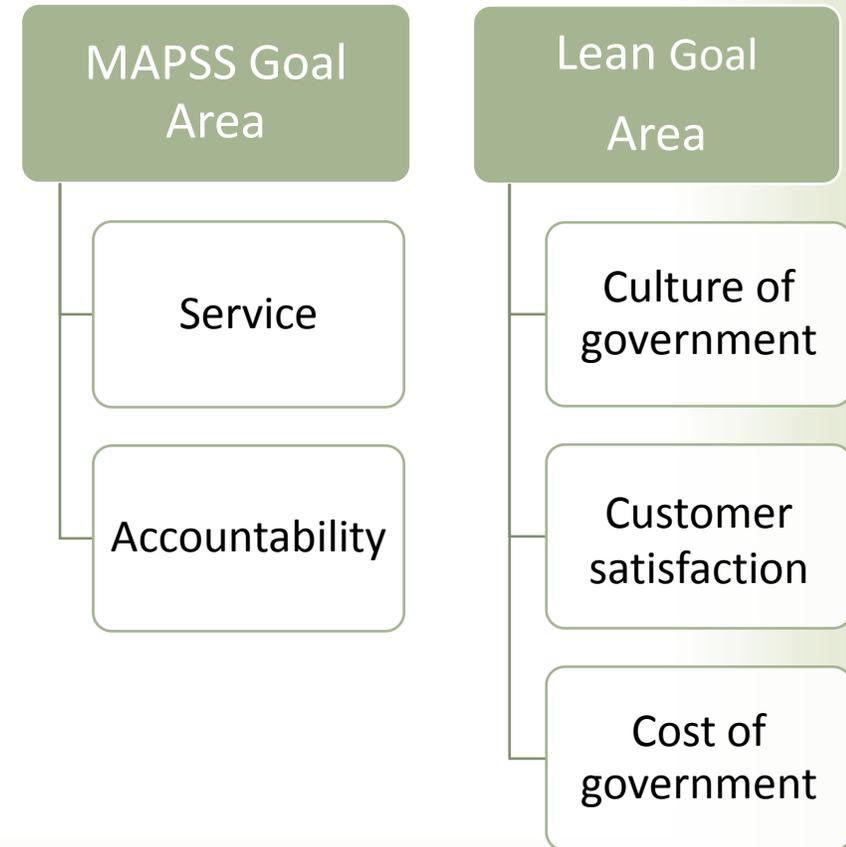


Summary of Issues

- Undefined roles and responsibilities in the workflow.
- Consultant firms charge BOA for assigning wage determinations to the contract; approximately 20% of wage determinations assigned to contracts were incomplete or inaccurate due to clerical error.
- BOA staff review contract wage determinations in the proposal after the project is awarded to the contractor and making corrections if needed.
- Process wait time for corrections of errors caused delays for project set-up in the Civil Rights Compliance System (CRCS).

Project Goals

- Improve communication by creating a workflow of the process
- Reduce hours spent reviewing wage determinations and making corrections for clerical errors
- Reduce wait time for project set-up in CRCS



Results and next steps –

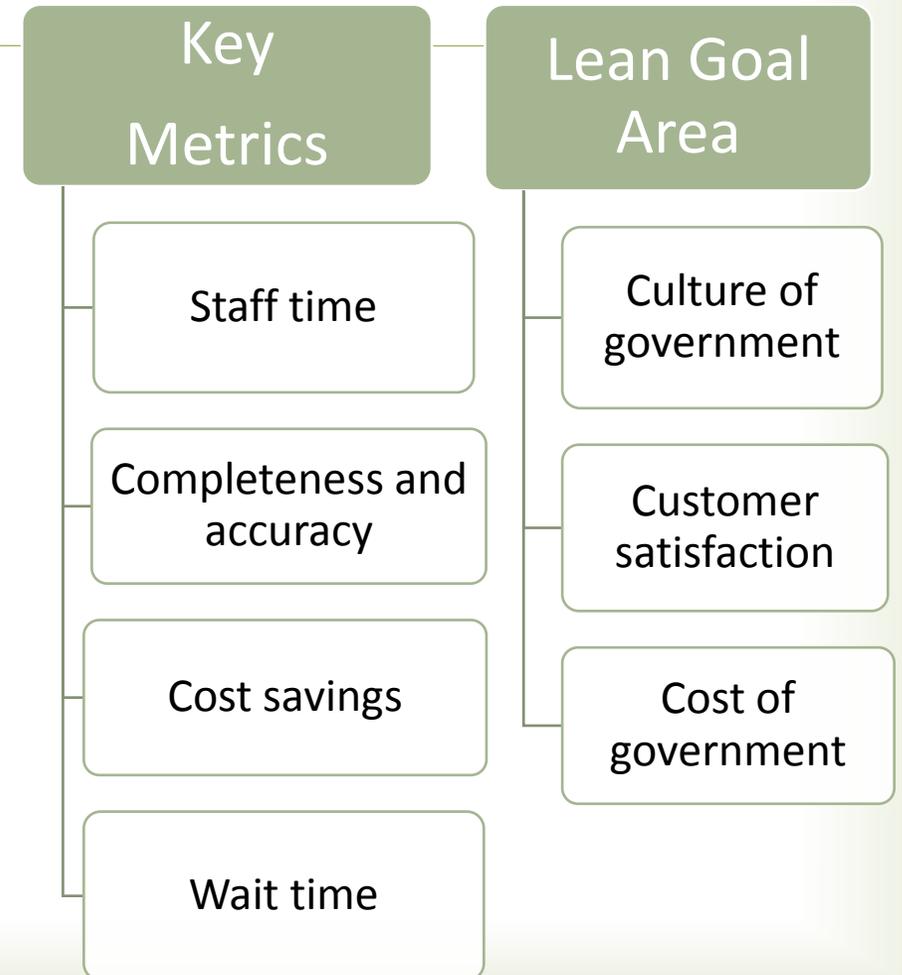


Results

- Established workflow and improved communication
- Developed timeline for requesting wage determinations during the contract proposal development stage of a project
- New form created for requesting determinations projects
- Reduced consultant costs by \$20,000
- Eliminated clerical errors in contract wage determinations
- Eliminated wait time for loading project into CRCS

Next steps

- The labor compliance section will ensure process changes are sustained and requests are processed in a timely manner



Lessons learned



- ☞ Being Individually and collectively responsible for the impact of our actions on resources, the people we serve, and each other. Accountability.
- ☞ Creating a culture in which people listen and information is shared openly, clearly and timely; both internally and externally. Communication.
- ☞ Finding innovative and visionary ways to provide better products and services and measure our success. Improvement.
- ☞ Creating lasting partnerships and working together to achieve a mutual goal. Teamwork.