

Wisconsin Department of Transportation



Lean Government Annual Report

Fiscal Year 2016

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Lean Government Initiative Annual Report

"Measurement is the first step that leads to control and eventually to improvement. If you can't measure something, you can't understand it. If you can't understand it, you can't control it. If you can't control it, you can't improve it." - H. James Harrington

Significant funding issues exist at the state and federal levels, while ongoing transportation needs continue to be present in all modes. Wisconsin's economic vitality depends on a safe and efficient multimodal transportation network to move Wisconsin's citizens to work, and to support industry, agriculture and tourism.

The Wisconsin Department of Transportation (WisDOT) is taking on this challenge by actively employing Lean Six Sigma, in alignment with the department's MAPSS performance improvement program, to assist in meeting our mission to provide leadership in the development and operation of a safe and efficient transportation system.

WisDOT is committed to continuing to make our processes better and more efficient, while showing accountability and transparency for results. Since July 2012, the department has completed 47 projects aimed at improving customer service, maximizing efficient operations, saving costs, streamlining processes, and informing data-driven decisions.

To date, the department has generated project savings in excess of \$1.5 million and improved the time spent on these processes by roughly 30,000 hours. The dollars and staff hours will continue to be redirected to other department activities and priorities.

I am pleased to present the Fiscal Year 2016 Lean Government Annual Report.



Mark Gottlieb, P.E.
Secretary
Wisconsin Department of Transportation

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How Lean Government aligns with WisDOT's overall performance improvement system

WisDOT's mission is to provide leadership in the development and operation of a safe and efficient transportation system, with a vision of dedicated people creating transportation solutions through innovation and exceptional service. The department achieves its mission employing the values of accountability, attitude, communication, excellence, improvement, integrity, respect and teamwork. The department's performance improvement system provides the framework for getting it done.



Performance measures are a tool to help the department assess our progress in achieving outcomes that align with our strategic goals - mobility, accountability, preservation, safety and service. WisDOT's MAPSS Scorecard represents those corporate measures identified as of greatest interest to the public in demonstrating wise stewardship for the performance of the transportation system.

In addition to the high-priority Scorecard measures, there are additional metrics at management levels of review and reporting. The strategic measures directly support the core MAPSS goals; the operational measures are intended to support program areas in making progress toward meeting the overall mission.

Each quarter, business areas provide key updates showing how the system is trending and whether the department is meeting established targets. The schedule for review and reporting on individual measures is based on pertinent program cycles, the availability of data and the department's business need for the information.

Strategic initiatives, including the Lean Government Initiative, provide a mechanism for ongoing progress toward meeting performance targets, through the implementation of process improvements aligned with MAPSS core goal areas. There are process metrics associated with these projects to quantify improvements. WisDOT's Lean projects are focused on their ability to contribute to the overall organizational MAPSS goals and progress toward moving performance targets in a positive direction. In short, Lean Government supports the department's overall performance measurement system maturation growth toward using leading metrics to better plan, predict and monitor trends.

MAPSS CORE GOAL AREAS

Mobility – Delivering transportation choices that result in efficient trips and no unexpected delays.

Accountability – The continuous effort to use public dollars in the most efficient and cost-effective way.

Preservation – Protecting, maintaining and operating Wisconsin's transportation system efficiently by making sound investments that preserve and extend the life of our infrastructure, while protecting our natural environment.

Safety – Moving toward minimizing the number of deaths, injuries and crashes on our roadways.

Service – High quality and accurate products and services delivered in a timely fashion by a professional and proactive workforce.

WisDOT Executive Offices are tracking project progress and implementing a review process to ensure projects are completed successfully and in compliance with the requirements identified in Executive Order #66. WisDOT reports these results regularly to the Governor's Office. Annually, a report is compiled and published to the public. Project results are published to the Internet at: <http://wisconsindot.gov/Pages/about-wisdot/performance/lean-gvmt/leangovt-practice.aspx>.

The Lean methodology

WisDOT Lean Six Sigma teams use the DMAIC process to complete their projects. DMAIC is an acronym that refers to the five phases: Define, Measure, Analyze, Improve and Control. The DMAIC process provides teams with a methodological framework to work logically through a process improvement from issue identification through solution implementation and improvement control.

- In the Define phase, teams will have a completed project charter, including an assessment of customer needs, and a high-level representation of the current state.
- In the Measure phase, teams will drill down into the process and produce the baseline data that will be used to measure progress.
- The Analyze phase looks at the linkages between cause and effect. This step also includes an evaluation of the value-added and non-value-added steps and identifies "waste." In Lean, waste is something that uses resources but does not add value to the customer. The goal of Lean Six Sigma is to eliminate waste and enable staff to focus on mission-critical tasks of value to WisDOT customers.
- In the Improve phase, teams brainstorm and prioritize potential solutions. At this stage, the team may pilot or actually implement the selected improvement option.
- Finally, the Control phase marks project closure and ongoing controls to ensure the improvement "sticks." The team produces documentation and comparative measures to assess the value-added through the improvement. This is also the time to share the results and acknowledge the work of the team!



Projects completed, under a Control Plan:

1. Milestone and resource tracking (FY 2013)
2. Crash scene mapping (FY 2013)
3. Telecommunications long-term action plan (FY 2013)
4. Skills testing availability (FY 2013)
5. School bus inspection process (FY 2013)
6. Transit procurement improvement (FY 2013)
7. Timely aeronautics payments (FY 2013)
8. Let project closeout process (phase 1 – Kaizen event) (FY 2013)
9. Purchasing Card project (FY 2013)
10. Phone bank quality assurance (FY 2013)
11. Post-crash inspection process (FY 2014)
12. Let project closeout process (phase 2) work group 1 – Glossary (FY 2014)
13. Let project closeout process (phase 2) work group 2 – Flowchart (FY 2014)
14. Let project closeout process (phase 2) work group 3 – Roles and responsibilities (FY 2014)
15. Let project closeout process (phase 2) work group 4 – Standardize team composition and roles (FY 2014)
16. Let project closeout process (phase 2) work group 6 – Let project sections in manuals (FY 2014)
17. Let project closeout process (phase 2) work group 5 – Project tracking (FY 2014)
18. Let project closeout process (phase 2) Material certification lead time (FY 2014)
19. Let project closeout process (phase 2) Payroll clear date (FY 2014)
20. In-custody arrest report review process (FY 2014)
21. Family and Medical Leave Act (FMLA) process (FY 2014)
22. Consultant contracts (FY 2014)
23. NW region purchasing (FY 2014)
24. Highway signing (FY 2014)
25. DMV agent performance reports (FY 2014)
26. Traffic simulation modeling for highway capacity analysis (FY 2014)
27. Late invoice payments (FY 2014 – report out delayed)
28. Simplify the IT hardware purchase process (FY 2014)
29. Operating budget process (FY 2014)
30. Trns.port 1st priority funding (FY 2014)
31. Bureau of Aeronautics wage determination requests (FY 2015)

32. Delivery route optimization (FY 2015)
33. DMV out-of-state document sorting (FY 2015)
34. DMV weekly work reports (FY 2015)
35. Federal inactive projects reduction, Phase I (FY 2015)
36. Let project closeout process, Phase II – Reduce material certification lead time (updated results FY 2015)
37. Let project closeout process, Phase II – Reduce payroll clear date lead time (updated results FY 2015)
38. Major item approval process (FY 2015)
39. MAPSS quarterly update process (FY 2015)
40. Project audit backlog reduction (FY 2015)
41. Research quarterly progress report review and acceptance (FY 2015)
42. State Trunk Highway Network data processing (FY 2015)
43. Transit grant application process (FY 2015)
44. DMV southwest service center scheduling (FY 2016)
45. DMV travel site consolidation (FY 2016)
46. Late title reporting (FY 2016)
47. Overtime call-up (FY 2016)

Individual project summaries for FY 2016 projects are included in this report.

Active projects for FY 2017

48. Family and Medical Leave Act (FMLA), Phase II
49. Unplanned absences and reasonable accommodation requests
50. State Patrol digital dashboard
51. Leasing/use agreements of communication towers
52. Motorcycle safety program payment processing
53. State trooper recruiting/hiring process
54. 95 percent plan review process in the Bureau of Aeronautics
55. Functional classification (FC) update process
56. General Transportation Aid (GTA) payment method
57. State Trunk Network (STN) log identification and collection
58. Change management process for local programs
59. Contracts approval process for let projects
60. Environmental review process
61. MetaManager data capturing and sharing

62. Outdoor advertising—Vegetation removal process
63. Plan addendum material submission
64. Review of project concept documentation
65. SW Region achieving Technical Services plans, specifications, and estimates (PS&E) milestones and reducing number of projects advertised with holds – Phases I & III
66. SW Region achieving Technical Services plans, specifications, and estimates (PS&E) milestones and reducing number of projects advertised with holds – Phases II & IV
67. Wisconsin Highway Research Program (WHRP) project management
68. Wisconsin Highway Research Program (WHRP) research findings implementation

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Wisconsin Lean Government Program

Annual Report July 2015 - June 2016

Wisconsin Department of Transportation Executive Summary

I. Introduction

The Wisconsin Department of Transportation (WisDOT) employs Lean Six Sigma, in alignment with the department's MAPSS Performance Improvement Program, to assist in meeting our mission to provide leadership in the development and operation of a safe and efficient transportation system. Lean Six Sigma is WisDOT's overarching improvement methodology, but other methodologies are utilized with all measureable improvements open for credit. The Lean Government Initiative in WisDOT is administered by the Performance, Policy and Research Section (PPR) in the Executive Offices, within the Office of Policy, Finance and Improvement (OPFI). The department's five divisions work with PPR to develop, manage and document improvement projects and to assist with workforce development in employing improvement practices.

II. Results (July 2015 - June 2016)

A. Data

Measures	Current State	Future State	Change
Process steps eliminated			
Staff hours repurposed	768 (annual hours)	362 (annual hours)	406 staff hours repurposed (-53%)
Cost avoidance	\$93,689	\$2,760	\$90,929 avoided (-97%)
Lead-time reduction			

Projects	Number of Projects
Projects completed (FY 2016)	4
Projects planned (FY 2017)	20

Note: Fiscal Year 2017 will be in the Tableau format.

B. Highlights from Agencies

This section highlights a few of the notable projects the agency and its divisions have completed. No more than three (3) projects are included in each agency's report.

1. DIVISION OF MOTOR VEHICLES

- **Project Overview:** DMV Southwest Scheduling—rebalanced the schedules of four DMV service centers in the southwest region to better fit customer demand.
- **Goals and Results:** The primary goal was to use Six Sigma to confirm regional management's proposal and optimize service center schedules. This project:
 - Reduced variation in customer demand by 26 percent
 - Reduced travel costs by 21 percent
 - Resulted in three percent fewer customers affected by holiday closures

Wisconsin Lean Government Program

2. DIVISION OF MOTOR VEHICLES

- **Project Overview:** DMV Travel Site Consolidation—with the implementation of new systems, the DMV apparently needed to purchase new equipment for the travel teams, leaving regional management looking for opportunities to save time and money. By reviewing the operational hours, location and staffing needs of travel sites, waste was identified in unnecessary downtime for the equipment and staff travel.
- **Goals and Results:** The primary goal was to reduce the costs associated with travel site while keeping or improving upon the same level of customer service. This project:
 - Resulted in a one-time cost of avoidance of \$90,000 for new equipment
 - Reduced travel time by 46 percent, resulting in 300 annual staff hours repurposed
 - Improved customer service with more staff hours available to serve customers

3. DIVISION OF MOTOR VEHICLES

- **Project Overview:** Late Title Reporting—the department collects and reports data on title processing from dealerships across the state to guide state investigators to ensure car dealerships and agents are meeting the statutory expectation.
- **Goals and Results:** The primary goal was to reduce the amount of process time it took to develop a *Late Title Report*. This project:
 - Reduced process time from nine hours to 10 minutes each month
 - Reduced the number of errors
 - Added training benefits

III. Conclusion

The department experienced challenges over the past fiscal year getting active staff participation due in part to the implementation of a new Enterprise Resource Program (STAR). Nonetheless, WisDOT built up a queue of viable projects and continued to develop resources and capacity to sustain the effort moving forward. As in prior years, the department's Leadership Development Program used Lean Government projects as group demonstration projects for its participants. These students participated in a customized training that included value stream mapping. WisDOT hosted and sent 81 employees through customized sponsor training during fiscal year 2016. The purpose of this training was to help project sponsors (supervisors, section chiefs, directors, etc.) learn skills for developing meaningful projects and to learn how to fully support and engage their improvement teams. In fiscal year 2016, nineteen employees participated in Lean Six Sigma Yellow Belt training. At the present time, 21 staff are registered for Yellow Belt, three are registered for Green Belt and one will be attending Black Belt in fiscal year 2017. A computer-based training has also been developed in-house as an introduction to Lean Six Sigma and its role within WisDOT. The department is committed to improving its organizational capacity to deliver improvement projects and meaningful results.

Wisconsin Department of Transportation

DMV Southwest Scheduling Improvement Summary



Project Summary

While most Division of Motor Vehicles' (DMV) customers visit a five-day service center, a majority of service centers are two-day locations with a Monday/Wednesday or a Tuesday/Thursday schedule. In the Southwest Region, there were issues with staffing and scheduling at several two-day locations. In one work unit, two of the busiest locations shared a schedule while two of the least busy locations shared the other. Regional management proposed balancing the schedules.

To confirm management's proposal, the DMV applied Lean Six Sigma concepts. By comparing a study group to a control group and plotting historical data on a control chart the DMV found that additional data supported the proposed change.

In the five weeks since the change was implemented there has been a 26.18 percent reduction in variation, 21.09 percent reduction in travel cost and 2.91 percent reduction in customers affected by holiday closures.

Improvements

- Reduced variation by 26.18 percent
- Travel costs reduced by 21.09 percent
- 2.91 percent fewer customers affected by holiday closures

MAPSS Core Goal Area

- Accountability
- Service

Statewide Goal Area

- Customer satisfaction
- Cost of government

Issue

The Division of Motor Vehicles (DMV) serves over two million customers in DMV service centers each year. While 90 percent of these customers visit a five-day location, a majority of the service centers are two-day locations with Monday/Wednesday or Tuesday/Thursday schedules. In the Southwest Region, management found long-term issues with staffing positions and short-term issues with scheduling employees at these two-day locations. While reviewing annual customer demand trends, management attributed these challenges to the fact that in one work unit the two busiest locations (Monroe and Platteville) were both on a Monday/Wednesday schedule while the two least busy (Dodgeville and Darlington) were on a Tuesday/Thursday schedule. With this knowledge, management derived the simple solution of switching a busier location's (Monroe) schedule with that of a less busy (Darlington) location.

Improvement Methodology

The DMV applied Lean Six Sigma concepts to confirm the recommendation. First, DMV needed to ensure that the variation in demand was due to location and not schedule. Since the five-day locations offer all the available two-day options, the variation between Monday/Wednesday totals and Tuesday/Thursday totals at the five-day office served as a control group to compare against the same schedule at the two-day locations. At five-day locations, the variation between Monday/Wednesday and Tuesday/Thursday demand was 3.3 percent while the variation at two-day locations was over 40 percent, suggesting that location is a stronger indicator of demand than schedule. To evaluate the expected outcomes, 21 months of customer data was plotted on a control chart, which estimated that switching the historical data to the proposed schedule would have reduced the number of days outside of the control limits by 15.87 percent. The results of using Lean Six Sigma concepts support the recommendation.

Results

Once the proposal was accepted, the changes took effect beginning in 2016 with the following results.

Reduced variation: Based on five weeks of the new schedule, there was a 26.18 percent reduction in the number of days outside of the control limits, which was 10.31 percentage points better than expected.

Cost of government: Reducing variation and balancing demand not only improved customer service it also reduced the need to have staff travel from other locations. As a result, there was a 21.09 percent reduction in average monthly travel expenditures charged to these locations.

Customer satisfaction: Wisconsin has nine statutory holidays and five are variable, three are fixed on Monday and one is fixed on Thursday. By switching one of the busier locations from a Monday/Wednesday schedule to a Tuesday/Thursday schedule the location is exposed to fewer holidays and 2.91 percent fewer customers are affected by closures.

Wisconsin Department of Transportation

DMV Travel Site Consolidation Improvement Summary



Project Summary

Each week the Division of Motor Vehicles (DMV) serves 38,000 customers throughout the state. Six service centers also staff travel sites. The DMV uses mobile equipment and pays staff to travel from their main offices to operate these non-permanent locations.

With the implementation of new systems, the DMV apparently needed to purchase new equipment for the travel teams, leaving regional management looking for opportunities to save time and money. By reviewing the operational hours, location and staffing needs of travel sites, waste was identified in unnecessary downtime for the equipment and staff travel.

The DMV consolidated five of the travel teams. As a result, the DMV was able to avoid purchasing \$90,000 of new equipment and reduce travel time by 45.5 percent.

Improvements

- Saved \$90,000 in equipment purchases
- Reduced annual maintenance costs
- Reduced travel time by 45.5 percent
- Reduced testing costs
- Improved customer service

MAPSS Core Goal Area

- Accountability
- Service

Statewide Goal Area

- Cost of government
- Customer satisfaction

Issue

Each week the Division of Motor Vehicles (DMV) serves over 38,000 customers in service centers located throughout the state. In addition to their weekly schedule, six service centers in northern Wisconsin also staff travel sites offering additional hours at remote locations throughout the year. The travel sites offer a variety of service hours but do not require a permanent location. As a result, the DMV uses mobile equipment to scan documents, take photos and process paperwork. Staff have to travel from permanent locations to these travel sites with paid travel time, resulting in reduced hours available for in-person customer service.

Improvement Methodology

With the implementation of a new issuance and queuing systems, the DMV would apparently need to acquire new equipment for each travel team and regional management saw an opportunity for savings. By reviewing the operational hours of the travel sites, travel site locations and staffing allocation at surrounding service centers, regional management was able to identify five travel teams that could be consolidated. In effect, management was able to identify waste in the form of unnecessary downtime for equipment and staff travel time.

Results

The proposed changes had no negative impact on the customers, so the DMV immediately made the changes in October of 2015. These changes yielded the following results:

Cost of government: By reducing the amount of new equipment, the DMV realized a one-time cost avoidance of approximately \$90,000. In addition to the initial savings, the DMV expects annual savings in maintenance costs related to future upgrades, licensing fees, service center chargers and technical support. There will also be a small reduction in office supplies and forms due to needing one travel package as opposed to five.

By consolidating the travel teams, the amount of hours traveled by staff was reduced by 45.5 percent, resulting in approximately 300 annual hours reallocated to serving customers.

Improved system testing: By eliminating travel teams, four laptops and authenticators were reallocated to regional headquarters. This eliminates the need for testers to travel to the central office to assist with testing, resulting in reduced travel time, mileage, meal expense and lodging required for system testing.

Customer satisfaction: The changes result in one person with two backup staff dedicated to serving customers at five travel sites rather than having five, two-person teams designated for each location. This improves service at the travel sites because the staff present are more familiar with travel procedures. By reducing staffing on the travel teams, more staff hours are available to serve customers at permanent offices.

Wisconsin Department of Transportation

Late Title Reporting Lean Summary Report



Project Summary

The Division of Motor Vehicles (DMV) works with car dealerships and their agents to enhance customer service. To ensure that these dealerships and agents are meeting the statutory expectation, the department collects and reports data on title processing from dealerships across the state to guide state investigators. The process of creating this "Late Title Report" required between seven and nine hours of staff time each month.

Using Lean Six Sigma tools, the team was able to identify manual data entry, find opportunities for automation, consolidate process steps and reduce input variation.

As a result these efforts, the process time for creating the Late Title Report was significantly reduced from hours to minutes. Additionally, the ability to train additional employees on this task improved business continuity.

Improvements

- Reduced processing time from nine hours to 10 minutes each month
- Reduced the number of errors
- Added training benefits

MAPSS Core Goal Area

- Accountability
- Service

Statewide Goal Area

- Cost of Government

Issue

The Division of Motor Vehicles (DMV) works with car dealerships and their agents to enhance customer service. To achieve this, car dealerships and their agents process title and registration documents for the vehicles they sell. This allows the customer to receive their product that day without visiting a DMV Customer Service Center or mailing paperwork to the central office. To ensure accountability of these car dealerships and their agents, the department collects and reports data on title processing. The report determines the number of titles that were processed late and highlights dealerships that surpassed statutory thresholds each month. The department uses this information to provide documentation for follow-up to its investigators. To create the monthly "Late Title Report," the department collects data from three sources, two third-party software companies and the department's eMV app. The data from each of these sources is provided in a different format with inconsistent data, requiring manual manipulation and data verification. The process to create this report would take between seven and nine hours.

Lean Six Sigma Process

The team began by collecting data on the processing time to calculate a baseline. Once the baseline was set, the team developed a process step inventory and created Suppliers, Inputs, Process, Outputs and Customers (SIPOC) documentation. With this information, the team was able to identify manual data entry steps and opportunities for automation to consolidate process steps and reduce input variation.

Results

As a result of process changes and cooperation from external stakeholders, the department was able to reduce the number of process steps it takes to create the Late Title Report, offering several benefits.

Reduced lead time: By reducing process steps and eliminating most manual manipulation, the monthly process time for formatting, preparing and sending the Late Title Report has been reduced from between seven and nine hours to roughly 10 minutes.

Improved simplicity: By reducing the number of process steps and removing the manual manipulation, the department has realized some training benefits. This will help any future employee assigned this task and allows cross training to ensure business continuity.

Reduction in errors: The reduction in manual data entry and manipulation reduced the number of errors found in the report.

Next Steps

After the Lean project was complete, the team continued to work on improvements that were considered outside the scope of a Lean project. As a result, the amount of time dedicated to the Late Title Report has continued to decrease each month.

Wisconsin Department of Transportation

Overtime Call-up Lean Summary Report



Project Summary

The Division of State Patrol (DSP) is responsible for assisting in escorting oversize/overweight loads from their origin to their destination or the state line to ensure the load arrives safely and the travelling public is safe.

The goal of this project was to reduce the amount of time it takes to schedule and/or call up (offer voluntary overtime) a trooper/inspector to assist in an escort, while ensuring a trooper/inspector was not overlooked based upon their seniority.

Using Lean Six Sigma methodology, the team achieved efficiencies by analyzing the current process, identifying waste and implementing a web-based search tool to assist in determining those that are eligible for an escort/overtime call up.

This pilot project was completed on July 1, 2015.

Improvements

- Eliminated the duplication of effort
- Increased data availability
- Reduced the call up time by four percent
- Reduced the possibility of overlooking those eligible for a call up

MAPSS Core Goal Areas

- Safety
- Accountability

Statewide Goal Areas

- Cost of government
- Employee work environment

Issue

The current process for creating an overtime call-up roster for oversize/overweight escorts can take up to four hours to complete. This process takes away from other duties for which the scheduling sergeant is responsible. Also, DSP must follow the collective bargaining agreement that determines the order of those contacted for call-ups. Other disadvantages identified in the current process: a lack of uniformity between each DSP region and post, a lack of readily available, searchable and real time data, and overlooking eligible troopers/inspectors and having a grievance filed.

Lean Six Sigma Process

The process improvement team mapped the current process and identified major causes of delays in the creation of the overtime call-up roster. Not having easy access to a central uniform database with employee seniority information was a key factor, resulting in excessive lead and process times. The collective bargaining agreement requiring the most senior staff to be offered overtime opportunities first also contributed to longer lead times in finding someone eligible for the call-ups.

When analyzing several options, the most effective solution was determined to include electronic scheduling software that would allow the scheduling sergeant to see who is available statewide. This software would be able to incorporate established collective bargaining agreements to ensure the most senior and eligible troopers/inspectors are not overlooked. The costs of this option make implementation difficult. An interim step in the process was to work on improving the current process with IT resources available.

Results

Preliminary development was completed on a centralized seniority report, which automatically orders personnel based on county, seniority date and classification. Multiple counties are able to generate a spreadsheet with the above information, which can easily be manipulated and saved to create an electronic call-up roster. This report is generated from a central database with updated personnel information specific to the State Patrol. The report has eliminated the problem where posts were maintaining individual seniority lists in different formats.

The new process has simplified roster call-up creation when events are scheduled between multiple posts. Time can now be spent making calls more quickly, giving sergeants more time to work directly with their staff. Variation at the regional level has been eliminated and a uniform procedure has been created, helping to prevent discrepancies in call-up rosters and grievances from missed calls.

Next Steps

It is recommended that in order to save time and money, DSP look at purchasing a scheduling software that allows sergeants easy access to staff schedules statewide and that incorporates collective bargaining rule logic to determine who is eligible for any overtime call-up, not just oversize/overweight escorts.

Appendix

Mission

Provide leadership in the development and operation of a safe and efficient transportation system.

Vision

Dedicated people creating transportation solutions through innovation and exceptional service.

Values

- **Accountability** – Being individually and collectively responsible for the impact of our actions on resources, the people we serve, and each other.
- **Attitude** – Being positive, supportive and proactive in our words and actions.
- **Communication** – Creating a culture in which people listen and information is shared openly, clearly, and timely — both internally and externally.
- **Excellence** – Providing quality products and services that exceed our customers' expectations by being professional and the best in all we do.
- **Improvement** – Finding innovative and visionary ways to provide better products and services and measure our success.
- **Integrity** – Building trust and confidence in all our relationships through honesty, commitment and the courage to do what is right.
- **Respect** – Creating a culture where we recognize and value the uniqueness of all our customers and each member of our diverse organization through tolerance, compassion, care and courtesy to all.
- **Teamwork** – Creating lasting partnerships and working together to achieve mutual goals.

MAPSS core goal areas

- **Mobility** – Delivering transportation choices that result in efficient trips and no unexpected delays.
- **Accountability** – The continuous effort to use public dollars in the most efficient and cost-effective way.
- **Preservation** – Protecting, maintaining and operating Wisconsin's transportation system efficiently by making sound investments that preserve and extend the life of our infrastructure, while protecting our natural environment.
- **Safety** – Moving toward minimizing the number of deaths, injuries and crashes on our roadways.
- **Service** – High quality and accurate products and services delivered in a timely fashion by a professional and proactive workforce.

WisDOT Lean strategies**Statewide Lean priorities**

	Reduce the cost of government	Improve customer satisfaction	Improve employee work environment	Change government work culture
Implement Lean Six Sigma projects to realize significant quantifiable improvements.	x	x	x	x
Monitor and promote quantitative results to increase the use of Lean Six Sigma tools.	x	x	x	x
Establish baseline data to measure worker satisfaction and working conditions.	x		x	x
Provide Lean Six Sigma training to develop staff and team competence at all levels within the department.			x	x
Leverage Lean Six Sigma methodology to improve external customer satisfaction.	x	x		x
Support management, staff and team use of Lean methodology in daily operations.			x	x

Measures and performance indicators:

- Number of Lean Six Sigma projects implemented
- Number of projects with quantitative results
- Percent of projects that met the quantitative targets stated in the project charter
- Dollars saved/costs avoided
- Corrections and other defects reduced
- Staff hours saved that can be redirected to mission-critical tasks
- Non-value-added wait times and process times reduced
- Number of handoffs eliminated
- Employee satisfaction scores
- Customer satisfaction scores
- Number of department staff trained in Lean Six Sigma methodology