Wisconsin Department of Transportation
BTO Spending Request Process
Lean Summary Report

Project Summary

The Bureau of Traffic Operations (BTO) processes an approximate average of 300 spending request annually. With the bureau spread among three locations in two cities, it has proven difficult and staff time intensive to provide timely approval. Additionally, not all requests receive valid signatures. Additionally, the original process did not leverage current available technology.

The goals of this project are to reduce the amount of time and staff effort required to produce, route, review and approve a bureau spending request; increase the accuracy of the spending requests; and ensure that 100% of approvals required (signatures) are captured.

Improvements

- Fully automated and paperless process
- All requests have valid signatures
- Significant reduction of staff time required to print, copy, scan, email and archive documents
- Reduced average approval time from 14 days to under six days

MAPSS Core Goal Area

- Accountability
- Service

Statewide Goal Area

- Cost of government
- Employee work environment

Issue

The Bureau of Traffic Operations (BTO) processes an approximate average of 300 spending request annually. The current average lead time from when the request is initiated to director's approval is 14 days. In addition, many of the spending requests do not have signatures captured.

Lean Six Sigma Process

The DMAIC (Define, Measure, Analyze, Improve and Control) methodology was used to:

- Define the needs and wants of bureau management
- Map the process and define stakeholder participation
- Measure prior year lead time spent on each spending request
- Develop an automated request process leveraging available SharePoint and Docusign systems with no additional cost to the Department
- Provide standardized request approval to the AO, as required, with automatic email notification
- Reduce lead time for request approval
- Gather valid approval signatures on 100% of requests

The automated process was approved in August 2016 and fully implemented by September 2016. Several process modifications were made due to differences in the types of various spending requests through October 2016. A review of the process will be conducted sometime in mid-2017 and additional improvements (if any) will be recommended.

Results

Cost of Government:

- Fully automated and paperless process

- All requests have valid signatures

- Significant reduction of staff time required to print, copy, scan, email and archive documents

- Reduced average approval time from 14 days to under six days

- Provides approval portability with access the systems from a PC, tablet or smart phone