

HOW THE AGENCY IS LOOKING FORWARD

Commonwealth Transportation Board

VDOT Chief Deputy Commissioner Rob Cary, P.E., L.S.

October 16, 2019

Virginia: A Leading State & A Leading DOT

RANKED **#1** BY CNBC AS THE 2019 TOP STATE FOR BUSINESS



7TH IN NATION FOR THE # OF FORTUNE 1000 COMPANIES



HOME TO MORE THAN 60 COLLEGES AND UNIVERSITIES







VIRGINIA HAS THE **3RD** LARGEST STATE MAINT. HIGHWAY SYSTEM

Leadership Team + Organizational Changes

- Comprehensive assessment of executive-level team
- Seeking alignment with service + program delivery
- ✓ New roles + new structure + new opportunities
- ✓ Key internal talent
- Building the agency of the future

Instilling confidence in the opportunity to succeed at VDOT



Organizational Changes

Chief of Maintenance and Operations Reporting to Chief Deputy Commissioner

- Maintenance
- Operations
- Land Use
- Asset Management
- Traffic Engineering

Chief Engineer Reporting to Commissioner

- Construction
- Location and Design
- Materials
- Structure and Bridge
- Alternative Project Delivery
- Transportation and Mobility Planning

Districts

Reporting to Chief Deputy Commissioner



Organizational Changes

VDDT Virginia Department of Transportation **ORGANIZATION CHART** October 2019 professional engineering license Commissioner of Highways Stephen Brich, PE Communications Executive Assistant Office of annon Marshall, APF Carol Mathis Safety, Security Assurance and Human Resources and Emergency Compliance Cynthia Bullock Management Bradley Gales John Scrivani, CEM **Chief Deputy Civil Rights** Commissioner Sandra Norman Robert Carv, PE, LS Chief Engineer* Director of Bart Thrasher, PE Research and Innovation Cathy McGhee, PE Chief of Chief of Chief Financial nief of Maintenance **Deputy Chief** Chief of Policy Technology and Administration Officer and Operations Engineer* Business Strategy Richard Walton, JD Lisa Pride Laura Farmer Kevin Gregg Mohammad Mirshahi, PE Robert Osmond Financial Office of Bristol District Administrative Planning Strategic Construction* Environmental Maintenance Services Donny Necessary Angel Deem Ivan Cruz Innovation Branco Vlacich Kerry Bates, PE Toya Peterson (Acting) (Acting) Hari Sripathi, PE Northern Virginia District Helen Cuervo, PE Location and Governance and Performance and Fiscal **Business Reform** Culpeper District **Operations*** Legislative Affairs Strategic Planning Design* Janice Long Alireza Farhangi, PE Charles Miller John Lynch, PE Susan Keen, PE Jo Anne Maxwell, JD Jay Styles **Richmond District** Shane Mann, PE Office of Fredericksburg Asset Information Tolling Materials* Local Assistance Information District Management Technology Security Andy Babish, PE David Caudill, PE Julie Brown Marcie Parker, PE Jennifer Ahlin Lynn Hadden Andrew Green Salem District 70 Ken King, PE Capital Outlay and Hampton Roads Traffic ederal Programs Structure Facilities District **Right-of-Way** Engineering* and Bridge* Management Management Christopher Hall, PE Lori Snider Raymond Khoury, PE Kendal Walus, PE Wendy Thomas William Ferguson, PE Staunton District Randy Kiser, PE Alternative Infrastructure Lynchburg District Land Use Project Delivery' Investment Christopher Winstead, PE Robert Hofrichter Shailendra Patel, PE Kimberly Pryor Transportation Transportation and **Public-Private** Mobility Planning Partnerships Marsha Fiol Vacant

Virginia Department of Transportation

VDOT of Tomorrow: Project Research + Engagement





VDOT of Tomorrow | How We Get There



VDOT of Tomorrow: 10 Strategic Initiatives

		FY20					FY21			FY22			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	1. Enhance tech fluency across VDOT's workforce												
SNI	2. Promote cyber-risk awareness through a comprehensive education strategy												
CK W	3. Establish two-way mentorship program												
QUI	4. Create and implement interactive scenario-based learning for field operations												
	5. Build bot management capacity with a Digital Worker Implementation Team												
ERS	6. Conduct technical skills assessment, workforce planning and recruitment analysis for prioritized workforce segments												
I MAK	7. Build an agency-wide information technology (IT) strategy												
NTUM	8. Scale innovation across VDOT through a strategic, coordinated approach												
MOME	9. Consolidate VDOT's data science expertise through a "hub and spoke" model												
Σ	10. Develop future workplace strategy to support recruitment and retention												
	going change management and communications activities to ensure employee gagement, excitement and understanding of the VDOT of Tomorrow project												

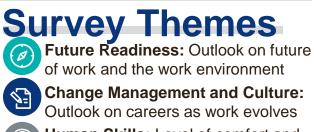


VDOT OF **TOMORROW**

VDOT Employee Survey Results Fall 2019

VDOT Employee Survey: At-A-Glance

- 21 questions on the survey
- Conducted for 2.5 weeks during summer 2019
- **4,178 out of 7,957 recipients (53%)** took the survey across all residencies, districts, Central Office and staff level



Human Skills: Level of comfort and confidence with critical human skills

Key Takeaways

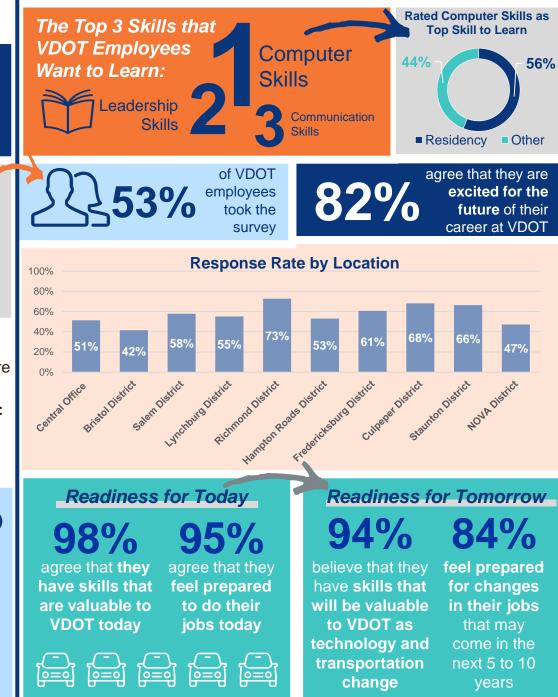
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Survey respondents feel..

 Generally positive about their work life at VDOT

• **Prepared** to do their **jobs today** But survey respondents also feel...

- Excited yet underprepared for the future changes to their jobs
- The need for **more training** to help them prepare





"There's **unrealistic expectations** on new VDOT employees. There's **no training about VDOT** and/or the divisional needs."



-Survey Respondent

One of the three core goals of the VDOT of Tomorrow is to <u>prepare our people</u> for the future. Check out the below resources to learn more....



VOOT OF **TOMORROW** 2019 VDOT Employee Survey Results (con't.)

When asked to describe their work life at VDOT in one word, survey respondents used generally positive words as indicated by the word cloud below.*



