

Construction's New Initiative to Build Trust and Accountability

2023 AGENCY GOAL SPOTLIGHT
Excellence in Core Service Delivery

With continuous record-setting years in construction, INDOT has been working toward improving its ability to deliver high-quality projects on time and on budget. To achieve this, the Construction Division established the [Construction Operations Improvement Program](#) earlier this year to implement a series of continuous improvement initiatives centered around developing people, utilizing technology, and optimizing processes.

As part of the Construction Operations Improvement Program, Construction is embarking on a targeted initiative to establish a culture of trust, accountability, and continuous improvement within the division.

This initiative kicked off in August and includes a comprehensive assessment of the current working norms, management practices, and behaviors within Construction. This initiative includes a culture survey, focus groups, and interviews with a cross-section of individuals inside and outside Construction. The results of the assessment will be the identification and implementation of tangible outcomes. These outcomes will drive meaningful change to our day-to-day experience.

Individuals who are asked to participate in these items will be provided with additional information in separate communications. We highly encourage participation; your feedback will serve as the basis for change and help us deliver the best outcomes for INDOT.

INDOT Construction Operations Improvement Program

Operating Model Continuous Improvement Progress

- 1 Be **scalable** to meet increasing project delivery requirements
- 2 Enable **proactive risk management** of the capital program

To meet the above goals, leadership has established the INDOT Construction Operations Improvement Program to **invest in our people, improve project delivery, and enhance our technology.**

Recent Accomplishments

- HT Onboarding Guide
- Certified Tech Program Teaching Material Platform
- "Quick Win" Testing & Inspection Recommendations
- USP for Pilot Non-Destructive Testing
- Proposals for restructuring roles and levels
- Action Items focusing on updating: Take Home Vehicle Policy, Employee Recognition, & Snow Plowing Communications

Culture Planning & Roadmap

Construction's planned initiatives / action items for 2023 will make structural changes; however, **Construction recognizes the need to also focus on its behaviors** to help maximize the long-term impact of its efforts.



In order to encourage the right behaviors, leadership will be performing a targeted assessment on INDOT's Culture to evaluate **ways of working** which will be used to form a roadmap to **enable change.**

What to expect

The assessment is expected to start this summer. We will be reaching out to solicit you and your team's **honest feedback**

- Culture Survey**
 - Targeted questions
 - Broader audience to capture trend & insights
- One-on-One Interviews**
 - Focused conversations on unique perspectives
 - Select Individuals based on roles & functions
- Focus Groups**
 - Conversations to gain a variety of perspectives
 - Groups of employees based on roles
- Roadmap**
 - Leverage data from surveys and interviews
 - Initiatives focused on improving culture

INDOT Construction Operations Improvement Program

Background

As the number, size, and complexity of projects continues to increase, **INDOT Construction needs to be able to scale its capacity to continue delivering high-quality projects on time and on budget.** INDOT leadership is prepared to make the necessary investments to change the way the Construction division operates and enable its employees to achieve success without burning out. KPMG was engaged to perform an assessment to identify improvement opportunities through interviews with stakeholders across the organization including DCDs, design engineers, highway technicians, area engineers, and more. The results of the assessment highlighted several opportunities to improve as the organization seeks to scale and grow.

Continuous Improvement Mindset

Construction leadership worked together with input around the state to identify **initiatives that would change processes and policies to take advantage of these opportunities.** These initiatives were then grouped into three programs focusing on how the organization develops people, uses technology, and executes processes to deliver projects (see right side of page). **The programs will allow INDOT Construction to adopt a continuous improvement mindset in order to address both current and future challenges.**

Next Steps

With the support of the Executive Team, a group of leaders within INDOT Construction has formed a **Steering Committee to guide the design, execution, and delivery of initiatives that will improve the organization.** The implementation of the first two initiatives started in Fall of 2022 with more initiatives to come as momentum builds. The first initiatives will focus on enhancing the training program through fit-for-purpose training and using a risk-based approach for testing and inspections to increase capacity and reduce risk.

Operating Model Continuous Improvement Programs:

Program #1

Investing in Our People

Program #2

Enhancing Our Technology

Program #3

Improving Our Project Delivery & Management