

# Wisconsin Department of Transportation

## DTSD Technical Training Improvement Summary



### Project Summary

Technical training/certification is a requirement of many positions here at DTSD. In the 2016 training cycle, there were 31 courses offered with 91 sessions in learn center, and 3,241 people who took part in a training.

The current DTSD technical training process is primarily overseen by Training Coordinator in HR and roles for the process are loosely defined. The goals for the project are to identify a set timeline for the process, along with deadlines for specific steps, reduction in the incomplete/redundant submittals, and a balance in workload spent by the HR Training Coordinator on these technical training related tasks.

This project was completed on July 20<sup>th</sup>, 2017.

### Improvements

- Redefined and standardized the technical training workflow and established a SharePoint workflow site for semi-automated tracking/notifications
- 30% reduction in incomplete submittals/submittal errors
- Reallocation of work time previously spent on technical training tasks (estimated at 75% reduction per conversation with impacted employee)

#### MAPSS Core Goal Area

- Accountability
- Service

#### Statewide Goal Area

- Cost of government

#### Project Lead

- Lisa Piekarski

### Issue

The current DTSD technical training process is primarily overseen by a non-DTSD staff person in HR, and roles for the process are loosely defined. Several issues were identified in the current process:

- No defined timeline for the process, or deadline for specific steps
- Incomplete/redundant training submittals
- Major time commitment from HR training coordinator on technical training, with unpredictable ebbs and flows in workload

### Improvement Methodology

Using Lean Six Sigma methodology, I mapped out the current technical training process and identified areas that could be streamlined and came up with ideas for improvement.

I identified resources needed to streamline the process, and identified process improvements. These include:

- Creating a SharePoint Workflow site to accurately track technical training submittals, and to send notifications to stakeholders when action is needed
- Revised the process flow, which created defined and standardized roles and timeframes for the process
- Created more collaboration with primary stakeholders of the training, DTSD

The process was approved by management and stakeholders in July of 2017. Minimal process modifications have been made since then to detail out more information on the process flow. A review of the process will be done formally in April of 2018, and any adjustments will be made for the start of the 2018 technical training cycle in May.

### Results

Cost of government:

- Less paper and rework
- Semi-automated process
- All requests coming into training officer will have prior budget approval
- Reduction in employee time spent on training job duties, so she can take on even more work through development of online trainings for the department

### Next Steps:

DTSD will be posting the process flow to their DOTnet page, so all stakeholders can see the process outline. Additionally, a meeting will be held in April of 2018 with stakeholders to evaluate full cycle of new process, and adjust based on feedback, if needed.