

MassDOT – Leading and Managing Transportation Reform Year 1

Our Roadmap

November 2009 – November 2010



Legislative Mandate: Implement Transportation Reform

Create a Vision:

To become the best DOT in the United States.

Establish an overall goal:

Rebuild people's trust in their state transportation system.

By taking the following steps:

1. Define MassDOT strategy and communicate it often.
2. Implement process improvements focused on savings and on customers.
3. Empower and communicate with employees to rebuild morale, trust, respect, and pride.
4. Focus on the whole state.



We are implementing the reform law with these challenges in mind:

People do not trust us –

We must become transparent

We must do more with less –

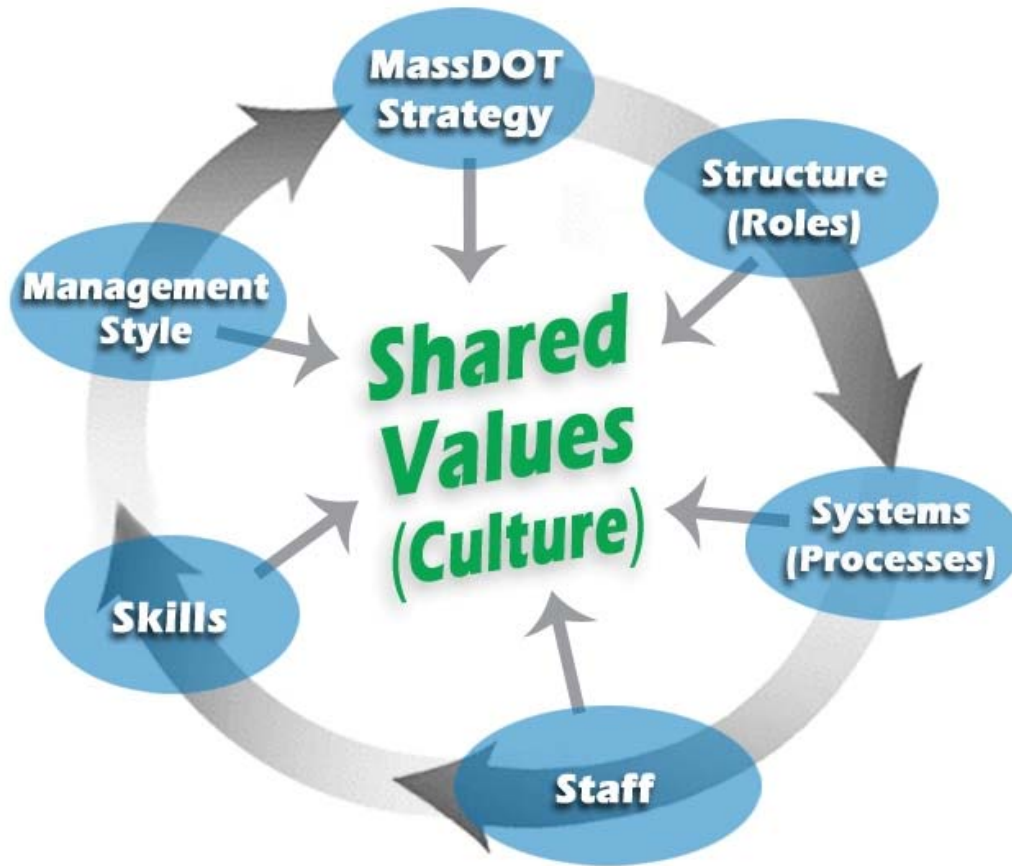
We must improve our leverage

We will not get this chance again –

We must maintain an organizational focus

Transportation Reform Affects Everything

Set targets and make improvements on each one



Part I

Define the Strategy

Part 1: Define Our Strategy (9 Steps)

1. Create a senior leadership team.
2. Assess the 'Current State' of business (Conduct a Strengths, Weaknesses, Opportunities, Threats Analysis).
3. Commit to weekly meetings with Senior Leadership Team.
4. Keep day-to-day work separate from strategic agenda (the management role vs. the leadership role).
5. Seek employee input (surveys, meetings, social networks, etc.) and build it into the strategic planning process.

Part 1: Define Our Strategy - (continued)

6. Define the MassDOT Vision, Mission, Goals and Values.
7. Establish success factors and desired results.
8. Publish a Strategic Plan that provides a 'big picture' for leaders to focus and employees to understand.
9. Clarify senior leader team roles and responsibilities.

Our Mission

To deliver excellent customer service to the people who travel in the Commonwealth and to provide our nation's safest and most reliable transportation system in a way that strengthens our economy and quality of life.



Values

1. Dedication

We will provide service around the clock and under all circumstances.

2. Respect

We will treat the public as our valued customer, and treat one another how we would like to be treated.

3. Innovation

We will improve and integrate transportation services using creative thinking and best available practices and technology, while minimizing disruption to the public.

4. Diversity

We will promote an inclusive workforce and a culture that serves employees and customers fairly.

5. Honesty

We will provide the public accurate information that is understandable and accessible.

Goals

1. Safety

Actively manage the nation's safest transportation system to minimize injuries whenever, wherever, and to whomever possible.

2. Build and Preserve

Build a quality transportation system and maintain it in a state of good repair.

3. Stewardship

Operate the transportation system in a manner that embraces our stewardship of the Commonwealth's natural, cultural, and historic resources.

4. Customer Service

Deliver superb service that both anticipates and responds to customer needs.

5. Efficiency

Invest public funds and other resources wisely while fostering economic development.

Critical Success Factors

Optimize Resources

- Develop a budget that aligns with the Department's vision and mission.
- Aggressively review opportunities for cost savings.
- Provide customer value for transportation dollars spent.

Collaborate

- Encourage and recognize teamwork.
- Share information and resources.
- Actively engage communities on topics having a shared interest.

Communicate Effectively

- Share our vision, mission, values, and goals with employees and customers.
- Set and communicate realistic expectations for delivering transportation services.
- Provide timely, accurate communication to transportation system users.
- Promote two-way communication with customers and stakeholders to learn their needs and issues, as well as to educate them on transportation challenges.

Develop People

- Communicate clear work roles and responsibilities.
- Identify career opportunities and provide necessary training for staff to perform at their maximum potential.
- Empower staff to make decisions.



Part II

Implement the Strategy

Part 2: Implement the Strategy (Internal)

1. Communicate the strategic plan.
2. Reinforce goals, performance objectives, and critical success factors whenever possible.
3. Implement continuous process improvement in key areas (i.e., snow and ice, invoice payment).
4. Establish operating plans that align with strategic plan.
5. Review “core/non-core” activities with senior team.

Part 2: Implement the Strategy (External)

1. Write weekly to all employees.
2. Meet with employees often, walk the walk, promote the dream (“Dream, Communicate, Delegate”).
3. Reinforce positive behavior. Showcase examples of excellent work and transportation reform.
4. Empower employees to act.
5. Track progress using a dedicated team (Office of Transition Management).
6. Stay the course. Demonstrate stamina.

Lesson Learned

**“Work culture eats
business strategy
for lunch every day.”**

-Unknown smart person

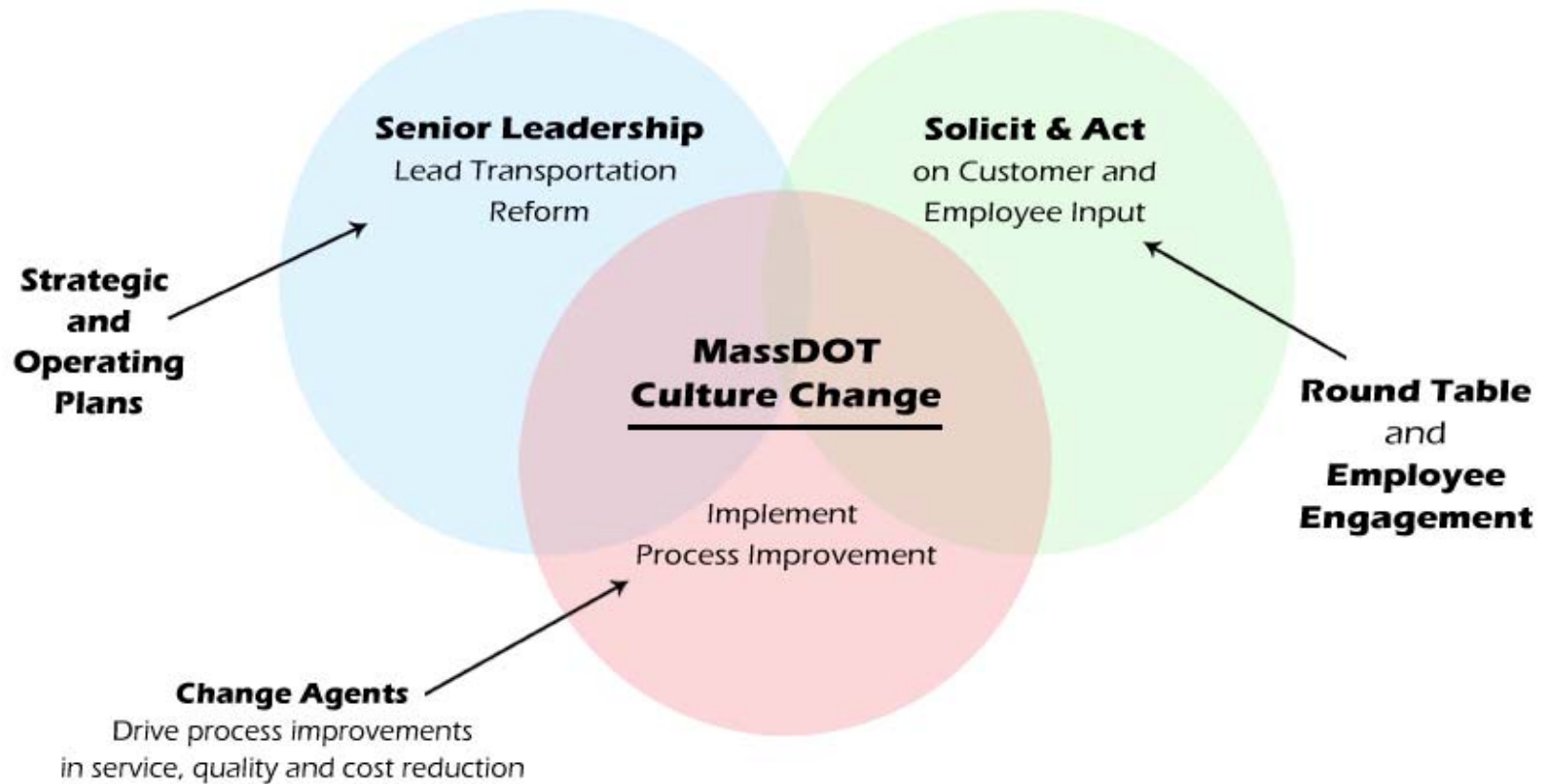
Part III

Improve The Culture

Part 3: Improve the Culture

1. Find leaders who will lead transportation reform.
2. Reinforce the strategic plan at the customer and line-employee level.
3. Seek 'early wins' to build credibility.
 - Increase communication/transparency everywhere
 - GreenDOT
 - Open Data Initiative
 - Increased investment
 - Meet the managers
 - Civic engagement
4. Focus on removing fear, stressing empowerment, and encouraging bottom-up input.
 - Transportation Round Table
 - Continuous Process Improvements
 - Employee Relations Department
 - Mid-Level management group meetings

Three Critical Elements of Culture Change



Year One Status Report :

Measured Against our Goals

1. Safety

- Increased focus on and importance of safety.
- Created management/union safety committees.
- Provided resources and protocols for adequate inspections.
- Began comprehensive risk management review.
- Stepped up enforcement of use bans.
- Implemented Safe Driving Law.

2. Build and Preserve

- Expanded Ch. 90, road, bridge and rail investment.
- Advanced South Station Expansion, South Coast Rail and Green Line Extension.
- Published first Highway CIP.

3. Stewardship

- Adopted GreenDOT.
- Adopted strategic plan.

Year One Status Report:

Measured Against our Goals – continued

4. Customer Service

- Mandated face-to-face interactions.
- Adopted Open Data Initiative.
- Embraced transparency about challenges.
- Began “How Can I Help You Today?” initiative.
- Reduced RMV wait times.
- Improved access to public information.
- Published “Plain English” funding document.

5. Efficiency

- Implemented project innovations (i.e. the Phillipston Heavy-Lift).
- Improved bidding/contracting practices.
- Implemented Fraud Policy/Program.
- Share resources/programs between/among MassDOT Divisions, MBTA and Massport.

Year 2

Get Ready for Next Phase

1. Increase focus and expectations on managing the business (staff meetings) and leading transportation reform (leadership meetings).
2. Refocus and reposition Office of Transition Management (execute strategy).
 - Monitor progress on transportation reform.
 - Report results of MassDOT 1.
 - Design and implement MassDOT 2.
3. Leverage the MassDOT Round Table (improve culture).
 - Keep basic design but move to 'rolling town meetings' format.
 - Facilitate development of remote Round Table meetings statewide.
 - Unify process improvement, Employee Relations Dept., and mid-level groups into a continuous effort to change culture.
 - Drive follow-up, performance management, and accountability.

Get Ready for Next Phase – (continued)

4. Focus on continued threats/issues not yet addressed.
 - Address salary disparity.
 - Explore more efficiencies, particularly MBTA/RTA/DOT synergies.
 - Address difference between our needs and our haves.
 - Solidify board/management roles.
5. Continue to align the program to the goals.
6. Prepare for MassDOT 2.
 - Show what reform has done and why it is important.
 - Correct reform law.
 - Implement more reforms.

Track Our Progress



MassDOT on the Web: www.mass.gov/massdot

BLOG: www.mass.gov/blog/transportation

TWITTER: www.twitter.com/massdot

Integration questions: (617)-973-7300

Feedback: MassDOT Integration-
MassDOTIntegration@state.ma.us

