



MODERNIZE TxDOT: Commission Update for July, 2011

- Lonnie Gregorcyk will brief the commission on activities that have occurred since the last commission meeting.
- With the appointment of John Barton as the Interim Deputy Executive Director of the department, Lonnie Gregorcyk will serve as Project Manager of the Modernization project with Mr. Barton continuing to lead the effort as Executive Sponsor.
- Kaepfel has been meeting with the Modernization Leadership Team (MLT), members of the commission, the administration, and other TxDOT staff to refine project charters, set up teams and provide training and coaching for project teams which are being created to consider the Restructuring Council recommendations.
- Each project is prioritized through the schedule and the project progress is tracked through the waterfall chart that follows.
- One element of the Modernization approach is to work on the cultural and leadership recommendations from the Restructuring Council through the interaction and defined processes that will occur within each project team.
- Each project team is supported by a Kaepfel coach who facilitates, coaches and trains as the teams progress through the project cycles.
- Additional team training will be conducted by Kaepfel in the next few months for those projects that are not yet underway.
- The MLT is scheduling district and division visits to provide more information and answer questions about the modernization initiative.
- Two employee emails have been sent out to update employees on the initiative and they are attached.
- http://www.dot.state.tx.us/about_us/modernization.htm is the link to TxDOT's Modernization information on the website.

Modernization Projects

At-a-Glance

July 26, 2011

Proj. ID	Project Name	Concept Definition	Status	Status Synopsis	Sponsor	Executive Sponsor	Waterfall StartDate	Waterfall EndDate
A06	Establish Position Management Process	Create a Position Management process and system to centrally manage open, closed, and retired positions to maximize TxDOT staff efficiency in support of TxDOT management.		In-flight. Reason for yellow: needs to be caught up in stage-gates.	George Ebert	Dee Porter	7/1/2011	11/30/2011
A07	Improve Performance Management Process	Improve employee performance management processes and systems to increase TxDOT employee and leadership performance in support of Texas citizens.		Approved and ready to kick off.	George Ebert	Dee Porter	7/1/2011	7/1/2012
A08	Assess Engineering Workforce	Assess the roles and workload drivers for the Engineering role at TxDOT to maximize resource (internal and external) efficiency in support of internal and external stakeholders.		In-flight. Reason for yellow: needs to be caught up in stage-gates.	Mark Marek	David Casteel	7/1/2011	12/30/2011
A09	Improve Position Title Classification Process	Assign the role of position title classification to Human Resources to maximize efficiency in support of TxDOT employees and customers.		In-flight. Reason for yellow: needs to be caught up in stage-gates.	George Ebert	Dee Porter	7/1/2011	10/15/2011
CC01	Establish Modernization Vision and Change Governance	Establish a Department-wide process for identifying, selecting, planning, and overseeing Department improvement efforts to maximize the effectiveness of those efforts in pursuit of TxDOT's mission.		In-flight. Reason for yellow: leadership changes and conflicting priorities.	John Barton	Commission	7/1/2011	5/31/2012

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CC04	Establish Project Management Discipline	Establish a PMO with mature processes, tools, roles, and responsibilities to maximize improvement efficiency and effectiveness in support of TxDOT internal and external stakeholders.		In-flight and OK.	Mark Marek	John Barton	7/1/2011	6/30/2012
CC10	Admin Leadership Actions	Putting the appropriate Executive Director in place to Modernize TxDOT in support of Texas Citizens.		Assume in-flight and OK.	Modernization Subcommittee	Commission	7/1/2011	12/31/2011
DO01	Service Delivery Strategy	Assess current TxDOT functions and identify roadmap of projects for future regionalization and improvement/realignment to maximize efficiency and service in support of internal stakeholders.		In-flight and OK.	Lisa Gregg	Dee Porter	7/1/2011	1/15/2012
DO02	Standardize Construction and Maintenance Definitions and Processes	Standardize construction and maintenance contract definitions, processes, and systems to improve consistency and transparency for TxDOT employees and the contracting community.		In-flight. Reason for yellow: needs to be caught up in stage-gates.	Toribio Garza	David Casteel	7/1/2011	6/30/2012
DO03	Rollout Streamlined Environmental Review Process	Expand streamlined environmental review process to reduce project delivery time in support of the traveling public and DE's.		In-flight and OK.	Dianna Noble	John Barton	7/1/2011	5/31/2012
DO04	Streamline Right of Way Acquisition and Utility Accommodation Process	Expand streamlined Right-of-Way acquisition and Utility Accommodation process to reduce project delivery cycle time in support of TxDOT staff and property interest owners.		In-flight and OK.	John Campbell	John Barton	7/1/2011	10/15/2011
F04	Engage External Transportation Finance Expertise	Engage external experts in transportation finance to maximize funding opportunities for TxDOT in support of Texas citizens.		In-flight. Reason for yellow: needs to be caught up in stage-gates.	Brian Ragland	James Bass	7/1/2011	12/1/2011

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F05	Improve Inter-District Lending Tracking	Create a process and system to track borrowed funds between Districts in order to ensure equitable distribution of funds is maintained in support of Texas citizens.		In-flight. Reason for yellow: needs to be caught up in stage-gates.	Brian Ragland	James Bass	7/1/2011	10/15/2011
IT02	Improve IT Operations and Development Policies and Processes	Improve IT processes and procedures to increase IT effectiveness and efficiencies in support of TxDOT employees.		In-flight and OK.	Aileen Wade	Louis Carr	8/1/2011	6/30/2012



July 18, 2011
Employee Update

Modernization Leadership Team

As you may have heard or read, John Barton has been asked to serve as TxDOT's interim Deputy Director during this time of transition in the agency's leadership. This means he will primarily focus on the executive level issues for the operations of TxDOT.

On the Modernization Leadership Team, Mr. Barton will continue serving in an oversight capacity and Lonnie Gregorcyk, Yoakum District Engineer and Team member, will assume the responsibilities of managing the Team's daily efforts.

Modernization Projects Underway

Of the 37 modernization projects identified in the modernization plan, 14 projects will begin this month, with a few already underway. Two additional projects are scheduled to begin in August.

For more information on these projects check out the project charters (Modernization Plan, Appendix C), http://crossroads/modernization/documents/Modernization_Plan.pdf

July Projects (Project ID)

- Improve Position Title Classification Process (A09)
- Establish Position Management Process (A06)
- Assess Engineering Workforce (A08)
- Improve Performance Management Process (A07)
- Engage External Transportation Finance Expertise (F04)
- Improve Inter-District Lending Tracking (F05)
- Improve IT Operations, Development, Policies & Processes (IT02)
- Administrative Leadership Actions (CC10)
- Establish Modernization Vision & Change Governance (CC01)
- Establish Project Management Discipline (CC04)
- Streamline Right of Way Acquisition Process (DO04)
- Streamline Environmental Review Process (DO03)
- Service Delivery Strategy (formerly regionalization assessment) (DO01)
- Standardize Construction & Maintenance Definitions & Process (DO02)

August Projects (Project ID)

- Centralize & Improve HUB & DBE (A03)
- Establish Office of Compliance (A04)



July 18, 2011
Employee Update

Project Methodology

All projects will go through a five-step project methodology or process to ensure a disciplined approach is being followed in implementing them. The five steps in this process are:

- concept definition – where the scope of the project is defined
- concept validation – where the viability of the project is confirmed
- design – where the team develops possible solutions for the project
- build – where the plan for implementing the project is developed
- implement. – where the selected solution is implemented

The first two steps of the project methodology process include critical decision points –proceed with a project as is, modify the project, or not implement a project at all because it is not viable.

What is Modernization?

Modernization is a disciplined approach to implementing change that will deliver:

- An improved leadership model
- Opportunities for innovation, and
- Increased collaboration with employees and stakeholders

As a result, TxDOT will be recognized as a performance-driven organization, a great place to work and committed to quality customer service.



June 30, 2011
Employee Update

At today's commission meeting, the Modernization Leadership Team (MLT) presented an update on its work, including the changes that the modernization initiative is striving for and a description of the roadmap that will guide this effort. Below is a brief summary of the presentation.

The MLT encourages your continued participation in the modernization effort. If you have other questions or comments, please email them to ModernizeTxDOT@txdot.gov.

What is modernization?

With so much talk of change and so many questions, it became clear that "Modernization" needed to be better defined. With input from the Administration, the MLT developed the following statement of what the Modernization initiative is and the expected results of this effort. This statement will provide focus for this effort as we move forward.

Modernization is a disciplined approach to implementing change that will deliver:

- *an improved leadership model;*
- *opportunities for innovation; and*
- *increased collaboration with employees and stakeholders.*

As a result, TxDOT will be recognized as a performance-driven organization, a great place to work and committed to quality customer service.

A Roadmap for Modernization

Since June 1, the MLT and Kaoppel Consulting have been working on a modernization plan to guide our implementation efforts. The complete plan is available on crossroads,

http://crossroads/modernization/documents/Modernization_Plan.pdf. Here are the highlights:

- The 78 Restructure Council recommendations have been consolidated into 37 modernization projects.
- Other initiatives running in parallel to the modernization effort will be folded into the modernization effort for a seamless and coordinated implementation.
- All projects will go through a five-step project methodology or process to ensure a disciplined approach is being followed in implementing them. The five steps in this process are:
 - concept definition – where the scope of the project is defined
 - concept validation – where the viability of the project is confirmed
 - design – where the team develops possible solutions for the project
 - build – where the plan for implementing the project is developed
 - implement. – where the selected solution is implemented
- The first two steps of the project methodology process include critical decision points – proceed with a project as is, modify the project, or not implement a project at all because it is not viable.
- Modernizing TxDOT requires work on two fronts – tactical and strategic. The tactical work involves the actual implementation of the 37 modernization projects, which are planned for completion within the next 18 months. The strategic work, which will require three to five years to complete, is divided into three generations of change – *Modernization, Organizational Excellence and Maximized Value*.
- Modernization will be a TxDOT-led effort. Every project will have a TxDOT executive sponsor, sponsor, project leader and project team.