

# Wisconsin Department of Transportation

## Overtime Call-up Lean Summary Report



### Project Summary

The Division of State Patrol (DSP) is responsible for assisting in escorting oversize/overweight loads from their origin to their destination or the state line to ensure the load arrives safely and the travelling public is safe.

The goal of this project was to reduce the amount of time it takes to schedule and/or call up (offer voluntary overtime) a trooper/inspector to assist in an escort, while ensuring a trooper/inspector was not overlooked based upon their seniority.

Using Lean Six Sigma methodology, the team achieved efficiencies by analyzing the current process, identifying waste and implementing a web-based search tool to assist in determining those that are eligible for an escort/overtime call up.

This pilot project was completed on July 1, 2015.

### Improvements

- Eliminated the duplication of effort
- Increased data availability
- Reduced the call up time by four percent
- Reduced the possibility of overlooking those eligible for a call up

### MAPSS Core Goal Areas

- Safety
- Accountability

### Statewide Goal Areas

- Cost of government
- Employee work environment

### Issue

The current process for creating an overtime call-up roster for oversize/overweight escorts can take up to four hours to complete. This process takes away from other duties for which the scheduling sergeant is responsible. Also, DSP must follow the collective bargaining agreement that determines the order of those contacted for call-ups. Other disadvantages identified in the current process: a lack of uniformity between each DSP region and post, a lack of readily available, searchable and real time data, and overlooking eligible troopers/inspectors and having a grievance filed.

### Lean Six Sigma Process

The process improvement team mapped the current process and identified major causes of delays in the creation of the overtime call-up roster. Not having easy access to a central uniform database with employee seniority information was a key factor, resulting in excessive lead and process times. The collective bargaining agreement requiring the most senior staff to be offered overtime opportunities first also contributed to longer lead times in finding someone eligible for the call-ups.

When analyzing several options, the most effective solution was determined to include electronic scheduling software that would allow the scheduling sergeant to see who is available statewide. This software would be able to incorporate established collective bargaining agreements to ensure the most senior and eligible troopers/inspectors are not overlooked. The costs of this option make implementation difficult. An interim step in the process was to work on improving the current process with IT resources available.

### Results

Preliminary development was completed on a centralized seniority report, which automatically orders personnel based on county, seniority date and classification. Multiple counties are able to generate a spreadsheet with the above information, which can easily be manipulated and saved to create an electronic call-up roster. This report is generated from a central database with updated personnel information specific to the State Patrol. The report has eliminated the problem where posts were maintaining individual seniority lists in different formats.

The new process has simplified roster call-up creation when events are scheduled between multiple posts. Time can now be spent making calls more quickly, giving sergeants more time to work directly with their staff. Variation at the regional level has been eliminated and a uniform procedure has been created, helping to prevent discrepancies in call-up rosters and grievances from missed calls.

### Next Steps

It is recommended that in order to save time and money, DSP look at purchasing a scheduling software that allows sergeants easy access to staff schedules statewide and that incorporates collective bargaining rule logic to determine who is eligible for any overtime call-up, not just oversize/overweight escorts.