Minnesota Department of Transportation
CSS Integration Executive Action Planning

March 31, 2009
Context Sensitive Solutions (CSS)

CSS is a collaborative, interdisciplinary approach that involves all stakeholders in providing a transportation facility or service that fits its setting. It is an approach that leads to preserving and enhancing scenic, aesthetic, historic, community, and environmental resources, while improving or maintaining safety, mobility, and infrastructure conditions.
A New Mn/DOT Strategic Vision

• **Vision**
  – Global leader in transportation, committed to upholding public needs and collaboration with internal and external partners to create a safe, efficient and sustainable transportation system for the future.

• **Mission**
  – Provide the highest quality, dependable multi-modal transportation system through ingenuity, integrity, alliance and accountability.

• **Core Values**
  – Maintain safety as a priority.
  – Enhance trust with transparency and accountability.
  – Promote collaboration, research and innovation.
  – Value diversity and cultural capital through inclusion and opportunity
  – Commit to employee well-being, development and success.
  – Recognize that employees are integral to Mn/DOT’s success.
CSS Integration Strategy

Accountability

Incentives

Resources

Communication

Skills

Training

CSS Integration

Case for Change

Vision

Action Plans

Processes & Programs

CSS Self-Assessment: Getting Started

• Case for Change
  – Internal
  – External

• CSS Vision

• Implementation Strategy
  – Processes and Programs
  – Training
  – Communication
  – Organizational and Individual Accountability
  – Incentives and Disincentives

• Resources
Self-Assessment Process

• Four sets of questions
  – Executive Level (Group)
  – Management Level (Group)
  – Division
  – CSS Champion

• Questionnaires
  – Often identical or very similar questions
  – Purpose to gather information and validate alignment

• Analysis
  – Gaps in activities
  – Differences in perception of current status of activities or implementation
Assessment: Vision and Strategy

**Strengths:**
- “Getting started” on relating CSS to Strategic Plan and Vision
- Agreement that principles exist and have been adopted

**Gaps:**
- Participants knew Mn/DOT has CSS principles but could not articulate a definition of CSS or the CSS principles
Assessment: Process

Strengths

• Most agree that CSS has been integrated into key processes
• Use multi-disciplinary teams for projects and program development
• Stakeholder involvement in all projects

Gaps

• Mixed opinions on stakeholder involvement in program development
• Mixed opinions on integration of multi-modal considerations for both projects and programs
  – “moving in that direction but inconsistent due to misalignment and lack of clear guidance and technical support”
• Lack of clear understanding of “multi-disciplinary team”
Assessment: Communication

Strengths

• Mn/DOT has done formal but limited communication
  – CSS training courses

Gaps

• Mixed response from all groups on regular communication internally and externally
  – “depends on how you interpret it”
  – “not called CSS per se”
  – “but not consistently called CSS”
  – “Should not be communicating externally”
Assessment: Training & Skills

Strengths

• Comprehensive awareness training content
• Skill training covers all key elements to support CSS
• Offered many times and open to many participants internally and externally
• Integration of CSS principles into some training courses

Gaps

• Roles and responsibilities for CSS implementation not covered
• Very mixed response from Divisions about whether or not Division managers and staff have been trained
• Division level overwhelming agreement that staff have not been trained to apply CSS policy, SOP or manual revisions to their specific job
• Colleges and universities do not offer CSS related courses
• Construction, maintenance and operations under-represented
Assessment: Organizational Accountability

Strengths

• Agreement that project funding decisions reflect CSS values and principles

Gaps

• CSS values and principles not considered in organization-wide performance monitoring
• No process to monitor effectiveness of CSS implementation
• Budgeting decisions less likely to reflect CSS values and principles
Assessment:
Individual Accountability & Incentives

Strengths

Gaps
• CSS implementation not incorporated into performance management
• No CSS related reward or recognition program
Assessment: Resources

Strengths
• Considerable time and money invested in training
• Assigned CSS Champion
• A few CSS mentors

Gaps
• No thoughtful, coordinated process for identifying and assigning resources to support CSS implementation
Integrating CSS

- Accountability
- Case for Change
- Incentives
- Communication
- Action Plans
- Vision
- Resources
- Skills
- Processes
- Training

Sustained Change
Enabling Change

- Accountability
- Communication
- Action Plans
- Resources
- Training
- Skills
- Case for Change
- Incentives
- Vision
- Processes
Enabling Change

- Accountability
- Communication
- Action Plans
- Resources
- Training
- Skills
- Case for Change
- Incentives
- Vision
- Processes

Fragmented
Enabling Change

- Accountability
- Communication
- Action Plans
- Resources
- Processes
- Case for Change
- Incentives
- Vision

Anxiety

Training & Skills
Enabling Change

- Accountability
- Communication
- Action Plans
- Resources
- Frustration
- Case for Change
- Incentives
- Vision
- Processes
- Training
- Skills
Enabling Change

- Accountability
- Case for Change
- Incentives
- Vision
- Processes
- Resources
- Communication
- Action Plans
- Training
- Skills

Confusion
Enabling Change

- Accountability
- Communication
- Action Plans
- Resources
- Training
- Skills
- Case for Change
- Incentives
- Vision
- Processes

Unsustained
Executive Action Planning Workshop

• Preliminary development CSS integration case for change
• Breakout groups
  – Identified planning and project development activities and initiatives that support CSS principles
  – Tailored the CSS principles to address MnDOT construction, maintenance and operations
  – Identified contribution administrative departments can make to CSS integration
• Identified topics for potential action plans based on CSS self-assessment
• Completed sample action plans
CSS Self-Assessment: Getting Started

- Case for Change
  - Internal
  - External
- CSS Vision
- Implementation Strategy
  - Processes and Programs
  - Training
  - Communication
  - Organizational and Individual Accountability
  - Incentives and Disincentives
- Resources
CSS Integration Strategy

- Case for Change
- Incentives
- Vision
- Processes
- Resources
- Action Plans
- Communication
- Accountability
- Training
- Skills
Assessment: CSS National Benefits

Highly compelling reason to implement CSS (from MnDOT employees perspectives)

- Minimized construction-related disruption.
- Improved multi-modal options (including transit).
- Improved mobility for users.
- Decreased costs for overall project delivery.
- Improved quality of life for community.
- Improved stakeholder/public feedback.
Summary Questions

• Is there organizational alignment?
• Has the groundwork been laid so to support CSS integration?
  – Clear case for change
  – Processes assessed and adjusted
  – Implementation plan
• Does everyone understand what they should be doing differently?
• Are the leaders walking the talk?
• Are people being rewarded for participation or counseled for lack of participation?
• Is there organizational accountability?
Assessment: Vision and Strategy

Questions

• Integration of CSS into Department Strategic Plan
• Department-wide plan to implement CSS
• Executive level adoption of CSS policy or principles

Respondents

• Executive
• Management
Assessment: Process

Questions

• Policies, manuals & standards revised
• Stakeholders involved in project development
• Stakeholders involved in program development
• Multi-disciplinary teams
• Non-auto modes considered

Respondents

• Policies, manuals and standards revised
  – Management
  – Divisions
• All other questions
  – Management
Assessment: Communication

Questions

• Executive communication internally and externally
• Management communication internally and externally
• Division communication internally and externally
• Formal communication planning and implementation

Respondents

• Executives
• Management
• Divisions
• CSS Champions
Assessment: Training & Skills

Questions

- Participants
  - Internally
  - Externally
- Content (awareness & skills but not attitudes)
- Integration
  - Overall training course and curriculum
  - Colleges and universities

Respondents

- CSS Champions
- Division
Assessment: Organizational Accountability

Questions

• Integration into organization-wide performance monitoring
• Process to monitor effectiveness of CSS implementation
• Consistency of budget/funding decision with CSS principles

Respondents

• Executives
• Management
• Division
• CSS Champion
Assessment: Individual Accountability & Incentives

Questions

- CSS implementation included in performance plans
- CSS based reward and recognition

Respondents

- Executives
- Management
- Division
Assessment: Resources

Questions

• CSS champion/team
• CSS mentors
• Money & time to support training
• Money & time to support reward/recognition program

Respondents

• Executives