



**Division of State Patrol
Policy and Procedure**

Number
15-11

Subject CONTINUOUS IMPROVEMENT	
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I. POLICY

It is the policy of the Division of State Patrol (DSP) to employ the principles of Continuous Improvement in our daily operations.

II. BACKGROUND

Continuous Improvement (CI) has a variety of meanings throughout the world. The basic principles can improve the quality of service to customers; improve efficiency and effectiveness; allow for better communication internally and externally; develop group problem solving; enhance professional performance; and improve the quality of work life which results in greater job satisfaction for employees. The CI process is ongoing.

Leaders establish the vision, mission, and goals of an organization. Input from all levels of the organization is needed to ensure the goals are met in the most efficient and effective manner. Although not all operating issues are appropriately addressed through the use of Continuous Improvement teams, it is the intention of the Division of State Patrol to create an environment in which the principles of CI can be used to facilitate continuous organizational and individual improvement.

III. OBJECTIVES

- A. Formally structure the Division's Continuous Improvement program.
- B. Encourage empowerment and teamwork among employees.
- C. Facilitate continuous improvement of processes.
- D. Provide needed Continuous Improvement related training.
- E. Identify individual and team roles and accountabilities.

IV. GENERAL PROVISIONS

The goal of Continuous Improvement is to continuously improve our product and service. Continuous Improvement principles focus on “process” evaluation and analysis.

<p>Continuous Improvement Steering Committee</p>	<p>Consists of the Superintendent, Colonel, Bureau Directors, and the CI Coordinator, and is responsible for the administration of the CI program.</p>
<p>Continuous Improvement Coordinator</p>	<p>Coordinates and manages the CI program under the direction of the Steering Committee.</p>
<p>Project Action Team (PAT)</p>	<p>Works on a specific project or issue as appointed and charged by the CI Steering Committee.</p>

Project Action Teams (PAT) are established and used to evaluate these processes. They are appointed at the level corresponding to the authority and responsibility for specific processes. For issues having Division-wide impact, the PAT would be appointed by the CI Steering Committee. Individuals appointed to participate on a PAT will be those who have an interest, knowledge, training, or special input relative to the particular process being studied. Upon completion of this assigned task, the team will be dissolved. All Division personnel are encouraged to make recommendations for process evaluation or PATs to the CI Steering Committee, CI Coordinator or their supervisor.

V. PROCEDURE

A. Colonel

1. Establishes the direction and guides the implementation and continued functioning of the Continuous Improvement program.
2. Appoints members to the CI Steering Committee and participates in CI Steering Committee activities.

B. CI Steering Committee

1. Consists of the Superintendent, Colonel, Bureau Directors and CI Coordinator. The Colonel may appoint additional members.
2. Directs, coordinates and evaluates the CI activities of the Division while encouraging and supporting the use of continuous improvement techniques.
3. Reviews completed CI projects and authorizes implementation.

4. Reviews and approves or disapproves all suggested CI projects.
5. Establishes and follows ground rules.
6. Revises the Division Business Plan when necessary.

C. Division CI Coordinator

1. Coordinates, implements, and manages the Division CI program under the direction of the CI Steering Committee.
2. Performs the following functions:
 - a. Coordinates the implementation of the CI Steering Committee decisions and provides update briefings to the Steering Committee as requested.
 - b. Reviews all potential Continuous Improvement topics and presents them to the Steering Committee prior to their assignment to a PAT to avoid a duplication of effort.
 - c. Provides written feedback regarding actions taken by the Steering Committee.
 - d. Develops and administers a procedure to recognize project successes.
 - e. Provides direction and assistance to PATs and tracks their progress.
 - f. Receives and reviews reports from PATs and presents reports to the CI Steering Committee.
 - g. Prepares media releases, newsletters and Continuous Improvement articles for distribution.
 - h. Maintains a Continuous Improvement resource library.
 - i. Monitors and evaluates contemporary Continuous Improvement issues, processes and techniques.
 - j. Maintains a CI presence on the Wisconsin Department of Transportation Network (SharePoint).
 - k. Prepares handouts, agendas and minutes for the CI Steering Committee to help facilitate the CI program.

D. All Division Personnel

1. Develop and use CI techniques to improve our product and service.
2. Suggest continuous improvement projects to respective supervisors, the CI Steering Committee or the CI Coordinator.
 - a. Submit ideas on a written memorandum.
 - 1) Attach pertinent data and research
 - 2) Indicate your willingness to serve on the PAT for this topic
 - 3) Recommend resource persons and potential PAT members
 - b. Examples of projects or issues that will not be assigned to a PAT include:
 - 1) Collective bargaining issues
 - 2) Wages, salaries and benefits
 - 3) Personnel issues
3. Express your willingness to participate on a PAT to your supervisor.
4. Participate on a PAT as assigned.
5. Participate in Continuous Improvement training as assigned.

E. Project Action Teams

1. Work on a specific project as assigned by the CI Steering Committee.
2. Typically consist of 3-8 members.
3. Are assigned a team leader.
4. Receive and accept the assigned CI project.
5. Establish and follow ground rules.
6. Establish an agenda prior to each meeting and keep minutes of all meetings.
7. Provide a copy of the minutes to the appointing authority, all team members, and the CI Coordinator within two weeks following the meeting.

8. Research the assigned project, evaluate the alternatives, define cost benefits, and make a recommendation.
9. Submit a final written report to the appointing authority, to include:
 - a. Scope of the assignment
 - b. Name of the person who appointed the PAT
 - c. Project Action Team membership list
 - d. Duration of the project including meeting dates
 - e. Continuous Improvement tools used (brainstorming, nominal grouping, etc.)
 - f. Data analyzed (crash data, enforcement statistics, Time, Expenses, Activities, Leave (PeopleSoft) data, etc.)
 - g. Alternatives considered
 - h. Recommendation
 - i. Costs involved
 - j. Implementation proposal