PAVE Activity Seeks to Improve Communication Within Divisions

INDOT's Planning Around Values and Engagement (PAVE) is a development activity for managers and supervisors facilitated by Employee Development. In the PAVE exercise, employees identify department needs based on the Core 4 values and challenge issues from the 2013 Employee Engagement survey.

PAVE provides opportunities for groups to practice living the Core 4 values while committing to cultural change. The conversation in these workshops generates real-life issues, and sometimes, uncomfortable moments.

Recently, district leaders participated in PAVE to discuss an area of concern from the Employee Engagement survey: Employees do not feel well-informed about agency decisions. The group discussed opportunities to improve decision making and communication within their divisions.

Some of the ideas the group discussed were:

- Have the right people at the table: Allow input by those affected by a policy and ask for involvement by employees from all levels of the organization.
- Conduct weekly meetings to share pertinent information and provide feedback concerning why decisions were made. Consider providing meeting minutes.
- Actively listen and incorporate feedback.

All of the suggestions would improve employee perception of "not feeling well-informed," yet these actions would take time. Next steps for the group include determining if the suggestions *can* be done; if so, the group must provide the vision to ensure that the changes occur.

In general, all groups that have participated in PAVE have demonstrated all of the Core 4 values:

Respect: Listening to concerns of co-workers without judgment
Teamwork: Having open discussions in determining 'next steps' for the department
Accountability: Having the courage to speak up and be part of the solution
Excellence: Challenging the status quo, committing to cultural change and acting with a sense of urgency

Click here for the Accountability Questions tool.

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