

WisDOT

Lean Government Initiative

Status Update



November 12, 2013

WisDOT Board of Directors



Lean project results



Let Project Closeout

Phase II Work Groups and Lean Project Team Activities

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Division of Transportation System Development

Issue and goals – Foundation Elements

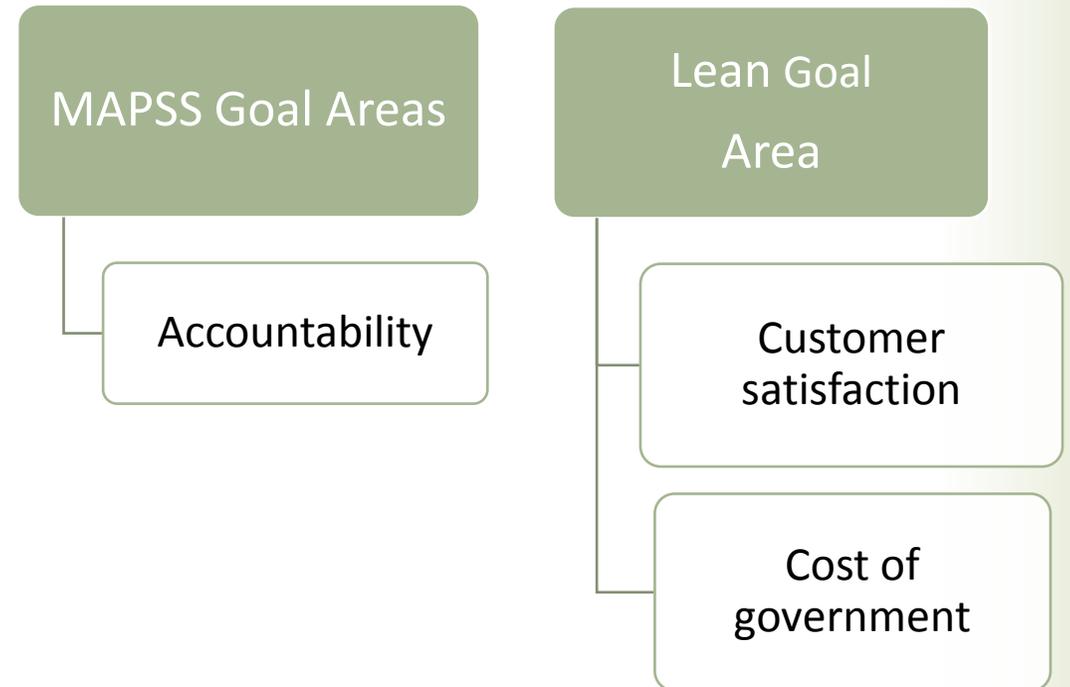


Phase I identified six areas to address to provide a foundation for reducing variability and lead times across regional offices

Project goals

Contribute to reduction in Let project closeout lead times by:

- Creating a glossary of key terms
- Identifying key milestones and lead times to new process flowchart
- Defining a process owner and process lead
- Defining standard team roles and responsibilities
- Incorporating the changes in related databases, specifications and manuals

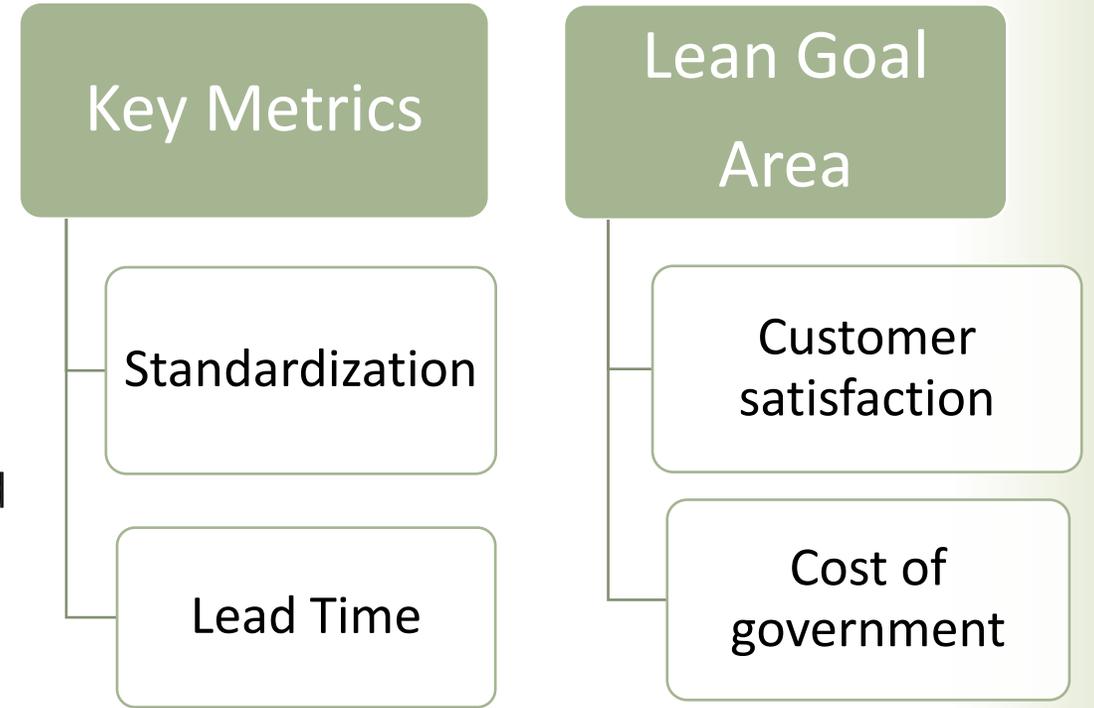


Results– Foundation Elements



Results

- Established definitions for key terms to reduce variability in the process
- Created a flowchart with milestones and timelines needed to achieve six month closeout goal
- Defined standard team roles and responsibilities
- Defined the process owner as the Section Chief and process lead as the Contract Specialist
- Determined how to integrate milestones into related databases and create reports for process oversight
- Created a process user's guide and incorporated the foundation elements into the Additional Special Provisions 6 (ASP 6) document for October Let

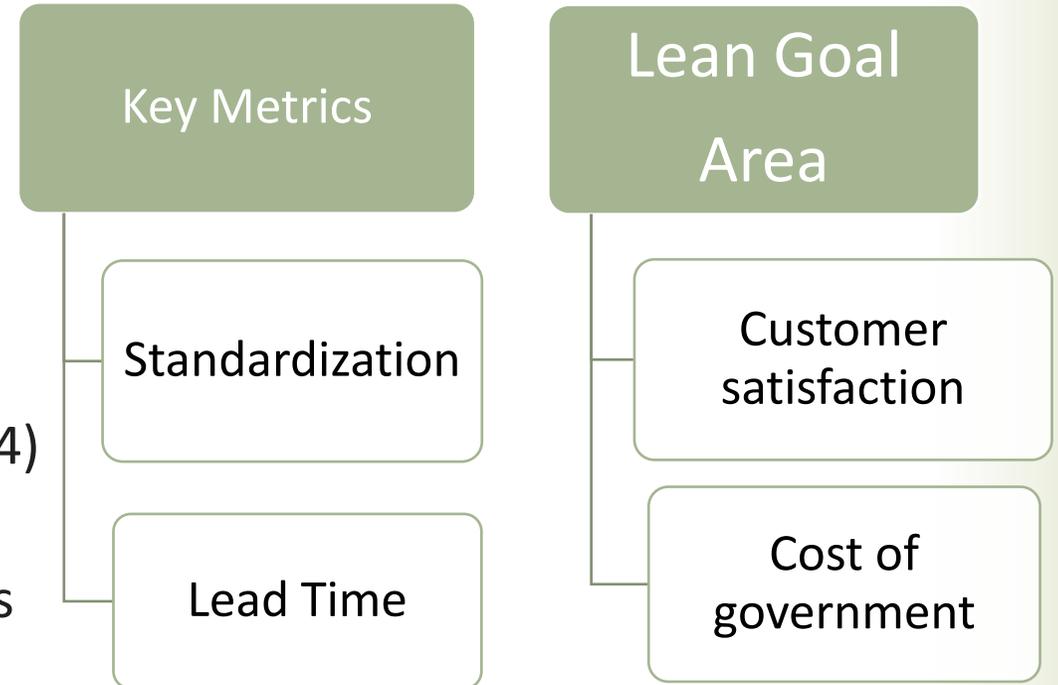


Next Steps – Foundation Elements



Next Steps

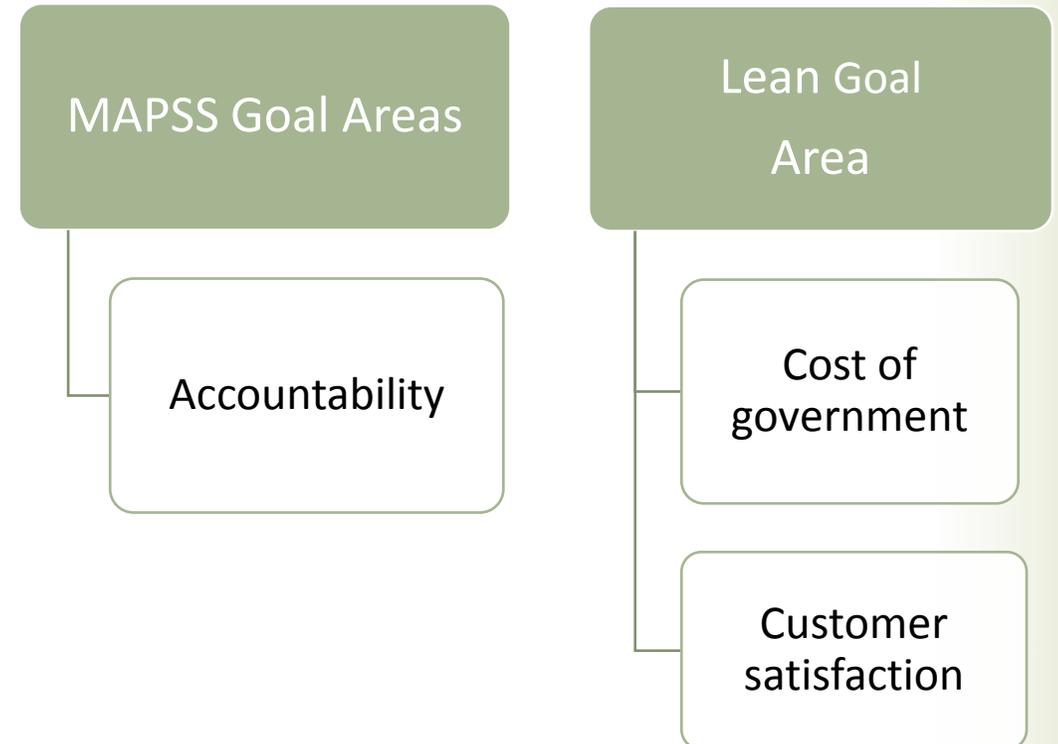
- Training for staff (Oct 2013 – Mar 2014)
- Software updates completed (Dec 2013)
- Presentation at Contractor/Engineer Conference (Jan 2014)
- Performance reports available (Feb 2014)
- Implement process audit procedures (Apr 2014)
- Integrate updates into the “2015 Standard Specification” and “Construction and Materials Manual”



Issue and goals – Reduce Material Certification Lead Time Lean Project



- For 2011 and 2012, material certification lead times contributed to approximately 50 percent of projects not meeting six-month closeout goal
 - 39 percent of projects had material certification lead time greater than six months
 - 34 percent of projects took three-six months to issue a material certification
- Project goals
 - Identify and address sources of material certification process variation and bottlenecks
 - Contribute to reduction in Let project closeout lead times



Results and next steps – Reduce Material Certification Lead Time Work Group

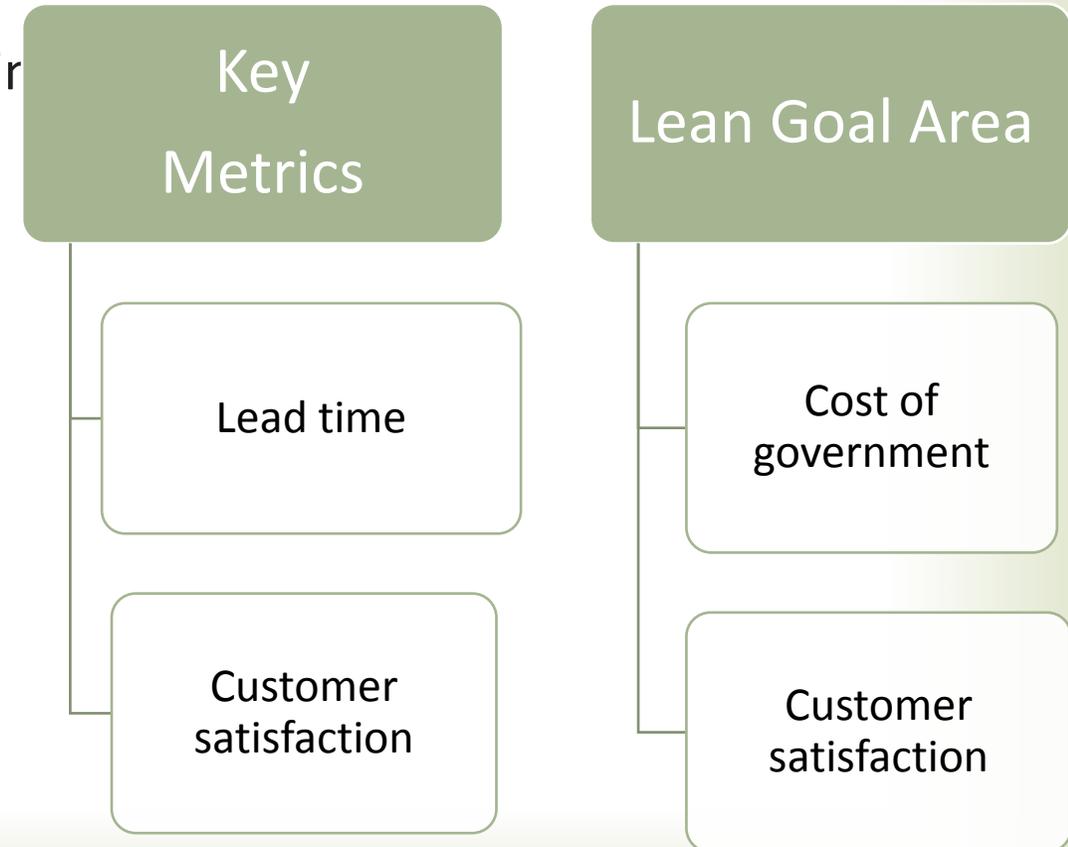


Results

- Established procedures and roles to complete interim materials review
- Identified fields to be added to “Materials Tracking System” and “Project Tracking”
- Reduced process lead time to 45 days

Next steps

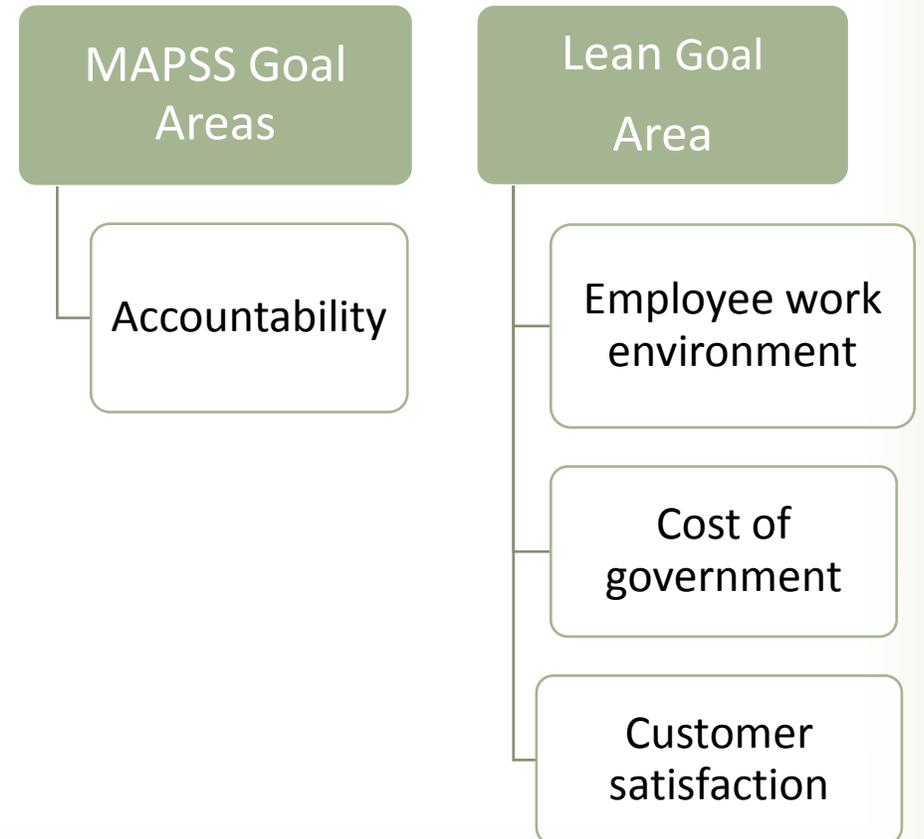
- Implement database changes by December 2013
- Develop online training for project materials coordinators
- Develop interim materials review process documentation guidelines



Issue and goals – Reduce Payroll Clear Date Lean Project



- During 2011 and 2012 contributed to approximately 50 percent of projects not meeting six-month closeout goal
 - 45 percent of projects had payroll clear date lead time greater than six months
 - 28 percent of projects took three-six months to issue a payroll clear date
- Project goals
 - Identify reasons and develop process for documenting why payrolls and payments are not reviewed weekly
 - Contribute to reduction in Let project closeout lead times



Results and next steps – Reduce Payroll Clear Date Work Group

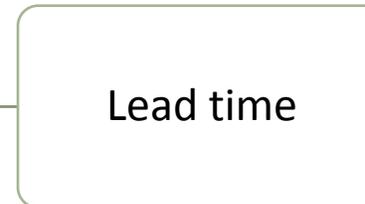


Results

- Developed processes to achieve 60 percent of projects issuing “Payroll Clear Date” within 60 days of “substantially complete”
- Identified time lag for notification of work complete as significant contributing factor in long “Payroll Clear Date” lead times
- Anticipate 50 percent increase in the number of Let projects closed within six-months during the first year of implementation

Next steps

- By December 2013, update “Project Tracking” to include automated email to Labor Compliance Officers when project reaches status of “substantially complete”
- Over the next year, document reasons payrolls and payments not reviewed weekly



Lessons learned



- ❧ Communication between the teams, management, and other stakeholders is essential for acceptance and implementation success.
- ❧ Having management staff address the team briefly at the beginning of the process helps to increase team members enthusiasm and willingness to tackle real process change.
- ❧ Involving external stakeholders on the team is valuable in understanding how process changes would affect them – increasing the level of acceptance and effectiveness of the change.
- ❧ It's good to remember that Lean is about continuous improvement.

Lessons learned



- ❧ It is helpful to provide training to the team leaders and members on both the role they play as advocates for lean cultures and the process improvements, but also including an understanding of their “advisory” role in implementing change.
- ❧ In this early phase of Lean culture in the Division, it was valuable to have access to lean experts with many years of experience who helped coach the teams. The breadth of lean tool knowledge and understanding of team dynamics when addressing big changes helped to overcome snags which had the potential to derail the project and allowed us to meet a very aggressive timeline for implementing change in a complex process.



Questions & Comments



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Lean results are published to: <http://www.dot.wisconsin.gov/about/performance/lean.htm>