

Wisconsin Department of Transportation

Agent Performance Report Project



Project Summary

Each year, WisDOT employees receive a Performance, Evaluation, Planning and Development (PEPED) report. These reports facilitate communication and are used to enhance individual job performance. Supervisors within Division of Motor Vehicles (DMV) draw on data from a variety of sources in wide range of formats to complete a PEPED. The process is time consuming and results in a low first pass yield with a high degree of variation.

Using a swim lane flow chart and Voice of Customer tools, the team was able to evaluate the work required to access a data sources and the value it adds to a PEPED. This information allowed the team to identify the measures that would result in the most improvement through automation. The product was an automated report card that aggregated data and display results quickly, accurately and consistently.

Improvements

- Reduced the PEPED process steps from 12 to 7
- Reduced the time to complete a PEPED from 4 hours to 30 minutes
- Reduced pages of source documents from over 400 to 4
- Eliminated 9 MB of Electronic documents
- Expanded on a previous LEAN project

MAPSS Core Goal Area

- Service
- Accountability

Statewide Goal Area

- Employee work environment
- Culture of government

Issue

The Wisconsin Department of Transportation has developed a Performance Evaluation, Planning and Employee Development (PEPED) Program. In April, supervisors complete a PEPED report for each of their employees. The program is designed to facilitate two-way continuous communications between the supervisor and the employee and to objectively enhance the employee's individual job performance. It is the supervisor's responsibility to collect and complete necessary documentation for the evaluation and within the DMV, complete PEPEDs draws on data from a variety of sources in wide range of formats. In many cases, only a limited number of staff have access to the source data and hours are spent extracting this date to create reports that are one-dimensional and lack manipulability. These limitations cause this process to be time-consuming while also resulting in a low first pass yield and a high degree of variation.

Lean Six Sigma Process

The team began this project by reviewing the "as-is" process for completing a PEPED. First, the team created a swim lane flow chart that described the work it currently took to report each measure. Second, the team reviewed the PEPED goals and used Voice of Customer tools to identify how to best objectively quantify each goal. Using this information, the team evaluated each measure and ranked them on the value added and the amount of manual work required. This process allowed the team to identify measures card that would result in the most savings while also delivering the most value to the employee, supervisor and department. The team then set out to combine these measures into a single automated report card that would aggregate the data and display results quickly, accurately and consistently.

Results

Reduced time: Finding data, compiling results and displaying information would take a supervisor approximately four hours under the old process; it now takes 30 minutes and yields significantly more information. Additionally, each month the auditors will save five hours. Applying this to two units with 24 employees saves 204 hours annually.

Reduced paper and electronic documents: The report card consolidates data from over 400 pages of source documents, eliminates 9 MB electronic files and makes several Business Objects reports obsolete.

Improved employee-supervisor communication: The report card improves communication between the supervisor and employees by facilitating the communication of objective measures. This communication specifically focuses on the measures. If there were a reduction of one sick day per year and one minute of extended breaks, WisDOT would realize a recovery of 492 productive hours per year from these 24 employees.

Next Steps

The team plans to review feedback on the new process after PEPEDs are completed in April. This feedback will be combined with additional measures the team identified to create a plan that will guide continuous improvement. Additionally, the infrastructure is easily modified to meet a specific supervisor's needs so the DMV anticipates replicating this project in other units, sections and bureaus.