

STATE OF COLORADO

DEPARTMENT OF TRANSPORTATION**Herman Stockinger****Office of Policy and Government Relations**

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TO: Transportation Commission

FROM: Herman Stockinger

DATE: February 4, 2013

SUBJECT: Revision to Policy Directive 1260.0 CDOT University

1. Executive Summary: The Transportation Commission adopted Policy Directive 1260.0 “Organizational Learning Policy” on February 18, 2010. Due to a hiring freeze, the hiring of a dedicated Project Manager was delayed until 2012. The hiring of a CDOTU Project Manager requires a change to the existing Policy Directive. Additionally, a complete analysis has been done of the program in place since 2010. This analysis has resulted in the elimination of an overly-complex governance model in favor of a model which conforms to Lean principles and follows “best practices” for a corporate university.
2. Action Requested: Approval of updated Policy Directive 1260.0
3. Documents Included in this Agenda Submission
 - A. Memorandum
 - B. Proposed Policy Directive 1260.0
 - C. Proposed Resolution
4. Name of Policy Directive: 1260.0 Policy Governing CDOT University (“CDOTU”)
5. Date of Document this Policy Directive Supersedes, if Any: February 18, 2010.
6. Rationale for this Policy Directive: This Policy Directive has been revised in order to establish the role of the dedicated project manager for CDOT University (“CDOTU”), clarify the vision and strategic goals of CDOTU, and streamline the CDOTU organizational and governance model to achieve greater efficacy with measurable goals.
7. Individuals/Entities Impacted by Policy Directive: This Policy Directive applies to all divisions, regions, offices and branches of CDOT.
8. Policy Directive will be Implemented by: The Office of Organizational Learning and Development.
9. Fiscal Impact to Implementation: Potential costs will be presented to the Transportation Commission in accordance with the established budget request cycle.
10. Reviewed by OAG: No reviewed needed

COLORADO DEPARTMENT OF TRANSPORTATION		<input checked="" type="checkbox"/> POLICY DIRECTIVE <input type="checkbox"/> PROCEDURAL DIRECTIVE	
Subject			Number
POLICY GOVERNING CDOT UNIVERSITY (“CDOTU”)			1260.0
Effective	Supersedes	Originating office	
	2.18.2010	Office of Organizational Learning & Development (OL&D)	

I. PURPOSE

To establish CDOTU as a corporate university to strategically align and integrate training with CDOT's values, mission and business needs. Towards this end, CDOTU will provide uniform processes to manage and develop training investments in CDOT employees.

II. AUTHORITY

Transportation Commission as established by § 43-1-106, C.R.S.

III. APPLICABILITY

This Policy Directive applies to all divisions, regions, offices and branches of CDOT and, where applicable, the Office of Information Technology personnel assigned to CDOT.

IV. DEFINITIONS

“CDOT Colleges” shall mean the branches of training within CDOT University that align with the major business functions of CDOT.

“CDOT University” (CDOTU) shall mean the corporate university structure for CDOT.

“CDOT University Administrator” shall mean the dedicated Project Manager for administration of CDOTU.

“CDOTU Manual” shall mean the authoritative compilation of operating procedures, standards, and other guidance for CDOTU.

“Competencies” shall mean observable, measurable patterns of knowledge, skills, abilities, behaviors, and other characteristics that CDOT employees need to successfully perform work-related tasks.

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“Corporate University” shall mean a centralized organizational learning function focused on the strategic and integrated development of employees in alignment with the organization’s values, mission and business needs.

“Council of Deans” shall mean the group comprised of college Deans.

“Dean” shall mean the designated authority for training administration and development for each constituent college within CDOT University.

“Development” shall mean any activity that focuses upon the skills and abilities that the organization employing the individual, or that the individual, may require in the future.

“Evaluation” shall mean the systematic determination of merit, value, and significance of a learning or training process by using criteria against a set of standards.

“Instructional Systems Design” (“ISD”) shall mean the systematic process of planning instructional systems so that the appropriate resources can be developed, evaluated, and modified to demonstrably attain desired instructional goals and outcomes.

“Learning” shall mean the process of acquiring new knowledge, behaviors, skills, values, preferences or understanding as a result of training.

“Learning Solution” (“LSO”) shall mean CDOT’s learning management system of record in SAP.

“Training” shall mean the acquisition or delivery of knowledge, skills, and competencies as a result of instruction

V. POLICY

A. Mission

The mission of CDOTU is to promote and deliver consistent, quality learning experiences that are strategically aligned with professional needs of CDOT’s workforce. This mission directly supports CDOT employee engagement strategies for knowledge management, succession preparation, management training, employee retention and promotion of CDOT as an employer of choice.

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B. Strategic Goals

To fulfill its mission, CDOTU will serve as the staff authority for CDOT learning activities, with a focus on three strategic goals:

Goal 1: Create a learning culture where professional development is intentional, systemic, continuous and encouraged.

Goal 2: Design Learning that Meets Organizational Strategies and Needs:

- Create coordinated, congruent and comprehensive learning programs and core services that enhance performance and align with CDOT’s values and strategic priorities.
- Standardize curricula and evaluation processes which conform to ISD principles.
- Integrate leadership development training into performance management and succession preparation planning.

Goal 3: Deliver Learning Programs with Effectiveness and Efficiency:

- Train a network of subject matter experts skilled in curriculum development and instructors skilled in delivering training that is focused on knowledge retention and application for adult learners.
- Implement processes to coordinate and track CDOT’s training investments and synchronize learning programs to achieve economies of scale and effort.
- Establish e-learning strategies when appropriate.

C. Administration

CDOTU will be characterized by a centrally-coordinated administration of core services for an integrated network of training branches. The branches will be referred to as “colleges,” and aligned by major functional areas. Each college will be represented by one person, identified as that college’s “Dean.” Each Dean will be the administrative leader of his/her respective college and will serve with his/her fellow Deans on the Council of Deans. The Council of Deans ensures consistency in information sharing, coordination of resources and execution of CDOTU policies, procedures and standards.

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The Office of Organizational Learning & Development (“OL&D”) is responsible for leading and coordinating the administration of CDOTU with the Administrator as the dedicated project manager. The Administrator’s primary roles are to develop the strategic vision and planning for CDOTU and to lead and assist the Council of Deans in the administration of their colleges. The Administrator is also responsible for the content of the CDOTU Manual and the representative for core services to the constituent colleges. Among these core services is LSo, which will be the official record of all training for CDOT.

VI. FISCAL IMPACT

The fiscal impact for CDOTU is dynamic in that it is based on the evolving training development needs of CDOT. As training needs are identified, potential costs will be presented to the Transportation Commission in accordance with the established budget request cycle.

VII. IMPLEMENTATION PLAN

This Policy Directive shall be implemented by OL&D and the Council of Deans and shall apply to all divisions, branches, regions, and offices of CDOT. Until such time as the CDOTU Manual is published, this Policy Directive shall be implemented by Procedural Directive 1260.1 “CDOT University (CDOTU) Administration.”

VIII. REVIEW DATE

This Policy Directive shall be reviewed on or before February 2018.

Transportation Commission Secretary

Date of Approval

COLORADO DEPARTMENT OF TRANSPORTATION		<input checked="" type="checkbox"/> POLICY DIRECTIVE <input type="checkbox"/> PROCEDURAL DIRECTIVE	
Subject			Number
ORGANIZATIONAL LEARNING POLICY (Formerly "Training Policy")			1260.0
Effective	Supersedes	Originating office	
02/18/10	11-22-76	Office of Organizational Learning & Development	

PURPOSE

To provide a uniform process for managing CDOT’s investment in employees’ professional development by aligning CDOT’s training to its mission and values

AUTHORITY

Transportation Commission

APPLICABILITY

This policy applies to the Colorado Department of Transportation (CDOT), including all administration, Regions, Divisions, and sub-divisions. It shall apply to all subsequent organizational learning policy directives adopted or updated by the Commission and all organizational learning procedural directives adopted or updated by the Executive Director.

DEFINITIONS

Board of Regents (Regents): The primary governing body of CDOT University, appointed by the CDOT Executive Management Team

CDOT Colleges: The branches of training within CDOTU that represent the major business functions of CDOT

CDOT University (CDOTU): The corporate university for CDOT (See Corporate University)

College Deans (Deans): The functional and administrative leaders for the virtual colleges within CDOTU

Competencies: Characteristics based on knowledge, skills, and abilities which drive performance in a given job, role or function

Corporate University: An educational entity that is a strategic tool designed to assist its parent organization in achieving its goals by conducting activities that foster individual and organizational learning and knowledge

Development: Any activity that focuses upon the skills and abilities that the organization employing the individual, or that the individual, may require in the future

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ORGANIZATIONAL LEARNING POLICY (Formerly “Training Policy”)	1260.0

Evaluation: The systematic determination of merit, worth, and significance of a learning or training process by using criteria against a set of standards

Governance: The process for making decisions that define expectations, grant power, or verify performance

Learning: The process of acquiring new knowledge, behaviors, skills, values, preferences or understanding; may occur as a result of training or through other methods

Training: The acquisition or delivery of knowledge, skills, and competencies as a result of instruction

POLICY

To ensure all training conducted for CDOT employees meets or exceeds professional training standards, CDOT University (or CDOTU) is hereby established. CDOTU is created to ensure comprehensive and congruent learning programs throughout the Department. CDOTU will be the single institution within CDOT to ensure that all formal department training and development activities are professionally designed, developed, and implemented. All organizational learning activities across the organization must be coordinated with and accountable to CDOTU. The branches of training will be referred to as “colleges,” and will include major CDOT functional areas. Each college will be represented by one person, identified as that college’s dean. The Section responsible for the administration of CDOTU activities is the Office of Organizational Learning & Development (OL&D).

Learning will be tracked and evaluated to ensure that employees’ time spent in such activities is an effective investment in the future of CDOT and its employees. Those activities will align all department training with CDOT’s mission and strategic plan, and will provide a viable means for CDOT-wide skills management that uniformly raises employee competencies to meet ongoing transportation challenges and initiatives. CDOTU will serve as a strategic umbrella for the education and development of CDOT employees. It will also centralize oversight for training initiatives and provide for proactive learning solutions for each of CDOT’s major functional areas.

CDOTU will:

- Identify CDOT training and development needs
- Provide quality content and delivery of that content by utilizing adult learning principles, addressing all learning styles, and focusing on knowledge retention.
- Align content and deliver messages so that the short-term goals of a specific CDOT workgroup support CDOT’s mission and values.

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- Maximize cross-functional communication and collaboration when pursuing projects related to organizational learning.
- Synchronize learning programs to ensure each employee obtains the best training available.
- Properly measure the effectiveness of training methods, media, personnel, and the impact of training on participants through accepted evaluation criteria.
- Measure the effectiveness and consistency of high quality training content and delivery.
- Provide the platform for tracking and reporting of all CDOT learning systems.

Governance

A corporate university requires governance, and CDOTU's is the Board of Regents. The membership to this Board is appointed by members of the Executive Management Team. These appointments carry the authority to make decisions on CDOTU, aligning the functions therein to the CDOT Mission, Objectives, Values, and Ethical Standards; hence, the members must be individuals who have a strategic-level understanding of the organizational goals.

The Regents will establish procedures to implement the provisions of this policy directive, recommend college dean appointments, and to review and approve CDOTU colleges' learning strategies.

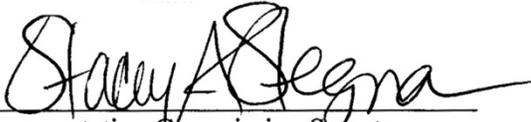
The membership for the Board of Regents will be reviewed annually, with the ability to rotate members according to the organization's needs.

IMPLEMENTATION

The policy stated herein shall be effective immediately and shall be implemented by OL&D and shall apply to all Divisions, Branches, Regions, and Offices of CDOT.

REVIEW DATE

This Policy shall be reviewed July, 2015.



 Transportation Commission Secretary

02/18/2010

 Date

Resolution # TC-

Adoption of Policy Directive 1260.0 “Policy Governing CDOT University (CDOTU)”

WHEREAS, Pursuant to § 43-1-106(8)(a), C.R.S., the Colorado Transportation Commission is charged with formulating general policy; and

WHEREAS, The Colorado Transportation Commission adopted Policy Directive 1260.0 “Organizational Learning Policy” on February 18, 2010; and

WHEREAS, Hiring for a dedicated Project Manager for CDOTU was delayed until 2012 due to a Governor-mandated hiring freeze; and

WHEREAS, The hiring of a dedicated project manager (CDOTU Administrator) in August of 2012 necessitates a change to Policy Directive 1260.0 to clarify this position’s roles and responsibilities; and

WHEREAS, The revisions to the existing Policy Directive further develop CDOTU’s vision and strategic goals and eliminate the previous multi-layered organizational and governance model for CDOTU; and

WHEREAS, The new model will better conform to Lean principles and processes and follow a “best practices” organizational structure for a corporate university.

NOW THEREFORE BE IT RESOLVED, the Commission herein approves Policy Directive 1260.0 “Policy Governing CDOT University (CDOTU)”

Herman Stockinger
Transportation Secretary

