

# Wisconsin Department of Transportation

## Bureau of Aeronautics Wage Determination Requests

### Lean Summary Report



#### Project Summary

The Bureau of Aeronautics (BOA) is responsible for compliance of labor requirements for grant assurance to receive funding from the Federal Aviation Administration (FAA). Wage determinations are assigned to contract proposals per project for prevailing wage compliance on construction projects.

The goals of this project were to define roles and responsibilities, reduce the number of errors found in contract proposal wage determinations, improve process time for obtaining wage determinations during contract proposal development, reduce wait time for requesting determinations and project set-up, eliminate duplicated efforts and increase customer satisfaction.

#### Improvements

- Reduced contract errors by roughly 86 percent
- Eliminated wait time for contract corrections
- Reduced consultant costs by \$20,000
- Improved customer satisfaction by eliminating clerical errors and establishing roles and responsibilities in the process workflow

#### MAPSS Core Goal Area

- Accountability
- Service

#### Statewide Goal Area

- Culture of government
- Customer satisfaction
- Cost of government

#### Issue

The Bureau of Aeronautics (BOA) labor compliance coordinator checks for project award information on the airport bid letting website. Once award information is posted, the labor compliance coordinator meets with the BOA project manager to view the wage determinations in the contract. Determinations are scanned from the contract proposal and saved to an electronic folder so the project and assigned wage determinations can be uploaded into the electronic payroll system (Civil Rights Compliance System). The contract proposal is then taken apart so the labor compliance coordinator can create the copies needed to monitor the prevailing wage compliance. After all copies are made, the proposal is returned to the project manager. If errors are discovered in the wage determinations, the labor compliance coordinator notifies the project manager and consultant engineer that a change-order is needed to correct the issue.

#### Lean Six Sigma Process

Using the Lean Six Sigma methodology, the team mapped a value stream to identify roles and responsibilities during contract proposal development and estimated the amount of lead and process time for each step. The team identified steps in the process where duplicated efforts could be eliminated and brainstormed how to reduce total lead time by combining steps and changing roles and responsibilities. A cause and effect diagram was used to identify where issues may occur if there are clerical errors.

#### Results

Culture of government: Workflow improvements established roles and responsibilities in the workflow and eliminated wait time due to contract corrections. Clerical errors and errors in the Civil Rights Compliance System (CRCS) occurred in 52.5 percent of contracts. Project improvements eliminated any clerical errors and considerably reduced CRCS errors, thus reducing all contract errors by roughly 86 percent. Wage determination requests and project set-up in CRCS is now a task performed by BOA. The labor compliance section has created form 514.dev for submittal by project managers when wage determinations are needed for a new project.

Customer satisfaction: This improvement eliminated clerical errors in the project contract.

Cost of government: Upon full implementation the new process, consultants are no longer contracted for requesting wage determinations for approximately 40 projects per year. BOA was paying \$500 per contract, on average, saving BOA \$20,000 per year in consultant costs by performing this task in-house.

#### Next Steps

The labor compliance section will ensure process changes are sustained and requests are processed in a timely manner.