

Making it Work

A Story of Improvement at the Colorado
Department of Transportation

December 12, 2018





Master Black Belt Webcast Series



Ellen Milnes
Director of Marketing
MoreSteam

- Welcome
- Introductions
- CDOT Presentation
- Questions

About MoreSteam

Enterprise continuous improvement from training to project completion



550,000+

FORTUNE
500

55%



2,500



Course Provider

A Few of Our Clients



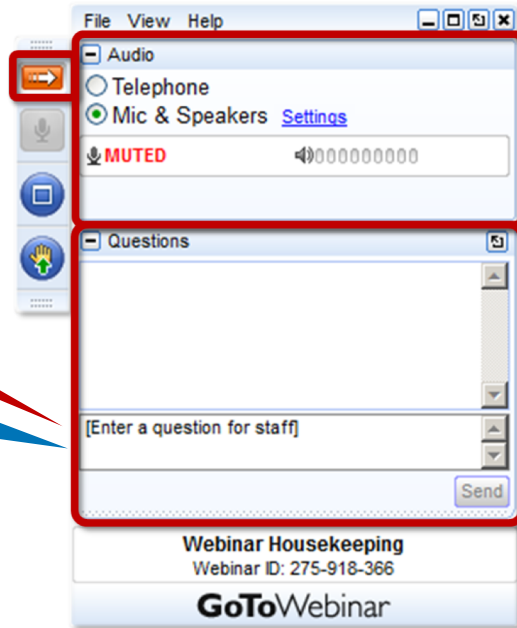
THE OHIO STATE
UNIVERSITY



GoToWebinar Attendee Panel

Would you
explain a little
more about

How have you
handled





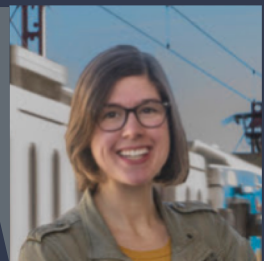
Gary Vansuch

Director of the Office of Process Improvement



Michelle Malloy

Senior Program Manager



Geneva Hooten

Innovation and Improvement Lead



In this session you will learn about:

The history of process improvement at CDOT and how CDOT is building a culture of innovation and continuous improvement

The evolution of how we are facilitating suggestions and increasing idea spread through the Lean Everyday Ideas program

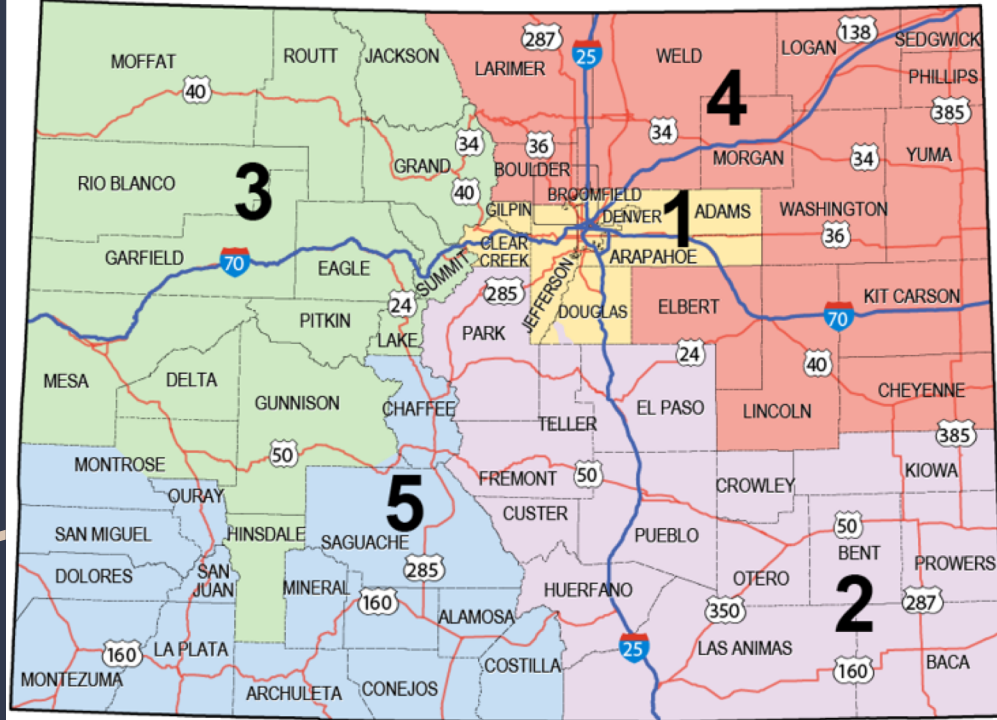
How CDOT makes improvement stick through Change Management and a focus on the people side of improvement.



CDOT's Lines of Service

1. Plan
2. Build
3. Operate
4. Maintain

... the Colorado Transportation System



CDOT's Strategic Direction:

Enduring Values

CDOT Values

SAFETY

We work together to achieve a high-performing safety 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.



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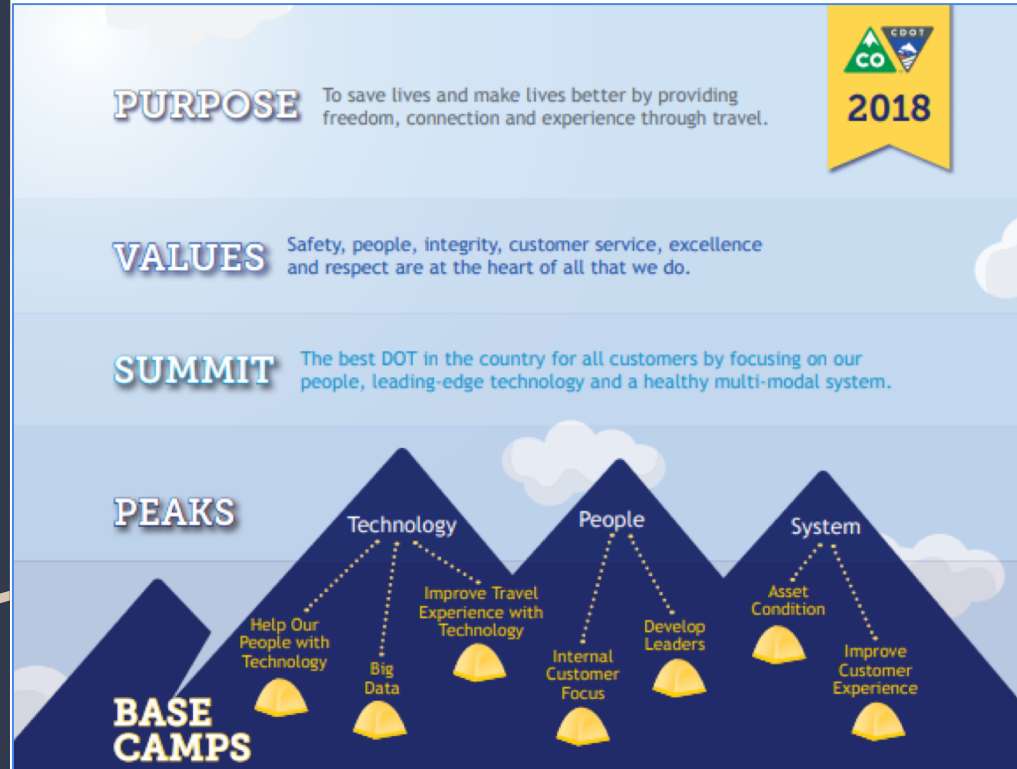
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CDOT's Strategic Direction: “The 3 Peaks”

1. Leading-Edge Technology
2. Our People
3. Healthy Multi-Modal System



Innovation and Improvement at CDOT

- How did we get to where we are today?

**Everyone,
every day,
improving every
process and every
product,
to benefit every
customer**



COLORADO
Department of Transportation
Office of Process Improvement

Innovation and Improvement at CDOT

- How did we get to where we are today?

It's all about leadership

It's all about process

It's all about innovation

It's all about people



COLORADO
Department of Transportation
Office of Process Improvement

Innovation and Improvement at CDOT

- How did we get to where we are today?

**Effective,
Efficient,
and Elegant**

**Late
2011**



COLORADO
Department of Transportation
Office of Process Improvement

Innovation and Improvement at CDOT

- How did we get to where we are today?

2012



LEAN PROJECT HELPS COLORADO DOT PROVIDE DISASTER RESPONSE FOLLOWING HISTORICAL FLOOD

By Adam Wiley



Construction crews begin cleanup on Hwy 153 in Colorado following the September 2013 floods. Roads in September 2013 – killing crops, inundating homes, and buckling many miles of roadways – countless federal, state, and local

Transportation Lean Forum (TLF)

TLF MEMBERS TODAY



Building Bridges for Process Improvement Globally:
The Transportation Lean Forum

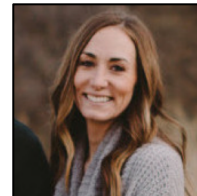
[READ MORE](#)

Budget cuts, workforce adjustments. Delayed investments. More reporting.

This is the reality today at many levels of government across the world. Governmental organizations are often criticized for red tape and poor service for citizens. And, within these governmental organizations, overworked, tired and sometimes cynical employees are often just counting the days to retirement.

So, to be effective and relevant in the modern world, governmental public service organizations need to do something different! As Albert Einstein once said:

"The definition of insanity is doing the same thing over and over again, and expecting different results."

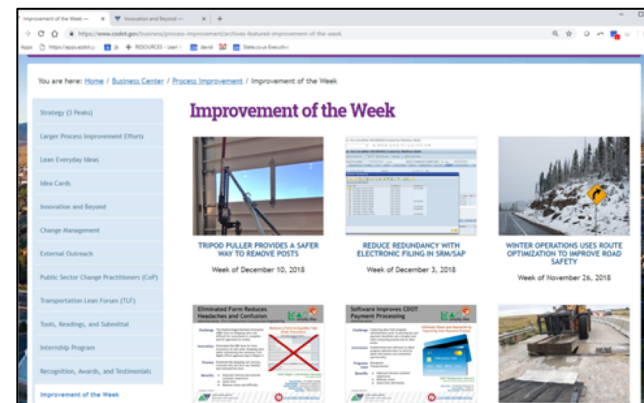


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2013

Innovation and Improvement at CDOT

- How did we get to where we are today?



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Innovation and Improvement at CDOT

- How did we get to where we are today?

2015, 2017, 2018

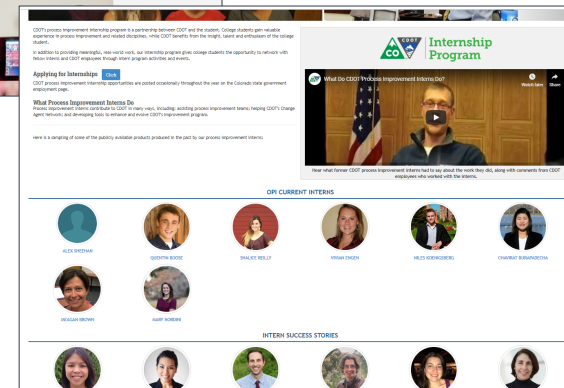
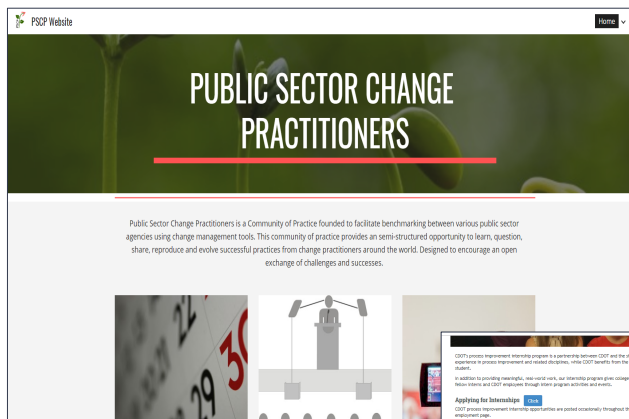


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Innovation and Improvement at CDOT

- How did we get to where we are today?

2018



COLORADO
Department of Transportation
Office of Process Improvement

Innovation and Improvement at CDOT

- How did we get to where we are today?

It's all about leadership

It's all about process

It's all about innovation

It's all about people



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Department of Transportation
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Innovation and Improvement at CDOT

- How did we get to where we are today?

**Everyone,
every day,
improving every
process and every
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to benefit every
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COLORADO
Department of Transportation
Office of Process Improvement



Building a Culture of Innovation



Building a Culture of Innovation



The Ash Center for Democratic
Governance and Innovation at
Harvard's John F. Kennedy School
of Government's

Top 25 Innovation in American Government for 2018



Lean Everyday Ideas

1. Identify problem
2. Devise solution
3. Implement it
4. Share it
5. Borrow from others



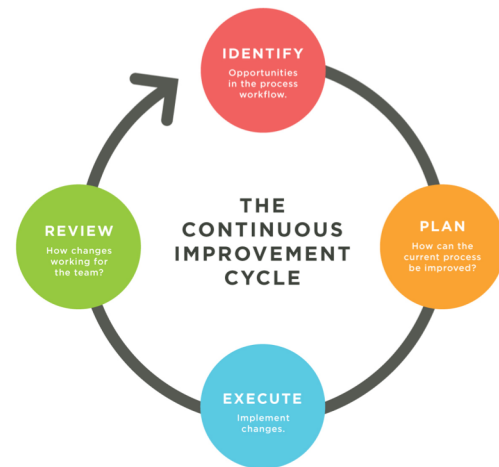
Lean Everyday Ideas

- Decentralized
- Committee-based
- Employee empowered
- Best practices



Engagement through
improvement,
improvement
through engagement

**75% of frontline units
engaged in improving the
business by June 30, 2019**



Solutions > suggestions

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!



Thank you for improving CDOT!
We are grateful for your suggestion to make CDOT the number one DOT.
What happens to my Suggestion?

SUBMIT

Solutions = implemented

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

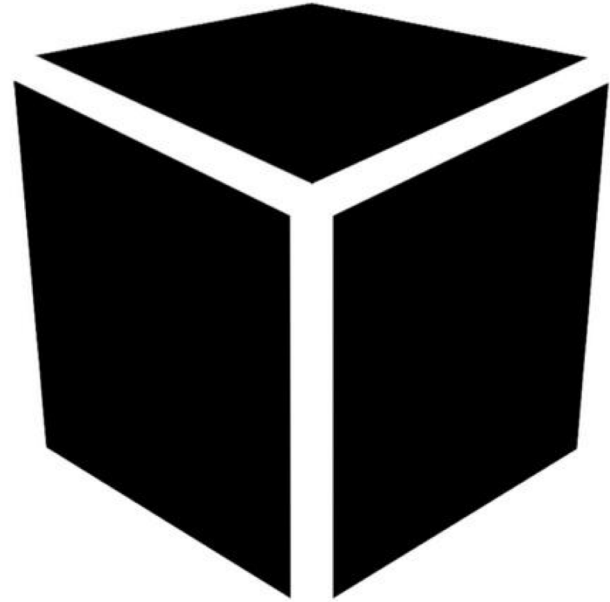
Clear vetting process
Safety review
Product review

Better transparency and clarity



Evolution of the Suggestion Process

Before

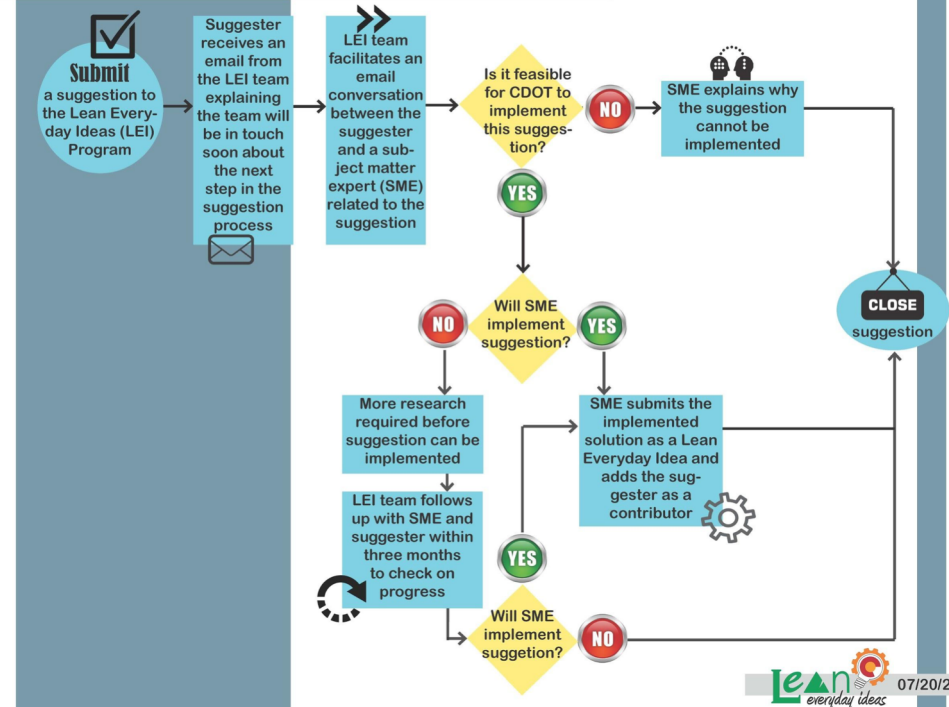


Evolution of the Suggestion Process

- 1 suggestion every 5 days
- Average 2.5 days to facilitate with a subject matter expert

After

What Happens to my Suggestion?





The poster titled "WORTH PUTTING" lists the following strategies:

- Rework**: Reducing the number of times a product is reworked or scrapped. (Icon: Blue circle with a circular arrow)
- Inventory**: Reducing the amount of inventory on hand. (Icon: Green circle with a stack of boxes)
- Decreasing (lower) Processing**: Reducing the time and cost of processing a product. (Icon: Yellow circle with a document icon)
- Motion**: Reducing the amount of motion required to move a product. (Icon: Green circle with a four-way arrow)
- Transport**: Reducing the amount of transport required to move a product. (Icon: Blue circle with a truck icon)
- Waiting**: Reducing the amount of time a product spends waiting. (Icon: Blue circle with a clock icon)
- Defects**: Reducing the number of defective products. (Icon: Red circle with a trash can icon)

How do we help people access the best ideas and borrow them?

Before

Magnetic Plow Guide Markers

Magnetic Plow Guide Markers Increase Accuracy While Saving Time and Effort

f Share

🐦 Tweet

✉ Email

↩ Share

in Share

g+ Share

by Michael Avery, Process Improvement Intern

Nov. 20, 2017

Challenge

The act of hitching a snowplow to a truck can be frustrating. It seems pretty straightforward, but getting the truck and plow to line up perfectly can be stressful, especially if a driver is alone. In fact, unless there is someone else spotting, the driver will have to exit the vehicle to check the alignment, re-enter the truck to re-position it and repeat the process until the two are aligned. Besides being time-consuming, every time the driver exits the vehicle there is a potential safety issue if the truck is left idling.

The Improvement

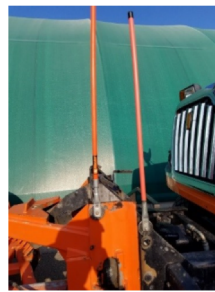
Keith Stillings from CDOT's Northwest region, along with Ryan Conrad, Mathew Etter, and Aaron Wagner, thought there had to be a better way. Together, they devised a simple solution to align a snowplow attachment to a truck without exiting the vehicle to check alignment and distance to the plow.

Their innovation consists of magnets bolted to a regular plow guide marker that indicates the alignment between the truck and plow. This solution is remarkably versatile; magnetic guides can easily be moved between trucks and plows of different sizes and configurations.

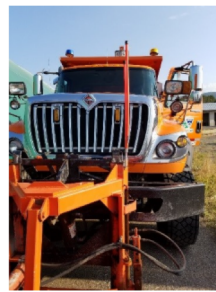
Key Benefits

- **Saves time:** It reduces time spent on exiting and re-entering the cab to align the truck into the plow.
- **Reduces frustration:** The guide reduces stress and frustration by making it easy to align the plow and truck on the first try.
- **Ease of implementation:** It can easily be replicated and used across the state.

Innovation Developed by Keith Stillings, Ryan Conrad, Mathew Etter, Aaron Wagner, all from CDOT's Northwest region



Side view of the markers attached to the plow and truck



Vertical orange markers indicate the plow and truck are aligned

- Pull system
- Demand-side
- Helping to address the “*How do I get that?!*”

After

T-Post Puller

Maintenance



Challenge Removing or raising a T-Post is time-consuming, labor-intensive and dangerous

Innovation T-post puller allows for safe handling of posts and can be repeated down an entire fence line

Parts Used

- Angle iron
- Guardrail bolt
- Chain
- Loader

Benefits

- Saves time and money
- Reduces risk of injury
- Easy implementation



Check it out!

[Read this to learn more!](#)

Natale and the T-Post Puller in Action



CDOT Region 2 (Southeast Colorado)

Todd Natale - Transportation Maintenance II



COLORADO
Department of Transportation
Office of Process Improvement



[CLICK HERE FOR MORE DETAILS](#)

BORROW THESE IMPROVEMENTS!

Spray Unit Steps Eliminate Safety Hazards

Challenge Maintenance employees have a difficult time climbing onto the back of most sprayers to refill gas for the nozzle.

Innovation Fabricated steps to create a solid platform for staff to stand on while refilling the spray unit.

Parts Used Second metal bracket

Benefits

- Eliminates risk of injuries
- Increases safety
- Saves money

CDOT Region 3 (Southwest Colorado)
Public Works Division
John Moore - Transportation Maintenance

[CLICK HERE FOR MORE DETAILS](#)

MAINTENANCE

Spray Unit Steps

Key Lock Box Saves Time

Challenge Maintenance vehicle keys must be quickly located and securely stored.

Innovation A lock box is attached to the side of CDOT maintenance vehicles to store vehicle keys.

Parts Used Snap photo holder

Benefits

- Saves time
- Prevents loss of finding keys and accessing vehicles

CDOT Region 3 (Southwest Colorado)
Public Works Division
John Moore - Transportation Maintenance

[CLICK HERE FOR MORE DETAILS](#)

MAINTENANCE

Key Lock Box On Maintenance Vehicles

Trello Instructional Video Improves Coordination

Challenge Inconsistent training for new employees on Trello usage made it difficult to get the most out of the department on the benefits of using Trello.

Innovation Created an instructional video to teach staff how to use a three-prong program to improve coordination and communication.

Programs Used

- Trello (free to sign up for)
- Gmail
- Google Drive

Benefits

- Go anywhere
- Reduces barriers to learning a new tool
- Empowers employees to teach themselves organization tasks

CDOT Headquarters (Denver)
Transportation Maintenance Division
John Moore - Transportation Maintenance

[CLICK HERE FOR MORE DETAILS](#)

ADMINISTRATION

Instructional Trello Video

Digital Recording For Striping Paint Measurements

Challenge Visibility is limited when measuring paint levels through a small access point.

Innovation Using a digital video measure to verify paint levels increases visibility.

Parts Used

- Digital Video Measure
- Wooden Plank
- Stripping Wheel
- DME (to create hole in plank)

Benefits

- Digital readings are accurate, more efficient, and cleaner than stabilized video readings.

CDOT Region 1 (Southwest Colorado)
Transportation Maintenance Division
John Moore - Transportation Maintenance

[CLICK HERE FOR MORE DETAILS](#)

CONSTRUCTION ENGINEERING

Digital Recording Paint

Tripod Puller Provides a Safer Way to Remove Posts

Challenge Broken wood posts are a hazard to the public and can be a difficult challenge to remove from the ground.

Innovation Developed and implemented a tripod device and effective method to pull the posts directly out of the ground.

Parts Used

- Hand-pumped Jack with two "jagged" levers
- Support frame with 10" steel pipe
- Crane hook and 10" steel pipe

Benefits

- Increases safety
- Eliminates need for larger equipment
- Portable and easy to carry

CDOT Region 3 (Southwest Colorado)
Public Works Division
John Moore - Transportation Maintenance

[CLICK HERE FOR MORE DETAILS](#)

MAINTENANCE

Tripod Post Puller

Eliminated Form Reduces Headaches and Confusion

Challenge The discontinued Business Enterprise (BE) form on shopping carts was difficult for customers to complete and for employees to review.

Innovation Eliminated the BE form for time extensions to take order shopping carts while maintaining the necessary Civil Rights Office approval step in Region 1.

Process Examined the shopping cart process, removed any form that was needed, and removed the form.

Benefits

- Maximizes internal and external customer experience
- Saves time
- Reduces stress and difficulty

CDOT Region 1 (Southwest Colorado)
Public Works Division
John Moore - Transportation Maintenance

[CLICK HERE FOR MORE DETAILS](#)

ADMINISTRATION, PRE-CONSTRUCTION ENGINEERING, CONSTRUCTION ENGINEERING

Eliminating DBE From On Time Extension Shopping Carts

Better Decision-Making Through Comparison Tools

Challenge Making a decision between newsletter platforms can be a stressful, tedious, and time-consuming process.

Innovation Developed an easy-to-understand comparison of newsletter options, including an analysis and evaluation table to compare each platform.

Programs Used

- MailChimp
- Flashissue V.

Benefits

- Improves internal and external customer experience
- Saves time and money
- Expedites decision process

CDOT Headquarters (Denver)
Transportation Maintenance Division
John Moore - Transportation Maintenance

[CLICK HERE FOR MORE DETAILS](#)

ADMINISTRATION

A Comparison: Flashissue V. MailChimp

Reduce Redundancy with Electronic Filing in SRM/SAP

Challenge Managing the files of purchasing orders was often a slow and tedious process.

Innovation Scanning all necessary documents for their purchase orders to create electronic files in SAP.

Programs Used

- Notes Machine
- Scanning Software
- SAP

Benefits

- Eliminates redundancy
- Improves business processes
- Ensures documents can be found easily
- Improves accountability

CDOT Region 1 (Southwest Colorado)
Transportation Maintenance Division
John Moore - Transportation Maintenance

[CLICK HERE FOR MORE DETAILS](#)

ADMINISTRATION

Reduce Redundancy With Electronic Filing In SRM/SAP

Visual Management Aid for CDOT Vehicles

Challenge Single information about documented vehicles was time-consuming to find.

Innovation A visual management aid for vehicle numbers, VIN numbers, and license plate numbers for each patrol vehicle.

Parts Used

- Whitboard
- Staple (optional)
- Marker

Benefits

- Improves internal customer experience
- Saves time

CDOT Region 1 (Denver Metro Area)
Public Works Division
John Moore - Transportation Maintenance

[CLICK HERE FOR MORE DETAILS](#)

MAINTENANCE

Improve Onboarding with an Intern Buddy

Challenge Onboarding was challenging for new interns because there was not one designated person to provide training or answer questions.

Innovation Current interns are paired with new interns for the first two weeks of their internship, using a Trello card, a mentor checklist, guidance, mentorship and training activities.

Programs Used

- Trello
- Google Sheets

Benefits

- Improves internal customer experience
- Increases job performance and satisfaction
- Develops mentorship skills for interns

CDOT Headquarters (Denver)
Transportation Maintenance Division
John Moore - Transportation Maintenance

[CLICK HERE FOR MORE DETAILS](#)

ADMINISTRATION

Software Improves CDOT Payment Processing

Challenge Collecting data from program administrators to provide card payment deadlines was lengthy and time-consuming process due to data errors.

Innovation Implemented new software to allow program administrators to directly share information and streamline payment entry.

Programs Used

- Paycom
- Paycom Payroll

Benefits

- Improves internal customer experience
- Reduces waste
- Saves time and money

CDOT Headquarters (Denver)
Transportation Maintenance Division
John Moore - Transportation Maintenance

[CLICK HERE FOR MORE DETAILS](#)

ADMINISTRATION

Updating Intranet Organization Improves Employee Experience

Challenge CDOT staff had difficulty finding files, contacts, and other resources on the intranet due to clutter, misorganization, and old content.

Innovation Removed all irrelevant content, organized all relevant content, converted all content to a new format, and provided instructions on how to find what they needed.

Programs Used

- CDOT Intranet

Benefits

- Improves internal customer experience
- Saves time
- Increases user experience

CDOT Headquarters (Denver)
Transportation Maintenance Division
John Moore - Transportation Maintenance

[CLICK HERE FOR MORE DETAILS](#)

ADMINISTRATION

Spread success
with idea
cards

A Dynamic Inventory Tracking System Simplifies Supply Room Management

Facilities/Administration



Challenge A smaller storage room was difficult to organize and to track ever-fluctuating inventories.

Innovation A new paper system in the storage room, coupled with a google sheet, are used to track the amount of inventory going in and out. The sheet shows when inventory of an item is getting low.

Tools Used

- Google Sheets
- Paper and pen
- Labels

Benefits

- Saves time
- Improves internal customer experience (fellow CDOTers)

An Active Storage Room Tracking Chart

Item	Count	Reorder	Location	Supply list
Prosci Practitioner Program (Black Spiral)	4	Purple (CM)	Practitioner Program	
Prosci Practitioner Student Handout Packet (White Spiral, bound)	48	Purple (CM)	Practitioner Program	
Prosci Practitioner Student Handout Packet (Printed Tab 1, unbound)	28	Purple (CM)	Practitioner Program	
Prosci Practitioner Student Handout Packet (Printed Tab 2, unbound)	45	Purple (CM)	Practitioner Program	
Prosci Practitioner Student Handout Packet (Printed Tab 3, unbound)	33	Purple (CM)	Practitioner Program	
Prosci Practitioner Student Handout Packet (Printed Tab 4, unbound)	25	Purple (CM)	Practitioner Program	
Prosci Practitioner Student Handout Packet (Printed Tab 5, unbound)	18	Purple (CM)	Practitioner Program	
Prosci Practitioner Student Handout Packet (Printed Tab 6, unbound)	64	Purple (CM)	Practitioner Program	
Prosci Practitioner Student Handout Packet (Printed Tab 7, unbound)	97	Purple (CM)	Practitioner Program	
Prosci Practitioner Student Handout Packet (Printed Tab 8, unbound)	27	Purple (CM)	Practitioner Program	
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Prosci Practitioner Student Handout Packet (Printed Tab 10, unbound)	29	Purple (CM)	Practitioner Program	
Prosci Practitioner Student Handout Packet (Printed Tab 11, unbound)	18	Purple (CM)	Practitioner Program	
Prosci Practitioner Student Handout Packet (Printed Tab 12, unbound)	18	Purple (CM)	Practitioner Program	
Prosci Practitioner Toolkit (Large White Spiral Bound)	12	Purple (CM)	Practitioner Program	
Prosci Business Change Assessment (Lesse - indiv Steps 2, 3, and 4)	28	Purple (CM)	MGR 1 Day	
Prosci Business Change Assessment (Lesse - indiv Steps Cover Sheet)	28	Purple (CM)	MGR 1 Day	
Prosci Managers Quickstart Guide for Communicating about Change (booklet)	202	Purple (CM)	MGR 1 Day	
Prosci 3-Day Program for Managers (Spiral Bound)	16	Purple (CM)	MGR 1 Day	
Manager's Quick Start Guide- Roles of Managers During Times of Change complete set	10	Purple (CM)	MGR 1 Day, Practitioner Pro	
Roles in Change Management Webinar	19	Purple (CM)	MGR 1 Day, Practitioner Pro	
Reinforcing Change Checklist Handout	8	Purple (CM)	MGR 1 Day, Practitioner Pro	
Manager's/Supervisor Role in Change Management Handout	143	Purple (CM)	MGR 1 Day	
Just Do It Form Example	39	Purple (CM)		
Just Do It Form	27	Purple (CM)		
Innovation Coaching Slide Deck Handout (one and double sided)	3 one-sided, 35 two-sided	Red (L)		
Three Peaks 8.5 x11	83	Purple (CM)	Practitioner Program	
Motivator Creating Organizational Transformations	42	Purple (CM)	Practitioner Program	
Tell Tales Handout	in Tab 2	Purple (CM)	Practitioner Program	
Why CDOT's Got First Handout	35	Purple (CM)	Practitioner Program	
Prosci PCT Assessment	in Tab 1	Purple (CM)	Practitioner Program	
Prosci Single User License	7	Purple (CM)	Practitioner Program	
Change Management Presentation Feedback	in Tab 7	Purple (CM)	Practitioner Program	
Jeopardy Game Handout		Purple (CM)	Practitioner Program	

CDOT Headquarters (Denver)
Office of Process Improvement

[Alex Blum](#) - Office of Process Improvement Intern

Published: 08/29/18



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Office of Process Improvement



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Providing
direct access
to extra
information,
photos, specs,
etc.

A Dynamic Inventory Tracking System Simplifies Supply Room Management

Facilities/Administration



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Just Do It Form Example	39	Purple (CM)		MGR 1 Day
Just Do It Form	27	Purple (CM)		MGR 1 Day
Innovation Coaching Slide Deck Handout (one and double sided)	3 one-sided, 35 two-sided	Red (IR)		Practitioner Program
Three Peaks 8.5 x 11	93	Purple (CM)		Practitioner Program
Antwayway Creating Organizational Transformations	42	Purple (CM)		Practitioner Program
Tab 1-18 Handout	In Tab 2	Purple (CM)		Practitioner Program
Why CDOT's Got First Handout	35	Purple (CM)		Practitioner Program
Process PCT Assessment	In Tab 1	Purple (CM)		Practitioner Program
Process Single User License	7	Purple (CM)		Practitioner Program
Change Management Presentation Feedback	In Tab 7	Purple (CM)		Practitioner Program
Jeopardy Game Handout		Purple (CM)		Practitioner Program

CDOT Headquarters (Denver)
Office of Process Improvement

Alex Blum, Office of Process Improvement Intern

Published: 08/29/18











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Connecting people to improvements

Name ↑	Owner	Last modified	Size
 2018_08_29_LEI_Storage Room Tracking Dynamic....pptx 	Shalice Reilly - CDOT	Aug 31, 2018	—
 How to Borrow This ... 	Shalice Reilly - CDOT	Aug 29, 2018	—
 Storage Room Inventory Process Document - Alex Blum - ... 	Shalice Reilly - CDOT	Aug 29, 2018	—
 Storage Room Master Inventory Sheet - Alex Blum - CDOT 	Shalice Reilly - CDOT	Sep 14, 2018	—

Providing clear guidance on *how* to borrow ideas

How to Borrow This Idea



This document will serve as a guide to implement the Supply Room Dynamic Inventory Tracking System...it's easier than you think!

Instructions:

1. Find the file named 'Storage Room Inventory Process Document' in the idea's folder and read over.
 - a. You will notice this document references the 'Storage Room Master Inventory Sheet'. A copy of this document is also provided in the idea's folder.
2. Make copies of these documents to your own drive
 - a. To make a copy of a drive document to your own drive, you need to right-click the document, and select 'Make a Copy'
 - b. A copy of that document will be placed in your personal drive, and will be named 'A copy of [the name of the document you copied]'
3. Adjust the instructions/inventory sheet to fit the procedural and supply needs of your office.
4. Share this document with the members of your office, by clicking the blue 'Share' box in the top right corner. From here, list the email addresses of the members of your office.
 - a. Your office members will need to be added by a google email account in order for them to be able to access and edit the documents
5. Once completed, please return to the Lean Everyday Ideas [website](#) and document how you've "borrowed" this idea
 - a. We want to hear how you've improved upon the idea to fit your role, so please tell us how you've borrowed the ideal

Materials and Parts used:

- Paper
- Labels



Helping ideas spread at truck Roadeos

- Face-to-face
- 2 months, 9 Roadeos, 12 innovations, 100s of staff





Delineator Straightener



Innovation from
Mickey Madalino
(R4). Now in
store rooms!

Challenge Improvised tools make delineator repairs dangerous

Solution Metal bar, similar to a crow bar, that helps to safely straighten delineators for routine repairs

→
Borrow this idea



Benefits

- Improves safety
- Simplifies repair
- Standardizes repair process

Parts Used

- Copper tubing
- Welder

Additional Info Tool fits securely around the U-shape of the delineator post. Versions with both round and flat handles designed.

Request one for your patrol today!

Learn more sites.google.com/a/state.co.us/everyday-ideas/

SAP Request Material #: 11007067

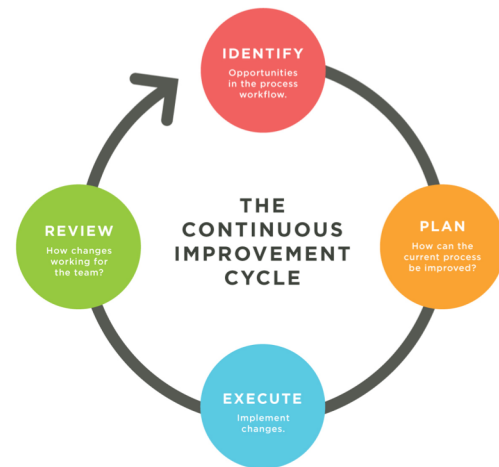
- Description: Post, delineator, alignment tool
- Price: \$107.82
- BU#: EA



Innovator: Mickey Madalino (Region 4)

Engagement through
improvement,
improvement
through engagement

**75% of frontline units
engaged in improving the
business by June 30, 2019**

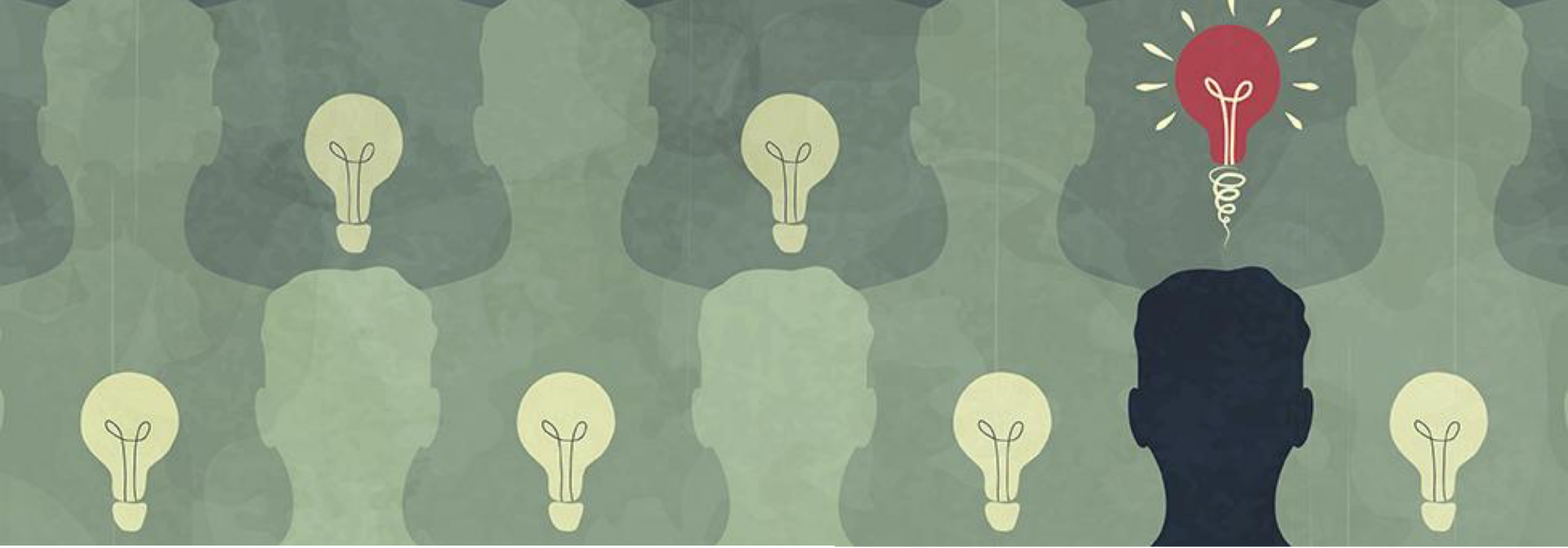


Let's take a break
for questions so
far



A decorative border of autumn leaves in various colors (red, orange, yellow, green) is positioned along the left edge of the slide.

Change Management at CDOT



In order for new ideas, and any changes to how people work, to stick, we need a structured approach to **Change Management**



Why?

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



What is change management?

On a Project Level:

Change management is the application of a structured process and set of tools for leading the people side of change to achieve a desired outcome

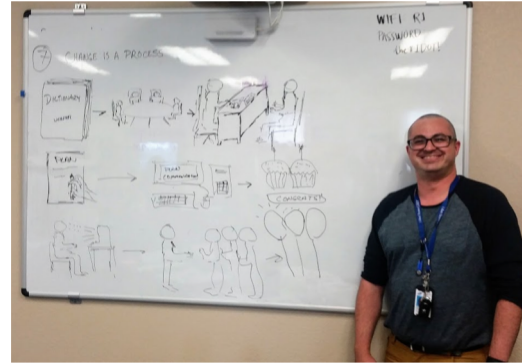
On an Organizational Level:

A leadership competency for enabling change within an organization

A strategic capability designed to increase change capacity and responsiveness

Change Management at CDOT

Role-Based Training



Change Management at CDOT

Change Agent Network



CDOT Change Agent Network
We CAN be the best at change!



Change Agent Network



CDOT Change Agent Network
We CAN be the best at change!

2012

1 CAN Team
20 Change Agents
3 Sponsors
3 Projects
3 Project Managers
2 Support Resources

2018

5 CAN Teams
100+ Change Agents
4 Sponsors
50+ Projects
35+ Project & Change Managers
2-4 Support Resources

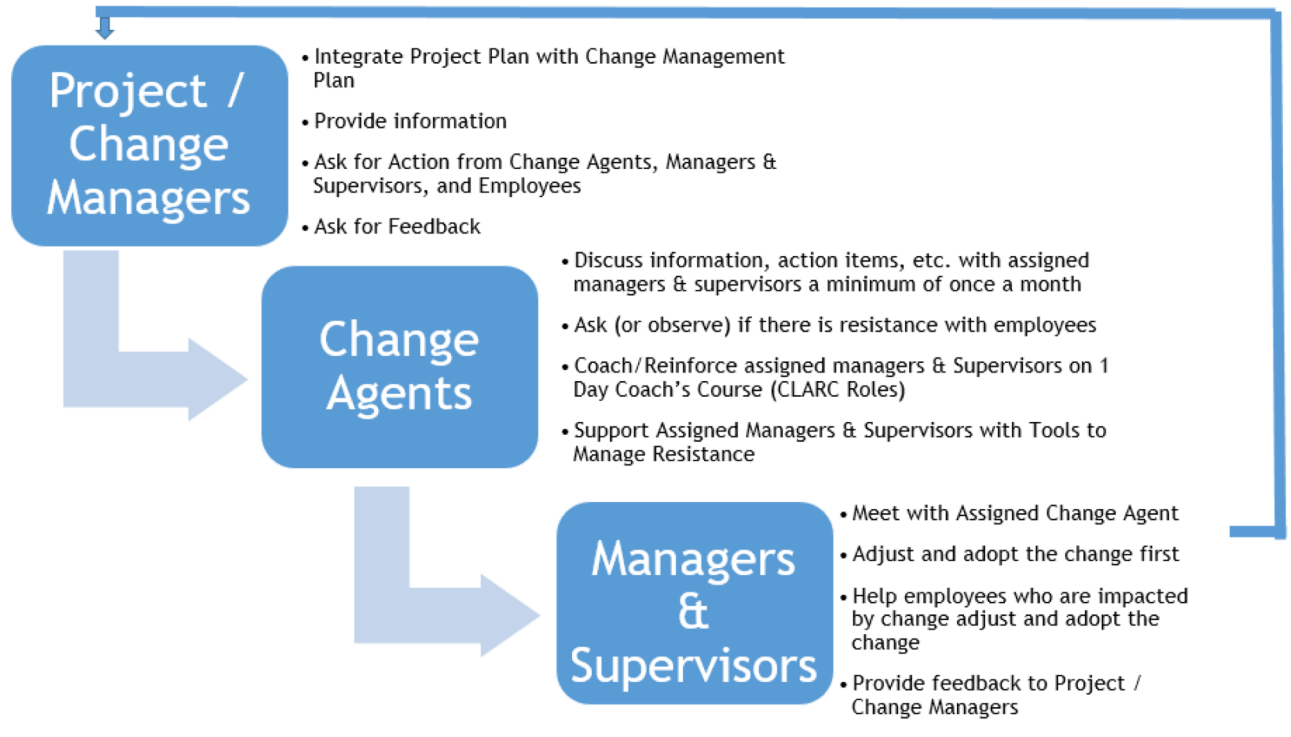


Change Agent Network

- 5 Region Teams
- Executive Sponsorship
- Each Manager & Supervisor at CDOT is assigned a Change Agent for 100% coverage
- Creates in person 2 way conversation about changes
- Change Agents Support Managers & Supervisors



Change Agent Network



Bottom Line ... if a change will impact people, you need change management

- It's simply a better approach
- It results in a more engaged culture
- It's a better way to support the roles in change (Sponsors, Manager & Supervisors, Employees, and Project & Change Managers)
- It results in more successful business projects = less \$ spent on delivery of projects, less time spent on delivery of projects and quicker adoption of the changes from projects (People Dependent ROI)
- It helps to make change (improvement) stick!



Questions?



Thank you!



Questions? Contact Us!

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NEW! TRACtion Concierge for Projects
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0:00 / 1:02

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The screenshot displays the MoreSteam.com website interface. The top navigation bar is dark blue with the MoreSteam logo on the left and links for Company, Training, Simulations, Software, Blended Learning, Resources (highlighted), and Contact on the right. Search, shopping cart, and login icons are also present. A dropdown menu for Resources is open, showing links to Knowledge Center, MoreSteam Blog, Newsletter, Papers & Articles, EngineRoom Tutorials, and TRACtion Tutorials. The Knowledge Center and MoreSteam Blog sections include brief descriptions of their content. Below the dropdown, a video player is visible with a progress bar at 0:00 / 1:02. To the right of the video player, the Latest News section lists recent updates, including a CDOT Webcast and InBox Lean Office Simulation in Action.

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