

**HILT Priorities - Tiger Team Check-In (Reference the HILT Priorities list)**

\* Many of these teams include members from across ITD. The goal is to get good representation from around ITD to help develop the best solutions.

Team	Purpose	Team Leaders *	Progress as of July 20, 2018
Statewide Program Delivery	<p>Improve our ability to consistently deliver our projects on time, on budget, and with desired quality, statewide.</p> <p>** Note that “deliver” means the <i>constructed</i> project, not just PS&amp;E.</p>	<p>HILT</p> <p>Andrea Sheppard (Pilot)</p>	<p><u>In progress</u>. The HILT has decided to manage our projects and our project resources as a statewide program rather than district-by-district as we’ve done in the past. Many teams described below support this effort.</p> <p>A statewide team is piloting delivery (design/ PS&amp;E) of a group of projects from around the state. This team will help us better understand our current capabilities (and any shortfalls) with respect to people, processes, and technology for delivering projects statewide. The team has identified 5 projects statewide and has worked to determine the scope of each of these projects. We have divided out all the projects around the state. The teams on each project are arranged differently with a different mix of resources to test different models of working across districts. <u>Update 7/24/18</u>: The team has gathered best practices on a handful of plan set items. These are being compiled into best practice suggestions and template items. All projects are being worked and are on track for PS&amp;E by October 1, 2018.</p>
Clarify roles and responsibilities, key tasks, and key decisions for the HILT and the HILT’s leadership teams	Support statewide program delivery	Travis McGrath	<p><u>In progress</u>. The HILT (with a couple of guests from HILT Leadership teams) is clarifying roles <u>for individuals</u> at a high level. We are now adding in some supporting roles like ITIP</p>

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			<p>Project Managers and Contracting Services. When these are done, the HILT will assign RACI (Responsibility, Accountability, Consulted, Informed) for key actionable tasks and decisions made by the HILT, the HILT members' respective leadership teams, and supporting roles.</p> <p>In addition, we are clarifying the roles various parts of Highways play in our key <u>functions</u>, like Planning, Traffic, Materials, and Design/Construction. This effort is being led by the respective statewide discipline teams (see item below).</p>
<p>Clarify functions, roles, and responsibilities of teams within Highways HQ</p>	<p><a href="#">Support statewide program delivery</a> – unify and align HQ and Districts</p>	<p>Blake Rindlisbacher</p>	<p><u>In progress</u>. We are rolling out <u>statewide discipline teams</u>, starting with Materials, Traffic, Design/Construction, and Environmental. Each team has a formal charter, consists of members from the Districts and HQ, and will be the “governing body” for their discipline. As such, each team will set direction, <u>establish role clarity</u>, and ensure statewide consistency in processes and decisions in their discipline. This is linked to role clarity effort (see item above).</p> <p>The <u>Traffic Team</u> has met once and elected its leader, Bruce Christensen from D4. The team has scheduled their next meeting for October. One of their first tasks is role clarity for traffic functions/tasks.</p>

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			<p>The <u>Materials Team</u> has met and selected D2's Doral Hoff as their leader. They are meeting again in early September.</p> <p>The <u>Design/Construction Team</u> will hold their second meeting on August 1. This team selected D5's Brian Poole as its leader. The team is working on several key tasks, including construction specifications and role clarity for design and construction tasks.</p> <p>The <u>Environmental Team</u> is organizing through the 2018 Leadership Summit. One of their initial key tasks is role clarity.</p>
Establish statewide ITIP Program Management Office (PMO)	Support statewide program delivery	Randy Gill	<p><u>In progress.</u> The PMO will include statewide subject-matter experts for project management, scheduling, cost estimating, obligation, and funding obligation. The PMO will serve as a resource for our Project Managers (see item below). Randy presented the PMO vision and goals to the Board and at the Program Delivery Conference in April.</p> <p><u>Update 7/24/18:</u> State Estimating Managers have been hired and kick-off meeting with Travis held. Next milestone is getting the liaison positions filled. The Liaison PDQ was submitted to HR in May will be advertised as soon as it is evaluated by them and returned.</p>
Clarify the role of and train our Project Managers and Project Administrators	Support statewide program delivery. We need to clarify who our Project Managers are, what they do and don't do, and train	Rod Reed	<p><u>In progress.</u> The ultimate goal is to train our Project Managers in four phases: 1) general fundamentals and principles of project management; 2) implementation of project</p>

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	<p>them on the process of project management and our PM systems. Similarly, we need to clarify who our Project Administrators are and what they do.</p>		<p>management in ITD (project processes and procedures); 3) tools for project management in ITD (technology and software); and 4) over-the-shoulder coaching.</p> <p>7/27/2018: working on a draft Project Management Guide fashioned after UDOT document. Planning to complete entire draft by mid-August for review. Also preparing for Project Management Fundamentals course with International Institute for Learning with course tailoring in August. The team is also working on documenting activities and responsibilities for Project Managers from a matrix developed from an all-day meeting. Rod has begun working on a format of narrative and table layout for each of the lifecycle phases similar to what ACHD did in their Program Management Guide.</p>
<p>Project charters and visual management for project delivery</p>	<p><a href="#">Support statewide program delivery</a>. Establish best practices for project charters, project scheduling, and visual management for project delivery (project “health”) to improve consistency of project scoping, scheduling, managing, and monitoring</p>	<p>Jason Minzghor and Marv Fenn</p>	<p><u>In progress</u>. This team has been split into two teams. Jason is leading Visual Management for Project Delivery. The team has a draft visual-management board layout. Marv is leading the project charter update team, and the team has developed draft ideas for improving project charters. However, some significant changes are being contemplated (e.g., to align our chartering tools with our current business processes), so it will take some time to finalize a plan and then implement it.</p>

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Improve reliability of our Engineer's Estimates	<a href="#">Support statewide program delivery</a> . Improve consistency and accuracy of our cost estimates statewide.	Randy Gill, Jared Holyoak, and Ted Mason	<u>In progress</u> . The Estimating Team has finalized its recommendations and prepared a report. The results from this report will help inform the tasks for the cost-estimating function of the ITIP PMO (see item above). This report has been turned over to the Estimating Managers and the Estimating Team has been disbanded. The next milestones are to determine ITD fundamentals and principles for cost estimating, provide current data for estimating, assist in updating estimates, and prepare cost estimate training materials.
Implement equipment operator training and ITD "qualification"	Ensure adequate baseline safety, maintenance, and technical training	Steve Spoor	<u>In progress</u> . The team has been expanded to now include Tony Loomer and Amanda Regnier of Training and Development. Their assistance in establishing and documenting the actual program will insure what is developed is sustainable. 5/21/18 – KTEC has provided a draft of the snowplow curriculum. Currently KTEC is reviewing ITD equipment and working with team members Shannon Thornton and Bud Converse on the specifics of each plow and spreader type ITD utilizes along with specifics on the operation of our snowplow trucks to insure the curriculum for this course is applicable to ITD. 7/20/18 – Due to the multiple types of equipment ITD utilizes for winter response, KTEC is taking the time to insure all equipment types are addressed in the curriculum. This along with the summer break has slowed the

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			development of progress with the next draft expected from KTEC by August 1 <sup>st</sup> . ITD has determined the most cost effective manner in which to deliver the training is through in-house trainers. PCN's for two (2) trainers are being identified with the announcement for filling the positions to follow. We had hoped to begin training by July 1, our new target is now September 1, 2018.
Employee-focused safety environment	Move toward a more positive safety environment focused on our people. Develop specific actions we will take to move in that direction.	** The ITD Strategic Safety Team has volunteered to take this task	<u>In progress</u> . This is a big effort, tying together many things related to improving employee safety and welfare. The team is developing an over-arching vision and strategy for safety environment in ITD, incorporating all the actions we've taken so far. More TBD.
Improve worker safety for SDOs	Provide protection in our work zones for Short Duration Operations (1 hour to multiple days)	Jerry Wilson	<u>In Progress</u> : The team has completed its revisions to the submittal documents listed below. An electronic version of the Temp. Traffic Control Plan Form has been developed by Mark Borkowski. A pdf SDO Temp Traffic Control Plan form has been developed by Janet French and is currently on Form Finder by form # 2636. Steve Spoor has added the SDO equipment needs to the draft FY20 Road Equipment Request. Delivery products will include 1) a simple Traffic Control Plan Form (electronic form and pdf form) to be completed by the TOTLs and TTOs to document the plan and equipment to be used for each project, 2) a table of Equipment Options with description of where to use, 3)

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			<p>MUTCD examples of Typical Applications, 4) a list of existing equipment and of equipment that will need to be acquired to properly equip teams, and 5) a charter for the SDO Team project. The SDO TTC Plan form, equipment options table, and equipment needs list were presented at the Foremen’s Conf. in June. The completed SDO Team project will be presented to the HILT Team on August 8<sup>th</sup> for final submittal.</p>
<p>Ensure long-term continuity of HCPs</p>	<p>Ensure HCPs deliver what we intended in the long term</p>	<p>HCP Continuity Team: Amy Revis, Dave Kuisti, Amanda Regnier</p>	<p><u>In progress.</u> The HILT is convening teams (by HCP) to address long-term HCP topics/issues. The initial priorities relate to training and experience hours, “topping out” in HCPs, specialization vs. jack-of-all-trades, pay, metrics, and a few other issues.</p> <p><u>Update for the overall Continuity Effort:</u> The next team meeting will be July 30 &amp; 31st. The team is working to update and consolidate the TESL HCP documentation. The goal is to combine all the TESL documents into one concise document, and to address the outstanding TESL career path questions posted to the Continuity website within this new version. Training Supervisor, Amanda Regnier, and Compensation Specialist, Sara Stowe, have been added to the team. The team will share its progress at the August HILT meeting to get concurrence and feedback. We understand the need to have this information published as soon as possible.</p>

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			<p>This team is posting answers to questions posed by employees <a href="#">here</a>.</p> <p>HCP metrics and related targets for FY19 have been finalized and posted for TTOs and TOTLs. Goals for TESLs and TTEs should be finalized soon. The goal is to minimize changes from FY18, although a few FY18 metrics need to be revised to work better.</p> <p><u>Specific update for the Continuity team looking at TTEs</u>, led by Devin Rigby. The team has completed and sent to all employees the update to the TTE Plan and FAQs for Step 1. The remaining tasks for the team are to:</p> <ul style="list-style-type: none"> <li>• Update TTE Plan and FAQs for Step 2 (published)</li> <li>• Update TTE Plan and FAQs for Step 3 (goal is by July 28 2018)</li> <li>• Develop and propose a plan for the future structure and function TTE continuity team (goal is by July 28 2018).</li> </ul>
Reduce risk of knowledge loss	Ensure we have an effective process for propagating institutional and technical expertise within ITD	HCP Continuity Team	<p><u>In progress</u>. This was addressed by a Leadership Summit topic in 2017. The team reported its recommendations on October 25 and ITD will start implementing soon. In addition, the HCP Continuity Teams (see entry above) are also beginning to address how we might reduce the risk of knowledge loss as part of a larger effort associated with HCP continuity. For example, we might reduce the</p>



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			risk of knowledge loss by having senior employees mentor junior employees.
Enterprise Risk Management	Ensure we identify, characterize, and manage ITD’s significant risks (threats and opportunities)	Michelle Yankovich and Travis McGrath	<u>In progress.</u> The Senior Leadership Team assessed the severity of the 75 consolidated risks identified by ITD staff. We briefed the Board on the results in November, and received their guidance on how to prioritize our risk responses. We have met with ITD staff to develop additional risk-mitigation strategies for our highest risks. Our next steps are to monitor progress on these risk-mitigation responses this spring and summer, and then update the enterprise risk assessment this fall.
Update PPE Program – Boots and other Clothing	ITD’s Personal Protective Equipment (PPE) program needs updating, in particular to provide our employees with the basic PPE they need to do their jobs safely.	Jesse Barrus	<p><u>In progress.</u></p> <p><b>Boot Program.</b> Putting the finishing touches on the requirements for the Statewide rollout. Once this is complete and approved through the Division of Purchasing, we will work on getting vendors set so Districts can begin implementing. Procedure document should be finished up by the end July. The procedure will be presented at the August HILT meeting. Once approved, we will roll out and Districts will be authorized to purchase footwear. We’re targeting late August.</p> <p><b>PPE clothing.</b></p> <ul style="list-style-type: none"> <li><b>Vests:</b> The “strong yellow-green” safety vests have arrived and they are at the screen printing for logos. It is</li> </ul>

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			<p>anticipated these will be ready for distribution in early August.</p> <ul style="list-style-type: none"> <li>• <b>Other PPE Clothing:</b> The remaining items (e.g., long and short-sleeve hi-viz t-shirts, coat, pants, rain gear) are being developed through a statewide procurement process. These items will be issued in a <b>"bag of safety"</b> statewide similar to the D1 model. We should be able to present this at the October Leadership Summit, and hope to roll it out before winter.</li> </ul>
Update several items related to Mechanics' tools	Update tool list (for allowance) and address other issues related to tools (if/as appropriate)	Dustin Chase	<p><u>In progress.</u> As noted previously, a high percentage of mechanics voted on the option for ITD to furnish the mechanics' tools. The current 1747 tool list has been updated and submitted to HQ. We are waiting on word of the new statewide tool vendor/contract (through Division of Purchasing), which should be in place in August. Once we know the outcome for that contract award, we will know how we can proceed with purchasing. The goal is to have all of the shops' tools purchased by the end of summer.</p>
ROW Acquisition – staffing strategy	Implement distributed staffing strategy again	Justin Pond	<p><u>In progress.</u> Update 7/20/18. After recently filling two ROW Apprentice positions, recruitment for an additional (and final) ROW Agent is in process with the announcement closing 7/26/18. Target date for completion of hiring process is 9/01/18.</p>

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Decommission motor-vehicle waste-disposal wells	Close these historical sumps etc.	Blake Rindlisbacher	<u>In progress.</u> We have met our obligations under the IDWR agreement. However, there are still pending actions with DEQ regarding potential future cleanup (remediation) actions at a few locations.
Finalize review of pay items (measurement and payment issues; material-acceptance changes)	Review and establish best practices for sampling frequency, etc. to improve efficiency	Amy Revis	<u>In progress.</u> The team has updated the status of each item from the previous effort (some were implemented, some need more work, some need conversation with AGC/FHWA). The team has implemented a number of items. Clint is retiring, so the team will re-group with the new Central Labs manager to evaluate cement and reinforcing steel acceptance, the two major remaining items to implement. This will require adoption of an established program or initiation of our own program.
Highways Enterprise Technology	Envision and define Highway's technology-related needs – now and in the near future – at the enterprise (business-wide) level	Chris Victory	<u>In Progress.</u> Update 5/15/18: Moving towards the Highway's Technology vision identified by HILT in January our top 4 Highway's enterprise projects are underway. The team has also prepared a FY19 Highways Technology roadmap including Major IT Projects, Minor IT Requests and STIP projects that include a technology component. This will be sent to HILT for review. Update 7/23/18: ETS is working on a Program Execution Plan (PEP) for the FY19 ITIP Projects, IT Projects and IT Operational Initiatives. This will include an easier way to measure progress of the IT Plan. The plan can

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			be found at the following link - <a href="#">ITD FY19 IT Plan</a> . Additions/Changes to the plan must be approved by ELT.
Highways Intelligent Traffic Systems	Help define and standardize how Highways' technologies connect to ITD's network, to accelerate implementation. Intelligent traffic systems will be a particular focus for this team.	Chris Victory (to get the team up and running)	<u>In Progress</u> . Update 5/15/18: The traffic functional team created by Blake is setup and ETS is invited to participate specific to ITS hardware and software standardization. The team is also clarifying what tasks for traffic-device implementation can/should be done by district staff, and which should be done by ETS staff. ETS has prepared a list of all FY19 STIP projects that include a technology component for HILT review. <u>Update 7/23/18</u> : ETS is coordinating with the traffic functional team on the division of responsibilities regarding the implementation and support of ITS. ETS has prepared a list of all FY19 STIP projects that include a technology component. The plan can be found at the following link - <a href="#">ITD FY19 IT Plan</a> . Additions/Changes to the plan must be approved by ELT.
<b>Completed – these teams have disbanded</b>			
Improve worker safety for VSDOs	Standardize our approach to work-zone safety for Very Short Duration Maintenance Operations (VSDOs)	Eric Copeland	<u>Completed</u> . With the help of the SCO's, Randy Danner, Kevin Sablan, Steve Spoor & the operations steering committee, the VSDO guidelines and decision chart are ready to be included into the Operations Manual (Section

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			<p>300) as guidance for our maintenance forces.</p> <p>Based on multiple discussions with employees in the field, DEs and operations engineers, these guidelines should be treated as a best practice and as a state of mind versus a hard and fast policy that lays out strict rules as to how to perform very short duration maintenance operations.</p> <p>Highway maintenance at its core is highly variable; each VSDO is going to look a little different than the one before. We need our crews weighing risk based on the merits of each situation they encounter.</p>
Procuring higher-performing salts	Our current salt contract doesn't include higher-performing salts we need to maintain winter mobility in lower temperatures.	Jesse Barrus	<u>Completed.</u> Based on a white paper drafted by Jesse Barrus and Ron Wright, ITD secured the option through Division of Purchasing to acquire higher-performing salts for winter.
Improve construction payout and closeout timeliness Forecast program spending	<u>Support statewide program delivery.</u> Improve our ability to forecast, pay out, and close out construction projects / expenditures, so that we can achieve and maintain an appropriate cash balance.	Randy Gill	<u>Completed.</u> The Construction Payout Team presented its report to the HILT in October. The HILT adopted the team's recommendations for improving timing of payouts and to better forecast payouts to maintain an appropriate cash balance. The District Engineers will ensure that the team's recommendations are presented to and implemented within the districts.
Fatigue management program and policy	Reduce fatigue-related risks to improve safety for our people	Randy Danner / Travis McGrath	<u>Interim policy has been implemented.</u> An interim fatigue-management policy has been

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			developed and approved. The goal is to implement this before winter 2017/2018. We will need more time to develop a formal permanent policy for ITD. We will incorporate this into the new employee-focused safety environment.
Evolve the TTO Winter Metrics  (see related teams farther down in this table)	Winter 2016/2017 exposed some limitations on the current metrics. Update and evolve to address known issues and incorporate new ideas.	Kimbol Allen, Nestor Fernandez, and Operations Managers	<u>Completed</u> . The team has finalized metrics for the winter of 2017/2018. They were published in COO memo in September. This team has monitored the new metrics and will re-convene March 19 and 20, 2018 to discuss any potential changes for the 2018/2019 season.
Annual updates (“COO Memos”) for Horizontal Career Paths (HCPs), as necessary	Ensure appropriate performance metrics are in place and communicated, when changes are warranted	<ul style="list-style-type: none"> <li>• TTE – Ed Bala</li> <li>• TTO – Jason Minzghor</li> <li>• TOTL Step 2 – Devin Rigby</li> <li>• TESL – Damon Allen</li> </ul>	<u>Completed for FY18</u> . TTE requirements for FY18 were issued in June (with a clarification in August). TOTL and TTO requirements for FY18 were published in early September. TESL was rolled out in early August.
Clarify intent for progression and training requirements for HCPs	We’ve gotten some questions and feedback on training requirements and “intent” for progression through HCPs.	Ken Angell, Tony Loomer, and Travis	<u>Completed</u> . This clarification was issued on August 4 <sup>th</sup> . In addition, the HCP Continuity team is providing further clarifications in 2018.
DBE contractor payments – long-term strategy for B2GNow	Ensure compliance with federal DBE requirements, and ensure	Di Cole / Travis McGrath	<u>Completed</u> . We are coordinating with AGC and ACEC to ensure they know our processes

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	our contractors follow up on administrative reporting		and systems.  Civil Rights has coordinated with the Districts to consolidate Civil Rights and DBE functions and reporting to ensure consistency and accuracy to ensure ITD can meet its obligations to FHWA. Specific individuals have been named in the Districts and in HQ to ensure these tasks are completed in the future.
Consolidate Special Provisions	<a href="#">Support statewide program delivery</a> . Identify and consolidate best-practice Special Provisions from around the state; improve consistency and eliminate duplication of effort	Justin Wuest	<u>Completed</u> . Many of the SPs have been incorporated into the latest versions of the spec book with others being consolidated. Additionally, the Statewide Delivery team led by Andrea Sheppard is making headway on this effort by consolidating additional SPs from the different Districts in an effort to get consistency on projects that team is delivering across the state. There will always be changes to the specs and SPs as we continue to evolve but this effort will be handled by the Design/Construction discipline team.
Fill vacancies in our 2020 org chart	<a href="#">Support statewide program delivery</a> . Ensure we have the right people for our mission	HILT and their respective leadership teams	<u>Completed, but ongoing</u> . We filled a number of open positions in Highways with a 6-month push in late 2017. We are still actively recruiting to fill all open positions within Highways. This will be an ongoing effort, but I will now list this initial effort as “closed”.
Supply / inventory purchase control and management	We currently have little ability to properly track purchases or our	Michelle Doane	<u>Transferred to another team (Supply Standard Work)</u> . The AMS upgrade is on-track to

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	inventory. The Advantage upgrade provides a good opportunity to address both.		implement the shopping cart feature that would improve the requisition process to make it easier for any and all staff to create a requisition in the system that will then be tracked through the lifecycle of the procurement. As Procurement, we are actively involved in the upgrade process and are providing input into the process. As the Supply Operations team moves forward with their process mapping and time studies we will be including the standardization of ordering across the state. This effort will be picked up by the supply team as it develops its standard work. As a result, this tiger team will disband.