

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



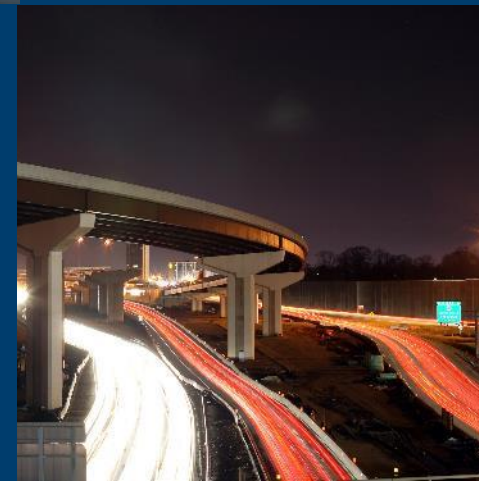
HOME TO
MORE THAN
60 COLLEGES
AND
UNIVERSITIES



8.5 MILLION
CITIZENS



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

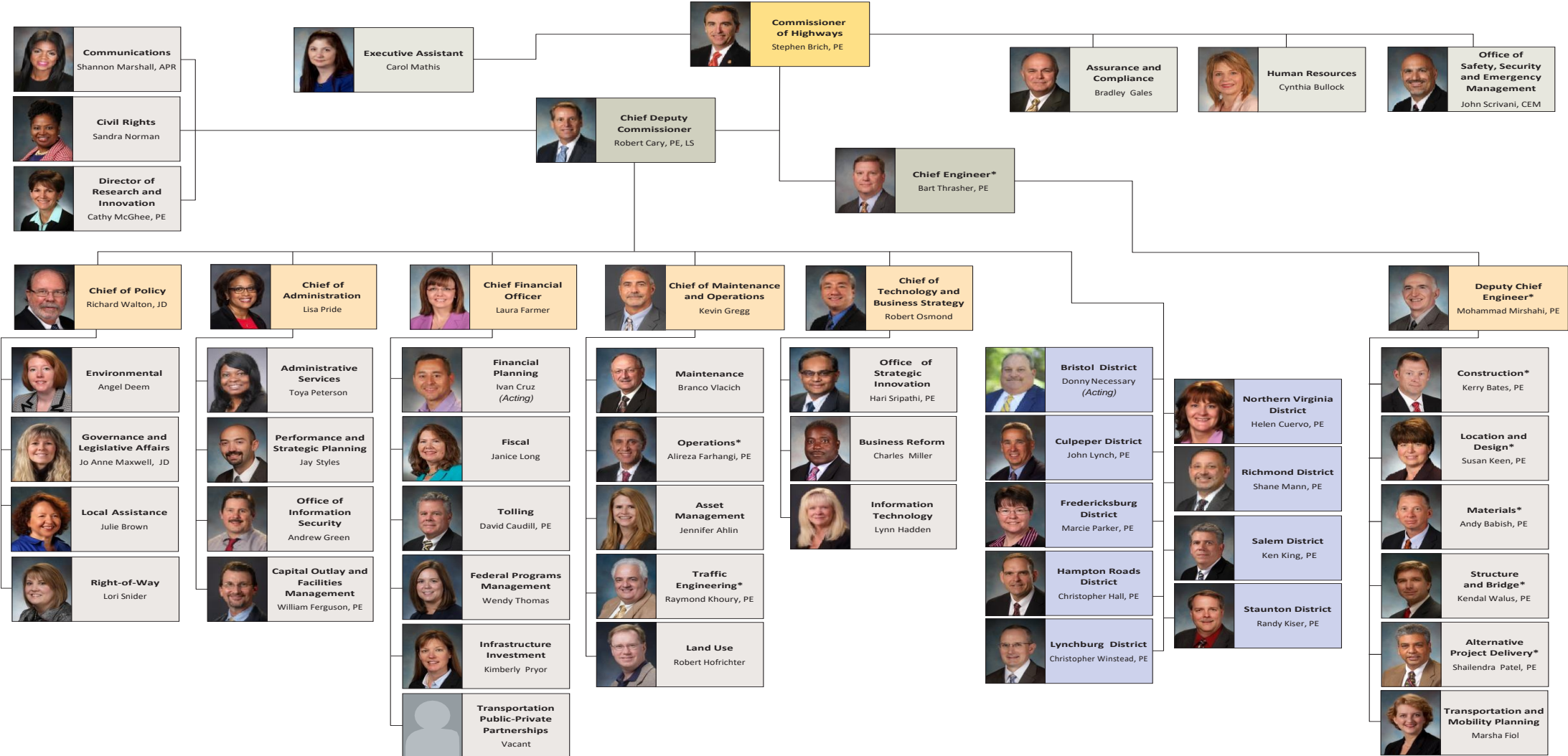
Organizational Changes



ORGANIZATION CHART

October 2019

* Designates positions requiring professional engineering license



VDOT of Tomorrow: Project Research + Engagement

12 Focus groups 

27 Skills identified as critical 

4 Advisory Board meetings 

2 Stakeholder briefings

10 Strategic Initiatives 

1 Project microsite

8 Leadership interviews

24 Lab participants 

70 Change Champions

1 Employee Survey 

7,800 Employees

2 Years 

VDOT of Tomorrow | How We Get There

1

PREPARE OUR PEOPLE



- Develop the workforce
- Identify gaps
- Build and sustain expertise

2

EMPOWER INNOVATION



- Challenge the norm
- Create
- Adapt
- Think differently

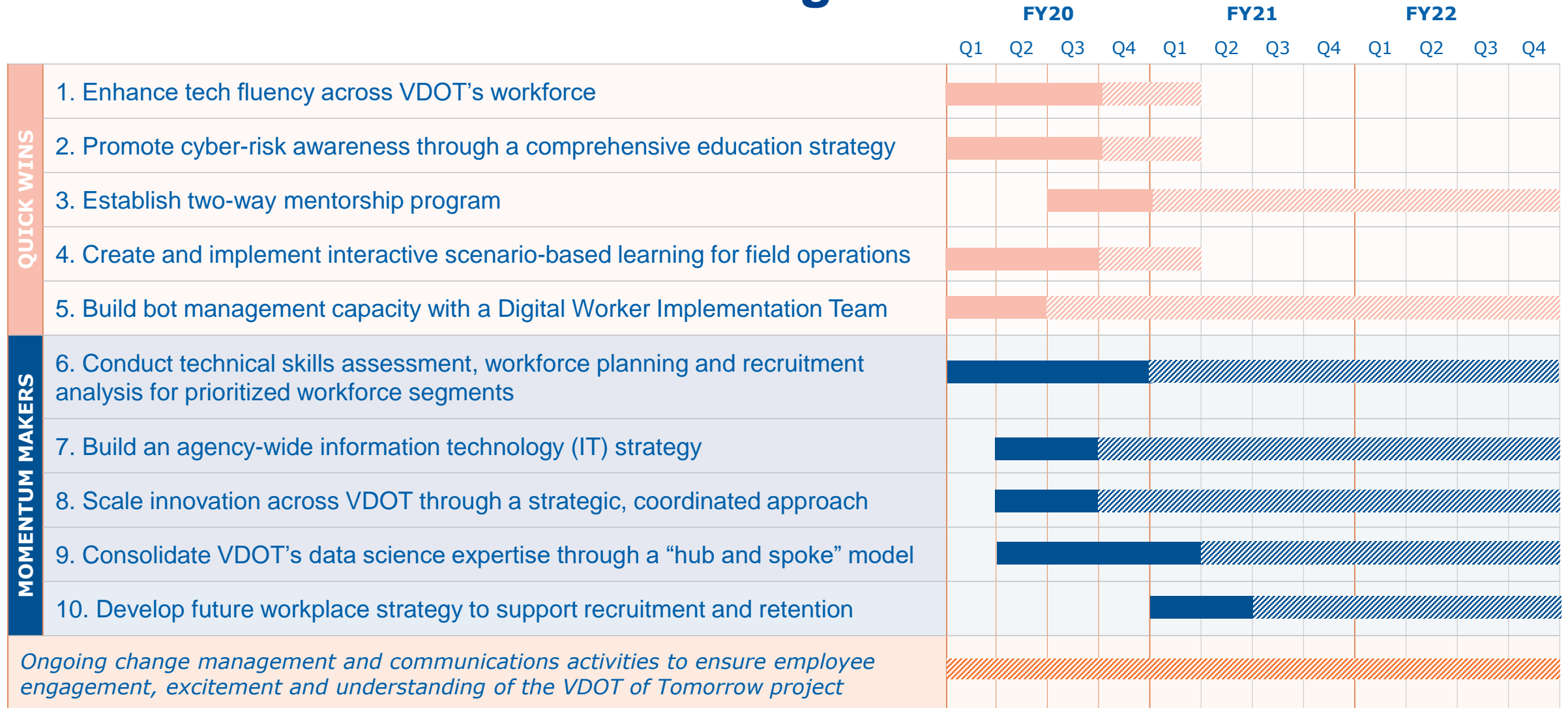
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MODERNIZE OUR METHODS



- Improve processes
- Create efficiencies
- Modernize procedures
- Update strategies

VDOT of Tomorrow: 10 Strategic Initiatives



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

Survey Themes

- Future Readiness:** Outlook on future of work and the work environment
- Change Management and Culture:** Outlook on careers as work evolves
- Human Skills:** Level of comfort and confidence with critical human skills

Key Takeaways

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

The Top 3 Skills that VDOT Employees Want to Learn:



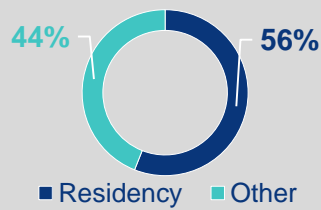
Leadership Skills

2

1 Computer Skills

3 Communication Skills

Rated Computer Skills as Top Skill to Learn



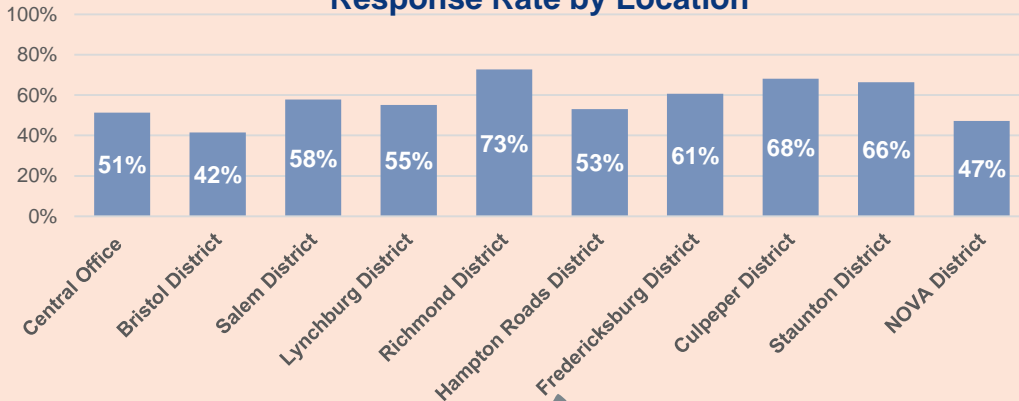
53%

of VDOT employees took the survey

82%

agree that they are excited for the future of their career at VDOT

Response Rate by Location



Readiness for Today

98%

agree that they have skills that are valuable to VDOT today



95%

agree that they feel prepared to do their jobs today

Readiness for Tomorrow

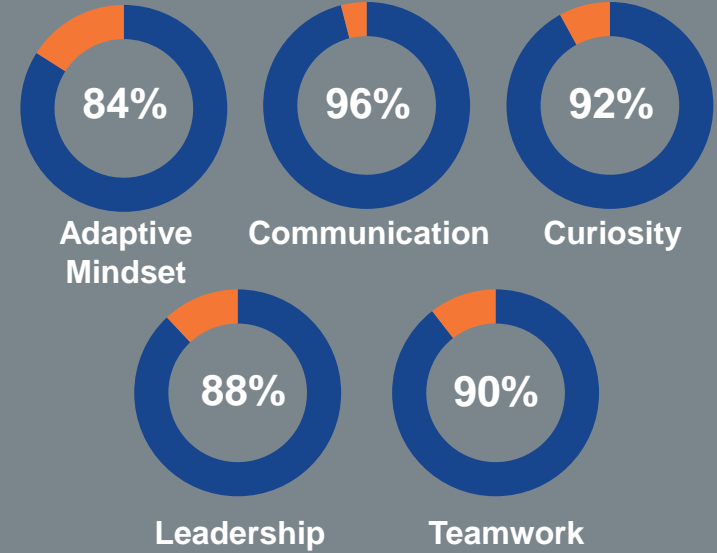
94%

believe that they have skills that will be valuable to VDOT as technology and transportation change

84%

feel prepared for changes in their jobs that may come in the next 5 to 10 years

Confidence in Using Human Skills on the Job



“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 prepare our people for the future. Check out the below resources to learn more...



VDOT U Trainings



VDOT of Tomorrow Site



Speak with your HR rep

*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.**



*The size of the word corresponds with the frequency with which the word was submitted as the response.

