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MISSOURI QUALITY AWARD RECIPIENT

Missouri Department of Transportation

How do you take a state agency from a favorite target of criticism to the focus of national leadership in its field? Just ask any employee at MoDOT and he or she will tell you it's all about providing results. MoDOT had already assembled a performance measurement system before Pete Rahn became its director in 2004. However, the measures needed to be more focused. At the first strategic advance, department managers were challenged to list what customers expected from MoDOT. The outcome was 18 tangible results. These 18 tangible results became the focus of everything from daily operations to long-term plans.

Next, MoDOT identified measures that would give the best indication of how it was doing at delivering those tangible results. Some traditional performance measures found places within the new measurement system, such as Pavement Conditions, while others were discarded. The agency also found gaps in the performance measures that had to be filled. Performance measures were organized by assigning members of the executive team as drivers of performance within each tangible result. Then mid-level managers were assigned as drivers for individual performance measures. Performance analysts were provided as support staff to each measure. The first quarterly publication of MoDOT's performance measures, known as Tracker, was published in January 2005.

Then the real challenge began ... getting the performance measures used to initiate change and deliver results. The key was integrating performance measures into the management process. Each quarter, the director hosts a meeting of all senior managers and measurement drivers to review each performance measure. It's a four-to six-hour meeting with measurement drivers present-

ing MoDOT's current performance and improvement strategies in place. To keep the meeting on track, the director uses an air horn if presenters go too long, get off topic, or worst of all, discuss future plans rather than immediate actions to improve. These large group meetings on performance measures allow our department to focus its time, talent and money on what's most important to meet customer expectations.



The Tracker has been used to develop district and division measures and performance incentive programs. The district and division trackers help connect every employee to the tangible results. Performance Plus links work group performance with district and organizational performance measures. Employees can earn up to \$500 per quarter by meeting established performance levels that generate savings for the department. During a recent quarter, the Performance Plus program generated a net savings of more than \$70 million. MoDOT's focus on results has driven performance to national attention in other areas as well.

Recent efforts to make roads safer and partnerships with law enforcement led Missouri to the largest drop in traffic-related fatalities of any state in the nation -- down by 161. At the same time, the overall performance of Missouri's transportation system jumped 11 spots in one year and 22 spots over the past five years among the 50 states. While other states were canceling or delaying highway improvements, MoDOT delivered record amounts of road improvements under budget and on time thanks to radical cost control -- including practical design, keeping bids low, closing roads to speed up construction, applying contractor innovations and slashing administrative budgets. MoDOT also has lowered the number of work days employees were off due to injuries by 69 percent, saving \$7 million in worker's compensation costs that instead went toward transportation improvements.





MoDOT is also getting national attention for two aggressive programs to deliver results to its customers. The Better Roads, Brighter Future program will bring 85 percent of Missouri's major highway system up to good condition by the end of 2011. And the Safe and Sound program will improve 802 of Missouri's worst bridges in just five years and require the winning bidder to maintain the bridges for the next 25 years.

In addition, MoDOT's focus on results can be seen in its organizational structure. The department is divided into three teams: System Delivery, System Facilitation, and Organizational Support. System Delivery houses the functions of "Retail MoDOT." This team has direct public contact and includes the 10 districts and Motor Carrier Services. The divisions surrounding the districts and Motor Carriers support MoDOT's customer service efforts. The chief engineer is responsible for the System Delivery Team and reports to the department director. The role of the System Facilitation Team is to help the System Delivery Team achieve the department's Tangible Results. Divisions in this team primarily perform support functions necessary to maintain operations. The chief financial officer leads System Facilitation and reports to the department director. The Organizational Support Team provides services to both the System Delivery and System Facilitation teams. The Organizational Support Team reports to the department director.

Partnering for Innovative Efficiencies is one of many ways that MoDOT seeks input, from its partners, to improve transportation in Missouri. At these partnering meetings, MoDOT brings together contractors, engineers, vendors, citizens and public agency leaders. Discussion is open to every aspect of the design and construction process, including project planning, construction techniques, specifications, schedules and contracts. With limited resources, the intent of these meetings is to

look for ideas that can help improve performance, reduce costs and satisfy more customers. Partnering teams formed after the event implement ideas in a six- to nine-month time frame.

Employee innovation is encouraged through the Solutions at Work program. Solutions at Work identifies, measures, documents and communicates best practices within the organization. The process begins with employees or work groups filling out a short six-question online form. The information is routed to Central Office staff to work with division and district managers in evaluating and documenting implemented best practices. A searchable online database has been developed to store best practices and share them through an internal web site.

From daily activities to long-range planning, MoDOT's focus on results has developed an organization that Missourians can rely upon to deliver great value for their tax dollars.



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Our mission is to provide a world-class transportation experience that delights our customers and promotes a prosperous Missouri.