

Wisconsin Department of Transportation

Let Project Closeout Process Lean Initiative

Roles and Responsibilities Work Group Summary Report



Project Summary

One of the responsibilities of the Division of Transportation System Development (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 close out a project and approve the final payment to the prime contractor. The initial lean government project examining the Let projects closeout process identified the lack of a process owner and process lead, as well as variations in project team roles across regions, as one of the contributing factors to long process lead times.

This work group was established to identify the Let project closeout process owner and process lead, to facilitate a common understanding of the roles and responsibilities of those working on Let project closeout, and to establish recommendations for standard team composition across the regions.

Improvements

- The process owner was identified as the Project Development Section Chiefs.
- Contract Specialists will serve as process leads.
- Roles and responsibilities were defined for all staff and contractors who participate in the Let project closeout process

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.

The Let project closeout process relies on information from multiple individuals to be completed including material certification, labor compliance, contract administration and construction site management.

No single person was responsible for overseeing from beginning to end. The absence of a process owner with budgetary and resource allocation authority resulted in the unintended consequence of long lead times to close projects.

Lean Six Sigma Process

- Reviewed the Let project closeout process flowchart
- Identified the position that should have serve as the Process Owner with end-to-end process oversight and authority to allocate resources as needed
- Identified the position that should have serve as the Process Lead with day-to-day engagement and familiarity with all process steps associated with the Let project closeout process
- Developed a list of standard team composition for Let projects
- Developed a list of tasks for the process owner, process lead, and other department employees who participate in the process

Results

Customer satisfaction: Identified the process owner and process lead along with a list of tasks for all department employees who participate in the Let project closeout process. Publishing the roles and tasks will aid all regions in having a consistent process, with shorter lead times, 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 training on the roles and tasks to all affected department employees and contractors
- Provide results to the work group responsible for updating the "Standards Specifications" and "Construction and Materials Manual"