



INDIANA
TRANSPORTATION TEAM

CRAWFORDSVILLE DISTRICT

AGENDA

- **Registration/Networking 2:00 -3:00**
- **Welcome and Opening Remarks 3:00 -3:10**
 - 2023 ITT Committee Representatives
 - 2023 assignment : Decision-Making Timely Q&A
- **Recap 2022- Formalize Decision Rights 3:10 – 3:25**
 - Review of Decision Rights Matrix
 - Feedback on use
- **2023 Implementing Decision- Making Rights 3:25 -3:50**
 - Implementing Best Practices
 - Gain Trust, Better Transparency, Improve Culture
- **Break/ Networking 3:50-4:00**
- **Round Table Topic Discussion 4:00 to 5:00**
- **Next Steps/ Closing 5:00**
 - Questions/Discussions/Feedback
- **Networking/ Happy Hour 5:00-6:00**

Crawfordsville District ITT Committee

- **INDOT**

- Jay Harris
- Scott Chandler

- **ACEC**

- Gary Pohl
- Michelle Gottschalk

- **ICI**

- Brian Garrett
- Brian Kochersperger



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2023 ASSIGNMENT: DECISION-MAKING TIMELY Q&A

Goal: Develop a Framework to formalize decision-making rights to address the challenges and delays associated with the process.

Assignment background

- KPMG Survey Identified the issue
 - 2022 Committee worked on and made recommendations
 - Recommendations addressed the WHAT, WHO, and WHEN
 - 2023- Task is not finished- Take what we did last year and address HOW
-
- **Same Goal:** Develop a Framework to formalize decision-making rights to address the challenges and delays associated with the process



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2022 RECAP- Formalize Decision Making Rights

- **2022 Crawfordsville District-
Formalize Decision Rights**

- 3 Recommendations

- Matrix to clarify levels
- Implement a Timeline
- Revise monetary limit for field personnel

Decision Rights Matrix

		Field Level	Field Management Level			Area Management Level			Executive Construction Level			Executive Management Level			External Resources								
		\$0,000	\$50,000 - 250,000			\$250,000			\$750,000			\$2,000,000+											
		CO Cost Authority	10 Calendar days			50 Calendar days			100 Calendar days			200+ Calendar days											
		CO time Authority	1-5 days			5-10 days																	
		Decision time before escalation																					
			INDOT FH/Inspector	Contractor Foreman	INDOT PS/Assistant PE	INDOT Project Engineer	Contractor Superintendent	Contractor Project Manager	INDOT Area Engineer	Contractor Project Manager	INDOT District Engineer/Director	Contractor Regional Manager	State Construction Engineer	Director of Construction Mgmt.	Contractor Owner	INDOT Project Manager	Utility Coordinator	Engineer of Record/PA	INDOT Materials Test Engineer	District Operations Engineer	INDOT District Traffic Engineer	INDOT Geotechnical Engineer	Local Public Agency
Issue Type	Issue Specifics	Priority Level (H, M, L)																					
Utility Conflict	Major utility located on site that is not on the plans	H				R/P/A	R/I	R/A	A/D				A/D	I/D		A	P/A/D	I					A/D
	Utility in conflict that was deemed to be clear	M				R/I/P/A	R/I	R/A	A/D				A/D	I/D		A	P/A/D	I					A/D
	Contractor refuses to dig within 2' of utility/LURC Dispute	M				P/A/D	R/I		A/D							A							A
Design Error	Minor detail omitted from the plans/specs	L	R/P/A/D	R/I	R/I/P/A	I/P/A/D	R/I	R/I/P/A	A/D														A
	Pay item omitted from the contract	H	R/A	R/A	R/P/D	R/P/D	A/D	A/D								A		A/D/I/P					A
	Quantity bust that leads to major item overrun	M				R/I/P/A	R/I	R/A	A/D	I/D						A		I					A
Change Order	Contractor submitted CO pricing with no backup info	M	R/P/A/D	R/I	R/I/P/A	I/P/A/D	R/I	R/I/P/A	A/D	R/P													A
	Contractor pricing exceeds unit average in INDOT database	M	R/A	R/A	R/P/D	R/P/D	A/D	A/D	I/A	R/P						A							A
Traffic Related Items	Service Point - No power service available at detailed location	H	R/I/P/A/D	R/I	R/I/P/A	I/P/A/D	R/I	R/I/P/A	A/D	R/P						A				I/R	I/R		A
	Contractor want to use alternate materials or methods	M	R/A	R/A	R/P/D	R/P/D	A/D	A/D	I							A		A/D/I/P		I/R	I/R		A
Geotechnical Issues	Areas of failure that wont pass testing requirements	M	R/I/P/A/D	R/I	R/I/P/A	I/P/A/D	R/I	R/I/P/A	A/D	R/P						A		A/D/I/P					R/A/I/D
	Compacted agg. not meeting LWD testing requirements	M	R/A	R/A	R/P/D	R/P/D	A/D	A/D	A/D	R/P						A		A/D/I/P					R/A/I/D
	Soils not meeting DCP requirements	M	R/I/P/A/D	R/I	R/I/P/A	I/P/A/D	R/I	R/I/P/A	A/D	R/P						A		A/D/I/P					R/A/I/D
	Proof-roll failures with no clear direction on remedy in Geotechnical Report	M	R/A	R/A	R/P/D	R/P/D	A/D	A/D	A/D	R/P						A		A/D/I/P					R/A/I/D
Right of Way	Piling overrunning planned quantity		R/A	R/A	R/P/D	R/P/D	A/D	A/D	A/D	R/P						A		A/D/I/P					R/A/I/D
	Clearing not complete within allowable timeframe	H	R/I/P/A/D	R/I	R/I/P/A	I/P/A/D	R/I	R/I/P/A	A/D	R/P			A/D										A
	Parcels not available at time of letting	H	R/A	R/A	R/P/D	R/P/D	A/D	A/D	A/D	R/P			A/D			A		A/D/I/P					A
	Property owner issues - claim of promises made during buying	M	R/I/P/A/D	R/I	R/I/P/A	I/P/A/D	R/I	R/I/P/A	A/D	R/P								A/D/I/P					A
	Construction limits exceed ROW	H	R/A	R/A	R/P/D	R/P/D	A/D	A/D	A/D	R/P						A		A/D/I/P					A

	Field Level	Field Management Level	Area Management Level	Executive Construction Level	Executive Management Level
CO cost Authority	50,000	\$50,000-250,000	\$250,000	\$750,000	\$2,000,000 +
CO time Authority		10 Calendar days	50 Calendar days	100 Calendar days	200 + Calendar days
Decision time before escalation	0-1 days	1-5 days	5-10 days		
	INDOT HT/Inspector	INDOT Project Engineer	INDOT Area Engineer	INDOT District Engineer/Director	State Construction Engineer
	Contractor Foreman	Contractor Superintendent	Contractor Project Manager	Contractor Regional Manager	Director of Construction Mgmt.
	INDOT PS/ Assistant P	Contractor Project Manager			Contractor Owner

RAPID

R

Recommend: Person(S) who recommend the solution/options

A

Agree: Person(s) who must agree to the solution/options

P

Perform: Person(s) who implement the solution/options

I

Input: Person(s) providing input to the solution/options

D

Decide: Person(s) who make the final decision

Design Clarifications, Errors, or Omissions Matrix

Decision Rights Matrix										
Design Clarifications, Errors, or Omissions										
Project Level	CO cost Authority	CO time Authority	Decision time before escalation	Project role	Issue Specifics					
					Priority Level	Minor detail omitted from the plans/specs	Pay item omitted from the contract	Quantity bust that leads to major item overrun		
Field Level	\$50,000		0-1 days		L	H	M			
				INDOT HT/Inspector	R/I/P/A/D	R/A				
				Contractor/Foreman	R/I	R/A				
				INDOT PS/ Assistant PE	R/I/P/A	R/P/D				
Field Management	\$50,000-250,000	10 Calendar days	1-5 days	INDOT Project Engineer	I/P/A/D	R/P/D	R/I/P/A			
				Contractor Superintendent	R/I	A/D	R/I			
				Contractor Project Manager	R/I/P/A	A/D	R/A			
Area Management	\$250,000	50 Calendar days	5-10 days	INDOT Area Engineer	A/D		A/D			
				Contractor Project Manager			I/D			
Executive Construction	\$750,000	100 Calendar days		INDOT District Engineer/Director						
				Contractor Regional Manager						
Executive Management	\$2,000,000 +	200+ Calendar days		State Construction Engineer						
				Director of Construction Mgmt						
				Contractor Owner						
External Resources				INDOT Project Manager		A	A			
				Utility Coordinator						
				Designer of Record/PM	A	A/D/I/P	I			
				INDOT Materials Test Engineer						
				District Operations Engineer						
				INDOT District Traffic Engineer						
				INDOT Geotechnical Engineer						
			Local Public Agency	A	A	A				



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IMPLEMENTING DECISION- MAKING RIGHTS

THE STAGE HAS BEEN SET

- **DECISION-MAKING ROLES HAVE BEEN DEFINED**
 - We have identified who can be given more decision-making responsibility, based on both their capabilities and area of responsibility, and defined the scope of what they can make decisions about
 - We have established a process flow



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FOCUS ON IMPLEMENTATION

- ***A CULTURAL CHANGE***

- Empowerment strengthens trust
- Support builds confidence
- Transparency fosters understanding
- Responsibility promotes engagement
- Autonomy achieves better learning
- Removing barriers increases efficiency & productivity

WHY IS EMPOWERMENT AT EVERY LEVEL IMPORTANT?

- **IN ORGANIZATIONS WHERE COMPETENT PEOPLE POSSESS CLARITY OF PURPOSE AND NEED, MAINTAINING ALL CONTROL AT SENIOR LEVELS ONLY SLOWS DECISION-MAKING AND LIMITS AGILITY**
 - Senior leaders should focus on what only they should do, such as mentoring, establishing and communicating purpose and need, making strategic choices and removing roadblocks



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SO, *WHAT* GETS IN THE WAY?

- **MICROMANAGING**
- **POOR DELEGATION**
- **FEAR OF LOSING CONTROL**
- **FEAR OF FAILURE**

SO, HOW IS IT DONE RIGHT?

- **BEST PRACTICES**

- Replacing the culture of central control with empowerment
- Aligning on and communicating clarity of intent
- Developing the hard and soft skills for delegating well
- Determining what decisions to delegate and pushing them as low as possible
- Explaining accountability and empowering people to make decisions without approval



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ROUND TABLE TOPICS FOR DISCUSSION

1. What is a “must do” in order to be able to widely implement this process?
2. What are some of the barriers inhibiting implementation and how can they be overcome?
3. What would make implementing this process easier?
4. Provide some suggestions as to how to best roll out this process for implementation.
5. Who should be the champions for implementation?
6. What communication methods do you use in making and resolving decisions?
7. What “Best Practices” for communication are suggested?
8. Suggest ways to better understand the opposite parties’ view of situations.
9. Other suggestions for Decision Matrix Improvements and Implementation?

INDIANA TRANSPORTATION TEAM- CRAWFORDSVILLE DISTRICT

Break

THANK YOU SPONSORS





Crawfordsville ITT- Decision Making Timely Q&A

- **Feedback:**

- Discuss/review/comment in groups today
- Send additional comments to a committee member

- **Next Steps:**

- Organize a Subcommittee
- Make recommendations and Draft Guideline Documents
- Present at the September 14, 2023, District Meeting
- Finalize Guidance documents
- Present at the December 21, 2023, Statewide Shindig
- Learn how to make the decisions at lowest level, build trust and hold each other accountable

INDIANA TRANSPORTATION TEAM- CRAWFORDSVILLE DISTRICT

THANK YOU

