

# INDOT's Continuous Improvement Efforts

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# Innovation & Enhancement?

## ■ Who we are:

- Internal consulting group working at direction of Executive Staff and Program Managers
- Continuous improvement focus
- Neutral third party examining internal business processes and organizational issues

## ■ Who we are NOT:

- Innovative Project Delivery
- Research and Development
- These guys...



# “What would you say you do here?”



# Continuous Improvement

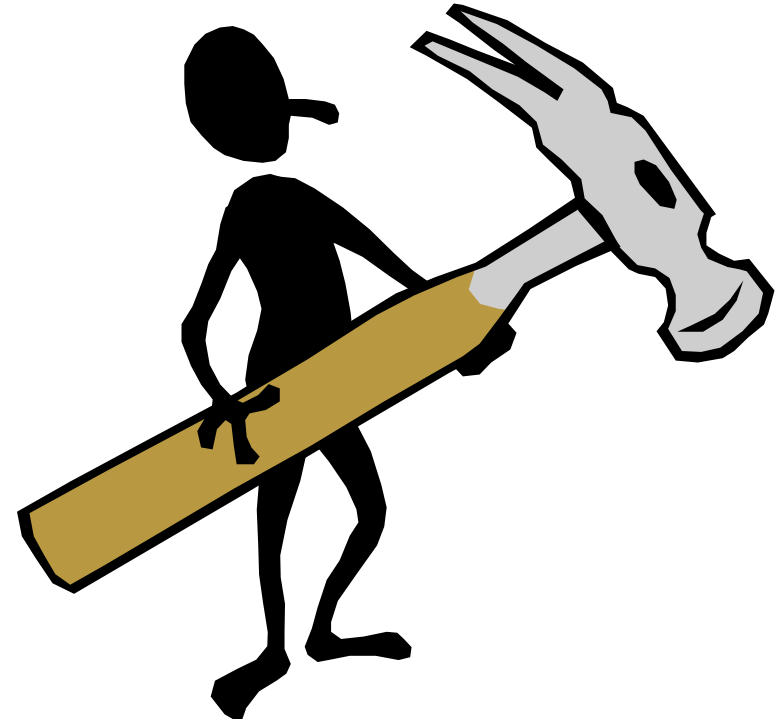
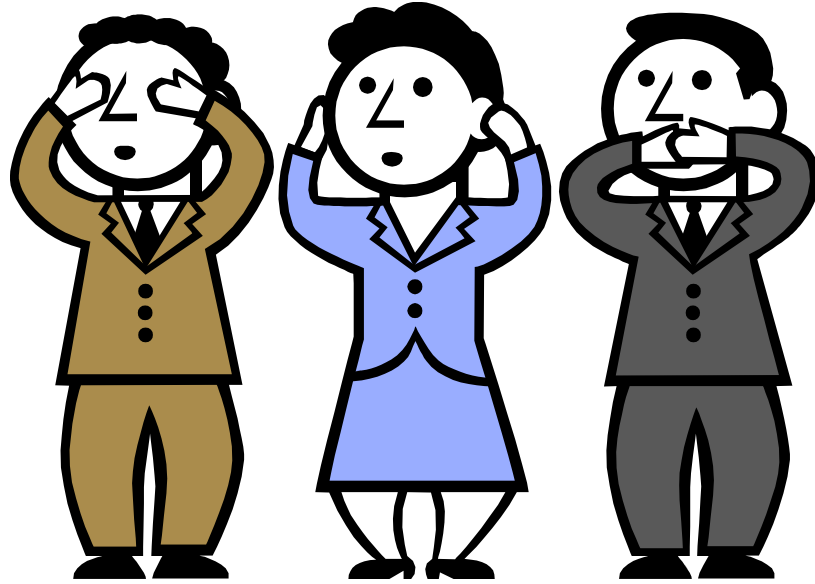
Programs  
&  
mandates



Staff  
&  
resources

Continuous improvement will help us spend less time on non-value-added activities and more time accomplishing our mission.

# Natural Reactions to Problems



# Program Reviews

- **Hold in-depth conversations with the people who do the work:**
  - What works well?
  - What made sense when we started that doesn't make sense anymore?
  - What should we be doing that we are not?
  - What other ideas for improvement do you have?
- **Use input to formulate recommendations for improvement.**



# Program Reviews

- **Utilities and Railroads**
- **Customer Service**
- **Prequalification**
- **Design In/Out**
- **Fleet**
- **Materials & Tests**
- **Highway Lighting**



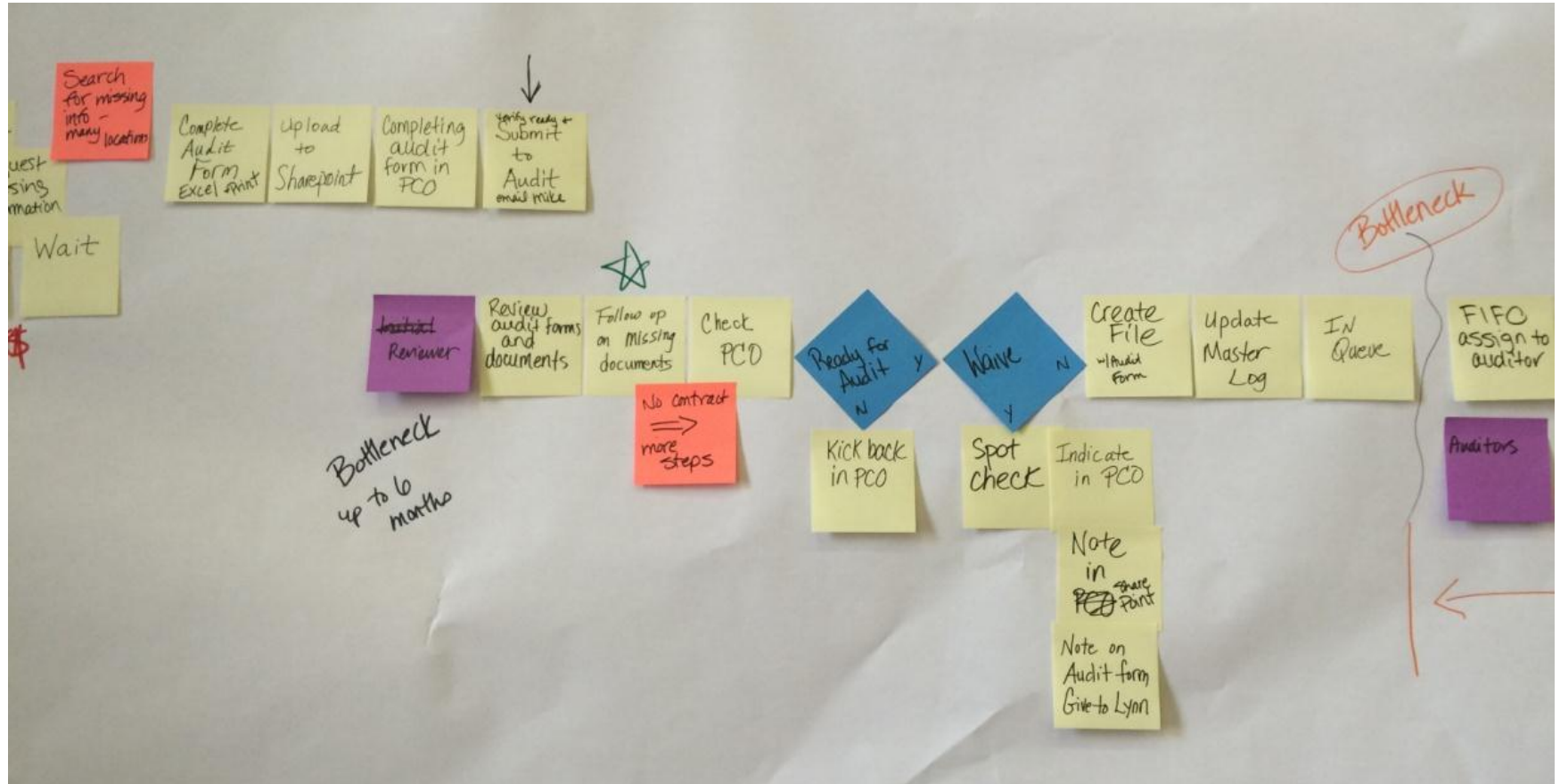
# Process Improvement

- **Facilitate process mapping to:**
  - Determine the current state of the process
  - Identify problems in the process (handoffs, rework, bottlenecks)
  - Find solutions that will have the “biggest bang for the buck
  - Build a future state process with those solutions in place.





# PCO Process Improvement



# PCO Process Improvement

- Central office and district staff members worked together to reduce rework and eliminate bottlenecks for auditing project financial documentation.
- **Team members are now approaching obstacles as problems to be solved instead of barriers to success.**

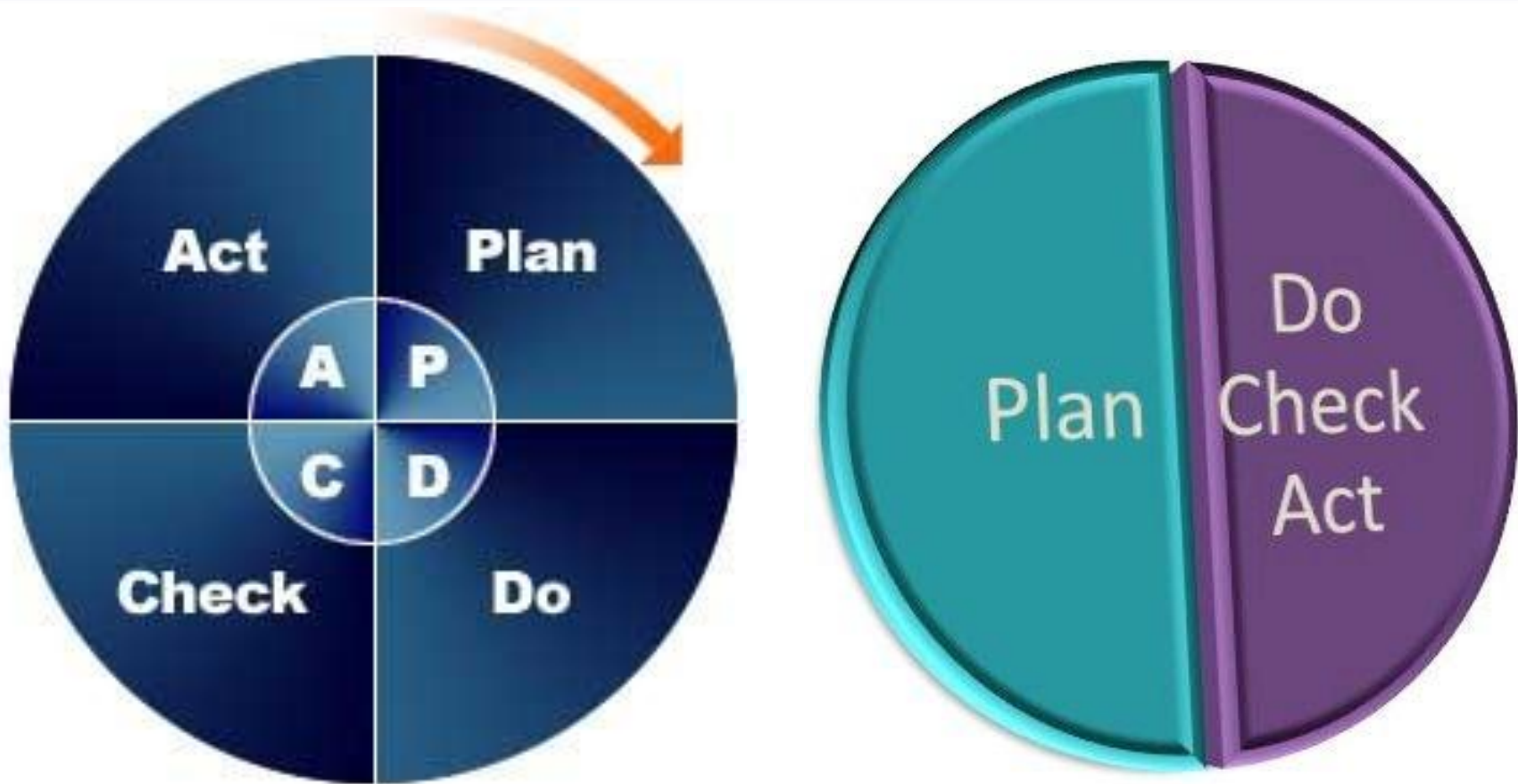


# Problem Solving



- **INDOT's approach focuses on the "Plan – Do – Check – Act" cycle.**
- **Provides a tool for all INDOT staff members to See It, Own It, Solve It, and Do It.**

# All Parts Are Not Equal...



**We want robust planning, but  
NOT paralysis by analysis!**

# Problem Solving

- **Define the Problem (Plan)**
  - Quantify the Current Condition and the Standard Condition
    - Problem is defined as the gap between the two
  - Make a business case for solving the problem
- **Identify the Stakeholders (Plan)**
  - Who needs to be involved?
- **Find the Root Cause (Plan)**
  - Analyze to find the real cause of the problem and solve it, don't treat symptoms.



# Problem Solving

- **Select (Plan) & Implement (Do) Countermeasures**
  - Determine potential short-term and long-term countermeasures and evaluate against criteria
  - Choose the best and implement
- **Follow Up (Check) & Start Again (Act)**
  - Check at pre-determined intervals to find out if countermeasures worked or not, and why
  - Recommend next steps and start PDCA cycle again



# Problem Solving Guides

- **Training guides to solve problems and help others through the PDCA process**



# Problem Solving Guides

- **Guides are already addressing problems throughout INDOT:**
  - Citrix account creation
  - Traffic modeling requests
  - Fuel budget reduction
  - Data connectivity in the field





# Engagement



We are not the experts.

**The people who do the work know best how to do the work, and have good ideas for how to make it better.**

Our job is to engage people at all levels in all parts of the agency to find better ways to accomplish our mission and move forward together as One INDOT.



# Contact Information



## Innovation & Enhancement

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