



# The intermingle of project management and change management: An organization-wide program launch

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Colorado Department of Transportation

Office of Process Improvement

November 2, 2021





# What we will cover today

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- **Brief Introduction to CDOT**
- Opportunity for Improvement
- Solution: Concept to Project (C2P)
- The intermingle of project management and change management in C2P
- Where we are now
- Where we are going





Thank you,  
Results  
Washington, for  
hosting us!

Congratulations on  
your 10<sup>th</sup> Lean  
Transportation  
Conference!

## Improving Lean Through Communities of Practice



Tuesday, October 18, 2016  
Gary Vansuch

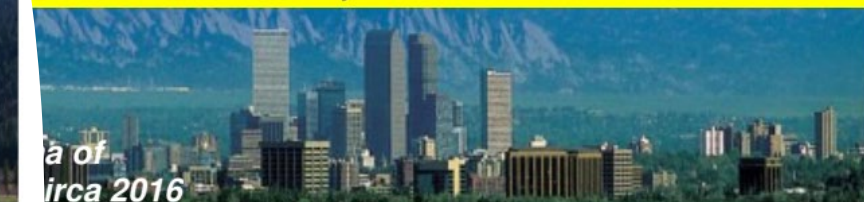


Panorama of  
Denver circa 1898

Case Study: Building change capability within a large  
government enterprise



Gary Vansuch



Denver  
circa 2016



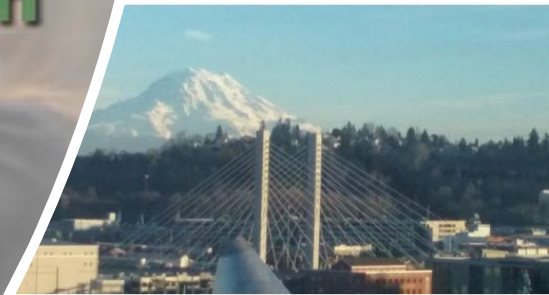
Washington State Government  
**Lean Transformation  
Conference**



**Lean:  
Driving Engagement, Driving  
Improvement, Driving Success**



Tuesday, October 17, 2017  
Gary Vansuch and Amber Sander





## CDOT: Serving the Centennial State





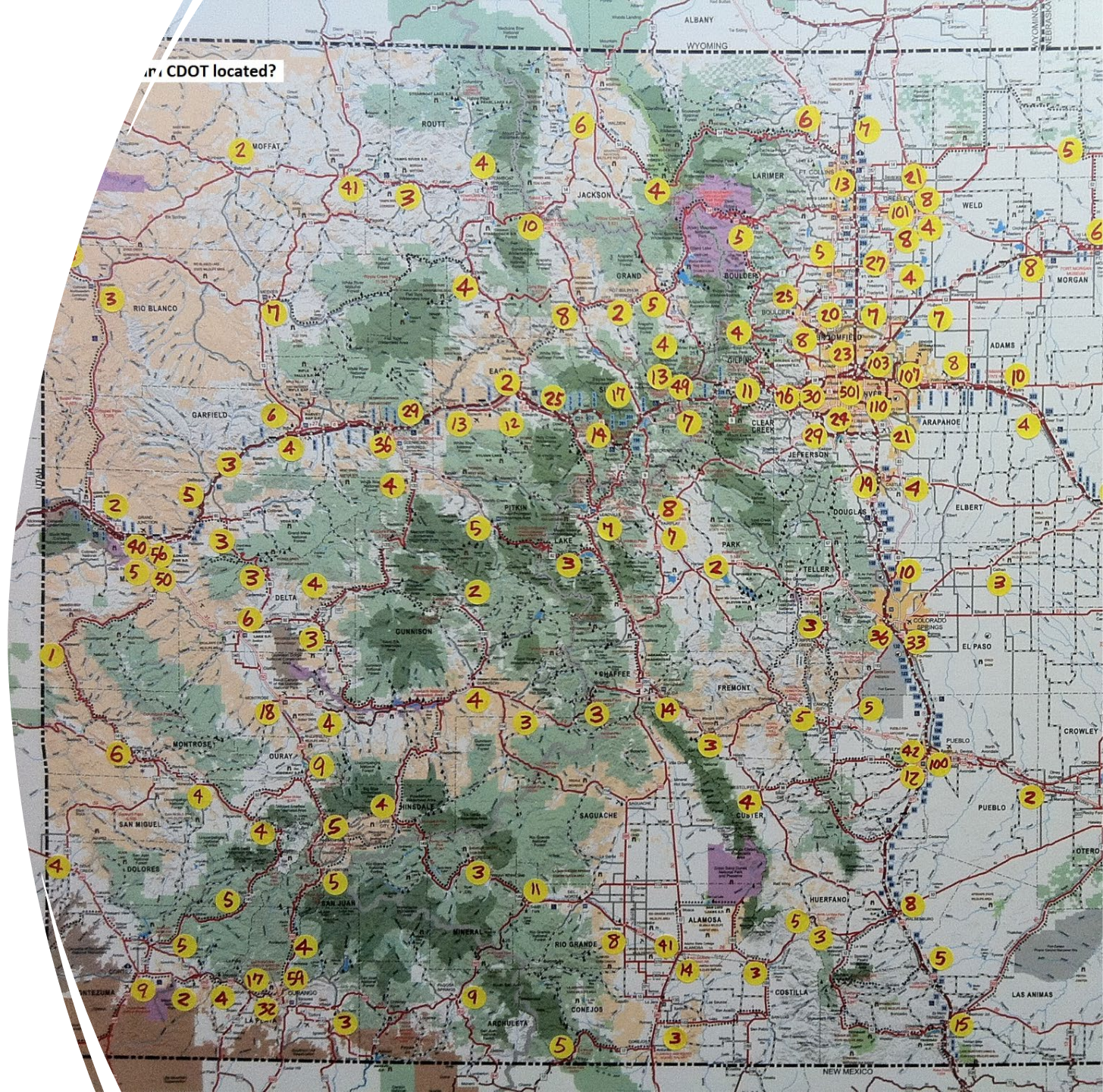
Drop into the  
Chat: Where  
are you  
located?



CDOT located?

# CDOT: Serving The Centennial State

- 3,000 Coloradans, at over 200 different staffed locations, across the 104,000 square miles of Colorado!





# CDOT Facts, Mission, and Vision

- 9074 Center Lane Miles
- 22,996 Lane Miles
- 3,460 Bridges and Major Structures
- 73 Public Use Airports and 1 Seaplane base
- 866 Snow Plows
- 3,294 pieces of heavy equipment
- 273 alternative fuel vehicles
- 35 Major Mountain Passes
- 33 billion vehicle miles traveled per year
- 1,850 traffic signals
- 238,135 passenger trips in 2019 on Bustang
- 7 million lane miles plowed in 2020
- 278 avalanche paths monitored and maintained
- 2,122 ITS Devices
- 13,901 Access Points



## Vision

- To enhance the quality of life and the environment of the citizens of Colorado by creating an integrated transportation system that focuses on safely moving people and goods by offering convenient linkages among modal choices.

## Mission

- To provide the best multi-modal transportation system for Colorado that most effectively and safely moves people, goods, and information.

# CDOT Values



## SAFETY

*We work together to achieve a high-performing culture!*

We promote and apply consistent and sustainable work behaviors in everything we do.

## PEOPLE

*We value our employees and the people of Colorado!*

We acknowledge and recognize the skills and abilities of our coworkers and communities and draw strength from our diversity and commitment to equal opportunity.

## INTEGRITY

*We earn Colorado's trust!*

We are honest and responsible in all that we do and hold ourselves to the highest moral and ethical standards.

## CUSTOMER SERVICE

*We strive to provide the highest level of customer satisfaction and experience!*

With a can-do attitude, we work together with others to respond effectively to our internal and external customers' needs.

## EXCELLENCE & ACCOUNTABILITY

*We are committed to quality!*

We continuously improve our products, services, and practices of financial, social, and environmental stewardship in support of our commitment to provide the best transportation systems for Colorado.

## RESPECT

*We treat everyone with respect!*

We are kind and civil with everyone, and we act with courage, humility, and accountability.



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## Baseline Status

Currently, at CDOT we do not know exactly how many Business Improvement Projects are taking place or planned



This creates issues of:

Unknown  
change  
saturation  
in our  
employees

Redundant  
efforts

Lack of info  
impacting  
business  
decisions

Lack of  
transparency

Poor  
project  
timing





Drop into the  
Chat: Does your  
organization face  
similar issues?

# Project Purpose

In order to be good stewards, have clear information on which to base business decisions and to provide an optimal environment for projects, those that devote their time and funds to them and those being impacted by them to be successful, a system for managing organizational business improvement projects should be established; this improvement project will tackle that.



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# First let's define a business improvement project...

## Capital Construction Projects

- Design
- Construction
- Anything that directly improves the infrastructure for the citizens of Colorado



**These projects are done to improve the transportation system and are CDOT's Refrigerators!**

## Business Improvement Projects

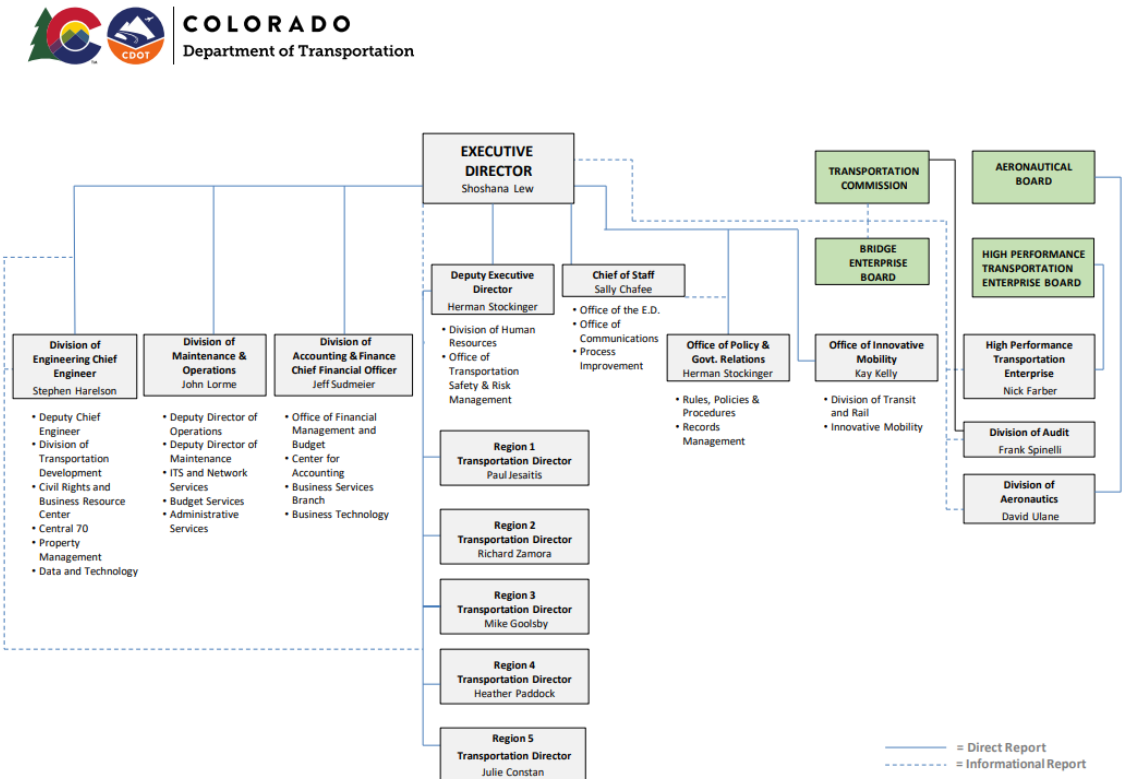
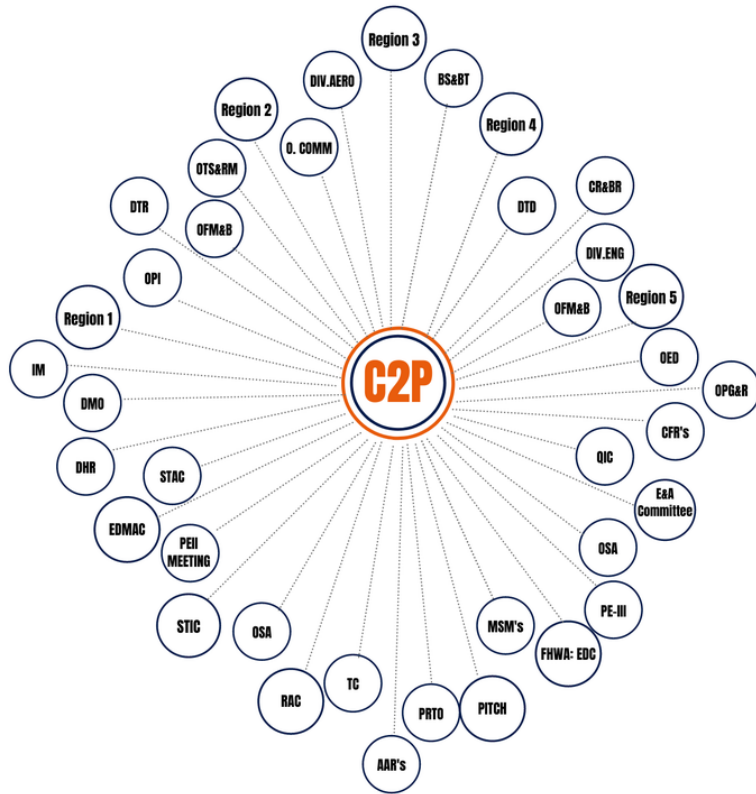
- Projects that are designed to improve the business (Non-Capital Construction)
- Process Improvements
- Restructures
- Business Improvements
- IT Business Improvements
- etc.

**These projects are done to improve the business that makes the refrigerators!**



# Our Definition of a Business Improvement Project





Where do business improvement projects originate in the organization?





# Some Current State Metrics

200+ business improvement projects at CDOT

It is estimated that approx. 90% of CDOT business improvement projects struggle to produce their intended outcomes due to various causes

90% of CDOT's business improvement projects either do not have a project charter or have a charter which is lacking governance information

# Some Current State Metrics



Very few business improvement projects have gone through a standard vetting process



Very few business improvement projects are formally funded



It is UNKNOWN how much time and money is invested into business improvement projects



Lack the ability to manage the many portfolios of projects agency wide - or manage their impacts to people



# Initial goals of C2P:

1. Provide a one-stop shop for business improvement projects with a robust list of services including tools, resources, training, consultation services, and a support network
2. Provide a transparent look for all Team CDOT'ers into the business improvement projects happening at CDOT
3. Help everyone who is impacted by change be successful with that change



## EXCELLENCE & ACCOUNTABILITY

*We are committed to quality!*

We continuously improve our products, services, and practices of financial, social, and environmental stewardship in support of our commitment to provide the best transportation systems for Colorado.

## CUSTOMER SERVICE

*We strive to provide the highest level of customer satisfaction and experience!*

With a can-do attitude, we work together with others to respond effectively to our internal and external customers' needs.

# Concept to Project: Our vision:

**We envision a culture of continuous improvement supported by a fully-integrated program that will promote CDOT's Values of Customer Service and Excellence.**

- By 2025, standardized processes and the use of project management and change management frameworks will have established:
- Engrained pathways for new business improvement projects
- A simple interface to communicate project status
- A library of tools and resources supported by role-based training
- A multi-year strategic plan that considers CDOT's resources





# Project Management and Change Management

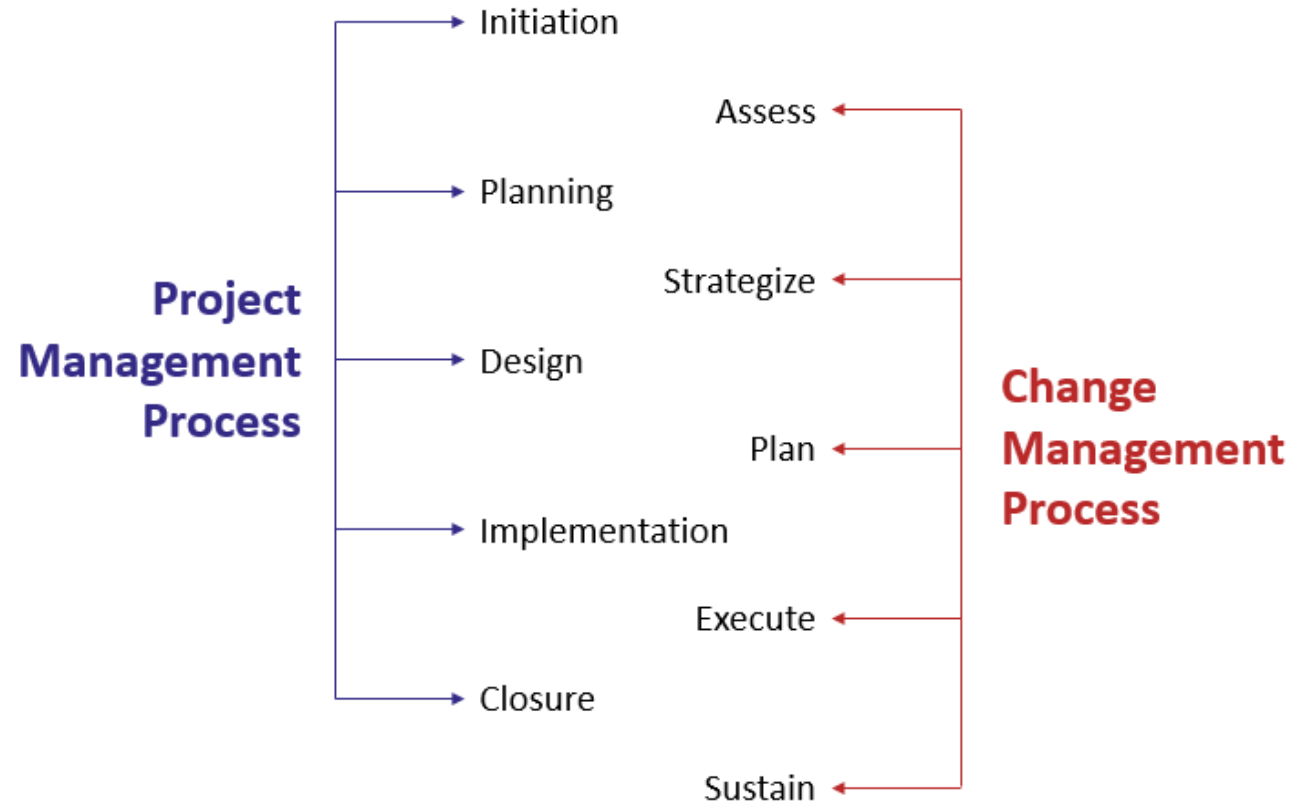


Image courtesy of Prosci



Drop into the Chat: If  
your organization  
integrates change  
management with  
project  
management, when  
do you usually see it  
happen?

(Beginning of Project, Middle of Project,  
or right before 'go-live')



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# Getting Started

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- Recruited CDOT'ers from various areas to help build the C2P Program
- Built out sub-teams to tackle specific areas
- Our focus was to add value to all roles in the organization with C2P





# What's the Value for our Customers?



- **Employees**

- Will all benefit from accessing the C2P Hub's project list so that they are aware of projects underway and planned for the future as well as have access to training and tools that will help them to engage in the changes and be successful with those changes.
- Employees will be empowered to innovate and improve their work by easily finding tools and links to resources.

- **Supervisors**

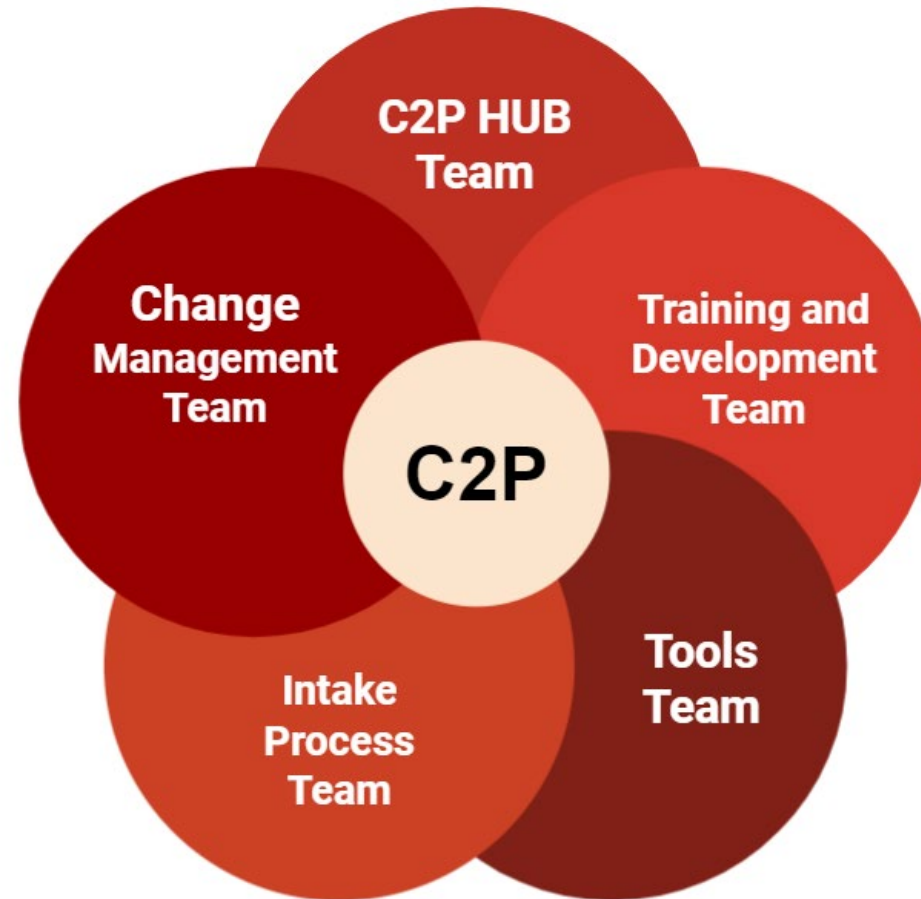
- Will have more awareness about the changes that will impact them and their teams.
- Will be better to prepared to adjust to and adopt the many changes that are created by CDOT's business improvements and then support their staff through the changes.

# What's the Value for our Customers?



- **Business Improvement Project Leaders and Change Managers** will up their game by accessing:
  - Tools, Resources, Development and Training
  - Consultation services, mentorship and networking opportunities
- **Leadership** will find value in:
  - Transparency created by the C2P Hub's Project List
  - Strategic Planning opportunities by understanding what business improvements are being done and planned by all CDOT Divisions
  - Change Impact Planning will be easier due to insights derived the project list

# How did we do it?

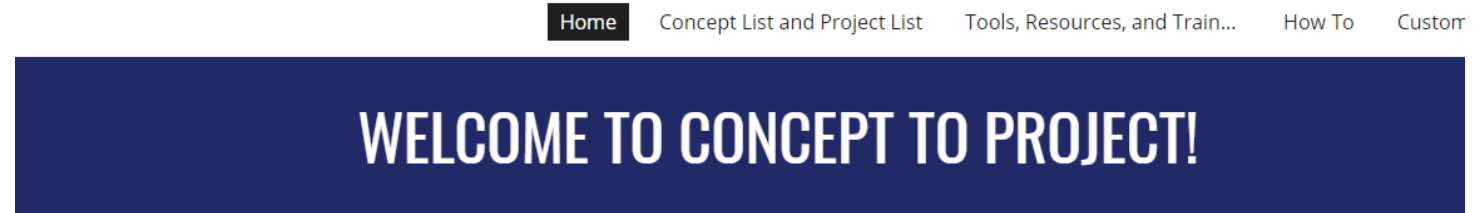




# C2P Hub Team (Internal Website)

## Purpose

- Create a one-stop-shop for all roles at CDOT
- Increase transparency for all through a project dashboard
- Increase business improvement project and change management competencies
- Increase role-based competencies in how to change
- Increase connection between Committees, Teams, Offices, etc.



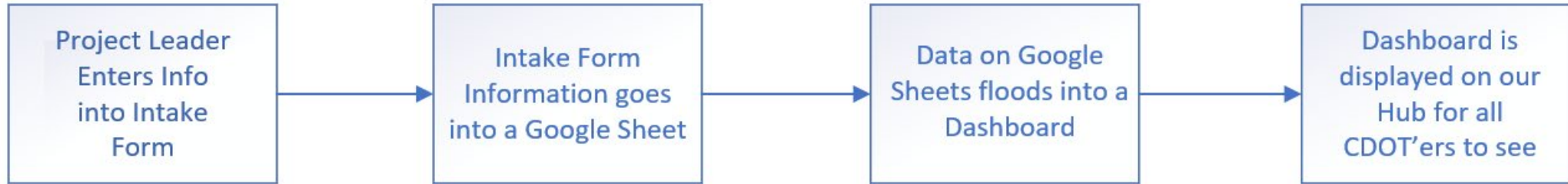
## WHY C2P?

Why does CDOT need a program for its internal business improvement projects? Let's look at the data. Approximately 90% of CDOT business improvement projects struggle to produce their intended outcomes due to various root causes, including:

- Insufficient sponsorship
- Insufficient attention to change management (the people side of change); and
- Insufficient guidance and standards around how to plan, manage, reinforce and close successful business improvement projects.

We want to improve this!

To do this, we need to help and support the people working on business improvement projects and the people who are impacted by the changes these projects create for them. This means we need to help YOU! C2P was designed to do just that, help you.



# Intake Process Team

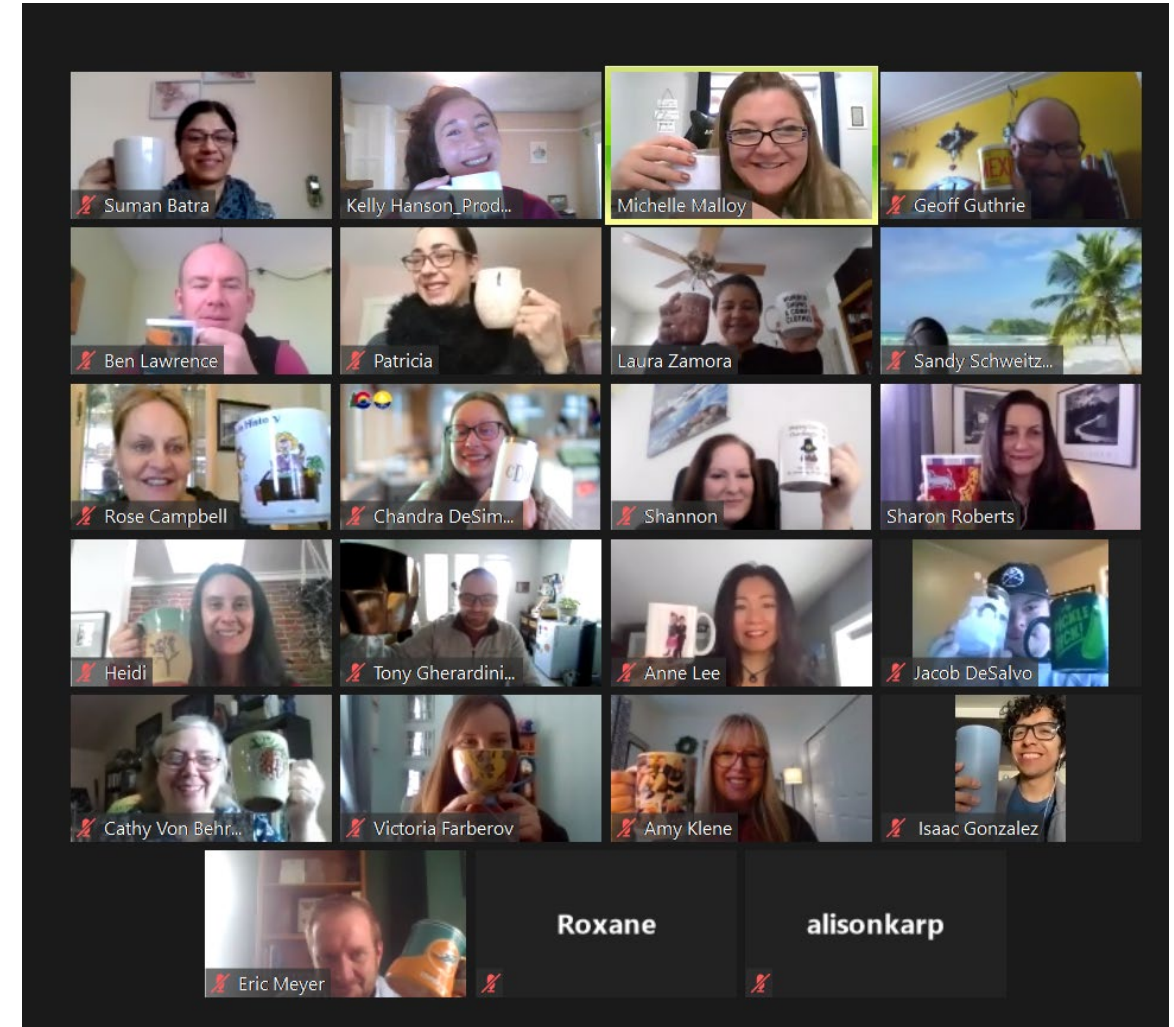
## Purpose

- Develop an initial inventory (project list)
- Develop an approach that will keep the inventory 'current'
- Develop a process checklist for OPI to use to review and route projects
- Connect with partners in the organization to ensure that connecting processes are considered

# Training & Development Team

## Purpose

- To create an easily accessible and understandable framework that will allow project and change managers to develop their skills to deliver successful business improvement projects
- To identify any gaps in existing training
- To build training that fills the gaps





# Tools Team

## Purpose

- To provide simple and easy to use tools for project and change management
  - Broken down by highly recommended and as needed
- To provide process and standardization for the project life cycle – Lean, Waterfall, Agile and Hybrid methods
- To increase the use of project and change management on CDOT's business improvement projects



# Change Management Team

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## Purpose

- Established so that CDOT will realize the intended benefits of the C2P Program
- Developed Change Management Plans for each iterative release as we move to the future state
  - E.g., communication plans, resistance mitigation, WIIFM, etc.



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# Where are we now?

## Launched C2P Hub!

- Tools & Resources
- Partners
- Customer Success Stories
- FAQs

## Integrated with PITCH, QIC and other Partner's Processes

## Training and Development Framework Nearly Complete

## Project data collection Nearly Complete

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# C2P - Next Steps

## Project Inventory will be the catalyst for questions!

- Begin discussions with Sponsor Coalition about need for a vetting process, additional resources and standard portfolio management

## Bring back the Change Agent Network!!

- Create a 2-way flow of communication between project teams, change agents and CDOT's Supervisors
- Create a standardized process for updates to be given to supervisors, requests for action as well as pointers to reinforce their roles in times of change
- Provide support to supervisors to manage resistance

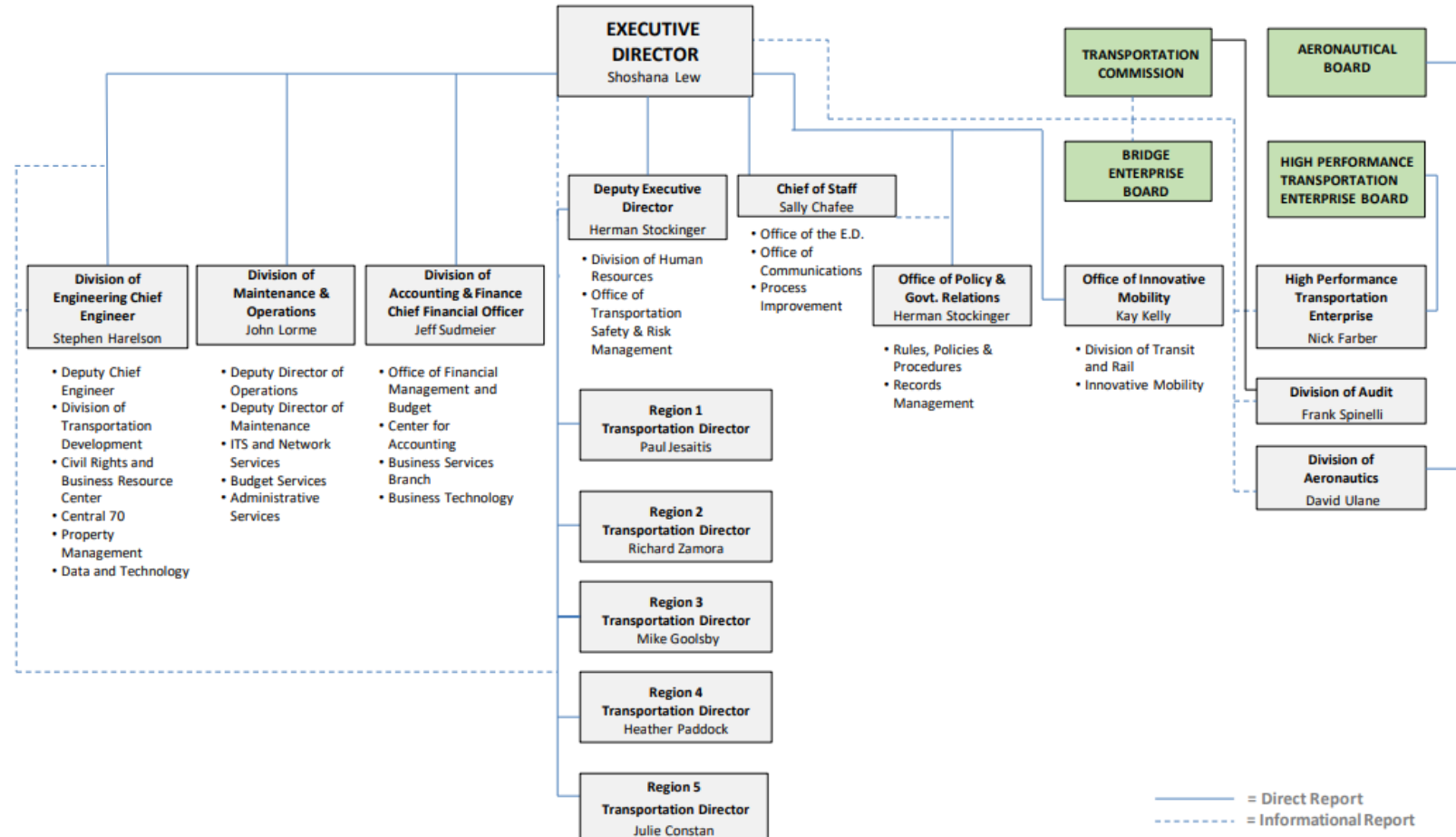
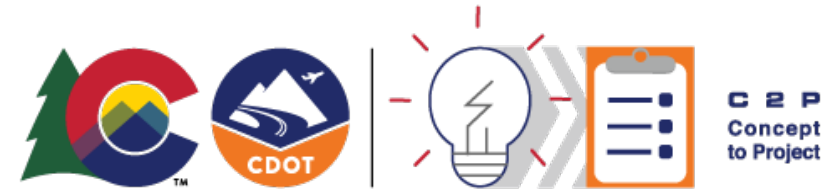
## Increase Maturity to 3.5 by 2023!

- Maturity trends over time
- Maturity on the "technical" side





# The (Dream) Team that Makes this Possible...



# The (Dream) Team that Makes this Possible...



## **Sponsor Coalition:**

- Gary Vansuch - Director of Process Improvement
- Herman Stockinger - Deputy Director
- Sally Chafee - Chief of Staff
- Steve Harelson - Chief Engineer
- Jeff Sudmeier - Chief Financial Officer
- Richard Zamora - Regional Transportation Director (Region 2)
- Kay Kelly - Director of the Office of Innovative Mobility
- Greg Miller - Business Process Architect

## **Program Manager:**

- Michelle Malloy

## **C2P Project Team:**

- Jonathan Enser
- Emma Boff
- Nell Conti
- Ryan Sorensen
- Ashley Nysten
- Mike Krochalis
- Jocelyn Higashide
- Roselle Drahushak-Crow
- Rob Bruening
- Erik Sabina
- Mariah Wagner
- Stacy Stoffregen
- Ginger Kloska



At CDOT, we have benefitted from Prosci and their approach to Change Management.

Tim Creasey, Chief Innovation Officer at Prosci, will be presenting Thursday, November 4<sup>th</sup> at 9am PDT.



A scenic landscape photograph of a winding asphalt road with double yellow lines, curving through a forest. The trees on the left have vibrant yellow and orange autumn foliage, while the trees on the right are mostly dark green evergreens. In the background, rugged mountains are partially covered in snow under a cloudy sky. A diamond-shaped road sign with a black silhouette of a person walking is visible on the right side of the road.

Questions?



# Contact Us!



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Thank you!