

Strategic Lean Project Report



For Reporting Period: January 1, 2015, through June 30, 2015

I. General Information:

Lead agency name: Washington State Department of Transportation

Partner agencies: None

Improvement project title: Project Change Request Form process flow

Date improvement project was initiated: 12/19/2014

Project type: New Project

Project is directly connected to:

Results Washington performance measure

Agency Strategic Plan

Other

If applicable, specify the alignment:

Goal 1 Strategic Investments – effectively manage system assets and multimodal investments on corridors to enhance economic vitality.

Report reviewed and approved by: Cam Gilmour, Deputy Secretary of Transportation

II. Project Summary:

The Northwest Region (NWR) Program Management office within the Washington State Department of Transportation improved the process for submitting and reviewing requests for changes to a project's scope, cost or schedule, resulting in improved timeliness when developing the documentation (from three days to less than a day as of June 2015) and when processing the forms (from 16 days to five as of June 2015). It also eliminated duplicative requests, and improved the quality of the documents submitted from 50 percent correct when first submitted, to 85 percent as of June 2015.

III. Project Details:

Identify the problem: WSDOT's design and construction projects at times need to be modified from their original scope, cost or schedule. In the Northwest Region, these project change requests (PCR) were being submitted incorrectly or multiple times through different methods; it was taking staff days to develop the requests, and still longer to go through the review and revision process, which took them away from other tasks related to delivering design and construction projects that affect travelers in Washington state. In addition, the current approach to managing project change requests could not provide basic information such as the number of change requests in process, or the current status of a request at any given time.

Problem statement: In the third quarter of 2014, half of project change requests were submitted correct and complete the first time, it took three days to develop a project change request, and on average 16 days to process the request (up to 39 days).

Improvement description: WSDOT's Northwest Region created a standardized process using a new electronic form to detail requests for project scope, cost and schedule changes. Without a

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standardized form in the past, project staff communicated PCRs in several ways, including verbal updates, emails, hardcopy memos and voice mails. Approximately 50 percent of requests were submitted using more than one method. Duplicative forms contributed to delays in processing and approving the requests.

The standardized form is housed online, which provides a single, centralized location for submittal of project change request forms, helps eliminate duplicative requests, and allows for easier processing and approval, and a transparent method for tracking forms after submittal.

The online format walks staff through the required fields, helping them submit the information that is needed during review in order to support approval of the requested change, reducing the number of incorrect or incomplete submittals. The online form sends automated email reminders if approvers exceed the one-day review timeline, helping to reduce the overall timeline for approval of the requests.

Customer involvement: Many coordination meetings with the internal customer occurred throughout development and implementation of new PCR process and form in 2014.

IV. Project Details:

| Improved process as measured by: <i>(Click those that apply)</i> | Specific results achieved: <i>(Complete the narrative boxes below)</i> | Total Impact: <i>(Actuals; Current Reporting Period)</i> | Results status: |
|---|--|---|-----------------|
| <input type="checkbox"/> Safety | | | |
| <input type="checkbox"/> Cost | | | |
| <input checked="" type="checkbox"/> Quality | Increased the percentage of forms submitted correctly the first time from 50% to 85% . | Of 7 forms submitted May–June 2015, approximately 6 were submitted correctly the first time. | Final |
| <input checked="" type="checkbox"/> Time | Decreased the time taken to prepare the project change requests from three days to less than a day per request. Decreased the time taken to process (review, revise, approve) the project change requests from 16 days to five days per request, almost 70% faster. | Saved 14 days of prep and lead time on PCR forms in May–June 2015. Saved on average 11 days for each report, from when it was submitted to when it was approved in May–June 2015. | Final |
| <input type="checkbox"/> Customer Satisfaction | | <input type="checkbox"/> N/A (or) | |
| <input type="checkbox"/> Employee Engagement | | <input type="checkbox"/> N/A (or) | |

V. Contact information:

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For Reporting Period: January 1, 2015, through June 30, 2015

VI. General Information:

Lead agency name: Washington State Department of Transportation

Partner agencies: None

Improvement project title: Publication of the WSDOT Project Watch List

Date improvement project was initiated: 1/7/2015

Project type: New Project

Project is directly connected to:

Results Washington performance measure

Agency Strategic Plan

Other

If applicable, specify the alignment:

Goal 1 Strategic Investments – effectively manage system assets and multimodal investments on corridors to enhance economic vitality.

Report reviewed and approved by: Cam Gilmour, Deputy Secretary of Transportation

VII. Project Summary:

The Capital Program Development and Management (CPDM) team within the Washington State Department of Transportation improved the process for publishing the monthly list of projects that have scope, schedule or budget issues that the agency is watching due to potential concerns, resulting in improved timeliness of the report, from on average 6.5 weeks following the end of each month in 2014, to five business days following the end of March 2015, with sustained results through the June 2015 report.

VIII. Project Details:

Identify the problem:

The CPDM office has responsibility, as part of transportation reporting, to provide a monthly update on project scope, schedule and budget issues the agency is watching and may have concerns about. In the past, WSDOT published this “Watch List” on a quarterly basis through the *Gray Notebook*. It is WSDOT’s intent for customers to have access to information about project scope, schedule and budget challenges close to real-time when the project was considered an issue, instead of months later where it was considered old news. It proved challenging to transition to an online Watch List publication every month, so that agency customers (the public) can view the report on demand.

During 2014, the monthly Watch List report was completed, reviewed and posted on WSDOT’s external website 6.5 weeks after the end of the month, missing the target of five business days from month end.

Problem statement:

The target for the monthly Watch List report is to publish on WSDOT’s external reporting website within five business days after each calendar month end; for 2014,

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the reports were published on average 6.5 weeks after the end of each month.

Improvement description:

The team standardized their work process, and set clear expectations so everyone knew to focus on early notification and documentation. The CPDM team clearly defined and aligned roles and responsibilities, such as ensuring that the individual who is most familiar with the particular subject will be the one to write the specific Watch List article. This helped minimize research and increased the timeliness and accuracy of the data used in the Watch List articles. The team eliminated wait times and rework by removing duplicate reviews and reviewers. They set deadlines for those developing the Watch List articles in order to keep the publication on track and prevent “overworking” the issues.

Additionally, reviews of the Watch List items needed to occur in a timelier manner. Using the concept of “single piece flow” helped the team break the barrier of waiting to the end of the month for the reviewer to submit comments.

To help the team achieve and maintain their five-day standard, they created a visual management board for the Watch List publication process. By increasing the transparency of coordinating and reporting, the team ensures the issues are written up in the month that the issue happened. When a Watch List issue is brought to the team’s attention, they put it on a sticky note on the white board where they see it every day and know that it needs to be addressed.

As a result, customers receive the report more timely, closer to the month that the subject was considered an issue, instead of months later where it is considered old news. The current Watch List and past archives are available online here: http://www.wsdot.wa.gov/Projects/Reports/ProjectDeliveryReports_Archive.htm

Customer involvement:

The team created an email inbox for customer questions and comments. No questions or comments have yet been received through this email inbox, which was launched in April 23, 2015.

IX. Project Details:

| Improved process as measured by: <i>(Click those that apply)</i> | Specific results achieved: <i>(Complete the narrative boxes below)</i> | Total Impact: <i>(Actuals; Current Reporting Period)</i> | Results status: |
|---|--|--|-----------------|
| <input type="checkbox"/> Safety | | | |
| <input type="checkbox"/> Cost | | | |
| <input type="checkbox"/> Quality | | | |
| <input checked="" type="checkbox"/> Time | Decreased the delay of the <i>Watch List</i> publication from 6.5 weeks after the end of each month to five business days after the end of each month. | The monthly Watch List was published within 5 business days of month-end for March through June 2015, vs. 6.5 weeks on average for 2014. | Final |

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| | | | |
|--|--|-----------------------------------|--|
| <input type="checkbox"/> Customer Satisfaction | | <input type="checkbox"/> N/A (or) | |
| <input type="checkbox"/> Employee Engagement | | <input type="checkbox"/> N/A (or) | |

X. Contact information:

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XI. Visuals: The team uses this visual management board to track potential project issues that may need to be included in an upcoming edition of the Watch List.

