

Wisconsin Department of Transportation

Let Project Closeout Process Lean Initiative

Specifications and Manual Updates Summary Report



Project Summary

The Division of Transportation System Development (DTSD) oversees highway construction projects statewide. One of the responsibilities of DTSD is to oversee the closing out of road construction projects and making final payment to the contractor.

The "Standard Specifications" and "Construction and Materials Manual" define rules / procedures for division staff and contractors related to the execution and closeout of a road construction project.

Updating the Let project closeout process glossary and flowchart resulted in the need to form a work group to review and update the "Standard Specifications" and "Construction and Material Manual."

The goal of this project was to update the "2015 Standard Specifications" and "Construction and Materials Manual" in support of increasing the percentage of Let projects meeting the six-month closeout goal.

Improvements

- Identified the flow of information, and key transaction milestones, from "Substantially Complete" through "Final Estimate Approved"
- Developed a User's Guide for the closeout process

MAPSS Core Goal Area

- Accountability

Statewide Goal Area

- Customer satisfaction
- Employee work environment

Issue

During 2011 and 2012, only 30 percent of regional and local program construction projects closed within six months of all construction work being completed.

The "Standard Specifications" and "Construction and Materials Manual" do not provide a detailed description, including key process terms and process interval lead times, to assure Let projects are closed out within the six-month goal, beginning at "Substantially Complete" and ending at "Final Estimate Approved."

Lean Six Sigma Process

- Reviewed the results of the other teams and determined what needed to be updated in the "Standard Specifications" and "Construction and Materials Manual"
- Developed a timeline for revision implementation
- Incorporated the Let project closeout work groups and lean teams' deliverables into the "Standard Specifications" and "Construction and Materials Manual"
- Developed a Process User's Guide

Results

Customer satisfaction: Established updates for the "Standard Specifications" and "Construction and Materials Manual" which will aid in having a consistent process across all regions for closing out Let projects and make it easier for contractors when they are closing out projects in more than one region.

Employee work environment: Updates to the "Standard Specifications" and "Construction and Materials Manual," along with the Process User's Guide, will provide the process documentation that division employees have been requesting and will result in increased employee job satisfaction.

Cost of Government: An anticipated 50 percent increase in the number of Let projects that will achieve the six-month closeout lead time goal during the first year of implementation.

Next Steps

- Update and release "Additional Special Provision-6" to incorporate process changes, glossary and flowchart
- Integrate updates into the "2015 Standard Specifications" and "Construction and Materials Manual"
- Provide training on the changes to the "Standard Specifications" and "Construction and Materials Manual"