

# Wisconsin Department of Transportation

## Document Approval Process

### Lean Summary Report



#### **Project Summary**

The Division of Transportation System Development (DTSD) annually lets 350 projects per year. Each contract is in excess of \$3,000, and requires the review and approval of the DT25 form otherwise known as the Recommendation to Governor for Contract and Bond Approval.

The document is created in the Division of Transportation System Development (DTSD) and is routed through the Division of Transportation Investment Management (DTIM) and the DOT Executive Office before being sent to the Governor's office for final review and approval.

The goals of this project were to reduce the total time required to obtain approval from the various stakeholders while keeping the document electronic and increasing traceability. This project was completed in October 2016.

#### **Improvements**

- Improved timeliness and tracking of signatures throughout the DT25 process
- Reduced document routing time
- Improved workflow (no longer need to print/sign/scan/send)
- Implementation of electronic signatures met project goals and supports Division eProject Delivery and innovation initiatives

#### **MAPSS Core Goal Area**

- Accountability
- Service

#### **Statewide Goal Area**

- Cost of government
- Customer satisfaction

#### **Issue**

The process for obtaining required signatures for contracts and DT25 forms for let projects (projects let out for public bid) is complex and requires a significant amount of time to administer. The lead time for when the contract is sent out to the contractor to when the contract is executed typically ranges from four to six weeks. Major points of delay appear to be around the required signatures for the contract and the required signatures from the Governor's Office for the DT25 form. Roughly 350 projects are let per year and letting occurs every month except October. The prolonged lead time in obtaining required signatures leads to longer than anticipated contract execution, which is a problem for industry because they have no claim to changes to a contract because there is no contract between the department and contractor until it is executed.

#### **Lean Six Sigma Process**

A cross-divisional team used the DMAIC (Define, Measure, Analyze, Improve and Control) methodology to:

- Define the customers' needs and wants
- Map the current process for obtaining required signatures for contracts and DT25 forms for let projects
- Measure the process's lead time
- Measure the complexity of the process
- Analyze why the current process is used and understand why it takes so long to obtain required signatures
- Develop an improvement plan to overcome causes, including improving timeliness and quality of information, establishing shared expectations of roles and responsibilities, and creating mutually agreed upon parameters and process steps

After the process was implemented during state fiscal year (SFY) 2016, the cross divisional-team reviewed the implemented improvements and identified additional process improvements for SFY 17.

#### **Results**

*Cost of Government:* The team reduced the total lead time of the review process from 14 to nine (9) weeks, a 36 percent improvement, and reduced the number of staff hours spent in meetings from 214 to 75, a 65 percent improvement. In addition, the team's efforts reduced the process time spent revising documents from 108 to 36 hours, a 67 percent improvement.

*Customer satisfaction:* The team anticipated that improving the process would reduce the frustration and challenges engendered by the process in prior years. DTSD, DTIM and Executive Office participants reported that the process changes significantly improved the process.

#### **Next Steps**

- Continuing to monitor the new process and improve
- Continue to implement eSignatures for other DTSD processes
- Identify approval functionality within existing applications or develop as enhancements