

WisDOT Lean Government Initiative Status Update



August 5, 2014

WisDOT Board of Directors



Lean Announcements



WisDOT Update



- ❧ Project status update (see complete listing on SharePoint) – 18 projects, including:
 - ❧ 3 projects scheduled for BOD (2 today)
 - ❧ 2 projects under review by OPFI – one likely will not be reported out
 - ❧ 1 project on hold
 - ❧ 3 completed LDP projects pending possible implementation
- ❧ Training update
 - ❧ Yellow Belt training – October, November, February, March
 - ❧ Green Belt training – September, February
 - ❧ Kepner-Tregoe – September, November, December, February, April
- ❧ Peer exchange at Iowa DOT – August 15th
 - ❧ OPFI, DTSD staff attending
 - ❧ Meeting with FHWA, Iowa DOT, Utah DOT, Illinois DOT
- ❧ Outreach
 - ❧ FY 14 Lean results provided to DOA and WisDOT Lean Report published to Lean Internet page
 - ❧ WisDOT Lean site is featured resource for August through Lean Forum
 - ❧ Participating in Wisconsin Center for Performance Excellence Lean Government Conference October 9

Lean project results



Late invoice payments

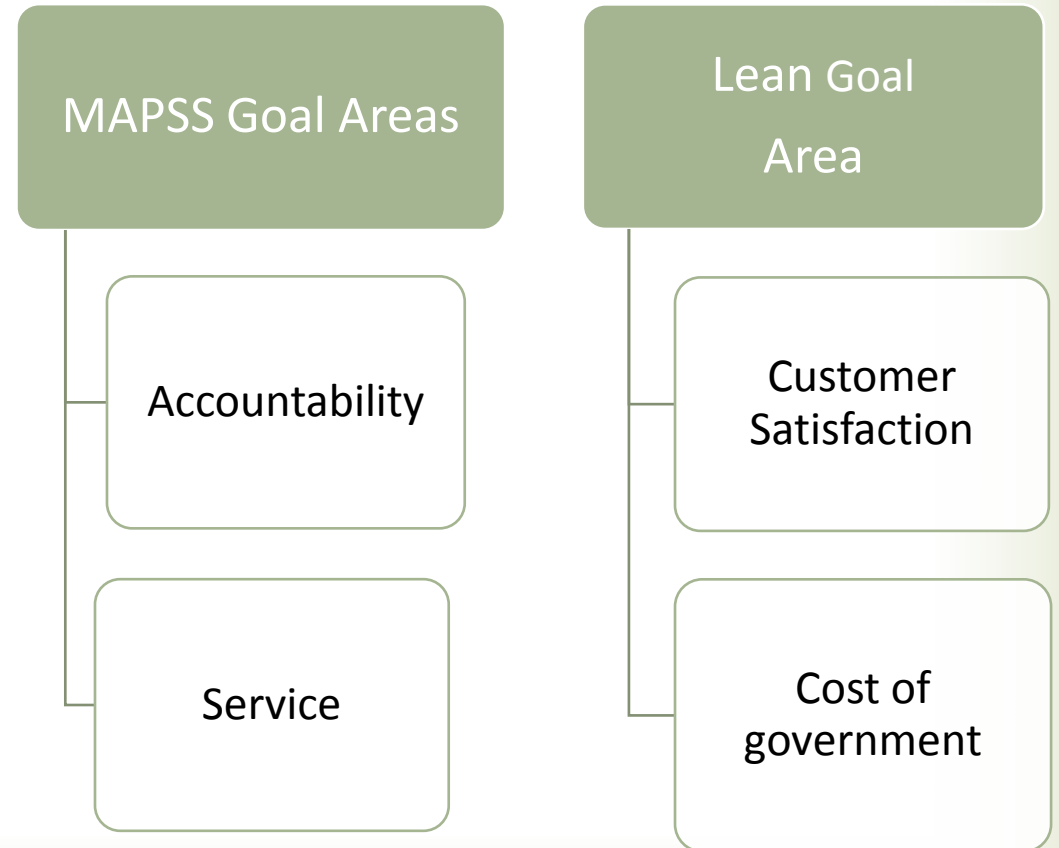
Sherri Voigt

Division of Business Management

Issue and goals – Late Invoice Payments



- ❧ State law requires that WisDOT pay interest on properly submitted vendor invoices that are not paid within 30 days of receipt
 - ❧ In FY12, WisDOT paid \$46,750 in interest
 - ❧ Over 500 invoices required the payment of interest
- ❧ There was no centralized system to track invoices prior to being forwarded to the accounts payable staff
- ❧ Regional staff responsible for reviewing and approving invoices were often not aware of the 30 day requirement or the process for protesting
- ❧ Project goals
 - ❧ Reduce interest paid from the FY 2012 base year by 50 percent
 - ❧ Decrease the number of invoices paid late by 30 percent



Results and next steps – Late Invoice Payments

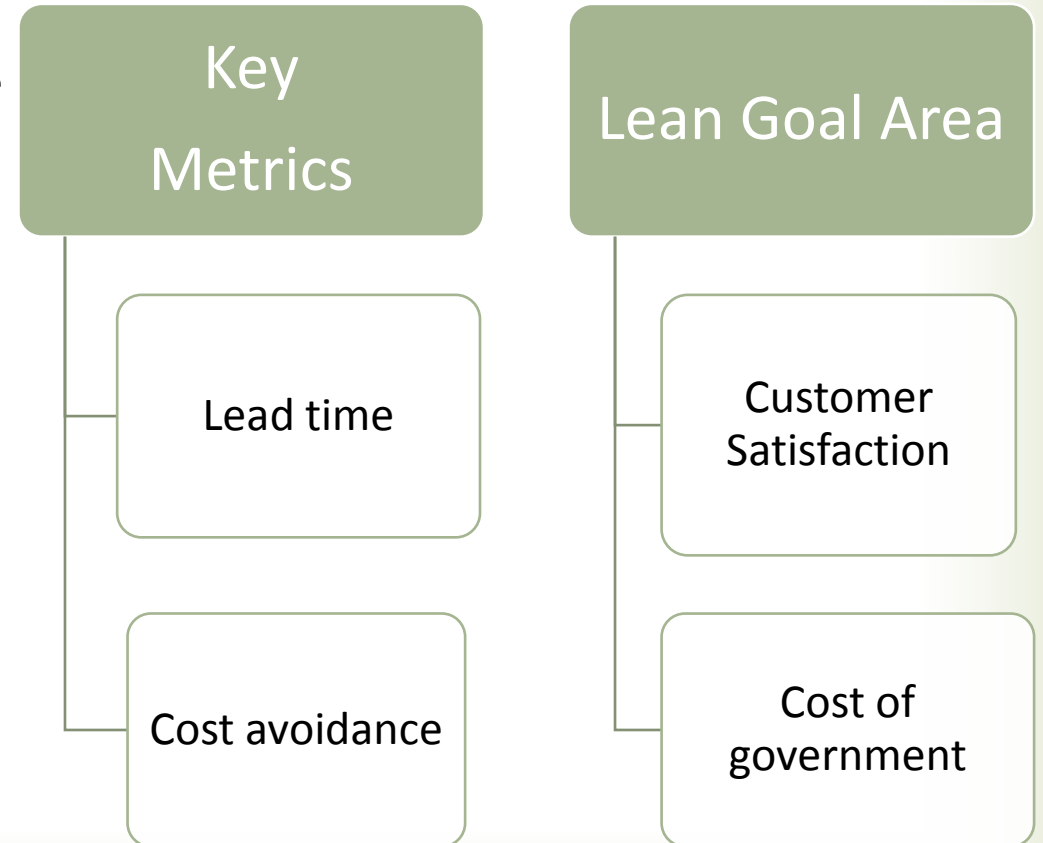


Results

- Program staff in the regional offices implemented an invoice tracking system
- Increased training for program staff
- Accounts payable staff can now provide reports to the regional offices to show the fiscal impact of not processing invoices timely
- Implemented cross-training of accounts payable staff to ensure invoices can be paid within 30 days
- Estimate decrease interest paid by 50 percent (approx. \$23,400)

Next steps

- Continue to provide training to program staff and provide regular reports on compliance with the 30 day payment requirement
- Review interest paid and the number of invoices paid late annually to ensure resulting gains are sustained



Lessons learned



- ❧ Strong communication between program staff and the accounts payable unit is essential to achieving and sustaining improvements in invoice processing
- ❧ Having good baseline data is essential in developing process improvements
- ❧ Legacy systems can create challenges to obtaining information needed to determine the root cause

Lean project results



Out of State Document Sorting Lean Project

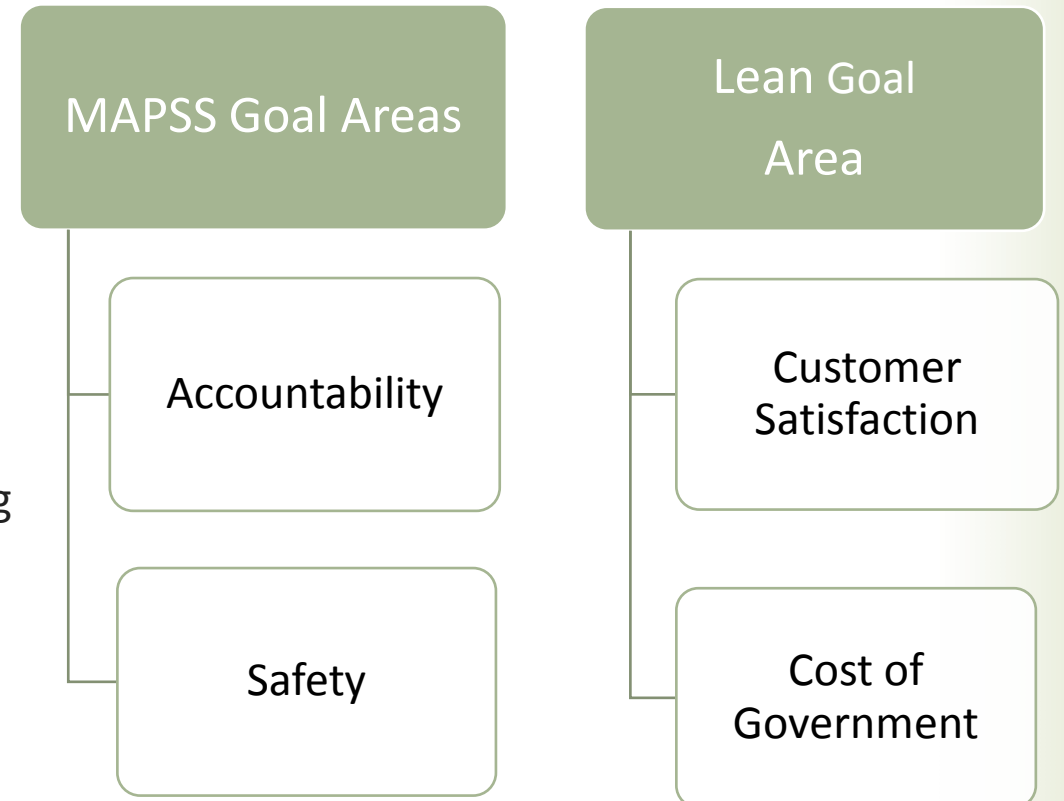
Shaun Peterson, Supervisor-Citation Unit

Division of Motor Vehicles

Issue and goals – Out of State Document Sorting



- Quickly Sorting out of state documents is important
 - Federal CDL Compliance
 - Up to date Driver records
- Sorting of documents was limited by:
 - It was an informal “single product batch” process.
 - Only one employee was trained in the entire skill set needed.
 - Variation in the amount of effort put toward finding, correcting or verifying information affected processing time.
- Project goals
 - Clear queue in under 10 days to met FMCSA requirements
 - Create and document a formal process



Results and next steps – Out of State Document Sorting

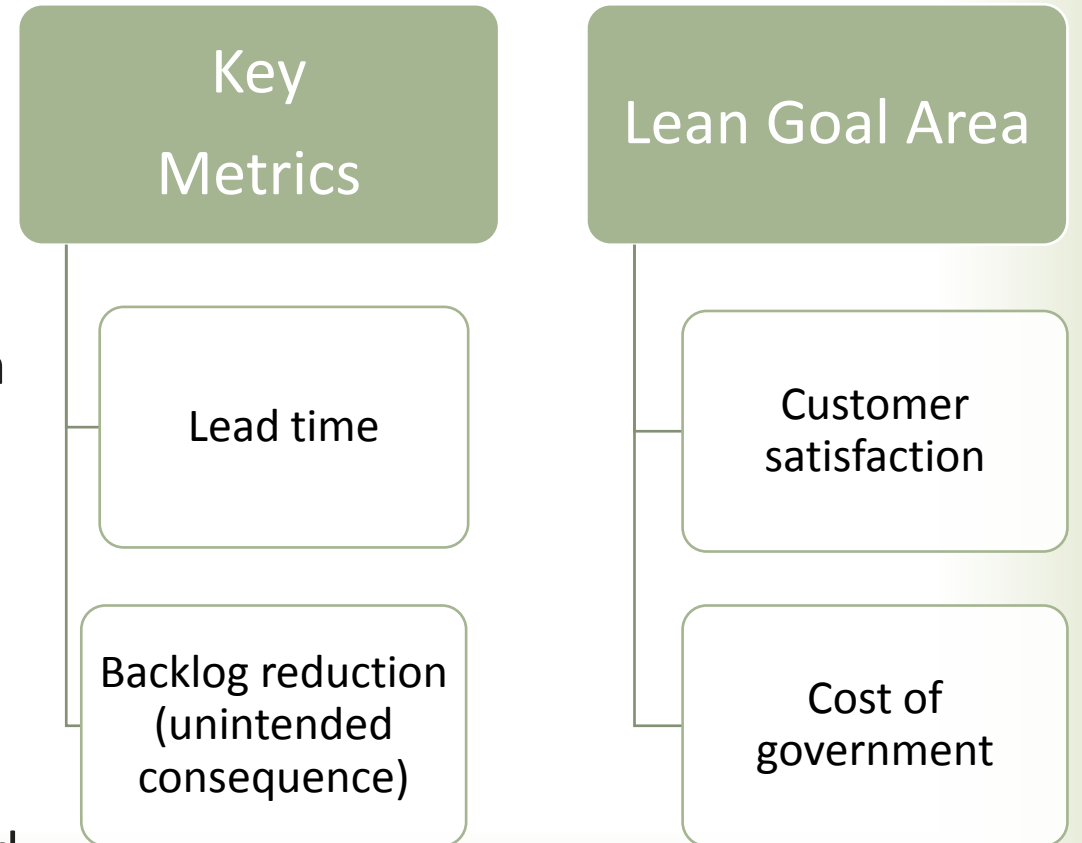


Results

- Clear the queue within 5 days
- Processing backlog has been reduced by an average of 67.5%
- Employees trained in the process increased from 1 to 4

Next steps

- Continue to expand the number of employees trained
- Create a process manual and update it as needed



Lessons learned



- ❧ As a the implementations of the changes are wrapping up it is important to stay focused on the project close out.
- ❧ There are potential improvements beyond the scope of the project.
- ❧ There are many opportunities to utilize Lean tools so it is important to have a well defined scope.



Questions & Comments



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Lean results are published to: <http://www.dot.wisconsin.gov/about/performance/lean.htm>

WisDOT Lean Government Initiative Status Update



August 20, 2014

WisDOT Board of Directors



Lean project results



Weekly Work Reports Lean Project

Mark Snider

Division of Motor Vehicles

Issue and goals – Weekly work reports



Timely and accurate work reports are essential management tools that allow supervisors to:

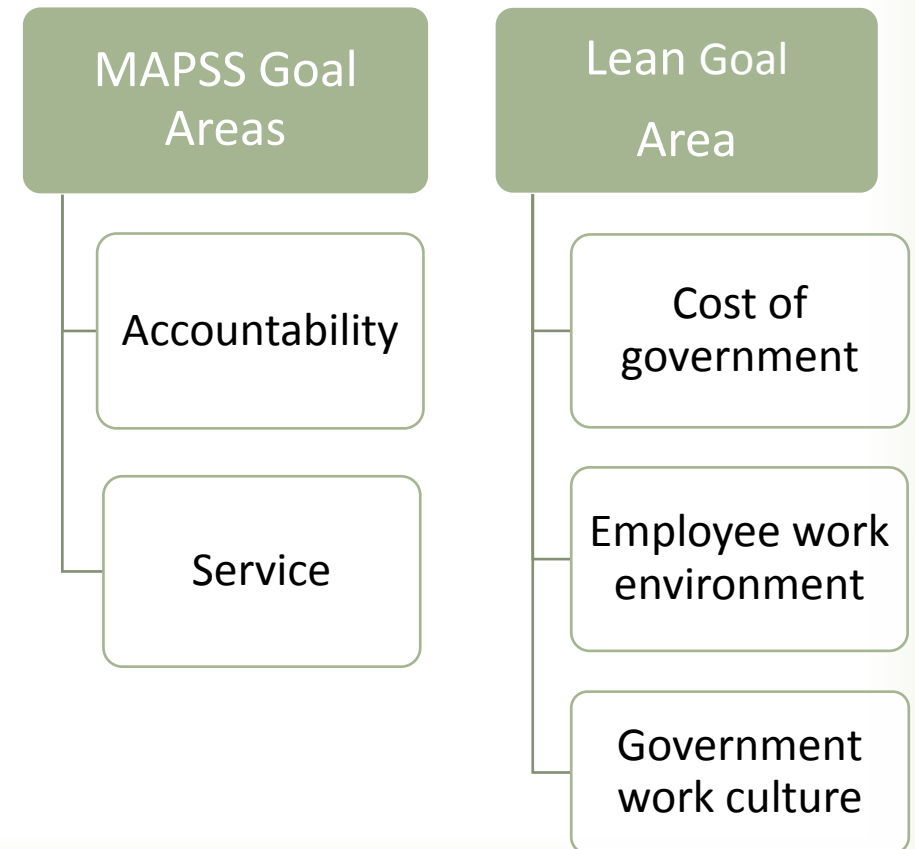
- Properly allocate resources
- Prioritize work
- Ensure accountability

The reporting process was limited by:

- Steps that were no longer providing value
- Manual data entry
- Redundant reports

Project goals

- To reduce the amount of time staff spent each week compiling weekly reports.



Results and next steps – Weekly work reports

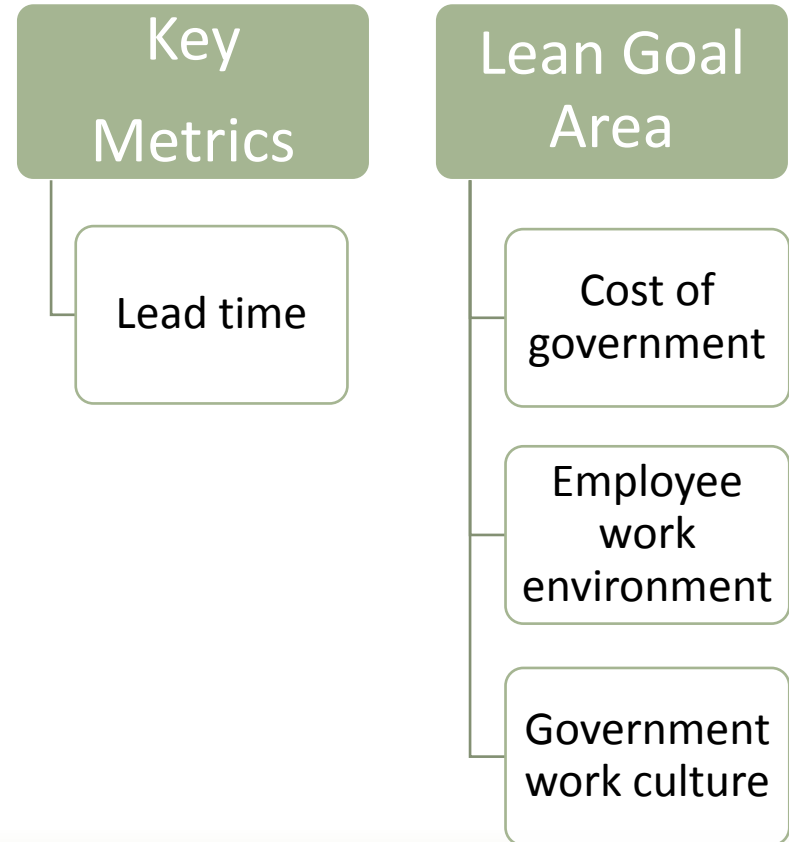


Results

- Time used to compile data each week reduced by 92% (377 minutes to 20 minutes)
- Data is available on a daily level, opposed to a weekly aggregate
- Performance data is available 3 hours earlier and backlog data is available as entered by staff

Next steps

- Backlog database has been replicated in the entire Bureau. Replication of the full database has started in other sections of the Bureau.



Lessons learned



- ❧ *“I really like it [the new work sheet], it’s intuitive, easy to follow and quick to complete. I appreciate the change!”* – QIS phone agent
- ❧ Properly phasing lean projects is critical to the success
 - ❧ Initial concept was broad and had to be scoped
 - ❧ Outdated MPU (Minutes per Unit) – out of scope and set for later phases