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

- 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 10th Lean Transportation Conference!
CDOT: Serving the Centennial State
Drop into the Chat: Where are you 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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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?
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

- Amount of resources > 160 resource hours (5k)
- Impacts HOW people work
- Temporary in nature – has clear start & end date
- NOT daily, weekly, or monthly standard work
- Achieves a business objective
- Can be strategic or operational
- Time to completion > time to vet/charter
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.
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

Project Management Process
- Initiation
- Planning
- Design
- Implementation
- Closure

Change Management Process
- Assess
- Strategize
- Plan
- Execute
- Sustain

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’)

[Image - Chat icon]

[Image - Background with cloud shapes]
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Getting Started

• 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.

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

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

C2P Project Team:
• Jonathan Enser
• Emma Boff
• Nell Conti
• Ryan Sorensen
• Ashley Nylen
• Mike Krochalis
• Jocelyn Higashide
• Roselle Drahushak-Crow
• Rob Bruening
• Erik Sabina
• Mariah Wagner
• Stacy Stoffregen
• Ginger Kloska

Program Manager:
• Michelle Malloy
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 4th at 9am PDT.
Contact Us!

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Thank you!