

## 2010 SCoPM Performance Excellence Award Application Cover Sheet

<b>Team Name</b>	<b>LA DOTD Quality and Continuous Improvement Team</b>
<b>Date Team Operating from</b>	<b>April 16, 2009 to July 30, 2010</b>
<b>Organization Name</b>	<b>Louisiana Department of Transportation and Development (LA DOTD)</b>
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### Team Purpose:

- *Leading a major effort to develop and implement meaningful, focused, and measurable strategic plan*
- *Facilitating a significant number smaller team and project efforts designed to increase process efficiencies, eliminate redundancies, implement specific work products, improve communication, and better manage the people side of change.*

### Impact of Team's Improvement(s):

*In order to accurately evaluate the impact of the Quality and Continuous Improvement (QCIP) team upon the LA DOTD, the agency's goals must be considered: to continually improve the performance of DOTD; to deliver cost-effective products, projects, and services in a timely manner; to improve customer service and public confidence; to effectively develop and manage our human resources; and to efficiently manage DOTD's financial resources. QCIP is the only entity of its kind in Louisiana state government and its activities are so focused and yet diverse, that the team is able to positively impact all of DOTD's goals. The team's projects encompassing process improvement, change management, grant funds acquisition, strategic planning, technology enhancements, and resource maximization have helped raise the Department's overall performance level, cost effectiveness, customer service, public confidence, employee productivity, and funding status.*

### Category 1 - Customer Focus

#### 1.1. List the key customers of the team

- 1.1.a. DOTD Secretary
- 1.1.b. DOTD Chief Engineer
- 1.1.c. DOTD Assistant Secretary for Operations
- 1.1.d. LA Commissioner of Administration (COA)

#### 1.2. Explain **why** you determined that these were key customers

1.2.a. DOTD Secretary was determined to be a key customer because it is ultimately his/her responsibility to see that Department meets its performance goals.

1.2.b. DOTD Chief Engineer was determined to be a key customer because many of the team's process improvement initiatives addressed needs within his realm of authority.

1.2.c. DOTD Assistant Secretary for Operations was determined to be a key customer because many of the team's process improvement initiatives addressed needs within her organization.

1.2.d. LA COA was determined to be a key customer because she was responsible for gathering pertinent data related to DOTD for the Louisiana Commission for Streamlining Government.

1.3. Explain **how** the team listened to and collected information from the key customers

1.3.a. QCIP met with the DOTD Secretary and documented expectations relative to improvement initiatives within the Department.

1.3.b. QCIP met with key members of the Chief Engineer's leadership staff to address specific potential process efficiency gains within his organization.

1.3.c. QCIP met with the Assistant Secretary for Operations and her staff to address specific potential process efficiency gains within her organization.

1.3.d. QCIP participated in meetings conducted by the COA and documented significant findings. QCIP also received directives regarding expectations and performance measures.

1.4. Explain **how** the team turned information collected from the customers into requirements

1.4.a. The DOTD Secretary expressed a desire to develop new departmental efficiencies, performance measures, and "scorecards" to track gains. QCIP's performance measures therefore included process improvement teams conducted and completed, new process success, and percentage of work groups using scorecards.

1.4.b. The Chief Engineer showed significant interest in improving processes. QCIP teams were formed and accomplished their missions by developing specific "to-be" process flow maps.

1.4.c. The Assistant Secretary for Operations expressed great interest in improving processes throughout her organization. QCIP accomplished this mission forming teams to develop applicable specific "to-be" process flow maps.

1.4.d. Meetings conducted by the COA helped QCIP clearly define required documentation, as well as her reasons for requesting such information.

1.5. Explain **how** the team determined both customer satisfaction and dissatisfaction

1.5.a. The Secretary's desire to expand the use of "scorecards" led to QCIP-facilitated executive briefing sessions. QCIP team results were based on the number of executives briefed on the use of scorecards, and the number electing to use them.

1.5.b. The Chief Engineer's desire to improve processes resulted in several QCIP team efforts. Success was acknowledged if existing processes were mapped and potential refinements explored/identified.

1.5.c. QCIP initiated several team efforts at the request of the Assistant Secretary for Operations and her staff. Success was acknowledged if existing processes were mapped and potential refinements explored/identified.

1.5.d. The COA's determination to implement efficiencies within Louisiana state government agencies resulted in repeated requests for pertinent data from DOTD. QCIP is DOTD's agency-wide strategic planning and reporting group and it utilized subject matter experts to quickly gather, vet and format data so that it met all COA requirements.

## **Category 2 - Process Management**

### **2.1. List the process(es) applicable to the team purpose and performance expectations**

2.1.a. The Secretary's process management focus areas were streamlining DOTD and the use of technology to promote efficiencies. QCIP developed DOTD's communication package for the Commission on Streamlining Government, containing current/future efficiency activities. QCIP also facilitated the development of an electronic customer service tracking program.

2.1.b. The Chief Engineer wanted to simplify processes involving DOTD's internal and external customers. QCIP refined the process for requesting right-of-way and utility authorization and helped validate and craft an auditable process for invoicing utility companies for infrastructure relocation fees.

2.1.c. The Assistant Secretary for Operations has major responsibilities related to hurricane response and recovery, one of which is the Damage Inspection Report ("DIR") process. It involves tracking and reporting losses incurred by DOTD. QCIP led the effort to validate and refine the process.

2.1.d. Two major initiatives were: the LA Commission on Streamlining Government and Performance Based Budgeting (PBB). QCIP documented DOTD's past and present achievements, plus future potential improvements. Streamlining activities included: efficiency and benchmarking, outsourcing and privatization, IT integration, and elimination of duplicative and unnecessary services. PBB relates funding to expected results. QCIP worked with DOTD's Budget Office to develop a budget plan that was well received by the COA.

### **2.2. Describe the steps taken to achieve the purpose of the team**

2.2.a. The team utilized DOTD subject matter experts to compile the large collection of data from which the final package was developed. Implementation of the new system to track customer interactions was facilitated by a pilot program established and coordinated by QCIP.

2.2.b. The team worked closely with appropriate section heads and recruited subject matter experts from within and outside of DOTD to serve as team leaders and members.

2.2.c. QCIP worked diligently with DOTD disaster recovery experts to develop and validate detailed plans for tracking and reporting losses in order to facilitate the federal government's reimbursement process.

2.2.d. QCIP built trust with the COA by consistently producing quality responses to requests for information and streamlining became a success story for DOTD. Also, though it was a new concept for LA state government, QCIP served as a catalyst for PBB by helping facilitate the successful development of a performance based budget for DOTD.

2.3. Explain how the steps taken to achieve the purpose of the team affected efficiency, effectiveness, quality, and/or customer satisfaction attributes

2.3.a. QCIP exceeded its performance goal for the number of section heads briefed on the use of scorecards by 800%. The new customer service tracking program allows users to keep records of 100% of the calls they receive, helping justify staffing levels, verify work being produced, etc.

2.3.b. 100% of the procedures for processing railroad invoices and tracking invoices related to fees associated with utility equipment relocations were mapped.

2.3.c. 100% of the DIR process has been mapped, providing an invaluable tool for helping new participants become familiar with how to properly complete a form.

2.3.d. QCIP's excellent preparations and close adherence to prescribed document formats resulted in 100% of requests for information being delivered on time and meeting requirements.

2.4. Explain how the team gathered data, analyzed it, and the tools used to make decisions

2.4.a. Explain how you gathered the data and how you analyzed it.

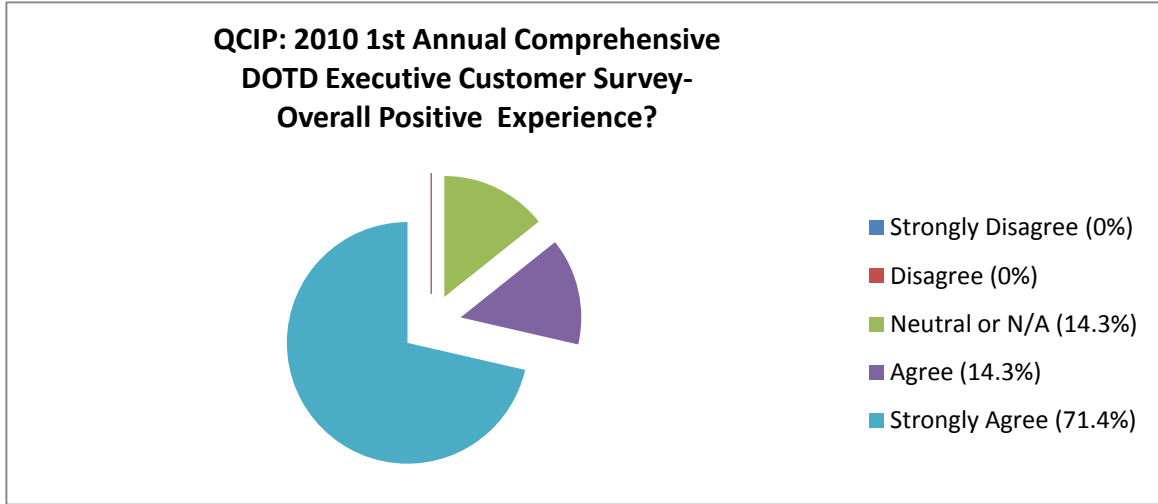
2.4.a. One-on-one interviews and team activities were conducted with DOTD subject matter experts to gather and vet data. A pilot program was instituted to test the new customer service program. QCIP teams were formed to develop "As-Is" and "To-Be" flow charts, and SWOT analyses were performed in diverse work groups to provide accurate assessment data.

2.4.b. Identify the tools you used from this list: Pareto Chart, Flowchart, Cause and Effect Analysis, Check Sheet, Control Chart, Histogram, and Scatter Diagram

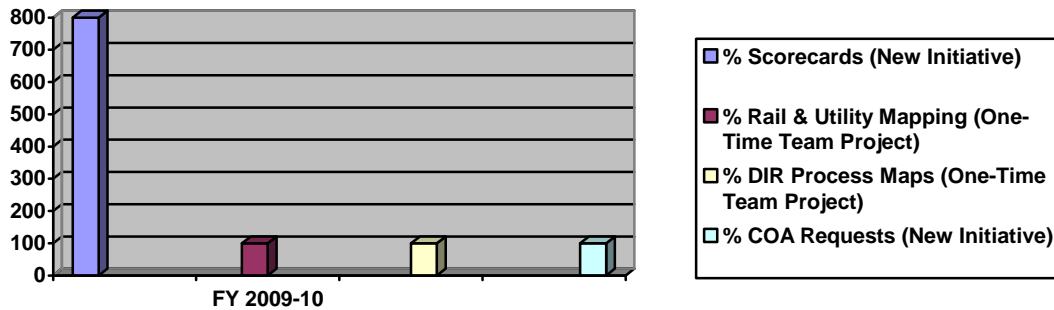
2.4.b. QCIP used cause and effect analysis for numerous existing substandard processes to readily identify the root causes for their deficiencies. The team also used flowcharts to document current processes and to develop improved ones. SWOT analyses helped us to accurately evaluate functional levels in a variety of settings and to easily identify action items leading to positive change.

**Category 3 – Results (this section is worth 450 of 1000 point total) Provide one page of graphical results**

**3.1. Provide current levels and trends for customer satisfaction and dissatisfaction**



**3.2. Provide current levels and trends in key measures or indicators for the process(es) listed in Category 2 above**



**3.3. Provide current levels and trends in key measures or indicators of effectiveness, efficiency, and/or quality**

