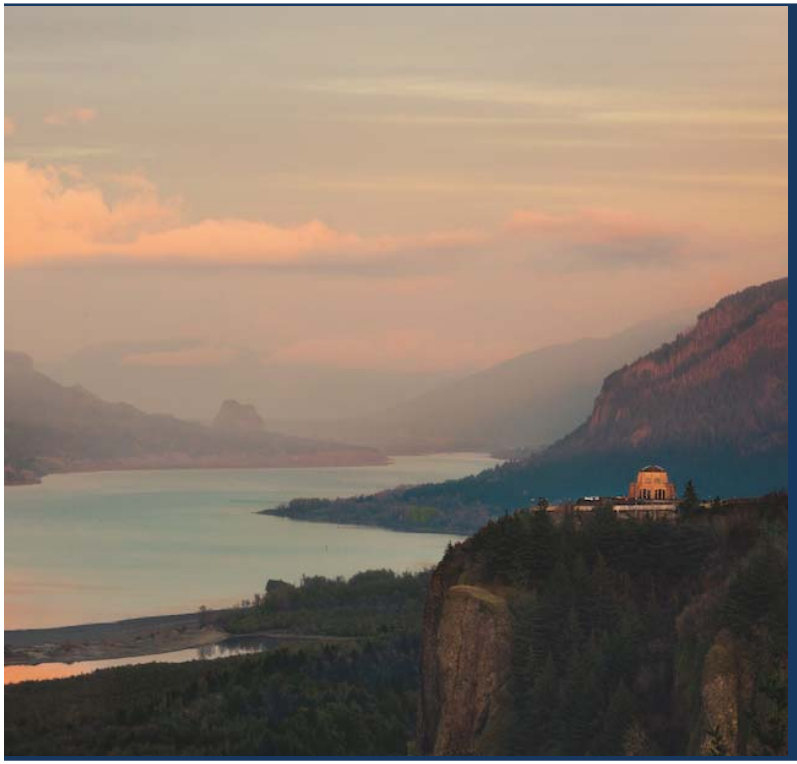
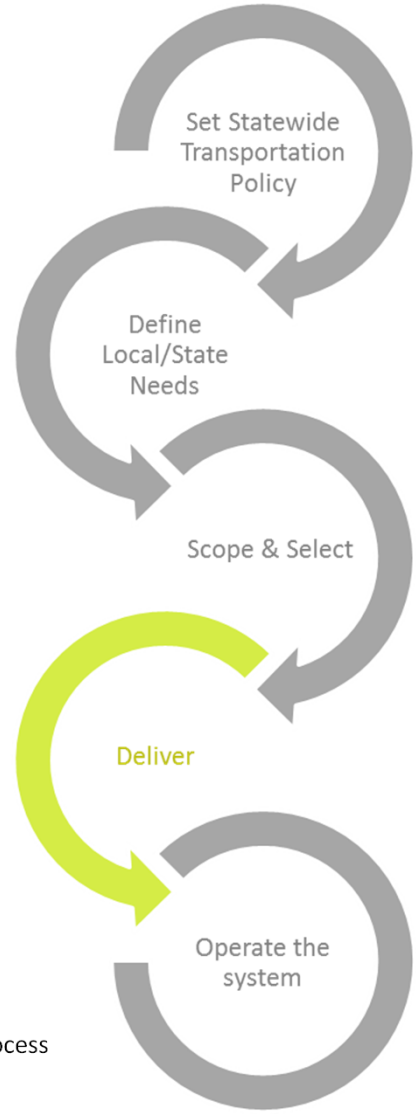


Streamline the A&E Consultant Performance Evaluation Process

Change Framework Storyboard

Team's Purpose

Improve the A&E consultant evaluation process so that ODOT is in compliance with FHWA requirements.



Desired Outcomes

- Identify and implement "quick wins" to fix the data collection and reporting processes of consultant evaluation

- Identify improvement opportunities not within this group's scope to improve ODOT's ability to manage A & E consultant performance

Team Members

Jennifer Lara, **Sponsor**

Susie Ashenfelter, **Lead and Change Facilitator**

Lindsay Higa, **CPM**

Carol Cartwright, **CPM**

Della Mosier, **Technical Discipline Manager**

Jon Makler, **Planning Manager**

Wynette Gentemann, **OPO**

Bill Jablonski, **LAL**

Ken Franklin, **Performance Measures Manager**

David Kim, **Project Delivery Manager**

Holli Pick, **Construction Section**

Donnell Fowler, **Design Support Services Section Manager**

Don Hamilton, **Communications**

Lou Torres, **Communications**

Cheralynn Abbott, **Change Facilitator support as needed**

Resources

Kelly Bruce, **SIPDS**

Cindy Lesmeister, **TGM**

Jon Miller, **A&E Contract Administrator**

Steve Cooley**, Contract Administration Engineer**

IN

- All A&E & related services Contracts (PE, CA/CEI, regardless of dollar amt.)
- Identify and recommend changes to Consultant evaluation Forms & processes related to A&E Performance Evaluations
- Low-tech solutions
- Identify Ownership
- Review construction's approach to contract evaluation & performance management
- Roles & responsibilities
- Performance Measures- to demonstrate goals were met
- Evaluate alternative ways to use evaluation data for future selection
- How to integrate data from PE & CE
- FHWA Compliance
- Work with ACEC Group (if impacting)

OUT

- Non-A&E Personal Service Contracts
- OPO Policies
- Robust System
- Construction Contractor performance evaluations processes and forms

STAKEHOLDER IDENTIFICATION	Communication Level	Has Decision Authority?	Can Influence the Outcome?	Will be Affected (and how)
ACEC	Will depend on impact	No	Maybe	Will participate with outcome if external changes are made. Effected by how we evaluate.
Intermodal Leadership Team	High	Yes	Yes	
Agency Project Managers (includes LAL's)	High	Maybe	Yes	Primary user
ODOT Procurement Office	High	Yes	Yes	current process owner
Transportation Growth Management (TGM)	High	Maybe	Yes	Has delegated authority from OPO
Pass through recipients (MPO's, local agency, transit, non-certified)	Low	No	No	Participator
PDLT	Low	No	No	updates
FHWA	Low	No	Maybe	End user of data
Office of Civil Rights (Emerging Businesses)	Low	No	No	Provide feedback to improve performances– Inform.

Original High Level Process (as documented in 2009)

Complete Consultant Performance Evaluation → Consultant responds to evaluation → Completed evaluations are submitted → Evaluation Data is entered and maintained → Evaluation Data provided to solicitation committees → Quarterly Reports are provided regarding compliance

In practice today…

- Evaluations are not always completed, but we don't know how many or which ones are missing
- Data to indicate the number of contracts needing evaluations completed vs. those which have been completed is not readily available
- Reliability of the data we do have (especially in relation to NTP dates) is questionable – therefore, generating a current "needs" list is difficult
- The work step to enter, maintain and/or report evaluation data is not happening and no personnel is currently assigned to this work
- Electronic copies of completed evaluations (.pdf files) sit on a shared drive
- At some point, OPO changed the process instructions to only require evaluations upon close-out (vs. designated milestones)
- Evaluation data not being used in the selection process

Process Discussion

Issues

- Value in filling out report
- Clarity of roles and responsibilities
- Is the evaluation the right tool
- Level of effort needed to meet the needs
- Accountability
- No triggers to fill out form
- Data accessibility
- Data interpretation
- Reluctance to provide negative feedback (document issues)
- Implications concerns
- Ease of use
- Data collection and management
- Not been done all these years (has become acceptable)
- Uncertainty of how to use the data in selecting consultants

Proposed Solutions

- Make completed forms and data accessible
- How should information be used once we have a "score"
- Guidance around selection processes
- training around documenting issues
- Evaluation completion Tracking methods
- Position requirements (tracking staff performance)
- Reporting requirements
- Consistency in scoring criteria and methods
- Define roles and responsibilities
- Automated tool for ease of use and reporting
- Guidance When & How to utilize performance evaluations in selection process
- Awareness and guidance around procedures and policies

Voice of the Customer Interviews

- Are you familiar with ODOT's process for evaluating consultant performance?
- Have you used the process before?
- Do you use the form?
- If not, why not?
- When was the last time you used it?
- Is it easy to use?
- What changes would you like to see to make the evaluation process more valuable to you?
- Would the process be easier if it was online?

What is a Quick-Win?

- Requires minimal or no capital expenditure
- Low risk
- Known root cause and obvious solution
- Narrow and focused scope
- Stakeholders will buy-in
- High confidence of a positive impact
- Improvements may be implemented within 60 – 90 days
- Project team authority to implement the changes
- Measureable- results seen in 3-6 months after implementation

Streamline the A&E Consultant Performance Evaluation Process

Current Status of Initiative

March 2016

High Level Plan/Overview

ENGAGE STAKEHOLDERS

Gather Background Information

- Review background information for current processes and lessons learned from previous efforts to automate the process

Evaluate the Process

- Understand the as-is process and the current issues
- Understand the business need for performance evaluations data
- What are FHWA requirements

Identify 'Quick-Wins'

- Prioritize Potential Solutions
- 2X2 Matrix

Implementation

- Communicate changes, training and outreach
- Identify process owners
- Edit guidance and documentation as needed

Recommendations & Close-out

- Provide recommendations for any solutions that were out of scope
- Sustain & Confirm Results Plan
- Official close-out with ILT

Summary of Work to-date

- Selected lead
- Completed lift-off with Communications staff
- Gathered and assembled relevant background information from previous work efforts
- Started storyboard
- Identified work plan going forward
- Identified Resources
- Investigated background information/lessons learned from previous effort
- Scheduled Kick-Off Meeting
- Held Kick-Off Meeting
- Identified Stakeholders
- Defined Scope
- Identified issues with the current process
- Identified potential solutions 'quick-wins'

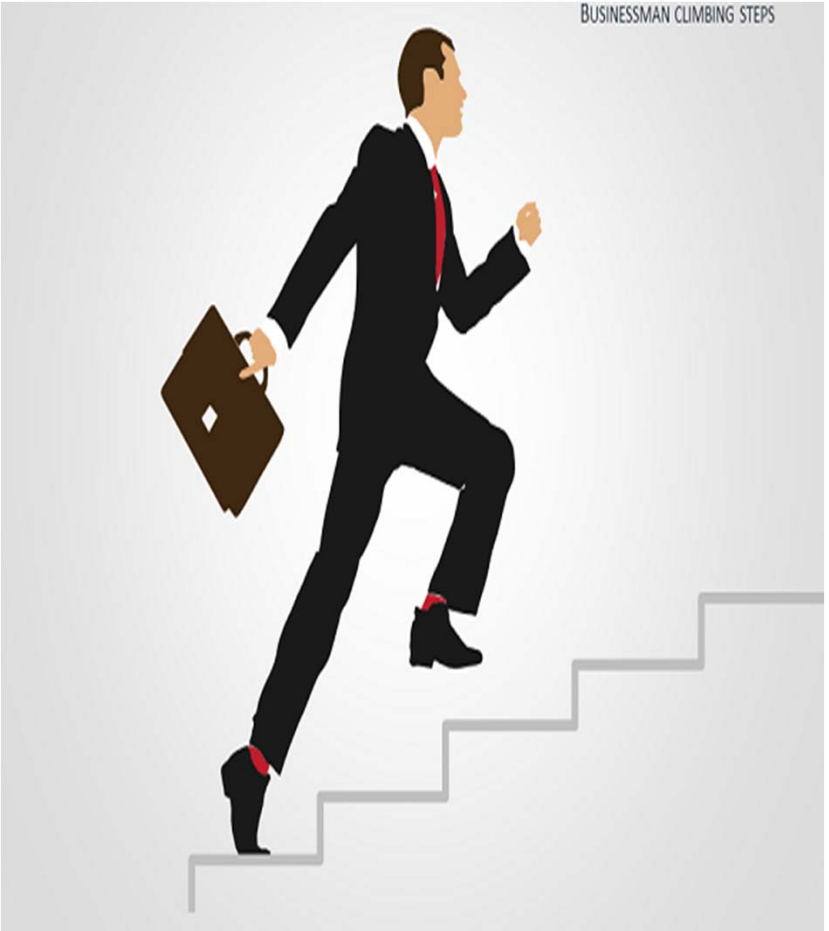
Summary of Work to-date continued..

- Re-wrote goal and purpose to build a better understanding
- Developed questions for Voice of the Customer interviews and who to interview
- Discussed Communication Plan
- **Re-Evaluated Scope to align with goals (NEW)**
- **Met with over 20 ODOT employees for Voice of the Customer Interviews (NEW)**
- **Defined a "Quick-Win"(NEW)**
- **Began work to identify Solutions to implement as Quick-Wins (NEW)**
- **Identified a Business Owner- Design Support Services (NEW)**
- **Identified potential automated system for consultant data (NEW)**

Outstanding Questions

- How can we measure how many projects should have evaluations completed? (Tie OPO information with business)
- What information needs to go back to OPO? (scores)
- What should the reporting roll-up look like for accountability?
- What, how and when should evaluation data be used?
- ~~Who is the current process owner?~~ (answered)
- ~~Who should be the future process owner?~~ (answered)

Next Steps



- Analyze Voice of the Customer information
- Prioritize Solutions & align with issues and goals
- Action Planning
- Implementation Steps/Plan

Thank You