A Message from the Commissioner

One INDOT Belief – I am committed to achieving agency results as one team, regardless of my work location.

In a recent executive staff meeting, we broke into two teams – District versus Central Office – and played a fun game of "What do we think they think about us?"

The question itself was difficult to wrap my brain around, but was interesting for me to help facilitate the interaction, having recent experience in both camps.

The intent of the exercise was to get some straight talk out on the table, to better understand each others' perspectives, and to identify ways to reinforce a belief within the agency that we are One INDOT. While we did not come up with a silver bullet to accomplish this, we did achieve a better awareness of how the manner in which we do and say things has an impact and can make the difference in being inclusive or exclusive.

What influence can you have in helping to create this belief?

- Try to understand others responsibilities and help them understand yours. Where do they intersect? What can you do together to be better?
- Ask for feedback about how decisions you make or actions you take impact others.
- If you need something from someone else, be mindful of their workload and respectful of their own priorities.
- If you are a policymaker, involve the end user early. If you are an end user, provide input often.
- Make being inclusive a priority.

If we can progress toward One INDOT, "they" become "we" and "them" become "us." Working together as one team, we will achieve our agency results.

Fresh Faces Infuse Engineer Development Program with New Perspectives

The gowns, caps and tassels of college commencement have made way for boots and hard hats of the Graduate Engineer Development Program (GEDP) for three young individuals.

The GEDP is a one-year rotational program designed to engage specially selected recent graduate civil engineers into INDOT's culture. During this time, graduate engineers rotate through 18 departments within the districts and Central Office. After the completion of the program, Talent Mangement works with each participant to find a permanent assignment that is the best fit for them and INDOT.

In late May, INDOT welcomed three GEDP employees: Cristy Gimbel, Marcus Smith and Spenser Vaughn. They will each rotate within Central Office. Additionally, Gimbel will spend time in the Greenfield and Seymour districts, and Smith and Vaughn will work in the Crawfordsville and Greenfield districts.

Cristy Gimbel

The Indiana University Purdue University Fort Wayne (IPFW) graduate can thank her great-uncle for her career choice. He is an engineer who worked his way up to chief executive officer, and he persuaded Gimbel to give engineering a try instead of her intended discipline of architecture.

New additions to the GEDP are (from left) Spenser Vaughn, Cristy Gimbel and Marcus Smith, who will each rotate through 18 INDOT departments.

Gimbel worked as a Bridge Inspection intern in the Fort Wayne District last summer and was duly impressed.

"After working with INDOT last summer, I knew this is where I wanted to be after graduation," she said. "Everyone at INDOT is goal-oriented and willing to help others get the job done, so that attracted me to work here."

Her experience last summer didn't pass without one humorous incident. She and a co-worker were about to go down a long slope to inspect a culvert when they heard a rustle in the weeds.

"I looked over, and it was a groundhog," said Gimbel. "After making eye contact, it ran toward me and my co-worker, making us jump. I yelled while backing away, and the groundhog ran in the other direction. I couldn't stop laughing afterward. We let a groundhog get the best of us."

Marcus Smith

Smith is no stranger to INDOT; he previously served as a summer intern in Hydraulics and as a Construction intern, including helping oversee the early construction phases of the U.S. 31 and State Road 20 interchange.

“I have never worked for an organization that had so many employees who truly love what they do,” said Smith, a Trine University graduate. “It seems that people at INDOT genuinely enjoy their work, which is a luxury not every company is able to offer.”

During college, he gained experience as a traffic circle researcher, studying a roundabout in Angola, Ind., in which he concluded that heavy vehicles have a larger effect on the traffic flow than is currently suggested in the Transportation Research Board’s Highway Capacity Manual. He said it will be interesting if other researchers come to the same conclusion.

“My first few weeks at INDOT have been encouraging and inspiring,” said Smith. “Talking with other employees excites me for my years ahead and being part of the INDOT team. I have been told several times that my fresh perspective on the daily operations of INDOT are desired and needed for INDOT to continue to improve. That is very invigorating as a new employee.”

Spenser Vaughn

Unlike Gimbel and Smith, Vaughn never interned at INDOT. The IPFW graduate spent the past two summers interning in private industry.

“The difference is profound,” said Vaughn. “The private industry only was concerned about you getting the job done, and there was not a family-friendly atmosphere like there is here. This will be a nice change working for INDOT. I think the amount of effort and time that people are willing to spend to help the GEDPs get started shows how much we are valued. None of my previous work put half this much effort into training.”

Vaughn got his feet wet in the engineering field in 2012 and 2013, when he took the lead role in designing and constructing a concrete canoe during two academic years.

“People forget that steel is three times heavier than concrete,” said Vaughn. “Floating or sinking is about weight displaced exceeding the weight of the materials plus cargo.”

Once the canoe was built, Vaughn experimented with replacing part of the aggregate with wood.

“It took six weeks to find a way to control the water absorption, but once we figured out that sealing the wood chips wouldn’t hurt the strength, we managed to get just enough strength to use the wood aggregate mix for the final canoe,” he said.

Curtis Donlan, who started his year-long GEDP assignment in January, continues through the program until next January. He will rotate in and out of Central Office, and the Crawfordsville and Greenfield districts.

Eye-Opening Discovery Leads to New Stop Sign Option

District traffic divisions now have the option of installing solar-powered blinker stop signs, thanks to some sleuthing by Crawfordsville District Traffic Investigations Engineer Nathan Awwad and a few of his INDOT cohorts.

In spring 2014, the district installed five of these stop signs – which feature an array of bright light-emitting diode (LED) lights that flash in unison from all eight corners of the octagonal sign – in Boone, Montgomery and Tippecanoe counties. INDOT's Traffic Administration group wanted to test the signs, which manufacturer Traffic & Parking Control Co. claims provide high-visibility, advanced warning to drivers and are ideal for intersections with high accident rates.

The solar-powered blinker stop sign lights up State Road 28 at State Road 25 in Tippecanoe County during the middle of the night.

The Crawfordsville District volunteered a few test sites and assigned Awwad, signal technicians and maintenance staff to review the signs for a year. Field evaluation included observing installation techniques and procedures; documenting visibility, functionality and durability of the signs; comparing sight distance with similar devices (overhead flashers, post-mounted flashers and standard stop signs already in existence); observing the signs at night; and taking before-and-after measurements.

Awwad's observations were eye-catching.

"The signs were very noticeable and, essentially, they became 36-inch flashing beacons," said Awwad. "When I was far away, I couldn't even tell there were individual LEDs in the sign. This large beacon was especially noticeable at night, when it could be seen from much farther away than the standard 12-inch overhead flashing beacons."

One of the signs, at State Roads 75 and 32 in Boone County, was run over by a semitrailer and sustained significant damage. INDOT was able to straighten the sign and solder the LED connections back together, and the product is still performing well in the field.

"After the crash, I was able to rebuild and redeploy a functioning product," said Crawfordsville District Signal Technician Ezra Brooke. "The product was easy to install and it performs well. Overall, I'm happy with the quality."

The before-and-after measurement of crashes was inconclusive because of the relatively short test period. The amount of crashes did not increase at any roads in which the signs were placed, and actually decreased at two spots. A fatal accident did occur on State Road 75 at State Road 32, but it

was deemed isolated because the driver ran through an overhead red flasher *and* the solar-powered blinking stop sign.

Nathan Awwad studied the effects of the new stop signs for a year.

Besides data, Awwad's study report listed pros and cons. Among the pros: no utility needed, cheaper than a solar-powered flasher, the visible equivalent to at least an overhead flasher, quick and easy to install, self-contained, and durable and repairable. The only cons were that these signs are more expensive than regular stop signs, and crash data shows limited effect during the one-year period.

"I think this product is very useful and has a wide range of applicability," said Awwad. "In the report, I recommended using the signs on an as-needed basis or where deemed appropriate by engineering judgment."

Field Engineer Ting Nahrwold, the evaluation engineer at the time of the study, agreed with the findings, concluding, "The signs could be ideal for areas with elevated levels of disregarding the stop condition or incomplete stops, or with high accident rates."

Materials Services Engineer Kenny Anderson at the Office of Materials Management ultimately approved the final report and product approval for all districts.

"I appreciate Nathan's efforts, particularly his willingness to draft the final report for the study," said Anderson. "When deemed appropriate, future installations may be placed due to Nathan and other Crawfordsville District personnel performing the investigation."

The solar-powered blinker stop sign on northbound State Road 75 at State Road 32 in Boone County (right photo) is as visible as two overhead flashers; the blinker on State Road 234 at U.S. 231 in Montgomery County (bottom photo) is noticeable at dusk.

Project to Replace Century-Old Railroad Bridge Wraps Up

So what do you do with an old railroad bridge?

Opened in 1899 when William McKinley was president, the White River Freight Railroad Bridge spanned the muddy water of the White River in far southern Greene County, near Linton, Ind. Over the decades, it handled steam locomotives, passenger and sleeper cars, troop trains, materials of war, and countless loads of coal and grain. By 2014, it was one of the oldest railroad bridges in Indiana at 115 years old.

The original White River Freight Railroad Bridge, which opened when William McKinley was president, was functional for 115 years.

But it had become a bottleneck. The bridge piers needed critical repairs, and the truss steel was aging. Because the bridge supports and superstructure couldn't handle modern freight speeds and loads, trains had to slow to 10 mph during crossing and railcars were restricted to 263,000 pounds. This meant that the Indiana Rail Road Company (INRD) couldn't run its trains as fast or as full – which increased shipping costs.

The writing was on the wall: In less than 10 years, the bridge would have been closed to all rail traffic.

But INRD wasn't waiting. INDOT's Rail Office oversaw a $13.8 million project to replace the venerable structure. The funding mix included an $8.25 million Transportation Investment Generating Economic Recovery (TIGER) grant from the Federal Railroad Administration (FRA) and $5 million from INRD. INDOT chipped in $600,000. OCCI Inc., a Fulton, Mo., company, handled construction while INDOT provided project oversight.

OCCI began work in July 2014; by May 2015, the majority of work in preparation for removing and replacing the old bridge spans had been completed. OCCI workers had driven hollow steel tubes into the bottom of the White River to support a temporary access pier adjacent to the existing bridge. OCCI would use two huge cranes on the temporary pier to remove the old truss spans and install the new through-plate girder spans across four

The elevated approach to the new bridge awaits installation of the through-plate girder bridge spans, in right foreground. The old bridge superstructure is in right background.

rehabilitated bridge piers.

The bridge was closed at 12:45 a.m. May 13, when the last train had rumbled across. One minute later, crews from OCCI marched onto the bridge and began pulling up track. Their goal was to complete the bridge replacement in less than a week.

Construction cranes lift the new through plate girder bridge spans into place on rebuilt bridge piers.

"They had only six days to get the new bridge and realigned track re-opened to rail traffic," said Rail Project Manager Tom Rueschhoff. "Within one day's time, they had all the old timber bridge supports cut out and removed, and had installed new precast concrete girders on 24 of the 26 new spans on the north and south approaches to the river bridge."

OCCI used heavy cranes to lift the old bridge spans and superstructure out of the way while subcontractors pulled up track and re-graded the approaches. Before the end of the second day, workers had lifted three new 150-foot through-plate girder bridge spans – each weighing 230 tons – into place across the White River. Crews aligned and leveled the new spans, then replaced 1,400 feet of the track on the north approach and 750 feet of track on the south approach.

The new 1,271-foot-long replacement bridge was reopened at 7 a.m. May 19. The FRA will do a final site inspection Aug. 6. A ribbon-cutting event is planned for Aug. 20. (More information and photos about the project are available on the bridge webpage.)

The new White River bridge will enable trains to travel 40 mph and can support today's standard of 286,000 pounds for fully loaded railcars. Most importantly, it will allow railroad shippers to maximize their capacity and provide lower shipping costs.

And just like the structure it replaced, the new bridge is designed to last at least 100 years.

"By working on this project, you really get a sense of the history this old railroad bridge has seen. Steam engines once traveled across the White River during the bridge's early days of service. It is interesting to think what the train engines may be like when this bridge is in need of replacement more than a century from now," Rueschhoff said.

The new bridge span awaits installation of rails.

"We certainly expect that the new bridge will provide uninterrupted service while supporting Indiana jobs for generations to come," he said.

The work of the old bridge isn't quite finished yet. OCCI has neatly removed and safely stockpiled specified sections of the old steel trusses. Engineers from Purdue University and the Rose-Hulman Institute of Technology have identified specific joints, eyebars, and other sections of the truss structure for their research departments to examine. Perhaps the data provided from these sections of the century-old steel structure will now be used to teach the next generation of railroad bridge designers and builders.

And that's a fitting end for an old railroad bridge.

Subdistrict Embraces Accountability to Create Safe Work Environment

Just more than a year after forming a subdistrict safety team, Gary Subdistrict employees are taking personal accountability to interact more harmoniously, reinforce safety practices more proactively, and – for an exclamation point – develop innovations to prevent hazards in the workplace.

The employees behind the innovations were rewarded in late May with newly implemented Safety Innovation Awards. However, the "reward" goes beyond bonuses.

Gary Subdistrict's (from left) Vincent Mead, TyNeal Bryant, Joel Kritenbrink and Alfred Carrales receive certificates for their roles on the subdistrict's safety team.

"Work is much more rewarding and satisfying when you are given the platform to voice opinions about safety, and – in turn – changes are made," said Highway Technician Alfred Carrales, a member of the subdistrict safety team.

The safety teams are composed of volunteers from non-supervisory and management personnel in the Greenfield, LaPorte and Vincennes districts. Each unit, shop, and traffic division has a leader on the team, officially considered branches of the Statewide Safety team. Meetings include open-forum discussions where potential safety problems are raised and addressed.

"The culture change has been remarkable," said LaPorte District Safety Director Keith Norred. "The Statewide Safety team is listening, I'm listening, and district managers are listening to these employees. As a result, we're making positive changes."

Said Highway Technician TyNeal Bryant, a member of the subdistrict safety team: "I've been here for 10 years, and the past 1½ years have by far been the best for safety. If you're scared to talk, dangerous conditions can't be changed. Now nobody is scared to talk, and changes are being made."

These changes are also helping new employees. Highway Technician Vincent Mead, also on the subdistrict safety team, said six of the nine members of his Miller Unit are new to INDOT. Under the current culture, he and his workmates are more apt to emphasize safety to the newcomers.

Carrales said management's former mentality of "sweeping problems under the rug and not listening or making changes" led to low morale. However, management's new philosophy not only is boosting morale, but it is promoting innovation.

The new $500 Safety Innovation Awards were presented to Highway Technicians Gary Seng and Michael Riggs during a special Gary Subdistrict Safety Day in late May.

Seng improved the “Road Work Ahead” and other signs that are attached to attenuators. Previously, cloth or vinyl signs were attached to attenuators by bungee cords, but strong winds would tear or blow off the signs after a few trips down the highway.

Seng designed a sign holder that is bolted to the attenuator (welding would have compromised the structural integrity of the unit) and allows the use of interchangeable metal signs, which are secured by hangers and fortified by a chain. The new method secures the sign better than bungee straps did because the sign stays stiff and unaffected by the wind.

“Another positive is that the process of placing and removing the signs from the rack is safe, quick and easy,” said Norred.

Riggs used scrap parts from units and shops to “invent” a modified blade lift. The blade lift, made of metal struts, allows an employee to change plow blades without having to lift the plow up and down. After a plow blade is placed on jack strands, it can be secured to the modified blade lift. From there, an employee can align and then bolt a new blade and carbide inserts into place.

“We conducted a job hazard analysis and found this to be a safe activity that helps eliminate lifting, fall and trip hazards,” said Norred. “Hats off to Gary and Michael on these two innovations, which prove that working smarter trumps working harder.”

Others in the subdistrict have taken notice. For instance, Gary Subdistrict Highway Maintenance Operations Manager Jim Rotzien organized the Safety Day to celebrate the safe actions of his crews.

This modified blade lift was created by Michael Riggs (right). Gary Seng, who improved sign holders attached to attenuators, poses with Riggs.

“I want to thank the Statewide Safety team for starting this process, the Gary Subdistrict safety team for partnering with the statewide team and facilitating safe activities to fellow employees, and all other subdistrict workers for not only taking safety tips to heart, but also speaking out and coming up with new ideas,” said Rotzien.

“This entire process has been a huge shot in the arm for morale, and I can assure everyone that we will continue to push forward to nurture this environment throughout the subdistrict.”

For more photos of the innovations and Gary Subdistrict Safety Day activities, click here.

INDOT's Vegetation Management Program Recognized as Bee Friendly

INDOT's Vegetation Management policy – which guides how INDOT mows and manages more than 40,000 acres of right-of-way (ROW) along Indiana interstates, U.S. highways and state routes – has been lauded as "pollinator friendly" in a Federal Highway Administration case study.

You could say the federal government recognizes that INDOT's policy is "bee-utiful" to hummingbirds, honeybees, butterflies, and other animals and insects that are the main pollinators of wildflowers, crops and other plants.

"Doing right by the taxpayers also means doing the right thing for Mother Nature," said Bill Fielding, roadside services coordinator. "Pollinator loss is a national crisis right now – it's affecting our food supply.

"Our Vegetation Management Policy – while reducing INDOT mowing and maintenance costs on highway ROWs – also improves the habitat for native plants, animals, and insects. This is a win-win situation for INDOT and the environment," he said.

INDOT's policy also supports the federal government's pollinator program goals, which include reducing winter mortality for pollinators, increasing monarch butterfly populations, and restoring or enhancing 7 million acres of land for pollinators.

INDOT's Vegetation Management program has increased native habitat while reducing the cost of maintaining roadway rights-of-way. Shown are native wildflowers blooming along I-70 in Clay County.

Over the past three decades, INDOT, recognizing the need to promote native habitat and control invasive species, has studied ways to control weeds and increase native species along roadsides. In addition to these decade-long studies, INDOT recently conducted more intensive studies, leading to new vegetation management practices that have demonstrated habitat improvement benefits and cost savings.

As a result, INDOT last year adopted a vegetation management policy that includes reduced mowing and selective herbicide use to control invasive and noxious weeds that suppress native plants. Native plants are essential to ecosystem health and habitat for wildlife, including many species of pollinators. Noxious weeds include invasive plants that injure agricultural crops, natural habitats or ecosystems.

For example, black swallowwort is a threat to milkweed species, which monarch butterflies need to reproduce. Invasive species, such as Canada thistle, also out-compete many native plants that support pollinators, including monarch butterflies and honeybees.

In the 1990s, INDOT established the Hoosier Roadside Heritage Program to promote and incorporate native plants and wildflowers into Indiana's roadside landscape. Goals of the program are to enhance

plant pollination and the beauty of the environment, reduce erosion, minimize costs associated with mowing, lessen storm runoff, control invasive plant species and improve soil quality. In achieving these goals, the program has enabled more native grasses and wildflowers to be planted, which has resulted in reduced roadside mowing and decreased herbicide applications.

Although the Hoosier Roadside Heritage Program was successful in increasing native plants and wildflowers alongside our roadways, INDOT sought to identify new methods to expand and improve its roadside management program. To that end, INDOT solicited Purdue University in 2010 to study alternative vegetation management practices.

Based on positive research results, INDOT in July 2014 unveiled a plan for increasing the health of desirable vegetation to better manage roadsides, decrease long-range cost, and reduce invasive species in ROWs. The plan established four distinct primary mowing and vegetation management zones: Zone 1, which is essentially the paved road; Zone 2, a safety or clear zone; Zone 3, a selective zone; and Zone 4, where minimal vegetation management is used.

Zone 2 is now the only area INDOT mows. In Zone 3, INDOT manages for invasive weeds and woody vegetation. Zone 4 management practices are similar to those in Zone 3, except that the only woody plants managed are hazard trees.

INDOT also raised its mowing height from 4 inches high to 6 inches high to allow native plant roots to establish better and to reduce stress on native plants from mowing.

“As a result of our dedication to researching and testing different practices, we found that reduced mowing resulted in measurable cost savings and efficiencies from previous practices,” Fielding said. “For example, from 2012 to 2013, mowing dropped from INDOT’s third-most labor-intensive agency maintenance activity to the ninth-most labor-intensive activity.

“As a result, we were able to divert labor resources to other priorities – and save more than $1 million in a single year,” he said.

Limiting mowing has provided more space for native vegetation and habitat, including pollinator habitat. These corridors attract ground-nesting birds, song birds, small mammals, and pollinators. Milkweed along roadsides provides monarch butterflies with more places across Indiana to lay eggs. In addition to milkweed, pollinator attractors like the monarda wildflower have helped increase bumblebee and honeybee populations along our roads.

“We’re going to continue using native plantings along ROWs and also continue working with experts to determine which native plants will best weather Indiana’s changing seasons,” said Fielding. “Overall, INDOT plans to continue expanding our vegetation management ‘toolbox’ to save money while preserving and enhancing Indiana’s natural environment.”

More information about INDOT’s vegetation management policy is available on our website.

Mapping Software Points INDOT in a New, Better Direction

By getting in sync, INDOT is saving time and money while winning a national award along the way.

For the past two years, INDOT has integrated a new information technology mapping system that synchronizes multiple map-based systems – including those for traffic counting, travel information, work management, and roadway inventory – into a connected database of roadway assets, events and characteristics.

National experts have taken notice. In July, INDOT will receive the Special Achievement in Geographic Information Systems (GIS) award at the Environmental Systems Research Institute (Esri) user conference in San Diego. The award is considered one of the most prestigious in the GIS community, as only 175 of more than 100,000 users of the mapping software receive this award.

Project Manager Kevin Munro (from left), Data Manager Joel Bump, and Enterprise Applications Technical Lead Michael Wampler worked on a project team for the new mapping system.

The new information technology system is already receiving kudos at INDOT. The system has improved speed and communication between INDOT's roadways inventory section and our traffic statistics section and is positioned to save more than $160,000 per year in software maintenance, hosting and licensing costs.

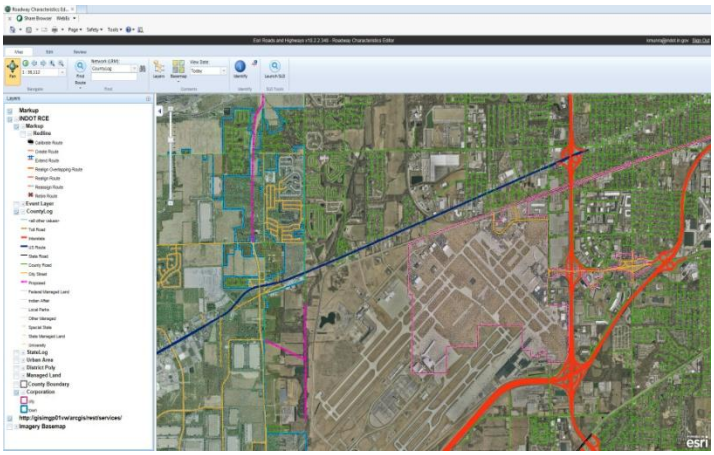
The new system enables INDOT to effectively synchronize multiple systems that locate assets, events or roadway characteristics using a Linear Referencing System (LRS). For most of the decade, this information was maintained in distinct, disconnected databases.

This meant that when an item in one database was updated, that update was not conveyed to the other information systems. As a result, information about INDOT's roads, bridges, mileage, traffic counts, statistics, accidents, roadway restrictions, and other items often did not match between systems. This forced INDOT GIS personnel, designers and engineers to constantly review and re-check information to ensure it was accurate.

"Sharing data between systems was time consuming, wasteful of scarce resources, and returned conflicting results when each system's data were analyzed," said Information Technology Project Manager Kevin Munro, who managed the database project and led a team that worked to integrate INDOT's existing information and systems into the new system.

To remedy this situation, INDOT in November 2012 contracted with Esri, the world's leading mapping technology company, to replace its existing LRS with an advanced LRS that would provide similar functionality, but added support for integration and other business systems.

Esri's software solution – called Roads and Highways – creates a single authoritative source for INDOT's referencing system, and incorporates several INDOT information management and database systems, including the Agile Assets Maintenance Manager, the Scheduling and Projects Management System (SPMS), the MS2 traffic database, and the Traveler Information system.



The new mapping system features an interface emphasizing roadway characteristics.

"The new system clearly defines the architecture for managing a single LRS for internal and external systems that use unique or shared referencing methods, events and assets," Munro said.

As INDOT moved into production with the new Roads and Highways information system, Monro's project team was called upon to help integrate the system with existing INDOT systems. Composed of Roadway Inventory Manager (acting) Eric Radar, who worked on business processes; IT Architecture and Data Manager Joel Bump, who oversaw system architecture; and Enterprise Applications Technical Lead Michael Wampler, who supervised systems integration efforts, the group even helped create a quick-start implementation process to help INDOT meet new federal funding reporting requirements.

Full benefits from a synchronized information system are yet to be realized, but some immediate intangible returns are already being seen. These include improved speed and communications between the roadways inventory section and the traffic statistics section, which share asset management workflow. INDOT anticipates that further expansion and development of the new information system will improve communications with local governments and district staff about the location and status of roadway characteristics and assets on their roadways.

Other return on investment includes:

- Saving $30,000 per year in software maintenance and support costs by moving from custom software to commercial off-the-shelf software.
- Saving $133,000 each year in extra database licensing and hosting charges by replacing old software with a newer version.
- Long-term reductions in employee training costs. Esri products are used in education programs across the United States. This results in a broader pool of potential workers skilled in the use of Esri.
- Positioning INDOT with the ability to keep pace with scheduled technology upgrades.

"We expect that, when all targeted business systems are integrated with Roads and Highways, INDOT will have timely, up-to-date business systems that agree fundamentally where assets reside and what roadway characteristics exist at any location in the state," Munro said. "We will have succeeded at cataloging each system's authoritative data and synchronizing all assets and events on a single network."

Coming Soon: 2015 Employee Engagement Survey

It's that time of year again – mark your calendars for the 2015 Employee Engagement Survey. The survey will be open for employees to complete from July 7-30.

Over the last year, we have talked a lot about personal accountability and continuous improvement (ACT 1). The survey is an opportunity for both! By participating in the survey, each employee is taking accountability to provide constructive feedback that will improve INDOT.

In 2014, 42 percent of employees participated in the survey. We can do better! Please take the time to give your feedback and encourage others to do the same! As a reminder, survey responses are completely confidential.

Look for more information about the Employee Engagement Survey and plan on taking the time to complete it. We look forward to hearing from you!

How is Core 4 showing up in your work area? Send Talent Management your stories.

Core 4 Corner