



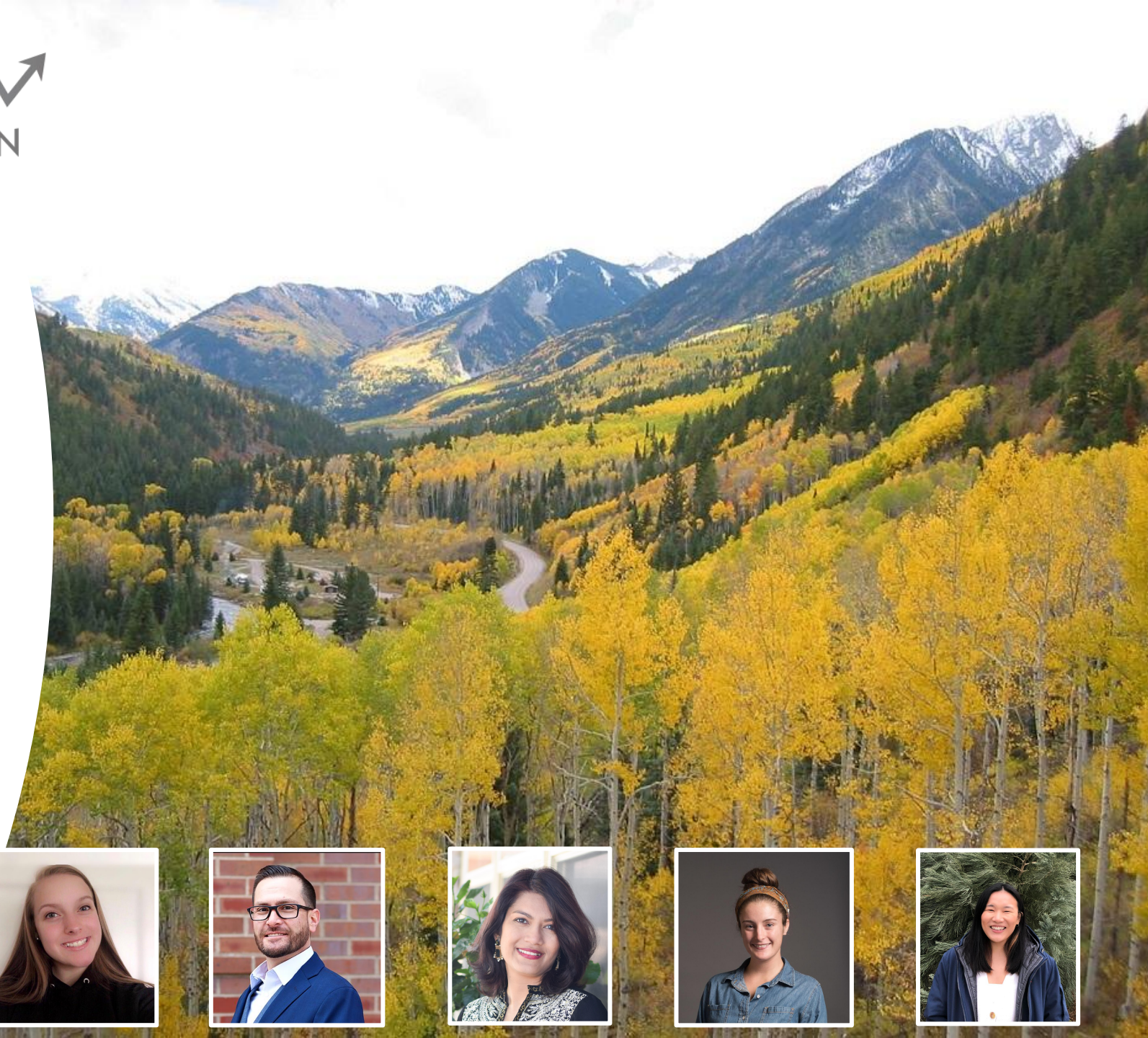
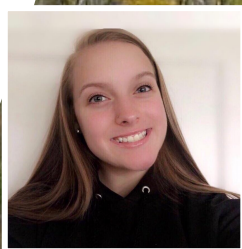
# Launching the Second Decade of Improvement at CDOT!

Presented by: Gary Vansuch, Michelle Malloy, Kayley Smiley, Samantha Millison, Stephen Barela, Lubna Jamal, Rebekah Roux, and Rylie Wieseler

Colorado Department of Transportation

Office of Process Improvement

Wednesday, October 26, 2022







## Improving Lean Through Communities of Practice



Tuesday, October 18, 2016  
Gary Vansuch



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

Presented by: Gary Vansuch, Michelle Malloy, & Stacy Stoffregen  
Colorado Department of Transportation  
Office of Process Improvement  
November 2, 2021



Thank you,  
Results  
Washington, for  
your continued  
partnership with  
CDOT!

## Lean: Driving Engagement, Driving Improvement, Driving Success

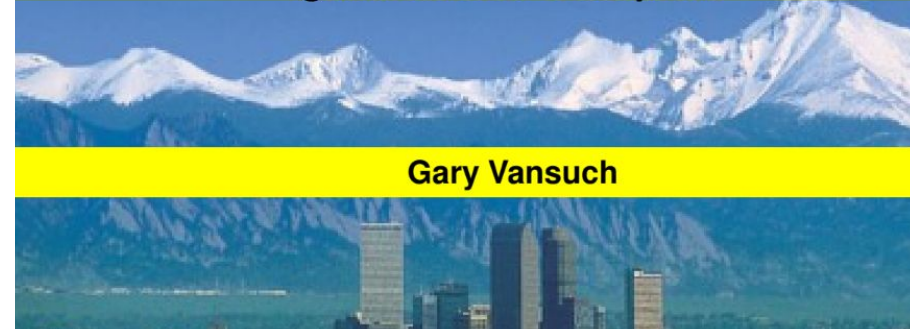


Tuesday, October 17, 2017  
Gary Vansuch and Amber Sander



**Case Study: Building change capability within a government enterprise**

Gary Vansuch





# What we will cover today

- Brief Introduction to CDOT, including The First Decade
- CDOT's Lean Everyday Idea Program:
  - Goals
  - Solution
  - How It Works
  - Execution
  - Summary
- CDOT's Concept To Project (C2P) Program:
  - Opportunity for Improvement
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  - Where we are now
  - Where we are going
- Conclusion





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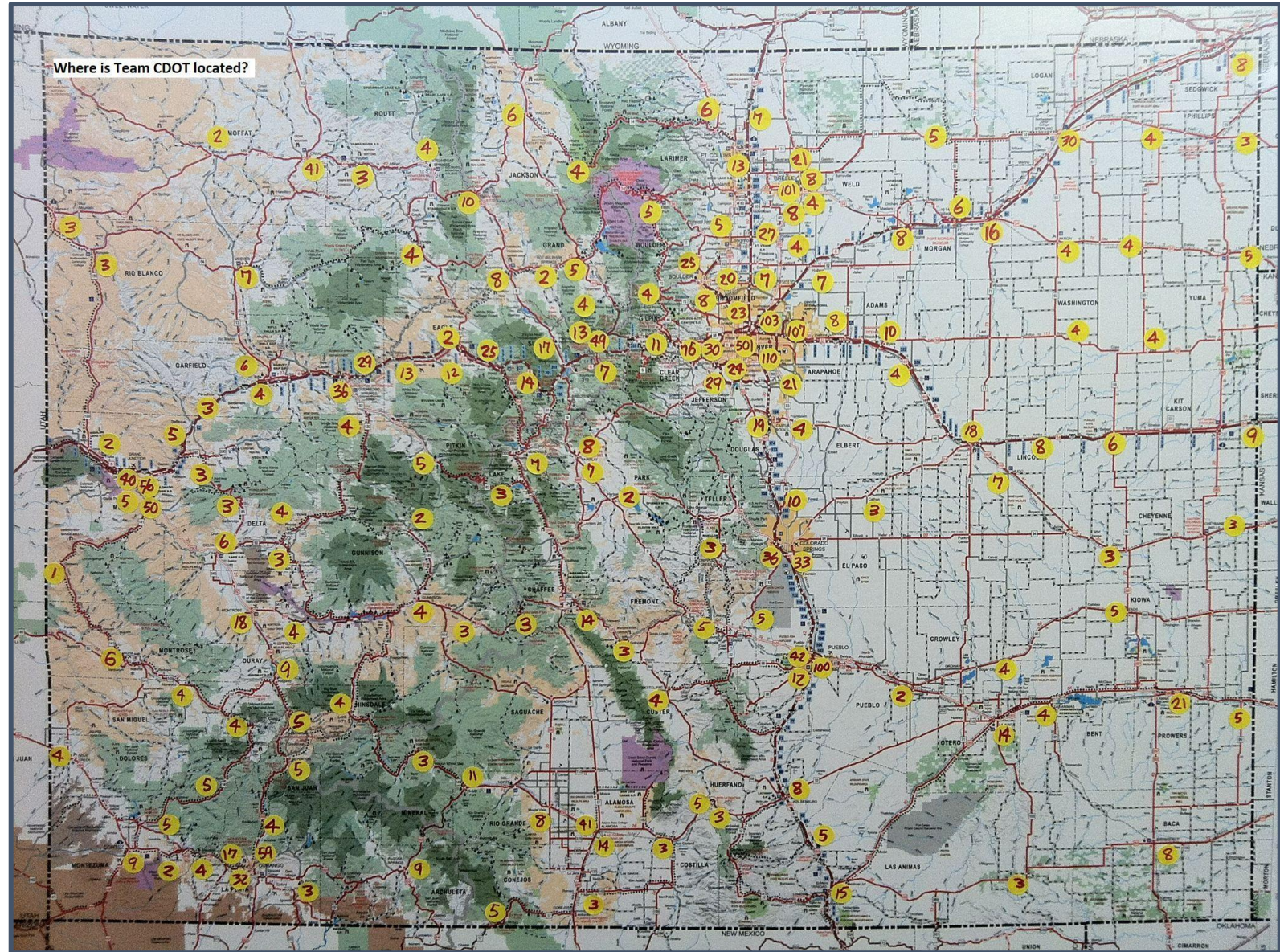
**CDOT: Serving  
the Centennial  
State**



# CDOT: Serving The Centennial State

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

We Plan, Build, Operate, and Maintain Colorado's Transportation System.





# CDOT Facts, Mission, and Vision



- 9,074 Center Lane Miles of Highway
- 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.

**Plan, Build, Operate, and Maintain the Colorado Transportation System!**



# Drivers for Improvement and Innovation!



NOTE: The governor signed this measure on 6/5/2013.



HOUSE BILL 13-1299

BY REPRESENTATIVE(S) Ferrandino, Buckner, Court, Exum, Fields, Fischer, Garcia, Gerou, Ginal, Hamner, Hullinghorst, Kraft-Tharp, Labuda, Lebsock, Lee, May, Melton, Mitsch Bush, Moreno, Pabon, Primavera, Rosenthal, Ryden, Salazar, Singer, Tyler, Vigil, Williams, Young, Kagan; also SENATOR(S) Steadman.

CONCERNING CHANGES TO THE "STATE MEASUREMENT FOR ACCOUNTABLE, RESPONSIVE, AND TRANSPARENT (SMART) GOVERNMENT ACT" OF 2010, AND, IN CONNECTION THEREWITH, MAKING AN APPROPRIATION.

*Be it enacted by the General Assembly of the State of Colorado:*

## EXCELLENCE

**We are committed to quality!**

**We are leaders and problem solvers, continuously improving our products and services in support of our commitment to provide the best transportation systems for Colorado.**



# CDOT's Enduring Values: Driver #1



## **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!**

We acknowledge and recognize the skills and abilities of our coworkers 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 customers' needs.

## **EXCELLENCE**

**We are committed to quality!**

We are leaders and problem solvers, continuously improving our products and services 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 and humility



# Colorado SMART Government Act: Driver #2



The Colorado SMART (*State Measurement for Accountable, Responsive, and Transparent*) Government Act drives the agencies of the Colorado Executive Branch to:

- Establish and manage a statewide performance management system;
- **Incorporate Lean continuous process improvement to increase government efficiency;** and
- Ensure state employees receive training on operational excellence.

NOTE: The governor signed this measure on 6/5/2013.



HOUSE BILL 13-1299

BY REPRESENTATIVE(S) Ferrandino, Buckner, Court, Exum, Fields, Fischer, Garcia, Gerou, Ginal, Hamner, Hullinghorst, Kraft-Tharp, Labuda, Lebsock, Lee, May, Melton, Mitsch Bush, Moreno, Pabon, Primavera, Rosenthal, Ryden, Salazar, Singer, Tyler, Vigil, Williams, Young, Kagan; also SENATOR(S) Steadman.

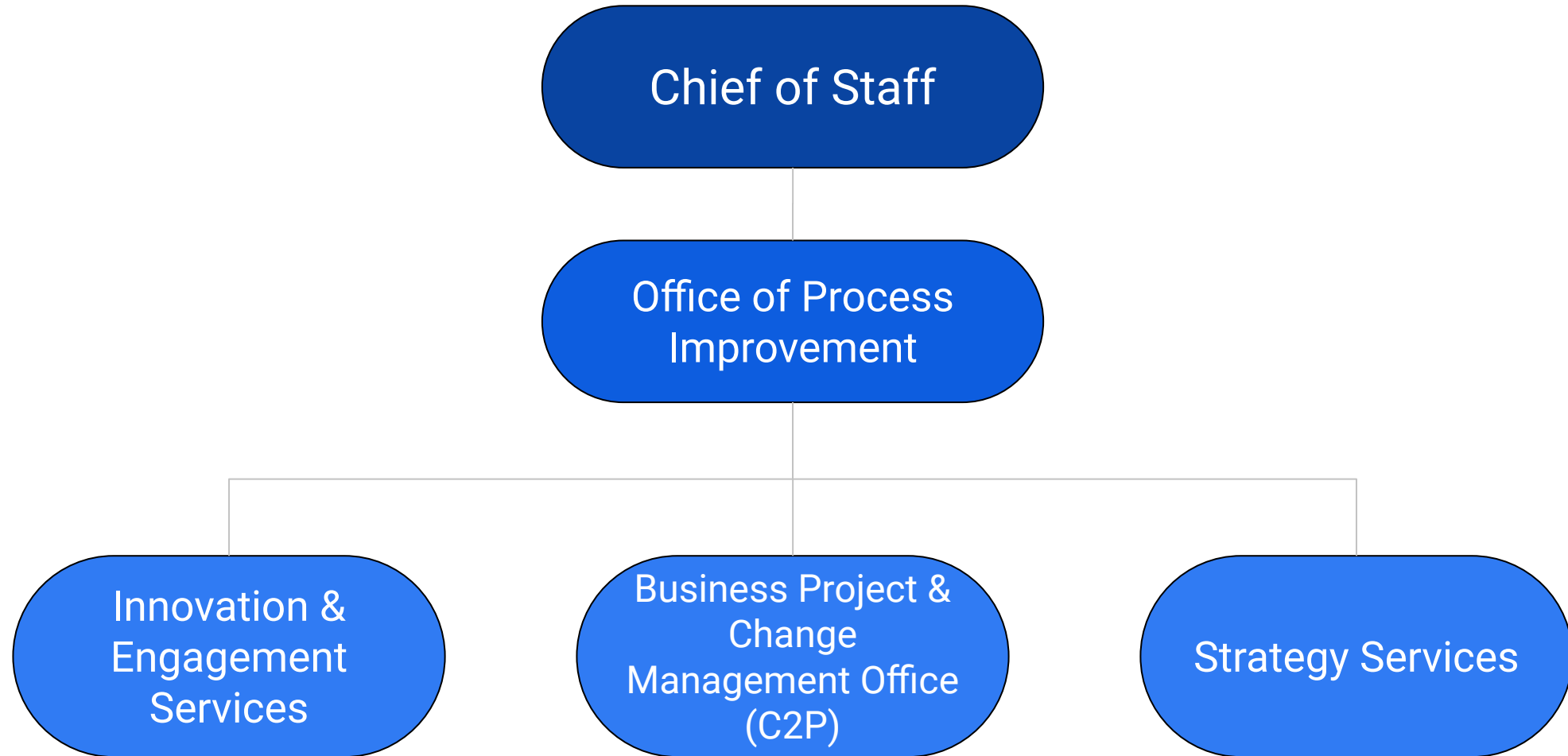
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*Be it enacted by the General Assembly of the State of Colorado:*





# Structure and Execution Matter, for the First Decade, and for the Second Decade of Improvement, Innovation, and Engagement!





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# The First Decade of Improvement and Innovation at CDOT, starting in late 2011



**Engaging everyone in improving our business, to improve efficiency and customer service.**

**Helping ensure that each and every person can be successful with each and every change that impacts them.**





# Lean Everyday Ideas: Lots of Success During The First Decade



<b>SAFETY</b> We work together to achieve a high-performing culture!  We promote and apply consistent and sustainable work behaviors in everything we do.	<b>PEOPLE</b> We value our employees!  We acknowledge and recognize the skills and abilities of our coworkers and draw strength from our diversity and commitment to equal opportunity.	<b>INTEGRITY</b> 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.
<b>CUSTOMER SERVICE</b> 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 customers' needs.	<b>EXCELLENCE</b> We are committed to quality!  We are leaders and problem solvers, continuously improving our products and services in support of our commitment to provide the best transportation systems for Colorado.	<b>RESPECT</b> We treat everyone with respect!  We are kind and civil with everyone, and we act with courage and humility.



## 2020 Innovation in the Workplace Award!



# “Practical Innovation in Government” includes some information from that First Decade!



## PRACTICAL INNOVATION IN GOVERNMENT: HOW FRONT-LINE LEADERS ARE TRANSFORMING PUBLIC-SECTOR ORGANIZATIONS

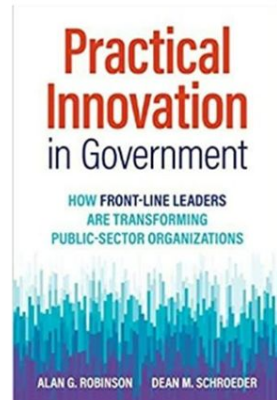
Authors: Alan G. Robinson and Dean M. Schroeder

ISBN #: 9781523001781

Posted: June 10, 2022

Summary by: Kayley Smiley, Process Improvement Fellow

Note: This summary is for a working title of Practical Innovation in Government. The published book likely has some changes.



### Introduction

In "Practical Innovation in Government", Alan Robinson and Dean Schroeder unpack the challenges of implementing continuous improvement (CI) techniques in a government setting. Through studying over seventy different organizations, they discover the differences between successful CI initiatives in the private and public sectors. With the help of captivating stories of government improvement efforts,

ADOT's huddle-board process has built-in accountability. Every one is expected to participate, but the exact form of accountability is left up to the individual units. For example, at the time we were studying the 51st Avenue Center, it had a formal participation goal of one implemented idea from each of its employees every month.

### Colorado Department of Transportation's Lean Everyday Ideas System

The Colorado Department of Transportation (CDOT) is responsible for constructing and maintaining the state's highways, controlling traffic and enhancing safety, developing public transit, clearing snow and ice, and even running one of the state's smaller airports. Its employees are spread across the state, with 221 front-line "patrols" (of four to six employees each) and 53 "engineering residences" (of ten to twelve employees each), plus regional offices and the central operations in Denver. Each patrol and engineering residence is responsible for specified routine work in its designated area. Some of the patrols are quite isolated, with their management as far as fifty miles away. CDOT's Lean Everyday Ideas program, which is led by the Office of Process Improvement in Denver, captures, processes, and shares the improvement ideas from this geographically diverse mix of employees. Lean Everyday Ideas uses a web-based portal to facilitate the



<https://sites.google.com/state.co.us/process-improvement/tools-resources/practical-innovation-in-government>

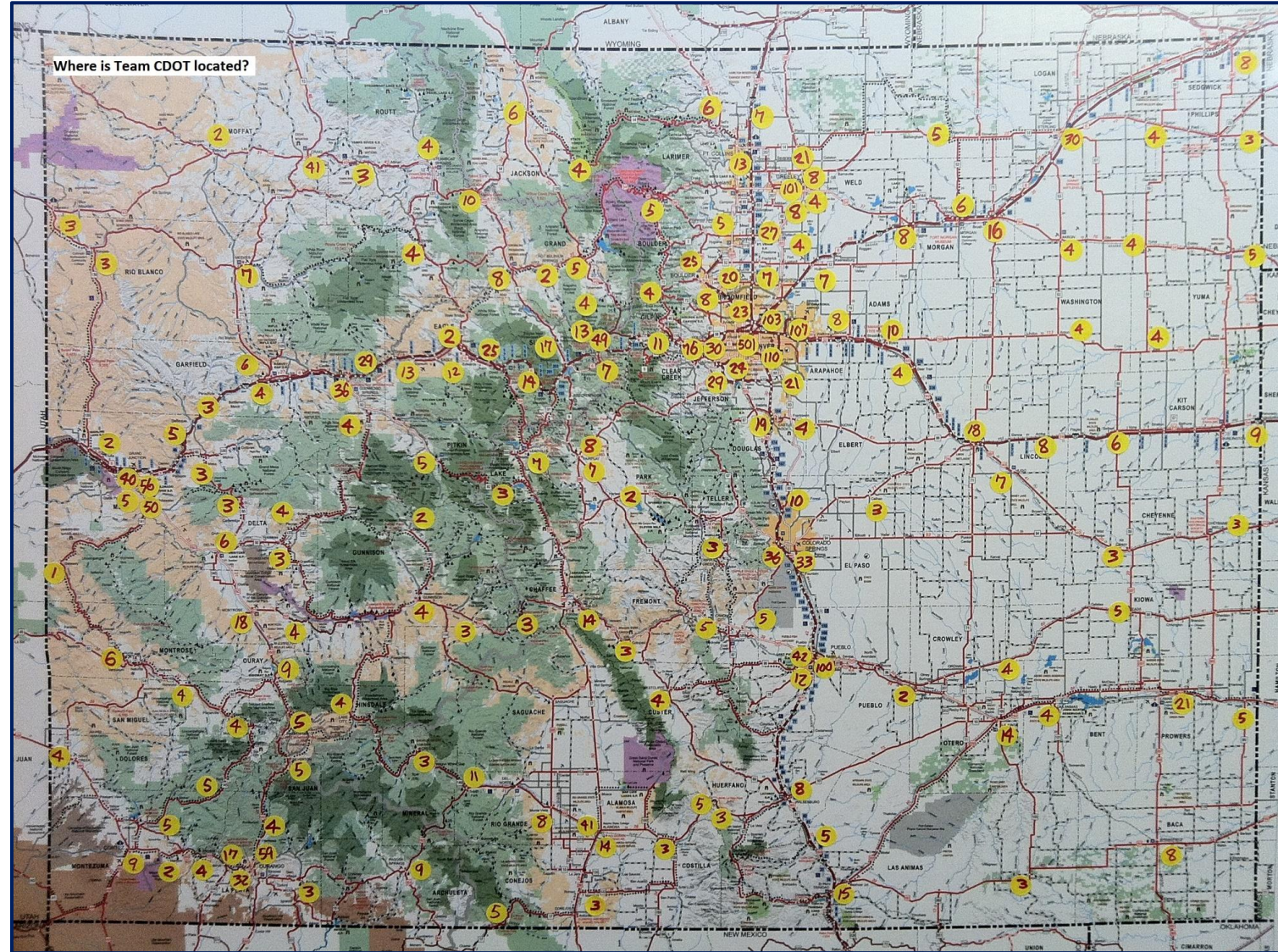


# Spreading Innovation and Improvement, and Creating and Sustaining Engagement



**Our people develop  
great innovations!**

And, we work to  
take innovations  
developed in one  
place, and spread  
them across CDOT!





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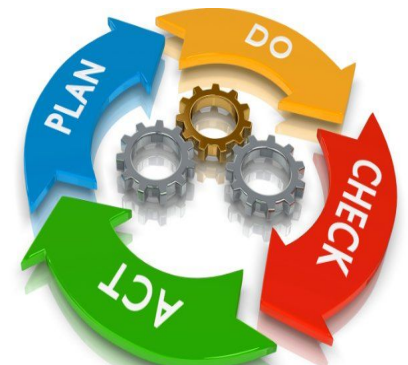




# Lean Everyday Ideas - Goals



Fostering a **culture of improvement** where **new ideas** are valued, tested, implemented, and shared, by engaging everyone in improving the business







← **what management sees**

← **what frontline  
staff see**

**The most dangerous  
phrase in the  
language is, "*We've  
always done it this  
way*".**

- Admiral Dr. Grace Hopper, computer pioneer who was first person to devise the theory of machine-independent programming languages, in the 1940's



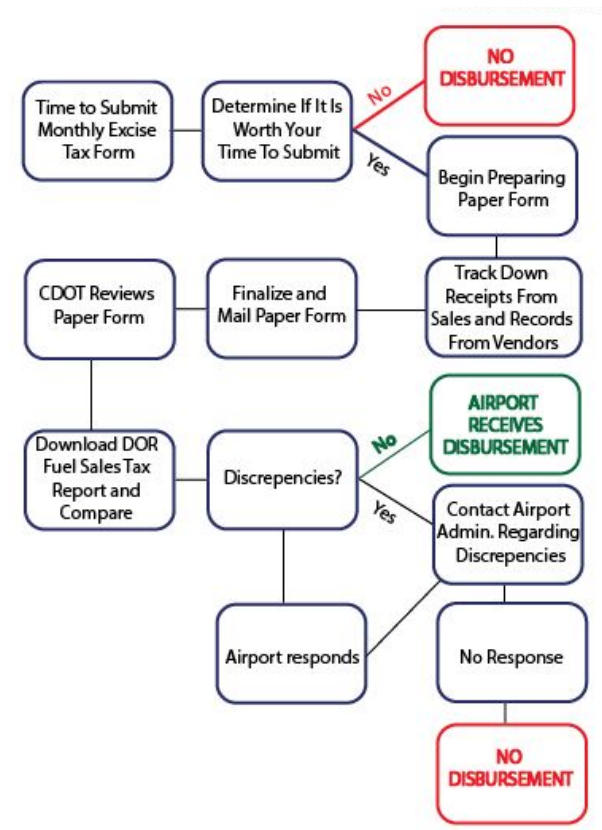




# Lean Everyday Ideas - Goals

## To Streamline Processes

### Excise Tax: Before



The image shows two forms. The top form is the 'MONTHLY AIRPORT FUEL PURCHASING REPORT' from the State of Colorado, Department of Transportation. It includes fields for Airport Name, City, State, and ZIP, and a table for reporting fuel purchases. The bottom form is the 'Jet Fuel Invoice and Bill of Lading Worksheet', which is a table for recording fuel transactions with columns for Date, Quantity, Price, and Total.



### Excise Tax: After



# Lean Everyday Ideas - Goals



## To Improve Safety

Use a carrier lift with crane to improve safety and increase time of installation by not requiring employees to lift, carry, or hold guardrail.



Now One Employee Can Install or Remove a 25' Guardrail Section



CDOT Region 3 (Northwest Colorado)



# Lean Everyday Ideas - Goals

## To Stay Organized


Color coded files to save time and reduce error



### File Color Coding System

#### Reduces Filing Errors

Administration



CDOT Headquarters (Denver Metro)

Inner Tab Color			Outer Tab Color		
Number	Color		Number	Color	
-	N/A		000-099	BRD	
1000	BLK		100-199	BLK	
2000	GRY		200-299	GRY	
3000	PRPL		300-399	PRPL	
4000	BLUE		400-499	BLUE	
5000	GREEN		500-599	GREEN	
6000	YLLW		600-699	YLLW	
7000	ORNG		700-799	ORNG	
8000	PINK		800-899	PINK	
9000	RED		900-999	RED	

[Taj Schakel](#) - Human Resources Business Process Expert

**Challenge** Human Resource files were incorrectly refiled, which led to mistakes and rework.

**Innovation** Color code Human Resources files based on first and last name digits


**Parts Used**

- File folders
- Labels

**Benefits**

- Saves time
- Reduces errors and rework

[CLICK HERE FOR MORE DETAILS](#)

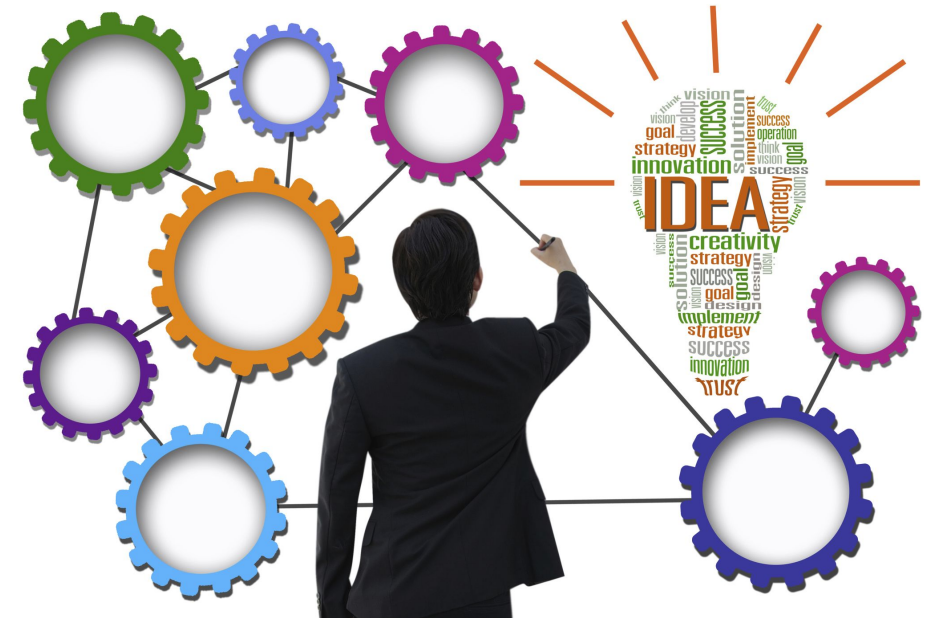


**COLORADO**  
Department of Transportation

Published: 5/29/19

# Why is this **important**?

- Because we're asking employees **to do more with less** in a field that is **rapidly changing**
- Big ideas can **only succeed by people changing and adapting to them**, and by making changes to how work is done





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# Solution developed and implemented by this Design Team in 2013!



**May 2013:** Project team members, seated from left: Brad Bauer, Mark Eike, Roselle Drahushak-Crow, and Chris Brewer.

Standing from left: Kirk Lane, D'Wayne Gaymon, Mickey Madalino, Ken Martinez, and Guy Norris





# Solution from that Design Team



“**Ideas** are happening **everyday in the workplace**. Our challenge is to be **receptive** to them, **recognize** them and even more important **share** them across your organization. Whether it is across the state or with adjoining cubicles these ideas don't always flow well and you need to assist the **ideas to flourish and grow**. Done well, it is a **happier workforce**, more **efficient workers** and a **stronger organization** that resulted from your frontline employees ideas.”



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# How LEI Works...






[Home](#) [Ideas](#) [New Idea Database](#) [Dashboard](#) [Committee](#) [Submit Your Ideas](#) [Lean Videos](#)

**Submit Your Ideas**


[I fixed it!](#)



In our efforts to improve safety and customer service while reducing waste, we thank you for taking the time to share your implemented solutions here.

**SUBMIT**

[I suggest!](#)



We are grateful for your suggestion to make CDOT the number one DOT.

[What happens to my Suggestion?](#)

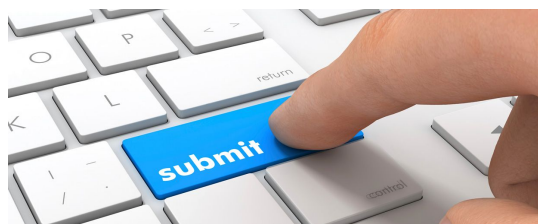
**SUBMIT**



# How LEI Works...



I fixed it!



Submit Idea

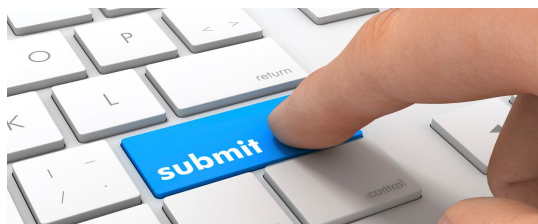


Vetting  
Process

A screenshot of a web form titled 'Idea Card'. It includes fields for 'Descriptive Title of Innovation (Include a Verb!)', 'Challenge', 'Innovation', 'Parts Used', and 'Benefits'. There is also a section for 'Sentence About Photo (Caption)' and a photo of a man in a warehouse. At the bottom, it says 'COLORADO Department of Transportation'.

Idea Card

I suggest!



Submit Suggestion



Vetting  
Process



Connect with Subject  
Matter Expert (SME)



# How LEI Works...



## Idea Card

**Descriptive Title of Innovation (Include a Verb!)**  
Administration



**Challenge**

Provide a short description of the challenge or pain point.

**Innovation**

Brief description of what the innovator(s) did.

**Parts Used**

- If only one thing is listed, remove bullet points

**Benefits**

- Improves safety
- Reduces waste of \_\_\_\_\_

[CLICK HERE FOR MORE DETAILS](#)



Sentence About Photo (Caption)

Location (geographic area)

Name - Title

**COLORADO**  
Department of Transportation

Published: 5/29/19



Use your phone  
to see them all!



# How LEI Works...

We have  
**374** Idea  
Cards  
(so far)!

**Idea Cards**

At CDOT, the vision for Lean is: "Everyone, Everyday, Improving Every Process and Every Product, to Benefit Every Customer." Below you'll find hundreds of improvements from CDOT employees that save time, effort, or money, reduce waste, or improve customer service and safety. Find out how we're continuously improving by reviewing the Lean Everyday Ideas below.

published\_date: 11/15/2022 card\_description: Choose a value card\_categories: Choose a value card\_region: Choose a value

1 - 322 / 322

**Administration**

**Challenge** Provide a short description of the challenge or pain point.

**Innovation** Brief description of what the innovation is.

**Parts Used** • Key card filing is blank, narrow folder panels

**Benefits** • Improves safety • Reduces waste of

[CLICK HERE FOR MORE DETAILS](#)

**TEST 5**

**Quick Wash for Light Fleet Saves Time**

**Challenge** Washing of vehicles takes a large amount of time.

**Innovation** The in-house built system has dependencies that can quickly and effectively give a quick wash to fleet vehicles.

**Parts Used** • Existing metal rack • Parts for a three pressure washer

**Benefits** • Saves time and money • Improves internal customer experience

[CLICK HERE FOR MORE DETAILS](#)

**Quick Wash For Light Fleet**

**Saving Time with Environmental Clearances Memo Template**

**Challenge** Difficult to ensure local agencies and consultants ensure scope of work adequately covers environmental

**Innovation** A template that can be used for any local agency project

**Parts Used** • Microsoft Word • Adobe

**Benefits** • Improves internal and external customer service • Saves time and money

[CLICK HERE FOR MORE DETAILS](#)

**Environmental Clearances Memo Template**

**Save Time by Linking Documents**

**Challenge** Typing repetitive information

**Innovation** Links spreadsheets, plan sets and documents together

**Parts Used** • Microsoft Excel • Microsoft Word • Microsoft Word

**Benefits** • Saves time and money • Improves internal customer experience

[CLICK HERE FOR MORE DETAILS](#)

**Linking Of Documents**

**Sign Color Identifier**

**Challenge** Full up sign get misplaced and can be difficult to find the correct color

**Innovation** Signs printed corners of full up sign and posted color to match the color

**Parts Used** • Full up sign • Signs Post • Sign Color

**Benefits** • Improves safety by reducing time required to traffic • Saves time

[CLICK HERE FOR MORE DETAILS](#)

**Sign Color Identifier**

**2-Screen Presenting on Google Hangouts**

**Challenge** Instead of just one person presenting during a Google Hangout, 2 people can

**Innovation** Allows two people to share two different screens instead of changing screens

**Parts Used** • Google Hangouts • Real monitors

**Benefits** • Saves time • Improves customer service

[CLICK HERE FOR MORE DETAILS](#)

**2-Screen Presenting on Google Hangouts**

**Identifying Non-Compatible Chemicals Marker**

**Challenge** Different ways around of what to bring chemicals the previous driver was using

**Innovation** A marker that is placed on the back of shipments so the last driver can be easily to find a chemical

**Parts Used** • Small piece of materials • Marker

**Benefits** • Improves safety • Saves time • Improves customer service

[CLICK HERE FOR MORE DETAILS](#)

**Non-Compatible Chemical Marker**

**Improving On-call Schedule Sheets**

**Challenge** On-call employee contact info was not current and caused an

**Innovation** Created a Google Sheet with a tabular data that can be shared

**Parts Used** • Google Sheets

**Benefits** • Improves internal customer service • Reduces waste of time

[CLICK HERE FOR MORE DETAILS](#)

**Section 3 On-Call Schedule Via Google Sheets**

**Organizing ProjectWise Environmental Folder Structure**

**Challenge** Files can easily become disorganized and inconsistent across

**Innovation** The Environmental folder structure has been updated to include 3 new subfolders

**Parts Used** • Project Wise, Google Drive

**Benefits** • Improves customer satisfaction • Saves time and money

[CLICK HERE FOR MORE DETAILS](#)

**New ProjectWise Environmental Folder Structure**

**Managing Projects Using Kanban and Google Keep**

**Challenge** Projects can easily become disorganized and lost

**Innovation** Using Google Keep and a Kanban system, users can collaborate to track status of projects

**Parts Used** • Google Keep

**Benefits** • Improves customer satisfaction • Saves time and money

[CLICK HERE FOR MORE DETAILS](#)

**Kanban Project Management in Google Keep**

**Broom Holder**

**Challenge** Organization in deep buildings

**Innovation** Adjustable hangers to hang brooms

**Parts Used** • Scrap Steel

**Benefits** • Improves safety • Improves internal customer service

[CLICK HERE FOR MORE DETAILS](#)

**Broom Holder**

**Checklist to Expedite Contractor Hiring Process**

**Challenge** Process of hiring a contractor was confusing and time consuming and could take months

**Innovation** A checklist with checkboxes for necessary requirements to SAP reduced time to hire

**Parts Used** • Checklist

**Benefits** • Improves internal and external customer service • Saves time and money

[CLICK HERE FOR MORE DETAILS](#)

**SAP Shopping Cart Checklist**



# How LEI Works...



Searching and borrowing ideas is **EASY** with the searchable database

## Idea Cards

At CDOT, the vision for Lean is: "Everyone, Everyday, Improving Every Process and Every Product, to Benefit Every Customer." Below you'll find hundreds of improvements from CDOT employees that save time, effort, or money, reduce waste, or improve customer service and safety. Find out how we're continuously improving by reviewing the Lean Everyday Ideas below.

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01/19/2012

11/11/2020

card\_description

card\_categories

Choose a value

card\_region

Choose a value

1 - 240 / 352

< >

Search by  
date

Search by  
category

Search by  
keyword

Search by  
region

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# Execution



## Earthwork Tool - Pre-Construction

### Earthwork Tool Captures CDOT Best Practices

Pre-Construction Engineering



**Challenge** Engineering projects require a user-friendly tool capable of accommodating complex and simple projects

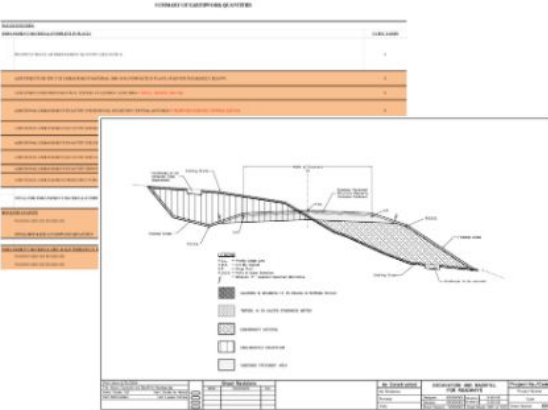
**Innovation** Earthwork Tool which synthesizes best practices

**Programs Used** Microsoft Word  
Microsoft Excel

**Benefits**

- Synthesizes CDOT best practices
- Easy to understand
- Easily integrated into engineering projects


#### Keep Your Project on Track with the Earthwork Tool




**CDOT Headquarters (Denver)**  
Project Support

[Jerome Estes](#) - Professional Engineer II  
[Jacob Rivera](#) - Professional Engineer I  
[Karen Berdoulay](#) - Professional Engineer II  
Colorado Contractors Association (CCA)

Published: 09/14/18



**COLORADO**  
Department of Transportation  
Office of Process Improvement



[CLICK HERE FOR MORE DETAILS](#)

Check out LEI!

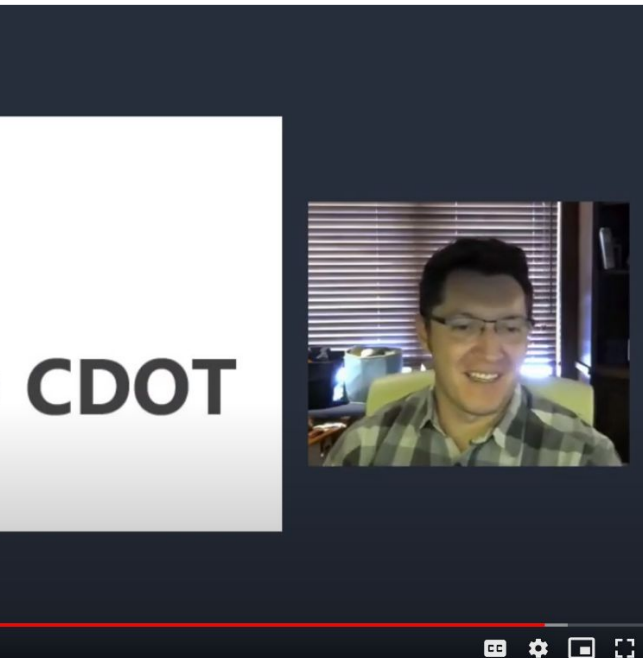
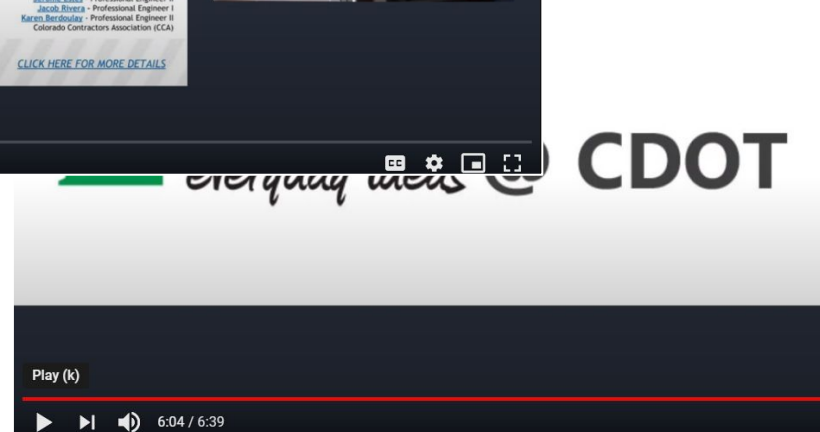
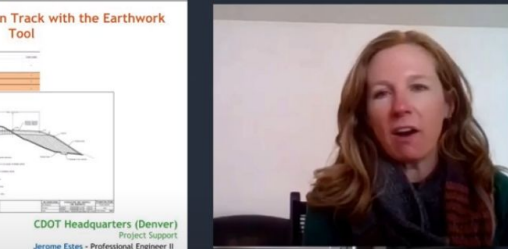
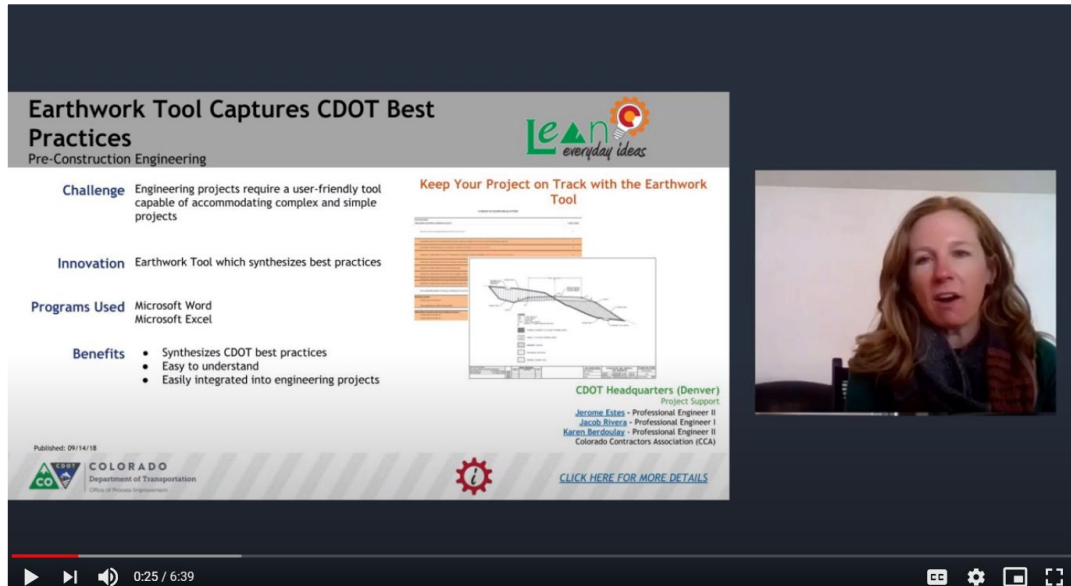


# Execution

## Earthwork Tool - Pre-Construction



Highlighted in:  
Sharing Innovation  
Success in  
Engineering and  
Construction Series





# Execution

## Mower Safety - Maintenance

Improves  
Safety!!

### Mower Safety Innovation Makes Mowers More Visible to Traffic

Maintenance



<b>Challenge</b>	Mowing vegetation next to traffic can be dangerous for maintenance crews.
<b>Innovation</b>	Equip mower with red flags and flashing beacons to increase visibility.
<b>Parts Used</b>	<ul style="list-style-type: none"> <li>• Flags</li> <li>• Poles</li> <li>• Lights</li> </ul>
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• Improves visibility to traffic</li> <li>• Improves Safety</li> </ul>



Mower In Action

CDOT's Region 2 (Southeastern Colorado)

[Jennifer Cooley](#) - Heavy Equipment Operator III

CLICK HERE FOR MORE DETAILS




**COLORADO**  
Department of Transportation

Published: 10/10/19

Check out LEI!





Check out LEI!



# Execution

## Idea Cards – Central Services

Even LEI needs improvements!

### Idea Cards to Spread Innovations

Administration, All of CDOT



**Challenge**

Writing articles to highlight ideas was time consuming, had low readership, and required additional work to synthesize information into a powerpoint slide.

**Innovation**

Implemented ideas are now condensed into one powerpoint slide, making it easier to share ideas. Additional details, photos, specifications, and guidance is linked to each card.

**Programs Used**

Google Slides  
Google Drive

**Benefits**

- Saves time
- Saves money
- Facilitates idea spread
- Improves customer experience

#### Idea Cards Make it Easy to Share Solutions!



**CDOT Headquarters (Denver)**  
Office of Process Improvement

[Geneva Hooten](#) - Innovation and Improvement Lead  
[Chavirat Burapadecha](#) - Process Improvement Intern  
Karl Onsager - Process Improvement Intern



**COLORADO**  
Department of Transportation  
Office of Process Improvement



Published: 08/01/18



# What we will cover today

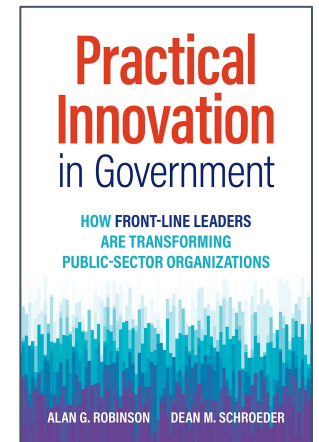
- Brief Introduction to CDOT
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  - Where we are now
  - Where we are going
- Conclusion



# Summary



**We're working at CDOT to engage everyone to improve our business, and we hope we have inspired you to do the same!**





# What we will cover today

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# Unique Organizational Paradigm



**Higher Maturity in Change Management than in  
Business Improvement Project Management**



# CDOT's Organizational Change Management Program



## **Organizational Level vs Project Level**

**There is a difference!**

# Organizational Change Management Overall Vision (WIGs) Matters...



- Ensure that all Team CDOT'ers are successful with every change that impacts them
- To build organizational competency and capability in order to be nimble and responsive (organizational readiness)
- To fully realize intended benefits (outcomes) of our desired changes



# Project Management and Change Management

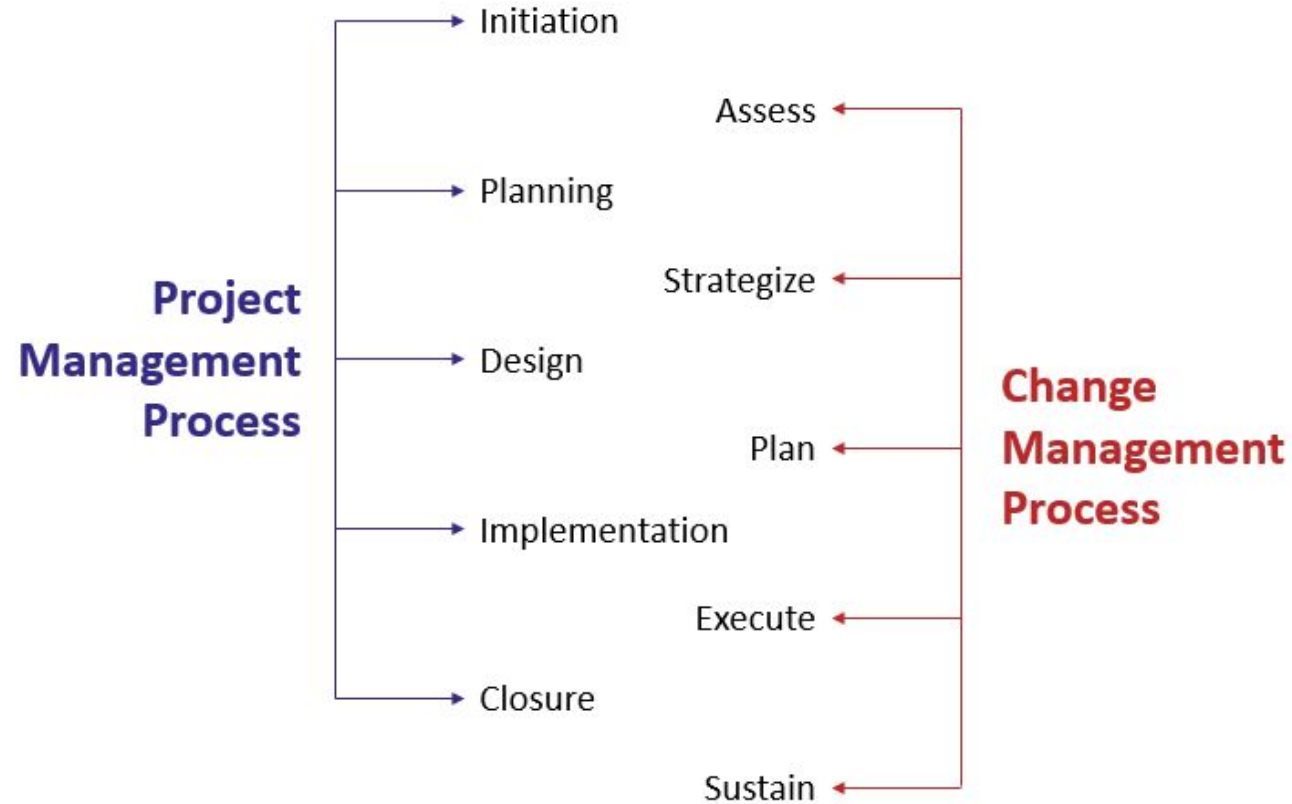


Image courtesy of Prosci

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## Baseline Status

In 2019, CDOT didn't not know exactly how many Business Improvement Projects were taking place or planned



This created issues of:

Unknown  
change  
saturation  
in our  
employees

Redundant  
efforts

Lack of info  
impacting  
business  
decisions

Lack of  
transparency

Poor project  
timing

# Project Purpose

In order to be...

- good stewards,
- have clear information on which to base business decisions,
- to provide an optimal environment for projects and to those that devote their time and funds to them, and;
- to ensure that those being impacted by change 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!**



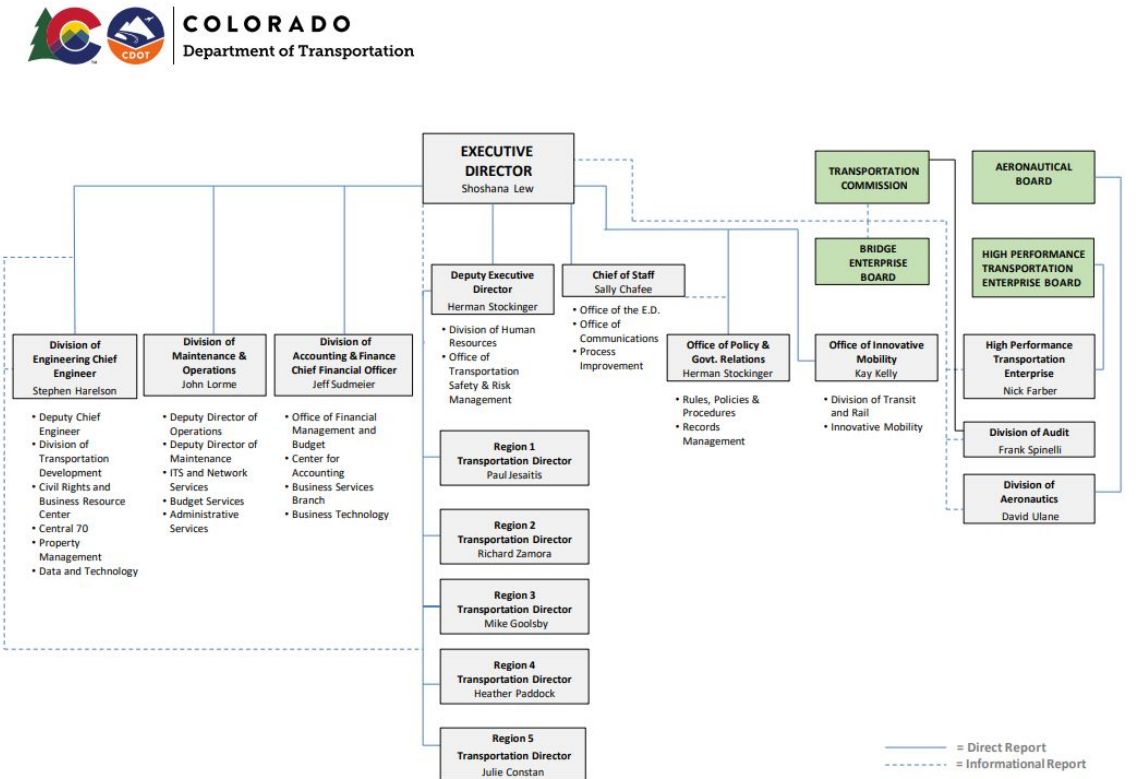
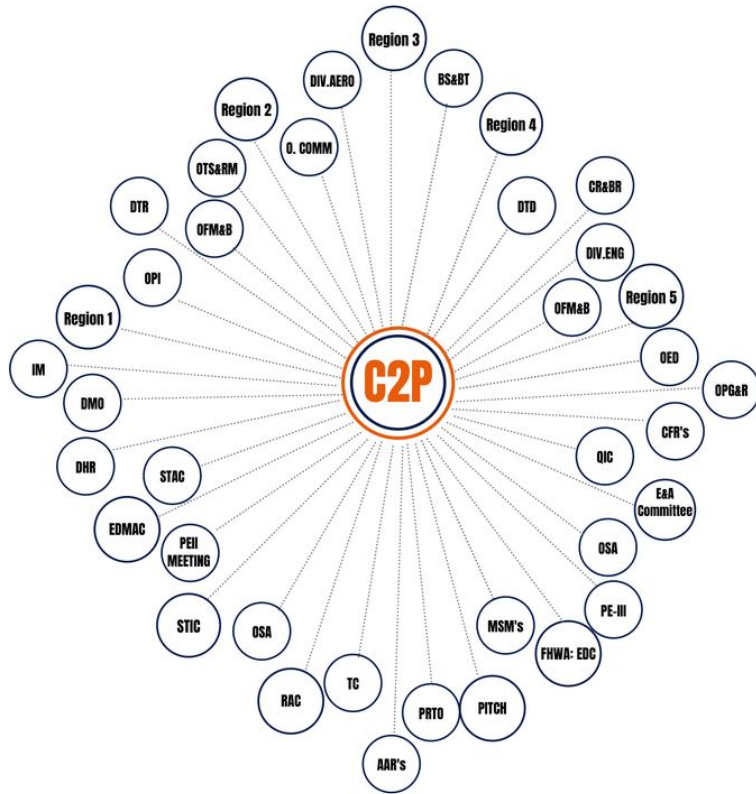
# Our Definition of a Business Improvement Project

Yes

- ✓ Achieves a business objective
- ✓ Amount of resources > 160 resource hours (5k)
- ✓ Can be strategic or operational
- ✓ Impacts HOW people work
- ✓ Temporary in nature - has a clear start and end date
- ✓ **Examples of Business Improvement Projects Include:** "Improving Tracking of Equipment Lists in Regions", "Purchase Approval Clearance Project" (OnBase), "Systems Engineering Analysis (SEA)", "Creation and Implimentation of Form 1212 LA and Revisions to Existing Form 1212", "TC Agenda Development", and "Concept to Project" itself!

No

- ✗ NOT daily, weekly, or monthly standard work
- ✗ Design / Construction Projects
- ✗ Facility Construction Projects
- ✗ Back End Technology Projects (New Servers)
- ✗ Changes that only impact your team



Where do business improvement projects originate in the organization?



# Some Current State Metrics (2019)

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 (2019)



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



## 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



# 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





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# Getting Started

---

- Recruited CDOT'ers from various areas to help build the C2P Program
- Day long events (pre-covid)
- Built out sub-teams to tackle specific areas (during pandemic)
- 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 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.**

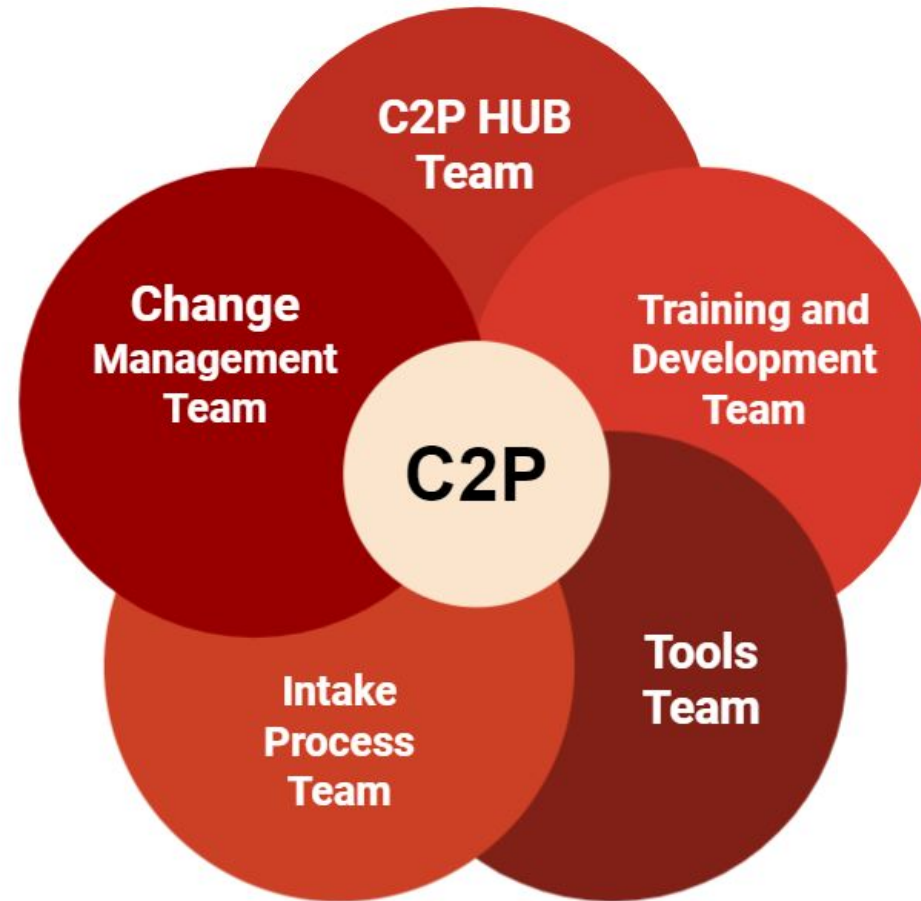
# What's the Value for our Customers?



- **Business Improvement Project Leaders and Change Managers** will up their game by accessing:
  - Tools, Resources, Development and Training
  - Consultation services, mentorship and networking opportunities
- **Executive 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



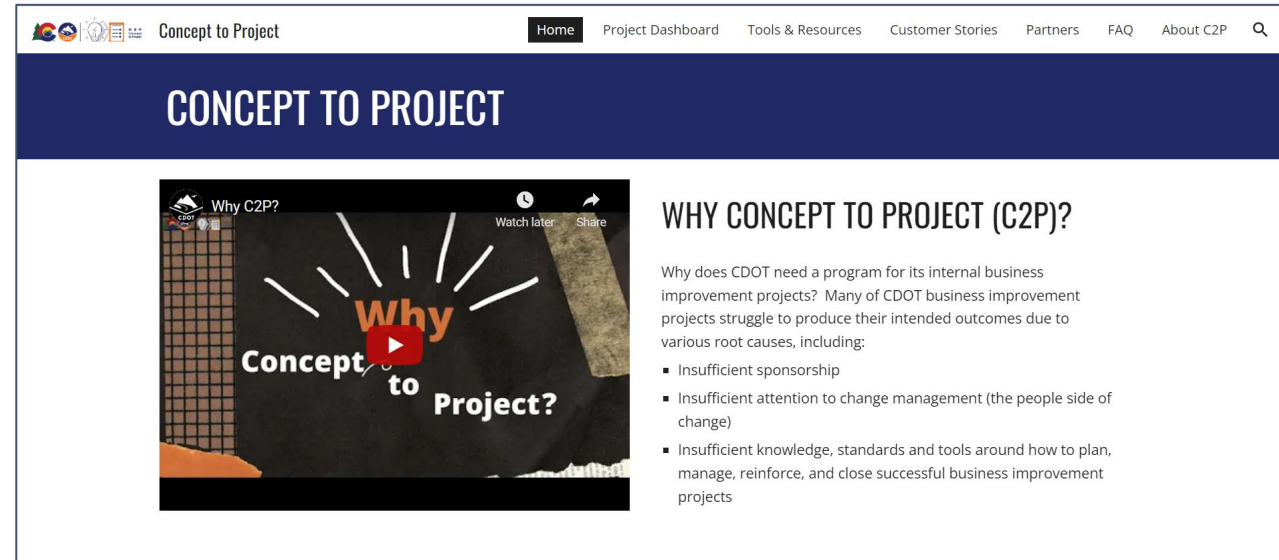
# How did we do it? (during pandemic)



# 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.

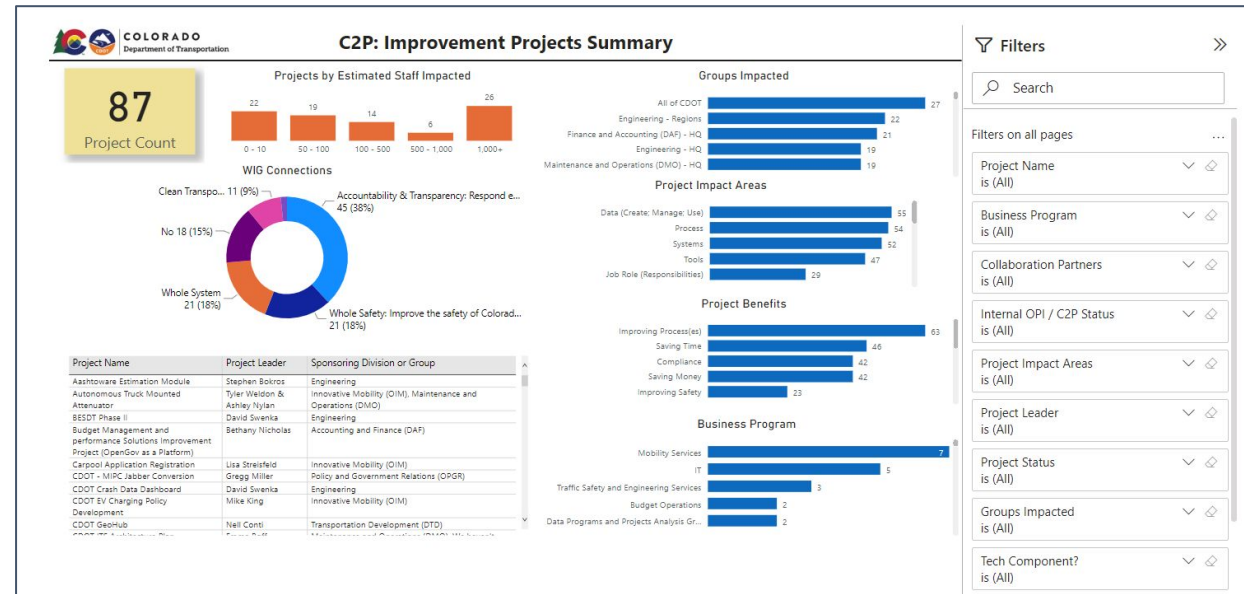


**CONCEPT TO PROJECT**

**WHY CONCEPT TO PROJECT (C2P)?**

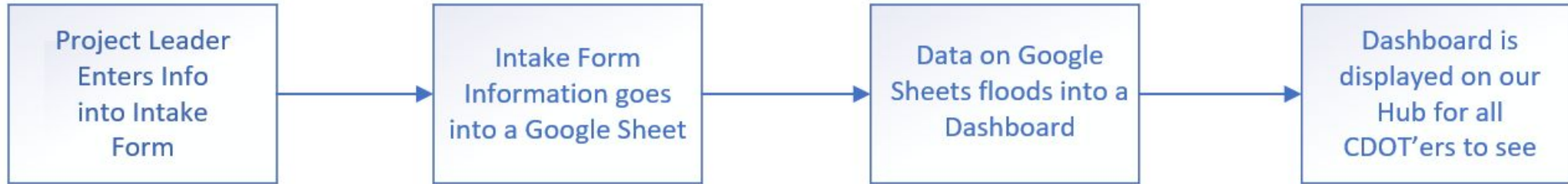
Why does CDOT need a program for its internal business improvement projects? Many of CDOT business improvement projects struggle to produce their intended outcomes due to various root causes, including:

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





# Publish Your Business Improvement Project!

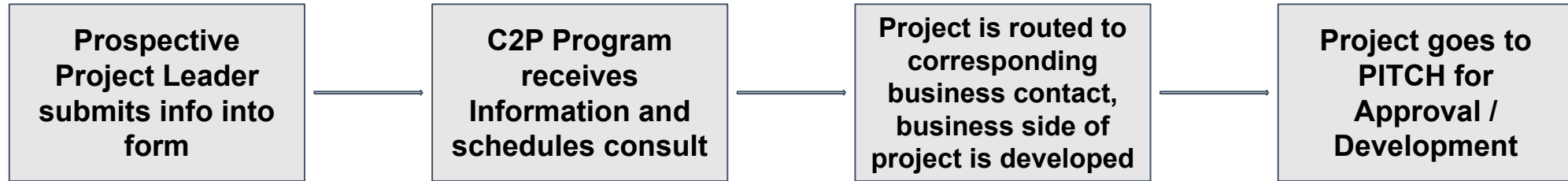


## Intake Process Team

### 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

# Submit Your Business Improvement Concept! (PITCH)



## Intake Process Team

### Purpose

- Work with prospective project leaders to ensure that business side of project is addressed prior to technology, data needs, or software desires are considered
- Provides way to vet technology, software and data needs within the organization as well as ensure that the best solutions are used

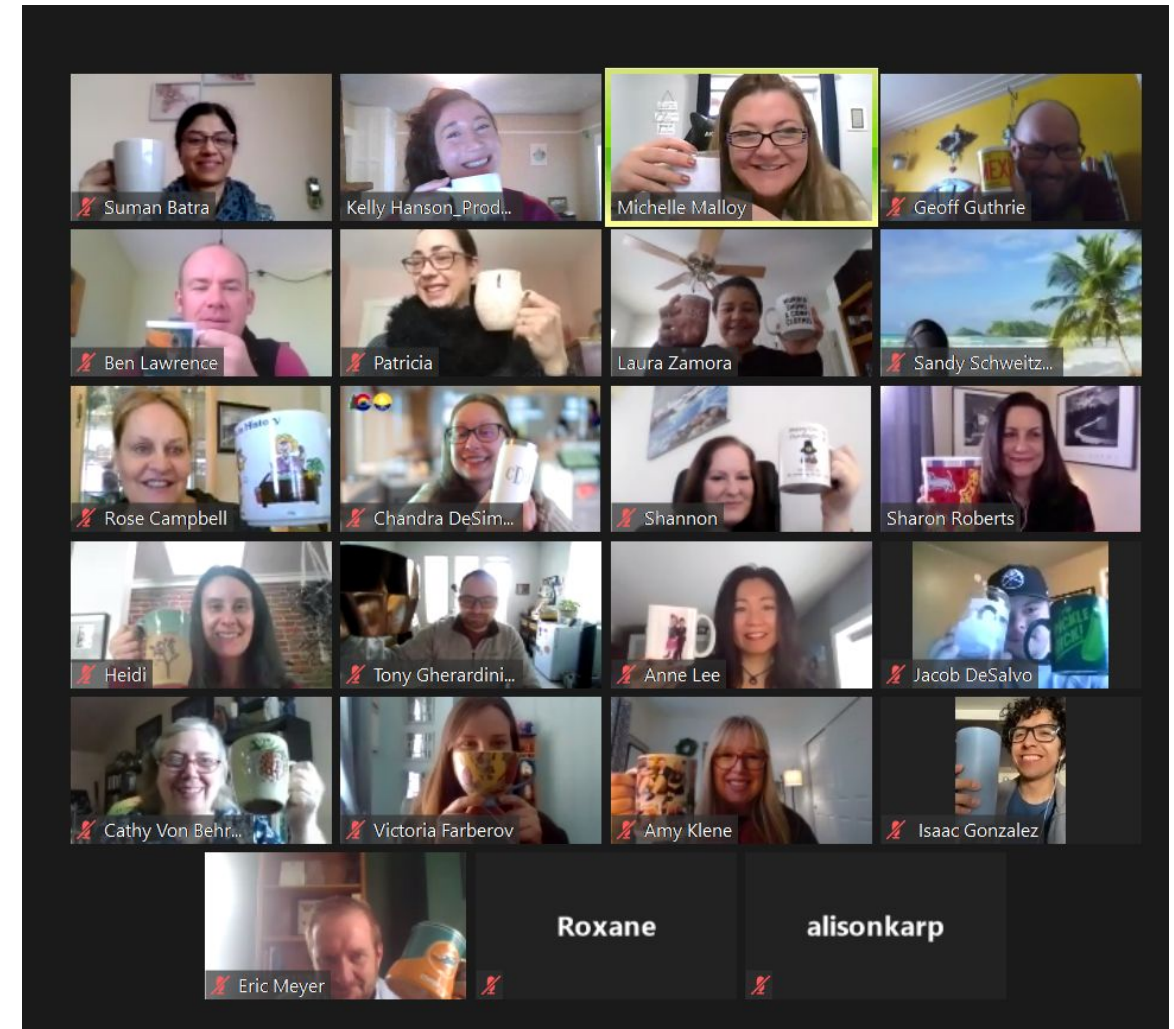


# Training & Development Team

---

## 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?



01	Launched the C2P Hub!	<ul style="list-style-type: none"><li>• Tools &amp; Resources</li><li>• Customer Success Stories</li><li>• FAQs</li><li>• Project Dashboard</li></ul>
02	Integrating with existing Partners	<ul style="list-style-type: none"><li>• PITCH (Providing IT Concepts Help)</li><li>• QIC (Quality Improvement Council)</li><li>• Research Branch</li></ul>
03	Known Training and Gaps	<ul style="list-style-type: none"><li>• Change Management</li><li>• Project Management</li><li>• Future Needs Known</li></ul>
04	Data Collection	<ul style="list-style-type: none"><li>• Currently 100 projects in database</li><li>• Working with project leaders to collect more data on projects</li><li>• Continually improving intake process for projects and concepts</li></ul>



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# C2P - Next Steps

01	Project Dashboard - Catalyst for Questions	<ul style="list-style-type: none"><li>• Begin Discussions with Sponsors about need for vetting, additional resources, portfolio management and managing change impacts at an organizational level</li></ul>
02	Implement new Requirements	<ul style="list-style-type: none"><li>• Charters Required for Business Improvement Projects</li><li>• Projects Required to be on Project List / Dashboard</li><li>• Monthly Project Manager Status Updates</li><li>• Quarterly Updates to the Dashboard</li></ul>
03	Bring Back the Change Agent Network	<ul style="list-style-type: none"><li>• Create 2 way flow of communication between project teams, change agents and supervisors</li><li>• Standard process for change updates to be given to supervisors</li><li>• Provide support to Supervisors to manage resistance</li></ul>
04	Increase Program Maturity	<ul style="list-style-type: none"><li>• Maturity trends over time</li><li>• Strategic approach to increase PM and CM</li></ul>

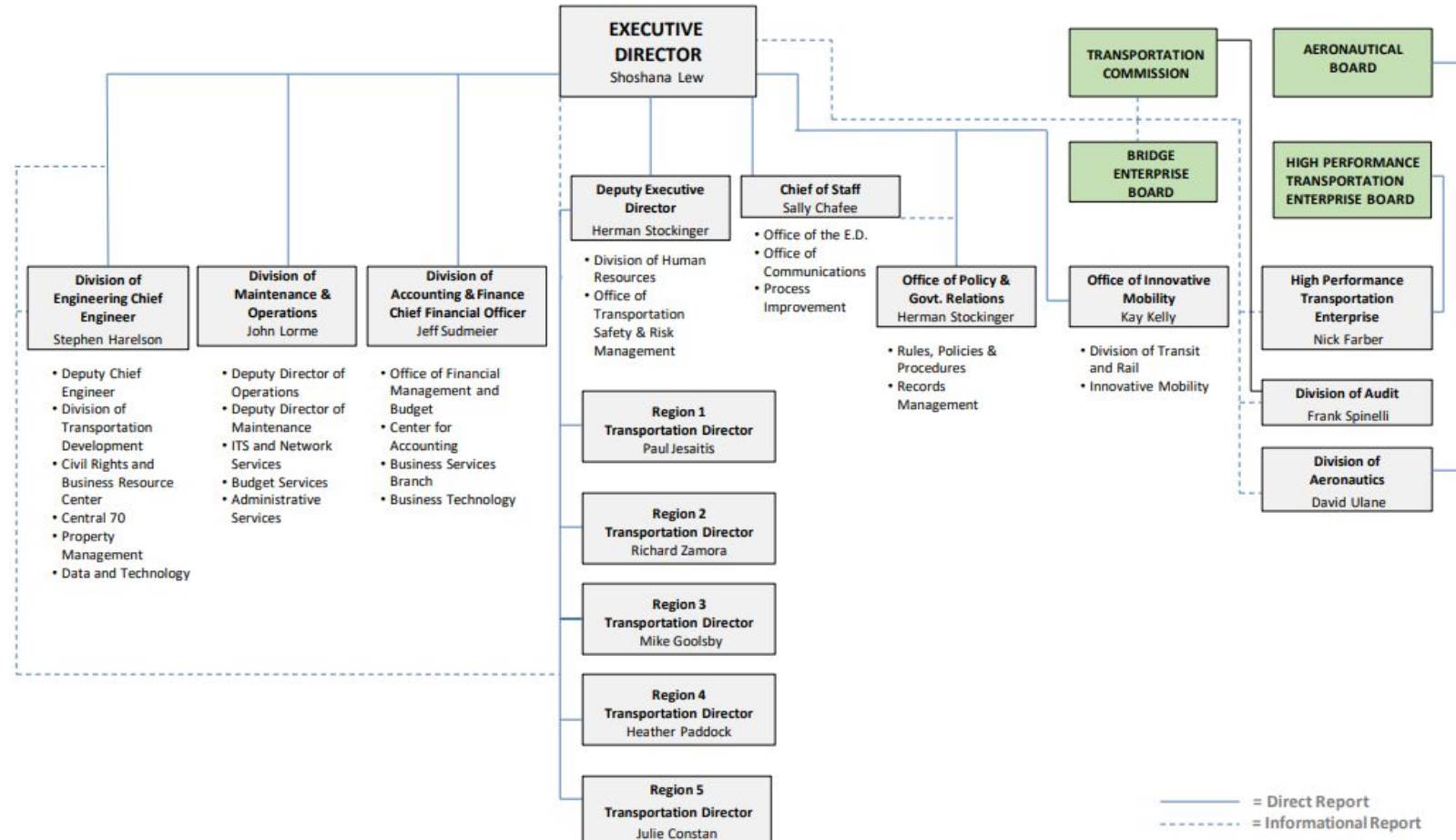
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# The (Dream) Team that Makes this Possible...





# 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 Nylen
- Mike Krochalis
- Jocelyn Higashide
- Roselle Drahushak-Crow
- Rob Bruening
- Erik Sabina

## **Intern Support:**

- Stacy Stoffregen
- Ginger Kloska
- Kourtnei Osborn
- Stephen Barela
- Samantha Millison
- Rebekah Roux
- Kayley Smiley
- Mariah Wagner





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

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# Contact Us!



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Department of Transportation



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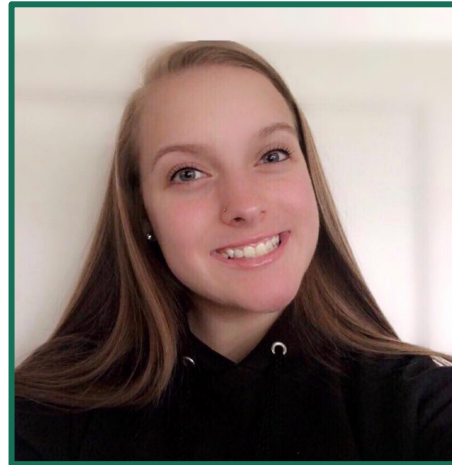
# Contact Us!



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**Samantha Millison**  
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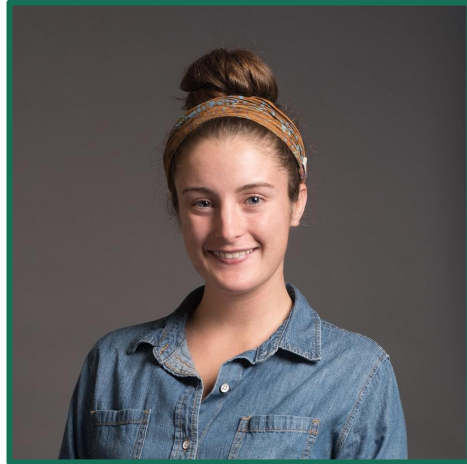
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# Contact Us!



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<https://sites.google.com/state.co.us/process-improvement/about-opi/contact-us>



# Questions?





# Thank you!







# Launching the Second Decade of Improvement at CDOT!

Presented by: Gary Vansuch, Michelle Malloy, Kayley Smiley, Samantha Millison, Stephen Barela, Lubna Jamal, Rebekah Roux, and Rylie Wieseler

Colorado Department of Transportation

Office of Process Improvement

Wednesday, October 26, 2022

