

# 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

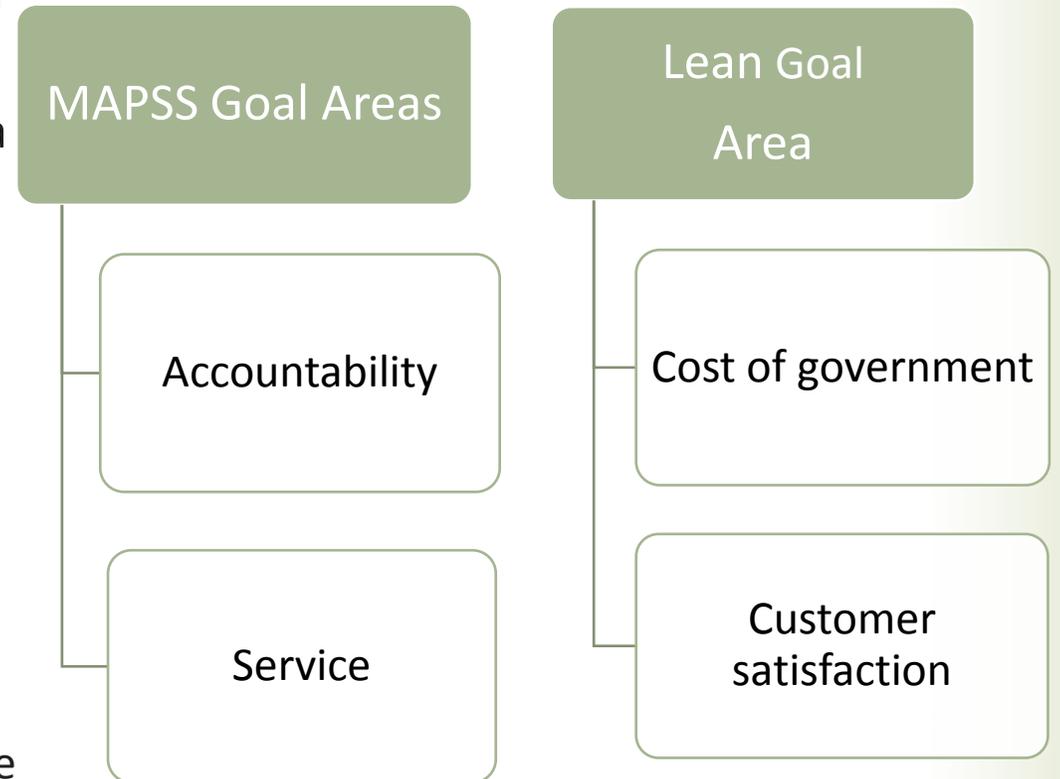
Office of Policy, Finance and Improvement

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

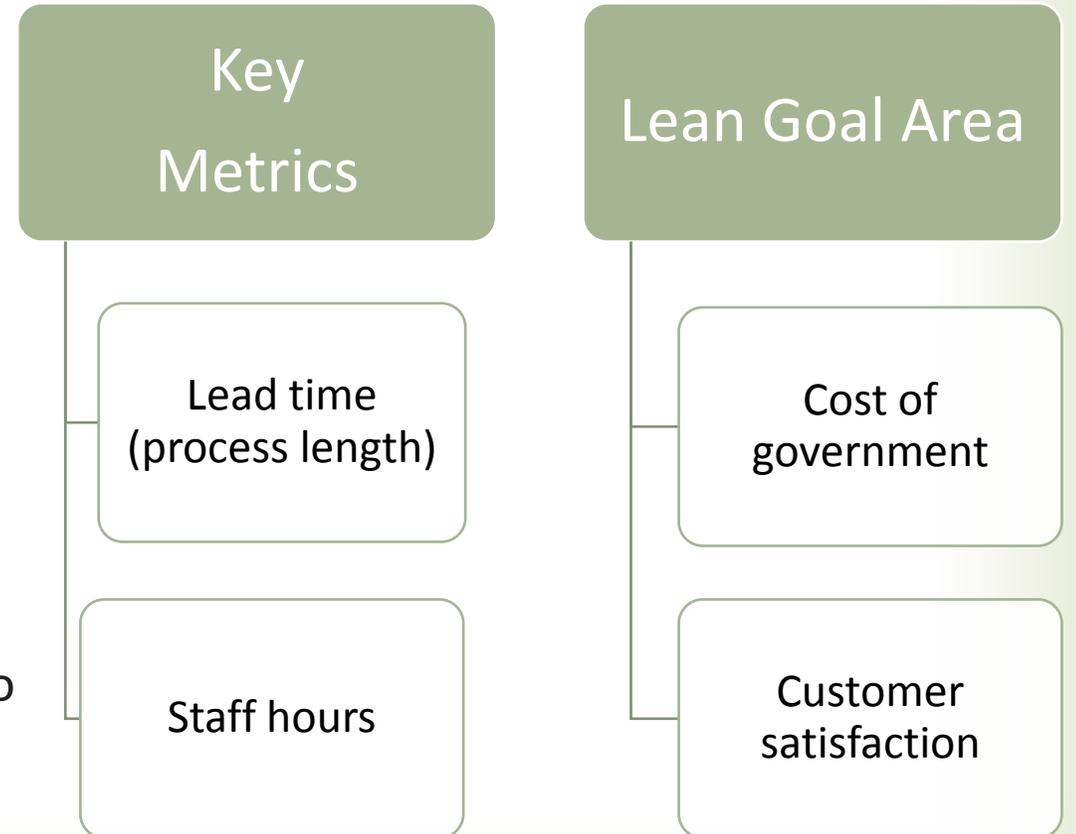


## Results

- 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

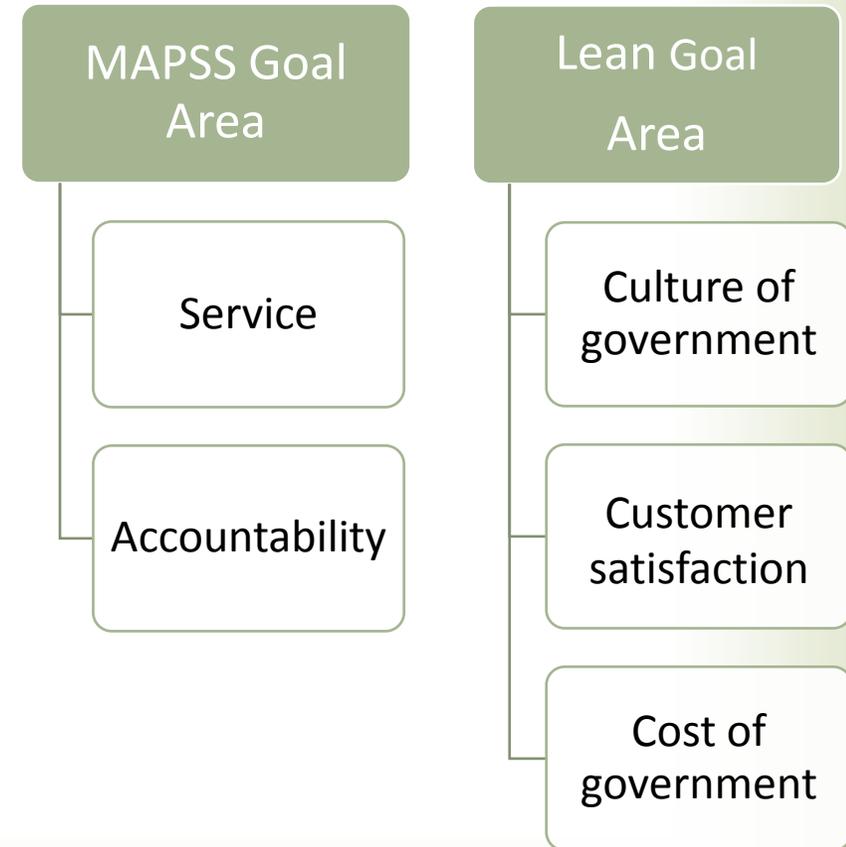


### Summary of Issues

- 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 –

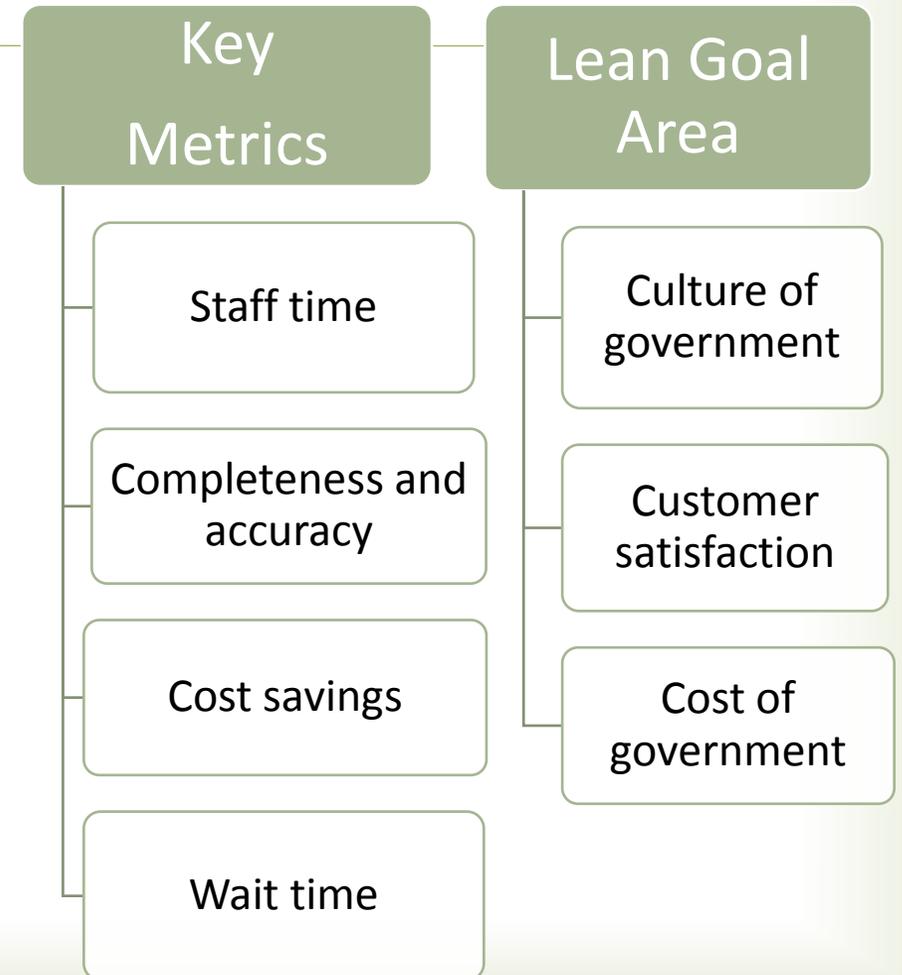


## Results

- 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.