

Wisconsin Department of Transportation

Let Project Closeout Process Lean Initiative

Flowchart Work Group 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 Let project closeout process requires multiple functions to provide information to formally closeout a project and approve the final payment to the prime contractor.

To facilitate a common understanding of information flow and key information transaction milestones, a work group was formed to update the flowchart for the Let project closeout process.

The goal of this project was to publish a flowchart in support of increasing the percentage of Let projects to achieve the six-month closeout goal.

Improvements

- Identified the key transaction milestones, from substantially complete through final estimate approved
- Established lead time goals for key process milestones

MAPSS Core Goal Area

- Service
- Accountability

Statewide Goal Area

- Customer satisfaction
- Cost of Government

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.

In practice, regional offices employed similar, but different, processes for closing construction projects. The differences in processes resulted in variability of process steps and lead times among regional offices. Multiple interpretations of the "Finals Process Timeline" flowchart were a contributing factor for regional offices having slightly different processes for closing out projects.

Lean Six Sigma Process

Using the swim lane process map developed in Phase I of the Let project closeout process lean government initiative, the work group:

- added key milestones and made them consistent with the definitions developed by the glossary work group.
- established the lead times for key process milestones.
- provided the final version of the flowchart to the work group responsible for updating the "Standard Specifications" and "Construction and Materials Manual."

Results

Customer satisfaction: Established lead times for key process intervals which will aid all regions in having a consistent process for closing out Let projects and make it easier for contractors when they are closing out projects in more than one region.

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

- Provide results to the Project Tracking Updates work group
- Provide results to the Specifications and Manual Update work group
- Provide training on the flowchart to all affected department employees and contractors