

The Communication Continuum

The Ohio Department of Transportation

District 12



presents



The Communication Continuum

*“Information is most powerful
when shared amongst all”*

OPE 2005 “Quest for Success” Conference

about ODOT, District 12

FACTS

- 450 Employees
- Accountable for the planning, design, construction and maintenance of the state and federal highway system in Cuyahoga, Geauga and Lake counties.
- Operating budget of \$52 million annually
- Capital expenditures of approximately \$210 million annually

link to the criteria

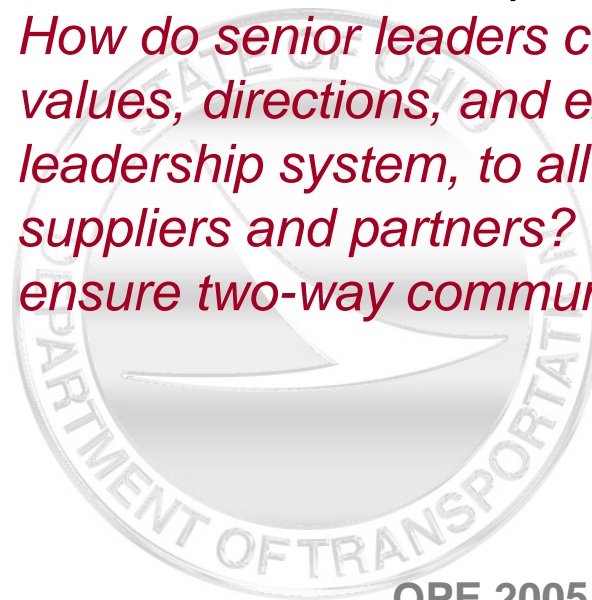
OPE Criteria

Ohio
Award

Excellence[®]
Pursuing Now... and for the Future!

1.1a(1) How do senior leaders set and deploy organizational values, short- and longer-term directions, and performance expectations? How do senior leaders include a focus on creating and balancing value for customers and other stakeholders in their performance expectations?

How do senior leaders communicate organizational values, directions, and expectations through your leadership system, to all employees, and to key suppliers and partners? How do senior leaders ensure two-way communication on these topics?



The Communication Continuum

link to the criteria

D 12 feedback

- **2001**
 - Senior leader's approach for communicating and deploying OPI goals and objectives is not developed throughout all levels of the organization.
 - *Action Plan: Link OPI goals to performance evaluations; Communication Continuum*
- **2002**
 - The Executive Leadership Team sets goals and communicates these goals to the Senior Leadership team for deployment through the Communication Continuum.

The Communication Continuum

link to the criteria

D 12 feedback

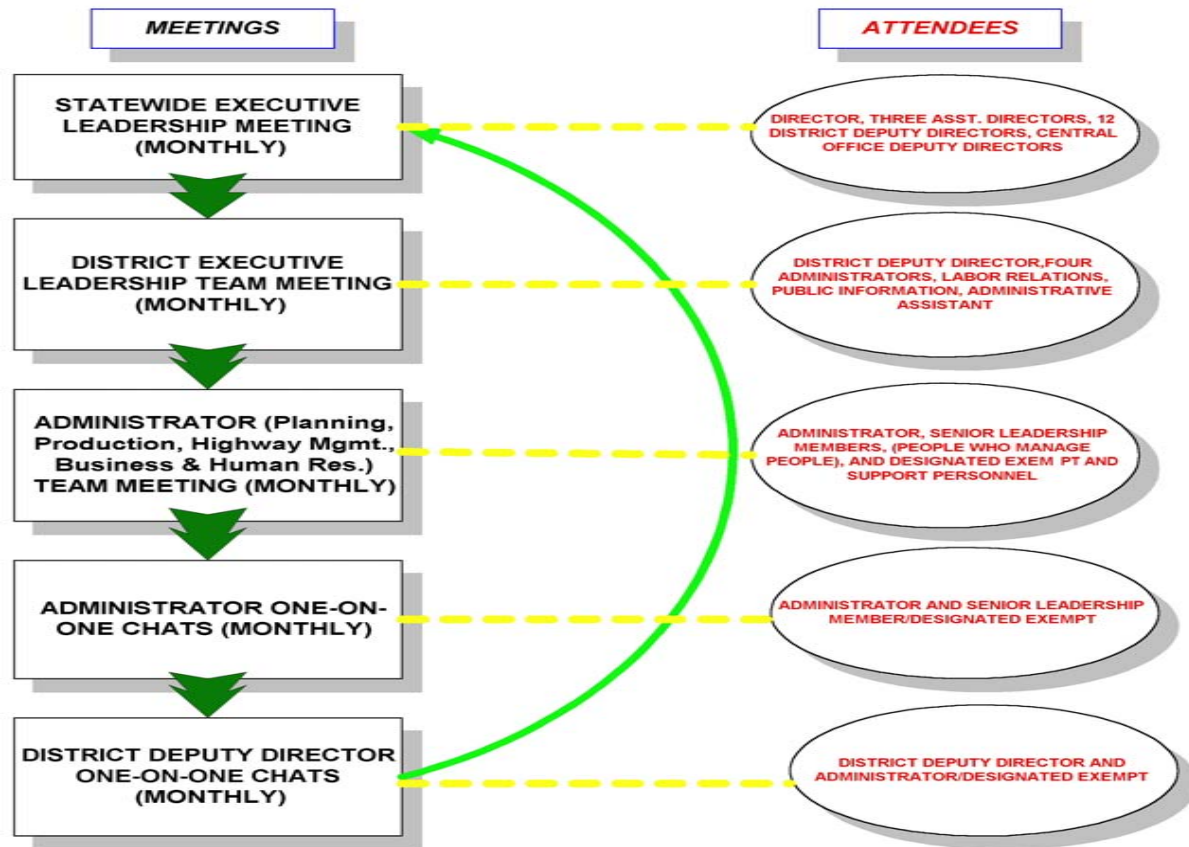
- **2004**
 - District 12 systematically deploys goals through several methods outlined in the Communication Continuum.
- **2005**
 - District 12's senior leaders have a systematic approach for setting organizational values, directions, and expectations that includes a ten-year Capital Work Plan and External Customer Survey. District 12 communicates those values, directions, and expectations to employees through its Communication Continuum and ensures two-way communication on these topics through QStP. Deployment is also evident for each of these approaches.

2001	2002	2004	2005
37.5%	50%	57%	70%

The Communication Continuum

the communication continuum Leadership

DISTRICT 12 - COMMUNICATION CONTINUUM
"Freely cascading information throughout the organization."



MONTHLY MEETINGS:
 QSiP Steering Committee (4th Monday)
 Tactical Program Delivery Team (2nd Monday)

BI-MONTHLY MEETING:
 FOCUS 2006 Meetings (Entire District)
ANNUAL MEETING:
 Annual Business Meeting (July) (Entire District)

QUARTERLY MEETINGS:
 Senior Leadership
 Executive Labor/ Management-Leadership

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Leadership

Meetings

Attendees

Statewide
Executive
Leadership
Meeting
(Monthly)

ODOT Director,
Assistant Directors,
District Deputy
Directors, Central Office
Deputy Directors.

Topics: Statewide
Initiatives, Issues

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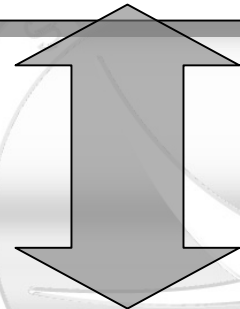
Leadership

Meetings

Attendees

**District
Executive
Leadership
Meeting
(Monthly)**

District Deputy
Director,
Administrators,
Labor Relations,
Public Information,
Quality



Topics: Statewide Initiatives,
District Issues, Organizational
Performance Metrics,
Communication Continuum,
Departmental Updates

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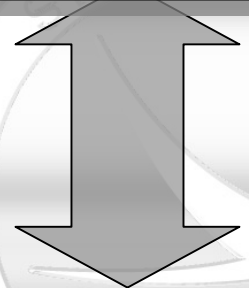
Leadership

Meetings

Attendees

Departmental
Team Meeting
(Planning,
Production, Hwy
Mgmt, B & HR)
(Monthly)

Administrator,
Senior Leaders,
Exempt and Union
Employees



Topics: Statewide Initiatives,
District Issues, Organizational
Performance Metrics,
Communication Continuum,
Departmental Issues

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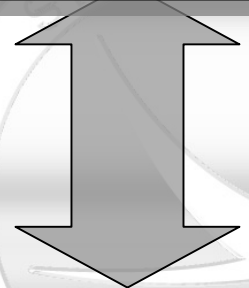
Leadership

Meetings

Attendees

**Administrator/
Deputy
Director One-
on-One Chats
(Monthly)**

District Deputy
Director,
Administrator and
Senior Leader



Topics: Communication
Continuum, Performance
Evaluations, Information
Sharing

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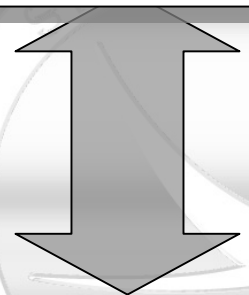
Leadership

Meetings

Attendees

District Deputy
Director One-
on-One Chats
(Annually)

District Deputy
Director and Each
Employee in District
(450)



Topics: Process
Improvements, Organizational
Performance

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Monthly Meetings

QStP Steering
Committee, Tactical
Program Delivery
Team, Jobs and
Progress

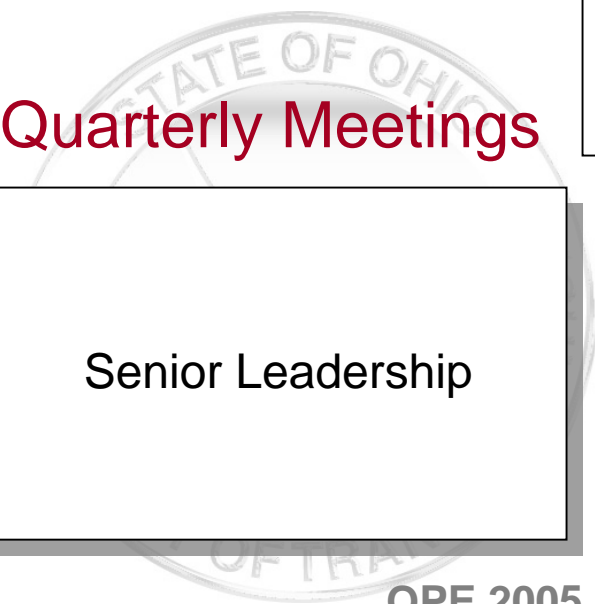
Leadership

Bi-Monthly Meetings

Focus 2015 Meetings,
Labor/Management
Meetings

Quarterly Meetings

Senior Leadership



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continuum **Leadership**

Annual Meetings

Annual Business/Reward &
Recognition Meeting, Quality
Action Planning Session



Other Media

Web Site, Newsletters,
Performance Reviews,
Orientation, PSP Teams,
Accomplishments and Goals



measuring organizational performance **Results**

Chats with the Director: 2005 Results

- 19 Problem Solving Process Teams

- Brine process

- Complaint process

- External benchmarking

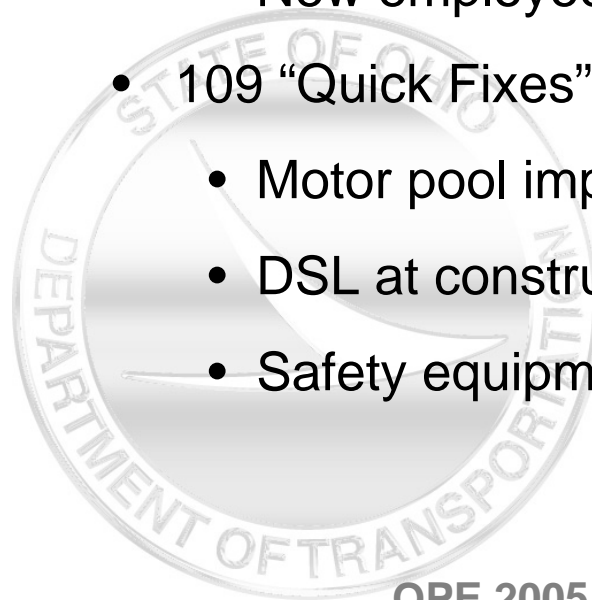
- New employee mentoring

- 109 “Quick Fixes”

- Motor pool improvements

- DSL at construction sites

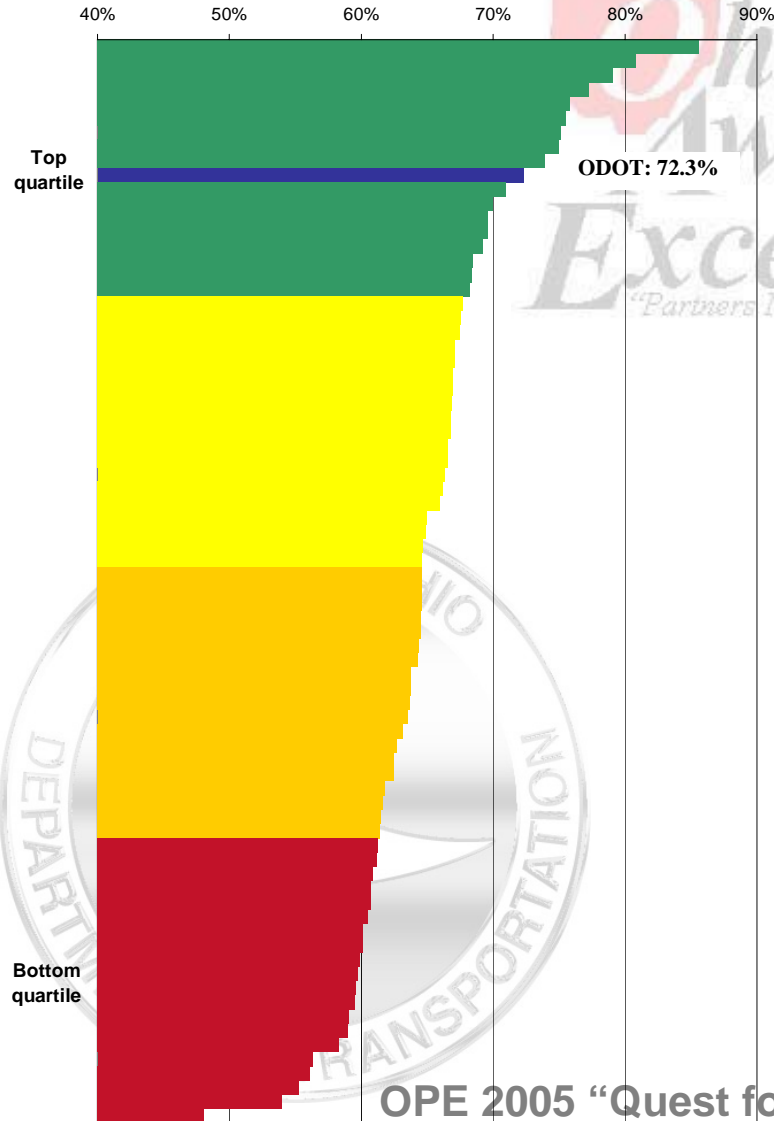
- Safety equipment for vehicles



The Communication Continuum

measuring organizational performance **Results** Individual Satisfaction Survey: 2005 Results

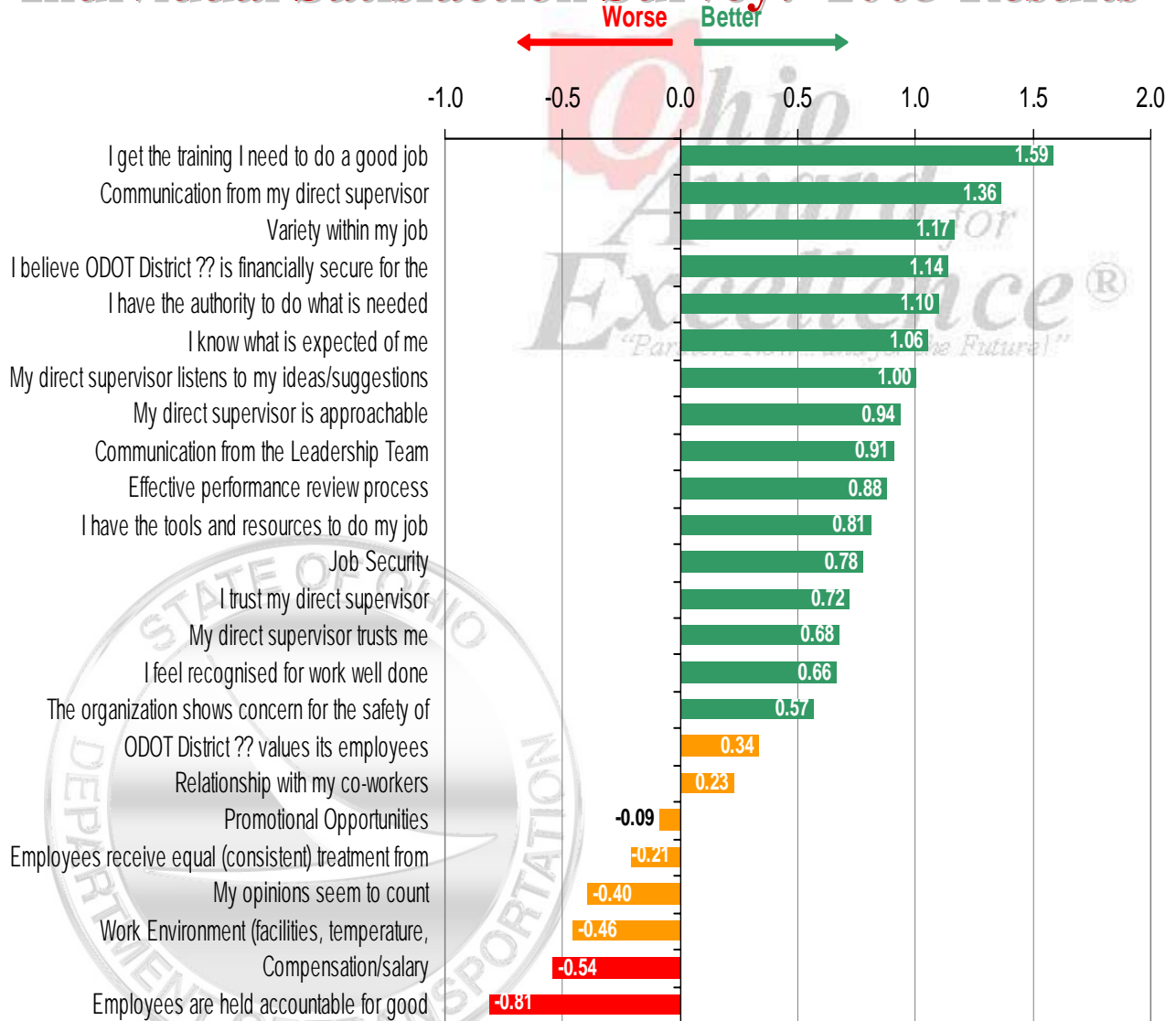
Satisfaction Index™ League Table



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measuring organizational performance **Results**

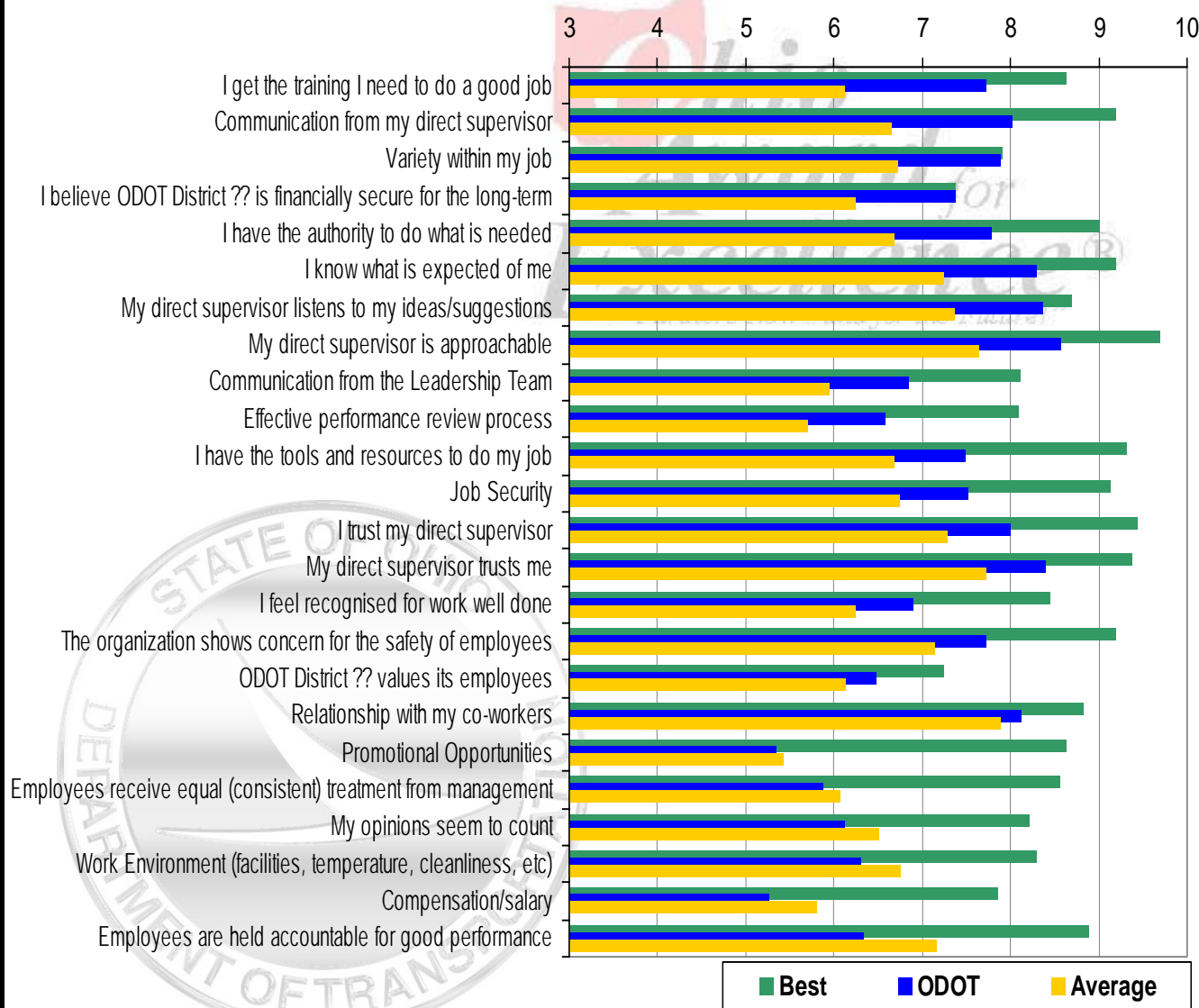
Individual Satisfaction Survey: 2005 Results



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measuring organizational performance **Results**

Individual Satisfaction Survey: 2005 Results



measuring organizational performance **Results**
360 Degree Feedback: 2003 through 2005

360 Degree Evaluations

