MassIngenuity®

Oregon Department of Transportation
Central Services Division

Case Study

October 2019

The Results Management System™ and Software Enterprise Performance Management

Oregon Department of Transportation's Central Services Case Study

Situation and Opportunity

The leadership team of Oregon's Department of Transportation Central Services Division had identified the following mission critical needs and opportunities:

- Adopt a significant expansion of technology options to better meet business and citizen needs
- Address an imminent growth in business outsourcing
- Improve numerous agency initiatives that had under-performed in past
- Meet shifting ODOT employee demographics and fierce competition for talent
- Address cultural compliance orientation which often inhibited collaborative problem solving
- Reduce large number of silos
- Address significant employee dis-engagement and fatigue
- Tremendously mounting work load driven by a significant transportation package of $5.3 billion for projects over 10 years, which threatened to further strain agency staff capacity
- Respond to external assessment citing the need to:
  - Cultivate a stronger culture of continuous performance improvement and accountability throughout the organization
  - Implement new tools and approaches to launch operational efficiency initiatives across Central Services, especially for procurement, fleet, and facilities management

Solutions Implemented

Clear on the direction needed by the CSLT (Central Services Leadership Team) to meet these challenges, the division director recognized it would be very beneficial to implement the Mass Ingenuity's Results Management System and Software, which he had done at his prior role as the deputy of the Oregon State Hospital.

Therefore, the CSLT director took the following actions:
- Soon after joining ODOT, the director contacted Mass Ingenuity and launched a project to implement their Lean performance management solutions, specifically their Results Management System™ (including its Fundamentals Map, performance scorecard, quarterly performance reviews, and Results Software)
- The Results Management System (RMS) is a comprehensive, integrated, and outcome-based Lean performance management solution proven to transform organizational culture and outcomes
- Improving the leadership team's business rigor, relationships, and effectiveness was intentional based on the director's vision of how the work needed to be implemented

---

- In addition, team development strategies were embedded into the regular meeting topics and activity designs in a way that strengthened the team and collective ownership while developing their RMS together
- Deployed focused OCM (organizational change management) efforts to ensure the entire organization aligned to the strategy and create the desire to learn new skills to achieve results together
- Acquired our SaaS cloud-based performance management software application, Results Software. This was launched at ODOT to help support managing the performance data and generating actionable insights to achieve improvements and results.
- Ensured key internal staff were on point to lead improvement efforts, certifying them in the 7-Step Problem Solving and Breakthrough Initiatives. This provided the frameworks and tools to support leaders in group facilitation, change management disciplines, and business improvement.

Results

ODOT Central Services is very pleased with the qualitative results of the performance management system. They have held nine consecutive Quarterly Performance Reviews with 90% manager attendance and 51% of measures activated. These results include greater use of visual management and huddle boards, leadership cohesion, and stronger outcomes-based culture and accountability. Additionally, quantitative results included ensuring that a preventative maintenance schedule is in place for 100% of their facilities, increasing the percent of completed procurement transactions that met timeliness standards from 63% to 88%, and significantly reducing in the number of IT security vulnerabilities facing the agency.

Diana Koppes, Business and Performance Services Manager and PhD Candidate

"Since starting to work with MI in 2017, we've always experienced a willingness by all MI consultants to adapt to whatever we need to make our work contracted with them as effective and relevant to our organization's dynamics. Given that team dynamics can vary during different situations and for different reasons, the MI consultants were astute and observant of when to suggest particular ways of accomplishing the deliverables in our contract/s.

Because we have this knowledge and perspective of our business lines this further helps us identify what business processes we do well and where we have opportunities for growth. We had this awareness in pockets of our organization, however, working together to develop, implement and sustain a system like Results Management System have unified division leadership toward common goals and objectives.

..we chose to purchase the software as a way to drive the performance management perspective deeper into the division with a system that seems easy

and intuitive. The software enables the development and monitoring of local level measures (both related and unrelated to division level measures) that could increase awareness, desire, knowledge, and ability of division members in using performance measurement to drive results.

Since using the Results Management System, the leadership team of the Central Services division has unified around a central theme of partnership in service excellence… The division members attending quarterly review meetings have mentioned on several occasions that looking at work using the Results Management System has increased their awareness of the affect they have on the work that we do. The system work has led to several continuous improvement efforts as well that have resulted in better customer service and operational efficiencies."