Indiana Transportation Team
Leadership Rally Group Responses

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Question #1: What does an excellent relationship look like?

Most common responses:

1. Trust
2. Mutual Respect
3. Open & Honest behavior and action (Transparent)
4. Commit to develop and value relationships for the long term
5. Accountability (do what you say you will do, when you say you will do it)
6. Compromise and collaborate (win/win/win)
7. Give & Accept constructive criticism (Behave professionally; don’t take it personally)
8. Admit mistakes/forgive each other (live by the “Golden Rule”)
9. Be part of the TEAM-commit to shared goals

All responses:

1. Trust leads to better performance which leads to more productive outcomes
2. Start with belief that all have good intentions
3. Vulnerability is okay- that is how trust is built
4. Relationships take time, take work, require some face to face time
5. Learn each other’s strengths and weaknesses
6. Talk to each other even when there is nothing wrong
7. Understand the motivation and needs of the other partners, step into their shoes, understand “why”
8. Conduct side by side training to understand the role of the other partners and see whole picture
9. Understand and respect roles and boundaries
10. Listen, listen to understand/don’t assume a fight
11. Set expectations up front and agree to it, get commitment, all accept and “buy in”
12. It’s okay to agree to disagree and still have mutual respect, quit blaming each other
13. Your answer is not the only one
14. Work through unforeseen conditions
15. Do the opposite of what is “broken”
16. Use HARD Communication: Honest, Assertive, Respectful, Direct
17. Don’t hold back needed information or be afraid of result, focus on doing what is right
18. Solve problems at lowest level possible, don’t use titles over people, don’t get overconfident
19. Leave your ego at the door
20. Value diversity and inclusiveness of team, have patience with people new to the industry
21. Resolve conflicts timely, respond timely
22. May lose a battle but win the war together
23. Everyone wants success in their own way
24. Build each other up
25. Treat each other like family, not all business but personal relationship, too
26. Make sure this information is passed all the way down into your organization/firm/company
27. Measure Progress and come together again next year
QUESTION #2: What has to be overcome to get there?

Three questions that kept coming up

1. What is there and beyond there?
2. Set goals to come together – set expectations (ICI/ACEC/INDOT)
3. Project is the only winner

Other key items

- Communication/Interaction
  - Honest
  - Respect roles/partners
  - Don’t get lost in the daily Grind → FOCUS
  - Recognize and initiate early
    - Don’t turn little items into big ones (don’t let them build)
  - Right time
    - Won’t be fixed over night

- Leadership
  - Work on EGO
  - Remove us vs them mind set
  - Make change a priority; it is hard but make it a priority
  - Find a way to train all three teams’ staff together
  - Don’t hold onto the past issue (change the status quo)
  - Be the salesperson or champion for this
  - Get New people into this at the lowest level (top to bottom)
  - Leaders walk the walk
  - Do what is right
  - Empower Staff
  - Cultural Change → self-reflection
  - Simplify think fresh/new ideas → learn from the past
  - Don’t get lost in the daily grind → FOCUS
  - Assume the best not the worst → all are Human
    - Overcome conflicting interest

- Money
  - Cost/industry needs to make money to survive

- Mind Set
  - Program is growing understand we need to work together/grow together
    - Roles and responsibility
  - Consistency in state
  - Build trust
  - Easy goal → sell it
  - What is winning
    - Can’t win every time
    - Don’t have to have a winner
  - Reward projects that show good teamwork
  - Find a way to be able to admit when wrong and work together to fix it
QUESTION #3: What do I have to do, on my part, to help create an excellent relationship?

Every discussion point goes to Communication.

1) Practice Honest Communication – Say what I think but do it with respect and without fear of repercussion
2) Listen and Learn – Practice empathy
3) Focus on what’s right not what “we’ve always done”, and lead with ethics
4) Display a willingness to change; even a willingness to lose. Introspection is important
5) Commit to being a change agent. Set the tone as a champion of the cause. Be a part of the solution by promoting initiative AND follow up
6) Take ownership of your actions and reward good behavior through language and recognition. Words matter so use ones of positive reinforcement
7) Educate the decision-makers, whichever side they are representing. They may not have all the answers (you may not either!) and may be operating from a position that lacks full knowledge
8) Understand the WHOLE program. Be supportive of those who have to consider and work with people charged with delivering the entire thing
9) Ask for feedback after the fact. How could we have done this better?
10) Display behavior that comes from a place of “we”. Don’t jump to conclusions, avoid automatically going on the defensive
11) Involve young people/new personnel in problem-solving. Sometimes it’s a matter of empowering them and then getting out of their way. Provide vision and let them lean into their natural inclination to collaborate
12) Of course, pick up the phone and call instead of sending an email but, JUST AS IMPORTANT, answer the phone instead of avoiding those calls
QUESTION #4: If (name your issue) was fixed, all of my problems would go away. *

Communication – better communication within and external to our own organizations, particularly about:

- Establish and follow chain of command and appropriate points of contact
- Clearly defining who holds the information needed to deliver the project – throughout all phases
- Distribution of information to all of those who need it, thoroughly and consistently
- Commitment to building relationships
- Sharing lessons learned, both positive and negative

Collaboration

- Understanding your role in the job and the financial impact of your decisions
- Doing what is best for the project, which may or may not be the easiest or most obvious thing at your phase of the project lifecycle. Consider constructability, O&M, priorities for the client
- Reducing claims – problem solving together, managing and minimizing claims and taking responsibility for your role in the issues, and including the designer

Consistency – in all categories but also related to:

- Between districts and breaking down the fiefdoms
- Managing the distribution of changes

Accountability

- Clear definition of scope and purpose & need
- Defining expectations and providing opportunity to explain why things may have changed which prevented full delivery of expectations

Let’s be real…

- Fear of liability – in owning up to issues too quickly can be a barrier to open communication
- “Faster / Better / Cheaper” – No. You really can’t have it all, but you can usually get 2 out of 3. What is the owner’s priority?
- All of these improvements will take time, money, training, and more people
- Workforce is a challenge
- Safety should be a priority on every project
- Excellence in delivery does not equal perfection

*(Note, the question was written “If (name your issue) was fixed, would all of my problems go away?”, but we all actually answered the question above.)
Question #5: How can INDOT get better quality at better prices?

Most common responses:

- More time in design development and in construction through time sets
- Better scoping of projects to reduce changes
- Being willing to inconvenience the traveling public for safer projects like the closures.
- Consistency with design review and develop and specification interpretation
- Bundling

All Responses:

1. Competition
2. Innovation
3. Closures
4. Understand that sometimes quality and price are not related initially as the value -maybe over all life cycle
5. Longer time set for construction or focus on the right time set duration
6. Quality scoping
7. Reduce & talk about risk
8. Open Specifications to other ideas like life cycle costs
9. Identify and minimize risk
10. Contractor receiving the quantity calculations pre-bid for better understanding
11. Project closeout feedback for both good and bad
12. Same practices in INDOT Districts on project development, specifications, and environmental process
13. Incentive for construction
14. More constructability review
15. Early coordination in development
16. Relook at Bundling and the value they have
17. Look at more inconvenience to the traveling public for better construction, speed, and safety
18. Define Quality more
19. Finding more time
20. Plan review process consistency
21. Being flexible, not completely rigid
22. Back briefs – tell me what I told you to verify understanding on both sides
23. Reward quality
24. Building the right team for the specific project
25. Find technology opportunities for building and designing better projects
26. Lump Sum contract format use
27. Consultant selection too heavy focus on faster schedules
28. Common sense bundling
29. Time does equal money
30. Clear right-of-way and utilities
31. Can the contractor be the one doing quality control and INDOT quality assurance
32. Pre-Con or Pre-Bid Meeting for better understanding
33. More investment on the design and planning (less $) than during construction (more $)
34. Evaluating the delivery process to eliminate not needed elements; Purposeful abandonment
35. Eliminate Federal requirements
36. Standardize deliverables
QUESTION #6: How does Indiana get better quality?

RESPONSES:  * = Number of mentions

*** Need to define “Quality”. Is it
  * Time?
  * Cost?
  * Performance?
  * Service Life?
  * What is poor quality?
  * Realize quality may be defined by public perception

* Continuous Feedback (to designers/specifiers)
  ** Contractor Involvement in Project Development
  *** Pre-Bid Constructability Reviews
  *** Post Construction Reviews
  *** Designers Attend Project Progress Meetings
  * Design Build Project Delivery/Guaranteed Savings

* Establish Expectations – Emphasize Quality During Construction
  * Set Expectations at Project Level
  * Take Pride in Product
    Designs/Plans
    Construction
  * Improve Cost Reduction Incentives
    * Focus on Labor (Time) Savings vs Material Savings

* Build a Culture of Quality
  ** Establish a System to Manage Quality
  * “Don't Inspect for Quality, Build for Quality” – Ford

** Construction Pre-Qualification
  * Focus on Contractor/Subcontractor Improvement
  * Increase Number of Pre-Qualified DBE Subcontractors

** Means & Methods – Execution - Identify & Require Use of Best Practices

** Better Scoping – Scope Accurately then Follow

* Multi-Discipline Cooperation
  *** Training Together

* Challenge Standard Details
  Is There A Better Way?
  Are New/Better Products Available?
QUESTION #7: How does INDOT get better designs?

Most Frequent Responses:

1. Better defined scope of work
   Designers feel the scope of a project should be better defined, and INDOT should be more open to options presented by designers.

2. Reasonable cost expectations for speed and quality of design
   Designers feel INDOT should have reasonable expectations for the quality of design, the schedule of design, and the estimated budget for the project based on the budget provided for design. In short “you get what you pay for”

3. Early contractor involvement
   This was mentioned by every group

4. Earlier utility coordination

5. Post mortem review w/ contractor, designer, and INDOT
   This was mentioned repeatedly, along with some forum to share lessons learned with the industry

6. More training in design industry for younger talent, with mandatory field construction exposure
   Designers feel the younger talent is not getting enough exposure to construction, and mentoring talent with field exposure is getting thinner

All Responses:

1. Early contractor involvement
2. Better defined scope of work
3. Clarify purpose and need but be open for options suggested by designer
4. Designer conduct mandatory field checks, in the field, during design
5. Independent third-party review by designers or contractors
6. Area Engineer input for major projects.
7. Reasonable cost expectations for speed and quality of design
8. Earlier utility coordination
9. Early and regular stakeholder involvement
10. Scope uncertainty leads to a large number of changes late in the design process
11. Contractor feedback to design through the duration of the project
12. Better training in the design industry, especially with younger talent
13. More clarity in the design manual
14. More consistency in interpretation of the design manual
15. Designer familiarity with specifications needs improved
16. Designer engagement through completion of project, designer must get exposure to construction
17. Post mortem project review with contractor, designer, and INDOT
18. Annual “Lessons Learned” event, with open forum conversation, perhaps at Road school
20. Comparative best practices with neighboring DOTs
21. More lump sum design contracts vs. hourly contracts
22. More geotechnical and subsurface investigation
23. Funding should not limit the proper scope required
24. Designer must have realistic expectation for their available resources
25. Consistent application of standards across all districts
26. Embrace new technology and alternative construction methods
QUESTION #8: How does a contractor help INDOT get better designs?

- Construction Reviews
- Input on Past project successes
- Early involvement
- Feedback during construction
- Inspector debriefs to designers
- After completion brief
- Subcommittee on constructability
- Standards/Spec review by construction
- Contractor integration at field check
- On call contractor constructability review
- Add an ATC session during delivery
- Review change order history for consistencies
- Mandatory pre-bid
- Give examples of what contractors believe is good quality plans
- Tell us what are good/bad details
- Contractor feedback during design
- Contractors opinion on design best practice
- ICI/ACE's brother/sister relationship
- Pre-bid meetings - consultants, contractors, INDOT
- Post project brief
- Contractors review consultants - plans, constructability
- Early involvement
- Contractor input in scoping
- Contractor hire designer for construction engagement
- Contractor adapt teaching philosophy
- Post project debriefs
- Post project success stories
- Contractors debrief on Contractors Basis of design at pre-bid
- Research & Development - sharing theirs
- Up front contractor review of plans for constructability - safety - schedule - philosophy
- Contractor feedback about design during construction
- Ask questions without concern of losing perceived advantage
- Post project brief
- During project brief
- Early collaboration
- Pre-bid construction reviews by contractors
- Retired contractors committee for constructability
- Get involved sooner. Scoping, pre-bid
- Current project feedback
- Feedback about what better plans are
- Contractors define what they want to see
- Good/Bad detail
- Tell INDOT/designers what info is needed or not
- Ask for pre-bid basis of design meeting
- Ask questions
- Speak up
- Ask pre-letting Q's
- Teach lessons in field
- Comment on standards/specs
- Ask Q's without concern of lost advantage
- Have association; ask if concerned
- Don't ask tricky leading questions
- Post project risk assessment
- Teach when/why things went wrong way
- Early and often constructability reviews
- Be honest of market weaknesses - including available labor
- Share research and innovation ideas
- Share invites to trade meetings
- Teach us at Road School
- Tell us what you can or can't do
- Share expectations of what capabilities they have
- Share trends outside of INDOT
- Share ideas from other places
- Teach us about means and methods
- Feedback of common problems
- Ask Q & A
- ACEC / ICI roundtables - Issues & Answers
- Tell what is broke
- Teach how risk interpreted
- Ask to learn Engineering Basis of Design
- Attend and ask for pre-bids
- Early involvement
- Plan Review
- Plan Review Scoping
- Plan Review pre-bid
- End of project review
- During contract review
- Good and bad
- Good vs. Bad info
- Post project brief
QUESTION #9: How does the designer get involved in construction?

**ENGAGEMENT**

1) Go to the progress meetings
2) Answer the phone
3) Attend pre-cons
4) Visit jobs during construction
5) Ask questions on construction
6) Personal touch
7) Accept Community feedback
8) Area Engineers should ask for scheduling commitments
9) Invite designers to pre-finals

**TASKS**

10) Keeper of the rules and regulations that we do not know about
11) Provide ideas
12) Have a “real” pre-con
13) Eliminate low-hanging fruit change orders
14) Document and share information
15) Establish a master list of e-mails to denote milestones to stakeholders
16) Implement good ideas
17) Get “live” feedback, not just at the end of the job
18) Have the designer explain the purpose and need at the pre-con and how they arrived at it
19) Have the designers attend partnering meetings
20) Designer involvement at key decision points

**PROCESSES**

21) Have the inspector call the designer before changes are made
22) Secure funding for designers to attend meetings or make changes as appropriate
23) 2-month reminder on construction
24) Have regularly scheduled check-in meetings on purpose maybe even without known issues on the job
25) Lessons learned meeting
26) Establish a feedback loop during construction
27) Constructability concerns known earlier in the process
28) Denote what worked and what did not work in construction
29) Read only site for change orders on designer’s jobs
30) Establish a checklist of key design issues similar to the one that does environmental commitments
31) Reevaluate and scope design services. Give tasks to do with the process.
32) Investment in cross-training
33) Construction folks spending some time in design

**OPPORTUNITIES**

34) Use site visits for networking and mentoring all 3 parties
35) Eliminate conflict of interest perception
36) Encourage cross-training
37) RFP (credit for time in construction of design staff)
38) Establish a certification or credentialing for designers in construction to force the issue. (Hands on-site)
39) Temporary sheeting on plans for example
40) Scratch 39 to allow contractor innovation and means and methods
41) Truthful discussion of conflict of interest.
42) Get sister agencies to INDOT to understand constructability concerns
43) Right size the inspection phase funding for designers to visit jobs
44) Designer intent, does everyone know what we are trying to do?
45) Cross training between industries similar to INDOT’s GEDP

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