360 Follow Up
Employees’ Responses to Partnering, Behavior and Constructability/Feedback
Observations

• Each response was recorded and reviewed
  • Nearly 800 suggested improvements were given

• Varied responses with several repeated themes throughout the district meetings

• The top suggestion was higher quality meetings—many ideas were given as specific tools to accomplish this, but people agree improvements need to be made in this area
Observations

• Responses categorized into four core values

- Accountability: 40%
- Teamwork: 35%
- Innovation: 16%
- Respect: 9%
Observations

• Relationship
  • 75% of all responses are asking for more accountability or better teamwork
  • While there are many pictures of what that improvement looks like, the resonating theme is that all parties involved would like to establish better relationships among their co-workers and partners
Observations

- Our meeting allowed responses to three main questions that can be summed into key phrases:
  - Constructability/Feedback
  - Partnering
  - Behavior
Constructability/Feedback

• The question
  • Constructability and feedback loops
  • How can processes and communication be improved before, during and after a project in order to learn from experiences both positive and negative?
Constructability/Feedback

- 170 total responses
- Similar responses could be grouped into 28 basic suggestions
- Note: Not every district had enough time remaining to answer this during a breakout session
Constructability/Feedback

- Five Most Suggested Improvements

- Better review process
- Early input
- Adequate timelines
- More engagement with people in all areas of project
- Designer inclusion
Constructability/Feedback

- All Constructability/Feedback Responses

- Designer inclusion
- Early input
- More engagement with people in all areas of project
- Adequate timelines
- Better review process
Constructability/Feedback

• Top Responses Per District
  • More engagement with people in all areas of project
    • Crawfordsville
    • LaPorte
  • Designer inclusion
    • Fort Wayne
  • Early input
    • Greenfield
• Other Top Responses
  • Improve constructability review process
  • Create end of project debriefing
  • Improve staffing/seek on-call help for constructability reviews
Partnering

• The question
  • Partnering, both project-specific and in the larger sense.
  • Project-specific – what are the elements you believe are necessary for a productive partnering process?
  • Larger – what sorts of gatherings or events can help promote better relationship-building?
Partnering

• 367 total responses
• Similar responses could be grouped into 32 basic suggestions
Partnering

- Five Most Suggested Improvements

- Make progress meetings mandatory to aid in resolution process
- Better training
- Efficient and more frequent meetings
- Build relationship with partners
- Set communication baseline that gives all parties/partners better understanding of what is important to each other
Partnering

- All Partnering Responses
Partnering

• Top Partnering Response Per District
  • Efficient and more frequent meetings
    • Greenfield
    • Seymour
    • Crawfordsville
    • Fort Wayne
  • Build relationships with partners
    • LaPorte
    • Vincennes
Partnering

- Other Top Responses
  - Reinforce everyone’s value through the chain of command
  - Everyone involved believing in the team and understanding each other
  - Open and honest communication
Behavior

• The question
  • What will you do differently when you leave here?
  • How will your behavior change?
Behavior

- 237 total responses
- Similar responses could be grouped into 21 basic suggestions
Behavior

• Five Most Suggested Improvements

- Be transparent; improving internal communication and relationships
- Meet onsite with key partners; primary communication verbal
- proactive, improved communication between partners and INDOT
- create constructive relationships
- intentional inclusion/training of next generation and staff
Behavior

- All Behavior Responses

- Intentional inclusion/training or next generation and staff
- Meet onsite with key partners; primary communication verbal
- Proactive improved communication between INDOT and partners
- Next onsite with key partners; primary communication verbal
- Create constructive relationships
- Transparency; improve internal communication and relationships
Behavior

• Top Responses Per District
  • Meet onsite with key partners; primary communication verbal
    • Greenfield
    • LaPorte
  • Intentional inclusion/training of next generation and staff
    • Crawfordsville
    • Fort Wayne
  • Proactive, improved communication between partners and INDOT
    • Vincennes
Behavior

• Other Top Responses
  • Work to better understand other parties’ roles and decisions in the project
  • Improve field work
  • Become more knowledgeable of employee’s own job and other jobs relating to work
Closing

• Relationship
  • The resounding theme was to build relationships between co-workers and partners
  • Workers would like to see more face to face communication and more sharing of information to make sure everyone can do their best work to complete projects
  • Working together between different areas to reach the common goal creates a win-win for everyone involved
Closing

• We’re all on the same team
  • At the end of the day, we all have the same goals and want our projects to be successful