

**Colorado Department of Transportation
Efficiency and Accountability Committee**

April 19, 2012 Meeting Minutes

Committee members in attendance:

Maribeth Lewis-Baker, Deputy Chairperson; Free Ride Transit System, Breckenridge
Heidi Bimmerle, CDOT Division of Human Resources and Administration
Dave Childs, CDOT Highway Maintenance & Operations
Kathy Gilliland, Commissioner
Solomon Haile, CDOT Engineering
Bob Sakaguchi, Jacobs
Casey Tighe, Vice Chair; CDOT Audit Director
Gary Vansuch, Vice Chairman; CDOT Director of Process Improvement
Bill Weidenaar, Regional Transportation District
John C. Rich, Jackson County Commissioner
Daniel Owens, Operating Engineers Union

Staff in attendance:

Samuel Nnuro, CDOT Audit
John Vetterling, Auditor
Cristina Valencia, CDOT Division of Human Resources and Administration
Jane Hann, CDOT Division of Environmental Programs

Welcome and approval of agenda

At 2:00 p.m., Committee Deputy Chairperson Maribeth Lewis-Baker called the meeting to order and asked for the approval of the agenda for the meeting.

Approval of March Minutes

At 2:03 p.m., Deputy Maribeth Lewis-Baker asked for approval of the March minutes. Approval of the minutes was moved, seconded, and adopted.

Acknowledgment to Prior Vice Chairman

At 2:05 p.m., recognition was given to Casey Tighe for his outstanding contribution as the first vice chairman of the committee. On behalf of the committee, Deputy Maribeth Lewis-Baker presented an award to Casey Tighe as a symbol of their gratitude.

Safety Minutes

At 2:10 p.m., Bill Weidenaar, from the Regional Transportation District, addressed the Committee on the importance of Safety. Mr. Weidenaar showed a video regarding transit bus and rail safety. He noted that safety first starts with civility. Bill Weidenaar delegated Stephanie Thomas to conduct the next safety session.

Succession Planning

At 2:15 p.m., Cristina Valencia, CDOT's center for Human Resources, presented on the workforce and the succession planning initiative at CDOT. She talked about why it is important for the organization to have a tangible workforce plan, as well as a succession plan. She explained the difference between a workforce plan and a succession plan. Workforce planning means having the right people, across the organization, in the right place at the right time. Succession planning is an important subset of workforce planning. Its goal is the same, but its focus is on having the right leadership at every level of the organization. In other words, when groups of people begin to retire in our organization, there should be a system in place to fill those positions. Ms. Valencia emphasized that both workforce and succession planning are essential to the organization's success. Workforce planning involves addressing staffing needs by:

- Determining how the workforce is changing in terms of demographics, skills, interests and performance.
- Understanding how well the current workforce is prepared for future job requirements and identifying potential gaps.
- Identifying the learning and development goals and required performance measures for continuation in the program.
- Developing strategies, including recruitment, retention, training, etc, to address staffing needs based on the gaps.

To assure consistent succession, agencies/divisions should:

- Assess the potential for vacancies in leadership and other key positions;
- Assess the readiness of current staff to assume these positions;
- Develop strategies to address these needs based on the gaps including mentoring, formal training in leadership and supervisory skills, working with staff to navigate the Civil Service System to assure appropriate promotional pools, developing strategies to retain current and potential staff, etc.

In summary, Ms. Valencia mentioned that the department must decide whether to move forward with either or both a workforce and a succession plan.

Daniel Owens, Operating Engineers Union, asked Ms. Valencia if CDOT keeps a database on employees who resign due to lack of promotion and compensation. He suggested that it will be

really important for CDOT to track work retention. Bill Weidenaar asked what helps develop the individual development plan and how is that different from the individual performance review. John C. Rich, Jackson County Commissioner also asked if there is a system in place to track various skill sets of employees who resign. Bob Sakaguchi also emphasized it is important to have a database of employees skill sets. He suggested that Ms. Valencia could contact his firm and come over to learn about their procedures on workforce plan and succession. Casey Tighe noted that there is lack of recognition and growth for newer positions within CDOT. Members of the committee decided to write a Recommendation memorandum on the subject to the Executive Director to encourage the Department to adopt a Workforce/Succession Plan. The committee has previously identified this area as one of great importance for CDOT's future. Secretary Samuel Nnuro will draft a memorandum.

Overview of EIS

At 2:50 p.m., Jane Hann, Environmental Programs Branch Manager, presented on the efforts to streamline the environmental process at CDOT. She passed around a handout on the EIS process. Ms. Hann stated that "CDOT will support and enhance efforts to protect the environment and quality of life for all of Colorado's citizens in the pursuit of providing the best transportation system and service possible". She asked members of the Committee to voice out their biggest obstacle with the EIS process. The consensus among members was that, the process takes too long. Ms. Hann stated that the new process will set up a framework for considering and incorporating planning documents and decisions from the earliest stages of project planning into the environmental review process. This will lead to a seamless decision making process that will minimize duplication of effort, promote environmental stewardship, and reduce delays. She emphasized that there are several initiatives underway to help eliminate waste and shorten the project delivery time. The Committee will monitor staff effort to streamline the process. Ms. Hann was asked to provide the suggested performance measures that can be used to estimate how quickly environmental clearance projects are completed.

Adjourn

At 4:05 p.m., the meeting adjourned.

Respectfully submitted by Samuel Nnuro, Committee Secretary.