



Collaboration and Innovation

Driving Continuous Improvement

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Make it Better!



Change the Culture Change the Game

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Defining the GDOT Culture

- You can define your culture or your culture will define you.
- Today's success does not guarantee tomorrow's, it only ensures you knew how to do it today.
- To meet tomorrow's challenges we must continuously improve.



Defining the GDOT Culture

- When are we at our best?

Emergencies



- I-85 collapse and rebuild
- Inclement weather and natural disasters
- Started by looking at how our employees respond to emergency events
- What did we learn from those events?
 - Given a common goal employees work together to solve problems
 - Collaboration and Innovation are dynamic and critical
 - Employees make decisions and find solutions
 - Partnerships with external stakeholders play key roles



Emergency Events as a Guide

- **Failure can be a cruel teacher, but a very effective one!**
 - Used to be primarily a GDOT maintenance response event
 - Created positions dedicated to Emergency Operations
 - Employees given time to think, collaborate and innovate
- Partnerships and collaboration were key
 - Now involves entire agency: maintenance, construction, HR, communications, procurement, accounting, etc.
 - Partnerships with other external resources
 - Other agencies (federal, state, local)
 - Other impacted states
 - Contractors, etc.
 - Incorporate dry runs, document lessons learned, strive for continuous improvement
 - **Big take away... Collaboration and Innovation work!**



Emergency Events as a Guide

How can we do this at a sustainable level everyday?

Answer:

We rely on our greatest asset—our employees.



Creating a GDOT Culture for the Future



Empowering Employees

- Empowering employees is all about creating an environment where people are encouraged to try to find ways to “make it better.”
 - Not all ideas will work out – but there’s value in the journey
 - We want all employees to:
 - Be Guilty of Trying**
 - Many solutions require cross-functional efforts, Collaboration
 - All must be willing look at the big picture and not just within their office or division



Collaboration



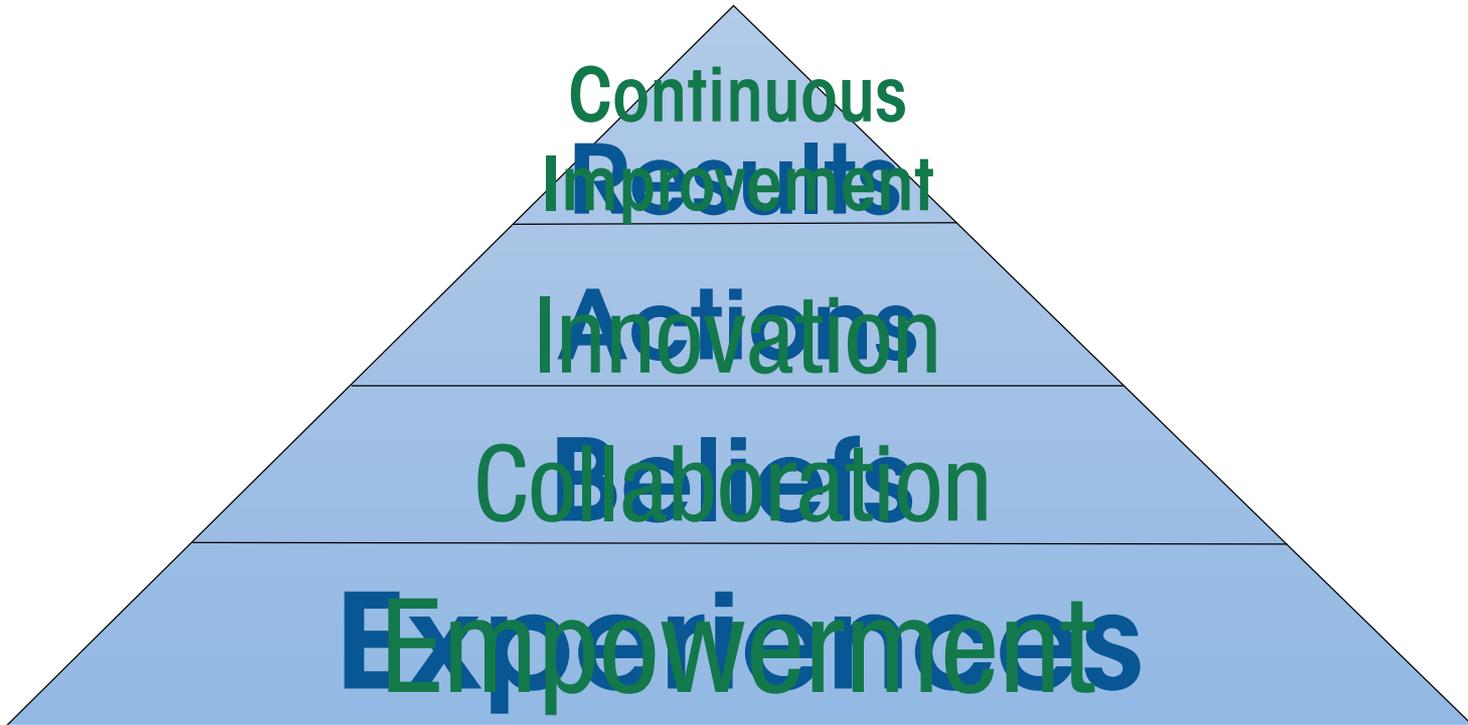
- Large organizations, including DOTs, often suffer from a “silo mentality”
- Identifying common goals and open communication at GDOT often lead to multi-office teams partnering to solve issues
- This extends to partners outside DOT
 - Federal, state and local partner agencies
 - Other State DOTs
 - Private sector

Innovation

- Dispel the ideas:
 - “That’s how we’ve always done it”
 - “No need to reinvent the wheel”
 - “If it ain’t broke, don’t fix it”
- Guided towards developing innovative solutions to problems, not just being innovative for the sake of change
- Begin by asking simple questions:
 - Why?
 - What?
 - How?
- Strategic partnerships – internal and external to GDOT
- Finding “best practices” – even if outside organization



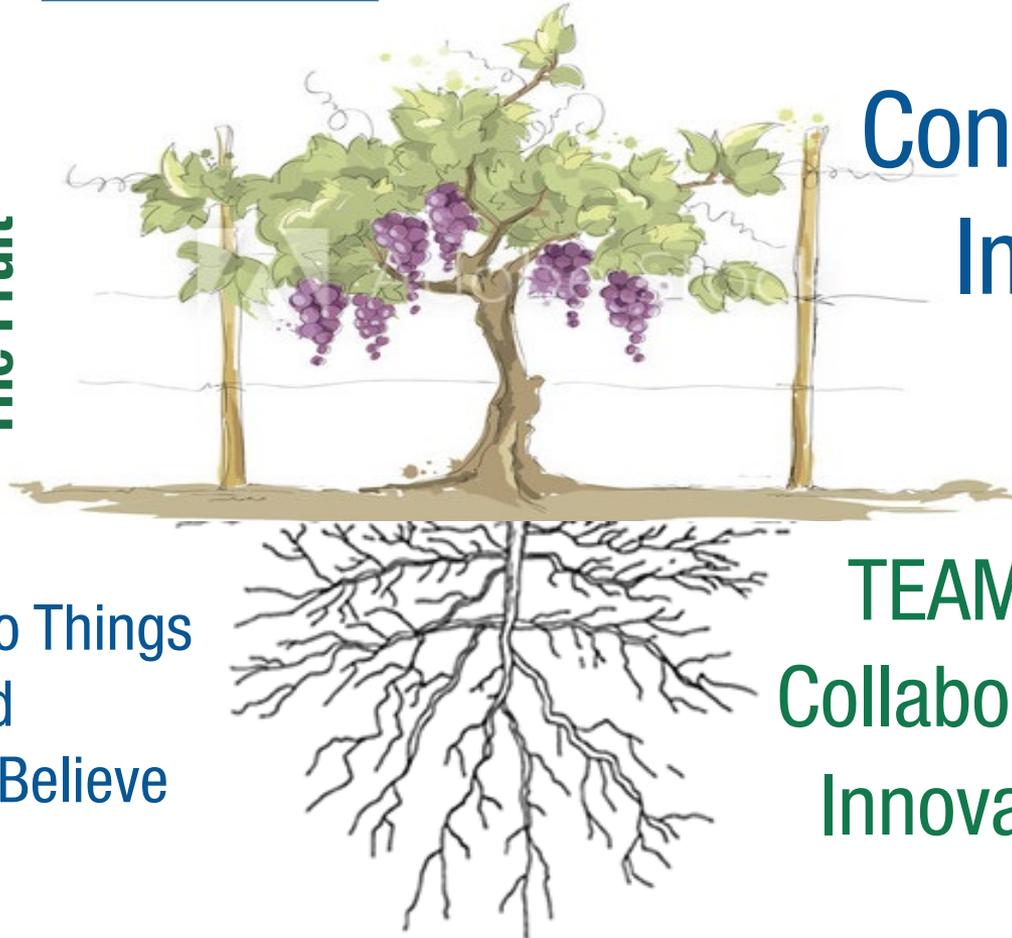
GDOT Culture Pyramid



Cultural Grapevine

What We Do

Produces
↑
The Fruit



Continuously
Improve

How We Do Things
and
What We Believe

TEAM
Collaborate
Innovate

A Culture of Collaboration and Innovation

EXAMPLES OF SUCCESSES

- I-85 Rebuild and Northwest Corridor/I-75 Express Lanes
- Creation of new Interagency Office of Environmental Quality
- Revamped Maintenance Employee CDL and Employees Skills Development
- Deployed worlds longest continuously video monitored corridor on I-475 in Macon
- Developing “V2I” (Vehicle to Infrastructure) hardware and software by Traffic Operations
- GDOT Communications and Traffic Ops (TMC) support to city of Atlanta for SuperBowl 53.

Culture at GDOT



- How do we celebrate our successes at GDOT?
- Celebrate “small wins” as well as major accomplishments
- Formal and informal recognition
 - Motivates employees to find more ways to “make it better”
 - Improves employee morale and retention

The Role of Human Resources

- By its very nature, an organization's culture is centered around people
- HR's role in supporting these efforts
 - Starts with understanding where we are headed as an organization
 - Ensuring policies, practices and procedures are in line with culture
 - Encompasses all aspects of employment – from recruitment and onboarding through retirement
 - Engaging in workforce planning efforts



The Role of Human Resources

- Partnerships with external resources
 - State Human Resources Administration
 - AASHTO – committee involvement and participation in national efforts
- Impact on employees
 - When an office/team/individual culture is aligned with organization
 - When an office/team/individual culture is out of alignment with organization
- Ensure managers and employees have resources to support organization's culture
 - Succession planning, knowledge transfer activities, training and development



Innovative Succession Planning Knowledge Transfer Strategies

- Field Maintenance Staff
 - Bootcamp for new employees
 - CDL incentive program
- Civil Engineer Staff
 - Road Design's RAPID Program
 - PEDP
- Supervisor/Management Staff
 - Management Development Program
 - District Leadership Programs
 - Succession Planning Program
- Mentoring/Networking
 - GDOTConnect
 - Informal mentoring/job shadowing
- Traffic Operations
 - Innovative projects/ software development
 - AUDI
- In-House Academies
 - Foreman
 - Area Manager
 - Project Engineer

Summary

- You can define your culture or your culture can define you
- Like the grapevine an organization's culture must be constantly nourished and looked after if it is to bear meaningful fruit
- GDOT's culture is one that drives continuous improvement by empowering our employees to collaborate with internal and external partners to find innovative ways to "make it better"



Key Components

- 3 components critical to fostering a Culture of Innovation and Collaboration:
 - Empowering employees to come up with innovative solutions and encouraging collaborative efforts
 - Providing a system to capture and document ideas and solutions
 - Capture successes as well as lessons learned
 - Ensuring there is proper governance of ideas and solutions



QUESTIONS?



Building potential future employees:
*Georgia DOT partners with Discovery Center at LEGOLAND Atlanta
on I-85 Rebuild teaching opportunity for kids*