



FLORIDA DEPARTMENT OF TRANSPORTATION  
**EXECUTIVE WORKSHOP MINUTES**

Tallahassee, FL

April 16, 2014

The Workshop began at 1:00 p.m.

1. Opening Remarks and Review and Approval of February 2014 Executive Workshop Minutes.

Assistant Secretary Brian Blanchard opened the meeting and welcomed attendees.

The minutes for the February 2014 Workshop were approved.

Assistant Secretary Brian Peters introduced Tom McCullion, Chief Information Officer.

2. Program Planning Workshop  
*Dan Cashin, Work Program*

Dan Cashin provided a draft schedule for the 2014 Program Allocation Process. It was noted that each year, in a series of workshops between May and July, the Department assesses where it is, how it is performing as an agency, and considers issues on the horizon. During these workshops, the goals and objectives stated in the Florida Transportation Plan are translated into the allocation of resources for the Department's various program areas. Legislation which will have a financial impact on the Department is assessed and the needs-based programs are examined.

The purpose of the workshops is to consider policy issues which will have an impact on the Department's finances. The policy and funding decisions lead to a determination of how much funding will be allocated for the needs based programs (resurfacing, bridge, maintenance, safety) and understanding what is available for discretionary (capacity) projects. The decisions affect the development of the next Tentative Work Program.

Mr. Cashin briefly addressed the workshop schedule. Participation of the Executive Team is essential as policy issues, which have an impact on the Department's finances, need to be resolved prior to fund allocations being issued and the subsequent development of the Tentative Work Program. Please contact Dan Cashin at (850)414-4428 with any policy or funding items that need to be addressed.

3. FM Scope Project Update  
*Assistant Secretary Brian Peters, Finance and Administration*

Brian Peters provided an update on the FM Scope Study project. The goal of the FM Scope Study project is to aid the Department in identifying the full scope of the Department's financial management needs. When this project is completed, the Department should have the information to decide which systems and business processes should be included in the scope for the development of the functional requirements of the future FM Suite. Mr. Peters thanked each of the Districts for their

cooperation on the project and asked that they continue with their support and assistance as the project progresses. Interviews were conducted statewide and the vendor is now analyzing the results of those interviews. A first draft of the FM Scope Study Report is due in mid-May and the final report is due June 23, 2014. Mr. Peters also emphasized that this is the beginning of the journey and will be a big lift for the Department in committed time and resources.

4. Employee Survey Results  
*Larry Ferguson, Performance Management*

Larry Ferguson presented the results of the 2014 Employee Survey. Listed below are some highlights:

- Statewide participation 72% (4184 respondents);
- Statewide Score: 168.99 Up 7.28 points over last year and the largest one year increase in the 15 year history of the survey;
- All 71 items are strengths (above 2.00);
- All 71 items increased in score with 40 of the 71 up by a statistically significant amount (.10 or greater);
- All nine “management team” items and all six “Executive Team” items went up by a statistically significant amount;
- District 2 had the highest participation at 83%;
- District 6 had the highest district score at 173.85; and
- District 5 had the largest year to year increase at 13.35 points.

Key Issues:

- Concerns about pay including being underpaid for the work, “Step” increases upon promotion, inequities among districts and occupational groups, confusion about HR CPR
- Training – Greater frequency, support and funding for, and quality of training were recognized while noting the need for more technical training, budget for travel for training and requested training being provided
- Formal Awards Program – Recognition of improvement by many while still concerned about nominations, who gets them (and who does not) and how they are selected and presented.
- Significant improvement in management credibility and Executive Team credibility scores with communication practices as one of the key drivers of the improvement.

Recommendations:

1. The Executive Team should celebrate the improvements the scores represent.
2. The Executive Team should continue and enhance the efforts they have made in promoting leadership credibility. Suggested considerations include:
  - Continue to focus on communication, effective leadership practices, providing recognition and feedback, assuring training and development,

and setting and measuring goals and performance expectations; and further enhance these efforts by identifying, documenting and sharing the best practices of High Quartile cost centers.

3. The Executive Team should expand the efforts made in training and development particularly in the areas of training for advancement and technical training. Suggested considerations include:
  - Continue the ongoing support of balanced training budgets in the districts;
  - Prioritize budget for technical/specialized training (including required travel); and
  - Emphasize the responsibility of Central Office units to provide training and development opportunities statewide through in-house or funded vendor training.
  
4. The Executive Team should consider revising the Department's formal awards program. While the survey scores and comments recognize the improvements made in the existing system, it is apparent through the continuing high dissatisfaction rate and nature of the comments that there is need for further changes or a full revision. Suggested considerations include:
  - Leveraging the practices of high scoring districts. Both District 6 (2.29) and District 4 (2.23) had significantly higher scores for awards than all other locations. The practices of these two districts should be studied to help identify change opportunities; and
  - Consideration must be given to the changing demographics of the department. The current awards paradigm (certificates, plaques, etc.) is a function of the Veteran and Boomer generations. Generation X and Millennials, both growing segments of the employee population, have a different view of awards and recognition programs.
  
5. The Executive Team should consider ways to better communicate with all employees about pay and benefit issues. Pay related issues are, by far, the most frequent item in the comments statewide. Confusion and apparent misinformation about HR CPR, step pay increases upon promotion, etc., are frequent in the comments and a source of concern among employees.

The full results with all the district breakouts and cost center reports, as well as supporting documentation and the Briefing Book and Briefing Presentation, will be available on the Employee Survey SharePoint site at the end of the Workshop.

Mr. Ferguson thanked the Executive Team for their continuing support and work with the survey and reminded them that this is the 5<sup>th</sup> year of the current survey instrument and therefore a full survey review will be ongoing to get input from employees on how to improve the survey.

5. Highway Advisory Radios  
*Mark Wilson, State Traffic Operations*

Management requested that the Traffic Engineering & Operations Office give a presentation on the Department's current Highway Advisory Radio (HAR) System. There are currently 61 HAR's operating statewide, and cost about \$154,000 annually to maintain. Management would like to determine if the Department should continue to have a HAR System. A research project is planned to begin soon, which will take 9-12 months, and should provide information to help with making a decision on the future use of HAR's. There was a discussion of the issue and the Secretary requested input from everyone at the meeting about their experience with using a HAR. Management decided: (1) to wait until the Research Project is completed to make a final decision on the use of HAR's, (2) Districts are not allowed to install any new HAR's, and (3) Districts are allowed to maintain the existing HAR's that they currently have.

6. 2060 FL Transportation Plan / 2013 Performance Report / Map 21  
*David Lee, Policy Planning*

David Lee provided an overview of the 2013 Performance Report. The report is following an annual schedule, including workshops, with a targeted completion in February each year. The report is organized to align with the goals of the Florida Transportation Plan. A summary of the Department's second MAP-21 Performance Report was also given. FDOT is reporting on Florida's performance in seven areas. Both reports are posted on the FDOT Web site under the "Performance" menu option.

An update on the federal rulemaking underway to establish national performance measures was also given. Eleven rulemakings that deal with performance will be conducted. Two of these are presently underway. FDOT is actively involved through AASHTO in responding to these rulemakings by both AASHTO and FDOT. Secretary Prasad chairs the AASHTO Standing Committee on Performance Management and he also chairs the Planning Subcommittee on Asset Management.

Opportunities for FDOT to collaborate with Florida MPOs and other stakeholders in performance reporting and the opportunity to streamline current performance reporting was also discussed.

7. State Standard Object Code Project  
*Cheryl Ward, Comptroller's Office*

DFS is consolidating and standardizing all revenue and expenditure object codes by introducing new statewide object codes to be used by all state agencies. This process will eliminate the ability of state agencies to create unique codes and all new codes will need to be submitted to DFS for approval. The first year will be standardizing expenditure object codes and the second year will be to standardize revenue object codes.

This standardization will directly impact, for example, how invoices are processed for payment and cost distributions since all object codes will change. It will also affect any

DOT systems that interface with FLAIR or capture expenditure data at an object code level, especially systems where object codes have been hard-coded into the system.

Conversion to the new object codes will take place between October 2014 and May 2015. On May 2, 2014, state agencies will provide DFS with an impact study, and the final object code list and crosswalk will be published by DFS May 31, 2014. To ensure smooth conversion to the new codes, efforts will be coordinated with the various offices affected. Point of contact is Cheryl Ward, General Accounting Office, 414-4866.

8. Power Sessions Update  
*Brian Blanchard, Assistant Secretary for Engineering and Operations*

A brief update on the addition of two modules to the Power Sessions for the Step-Up Program was given. Mr. Blanchard encouraged leadership to start conducting these sessions to further communicate the Step-Up Program to all personnel. The Power Session modules are:

1. It is, It Does, You Get!
2. Seeing the Big Picture – Map to Success
3. Change from the Inside Out
4. Ready, Set, Engage Yourself!
5. Meet the Drivers
6. Cultivate an Attitude of Boldness
7. Get That Innovative Feeling
8. Inspiring Yourself and Others
9. Using Step-Up Tools
10. Crossing the Bridge: Performance Thinking
11. Winning the Hearts and Hands of Employees: Success Stories
12. Step-Up Boosters: The Next Steps

Meeting adjourned at 3:25 pm.