PERFORMANCE

MANUEL SAINZ, DIRECTOR OF PERFORMANCE & STRATEGIC INITIATIVES

(802) 595-9570

VERMONT
AGENCY OF TRANSPORTATION

Who we are:

Vision: Employees in the Agency are empowered to continuously improve through problem solving and challenging the status quo.

Mission: Leverage people, data, and tools to create a culture of continuous improvement.

CONTINUOUS IMPROVEMENT & TECHNICAL SOLUTIONS (5 FTE)

- Share Innovations across the agency
  - Developing and supporting innovation strategy to build an agency wide culture of innovation and problem solving

- Map and Facilitate Process Improvements
  - Facilitate employee driven reforms to improve processes, save time, reduce costs, and/or increase customer satisfaction in programmatic areas

- Guides business process documentation
  - Proactively adapting priorities and alignment with strategic priorities

- Develop small business technical solutions
  - For process improvement, information sharing and transparency

BUSINESS INTELLIGENCE & DATA INTEGRATIONS (3 FTE)

- Developing business intelligence tools
  - Measure performance for the agency
  - Operational tools

- Leveraging existing technologies to meet business needs
  - Microsoft Power Platform and other tools

- Lead the Data Governance initiative for the agency
  - Facilitate ways to improve Data Literacy

- Enabling staff to make data-informed decisions

- Coaching/mentoring

AASHTO Committees: Leadership Team for Innovation Community of Practice, Data Governance Community of Practice, Committee of Performance Based Management

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Programs we drive:

CONTINUOUS IMPROVEMENT & TECHNICAL SOLUTIONS

- AOT Innovates!
  - We value frontline improvements to the way we do business. This initiative, launched in 2022, is an agency wide idea repository capturing both in process problem solving and successfully implemented, grass-roots innovations.

- Customer Engagement Facilitations
  - Our subject matter experts facilitate conversations and lead exercises where stakeholders can identify both incremental and breakthrough improvements by creating measurable and repeatable changes in how they do business.

- Service Account Program
  - Utilizing technology to its fullest potential in supporting data analytics and business process refinement often requires advanced licensing and security permissions; our team acts as an internal resource and ADS liaison.

BUSINESS INTELLIGENCE & DATA INTEGRATIONS

- Data Governance Program
  - Leading a committee to bring Data Governance best practices to the agency. Drive and coordinate our data strategy to better inform our decision-making process.

- Agency Performance System
  - The objective of this initiative is to reduce the effort needed to manage and report AOT 's performance data, including over 500 performance measures (PM), while improving its consistency and accuracy through a single accurate compilation of PMs, dashboards, and reports.

- Agency Reporting
  - Agency Factbook data content, Annual Outcomes Report, Programmatic Performance Budget Report

- Dashboard Maintenance Program
  - Maintenance of dashboards our team has created and troubleshooting and resolving issues.

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2022 Accomplishments

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Agency Wide Initiatives

- *AOT Innovates!*
- Agency Performance Management System
- Data Governance Structure
- Portfolio Management

Continuous Improvement Projects and Engagements

- Safety Inspection – Business Process & App Development
- Contract Administration Business Process
- Grants Monitoring Process
- F&A Strategic Planning
- Performance Team Site revamp

Data Visualization and Technical Efficiencies Realized

- Right of Way (ROW) Application
- Federal Funds Dashboard
- Cyclical Bridge Maintenance Dashboard
- Security Mentor Reporting
- Learning Management System Reporting & Analysis

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Launch of *AOT Innovates!*

AOT Innovates!

Improvements Every Day

BUILDING A CULTURE OF INNOVATION

1. Leadership
2. Empowerment
3. Communication
4. Recognition
5. Measurement

Employees Are Our Best Source of Innovative Ideas

"When employees share novel ideas and bring up concerns or problems, organizations innovate and perform better. Employees are often the first to see issues on the frontlines, so their input can really help managerial decision making." – Harvard Business Review, 2019

Submit Your Ideas and Innovations

Innovation Toolkit

Innovation Showcase

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Safety Inspections Project

Compliance with OSHA Standards Achieved By Facility Inspection Checklist for Garages and Aviation Facilities Completed Monthly.

Problem: Historical inspection process was done with an extensive paper checklist that was then manually entered into an Excel spreadsheet by an administrator. Information was not centralized or searchable to determine trends over time or see when "fixes" are scheduled.

Finding Efficiencies Through Technology:
App Development for Data Collection Using iPads in the Field
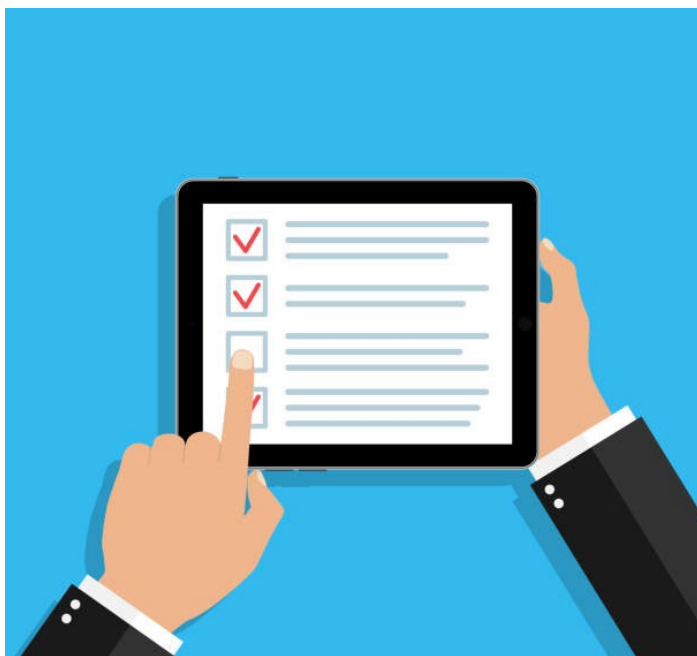
Goals and Outcomes:

❑ Reduce inspection process time for garage inspectors and data compilation and reporting time for Safety

❑ Increase inspector engagement during inspections to increase data quality and safety outcomes

❑ Decrease process complexity and technical demands for inspectors and Safety

❑ Streamline facilities inspection reporting to leadership

❑ Define and document inspection process, discrepancy follow-up process, roles, and responsibilities

❑ Increase communication between inspectors, Safety, and facilities after discrepancies reported

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AOT Performance Management System

Accomplishments:

-Development of Performance Management System Portal.

-Development of Performance Management System dashboards.

-Development of Performance Management System App.

-Up next: Integrating these dashboards into decision-making processes and enhancing the dashboards as required.

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Division	Number of dashboards
Finance & Administration	10
District Maintenance & Fleet	3
Highway	4
Policy, Planning and Intermodal Development	4

Cyclical Bridge Maintenance Dashboard Enhancements

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Accomplishments:

-Reallocated one FTE by reducing manual process.

-Enhanced Power BI report to help with operational activities.

-Automated "weekly report" for communication of bridge maintenance activities completed.

-Included financial data to help visualize total cost for each maintenance activity.

-Data cleansing resulted in higher quality data input, ensuring accuracy.
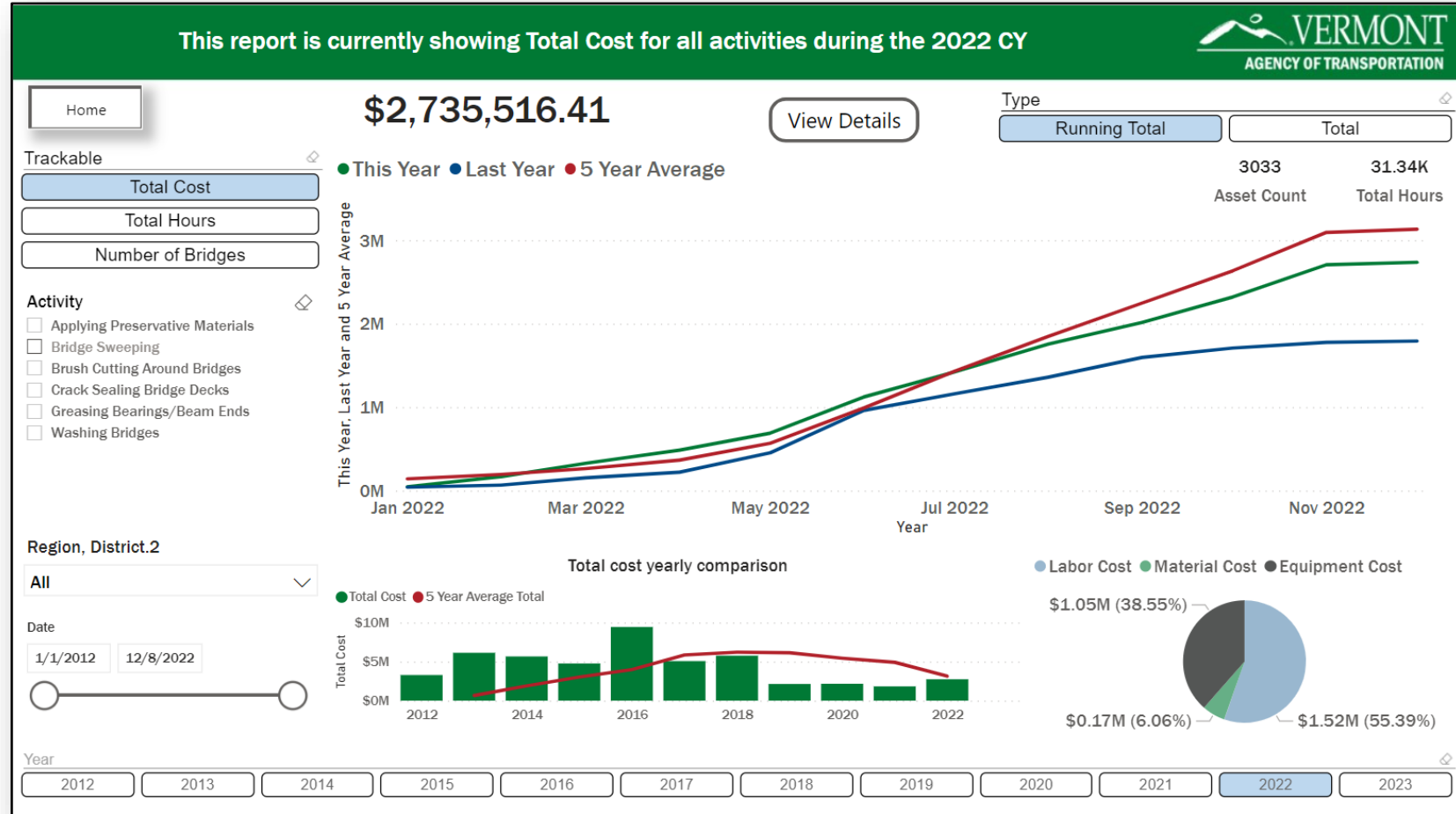
Performance Section - Portfolio Management

Accomplishments:

-Defined Common Language

-Implemented a single Technical solution for Weekly Report and Portfolio dashboard

-Resource allocation and prioritization: improved planning tools for what our team works on and when

-Dashboard portal provides transparency to customers and partners

Up next: more accurate project tracking with a technical solution and ways to track progress on our programs
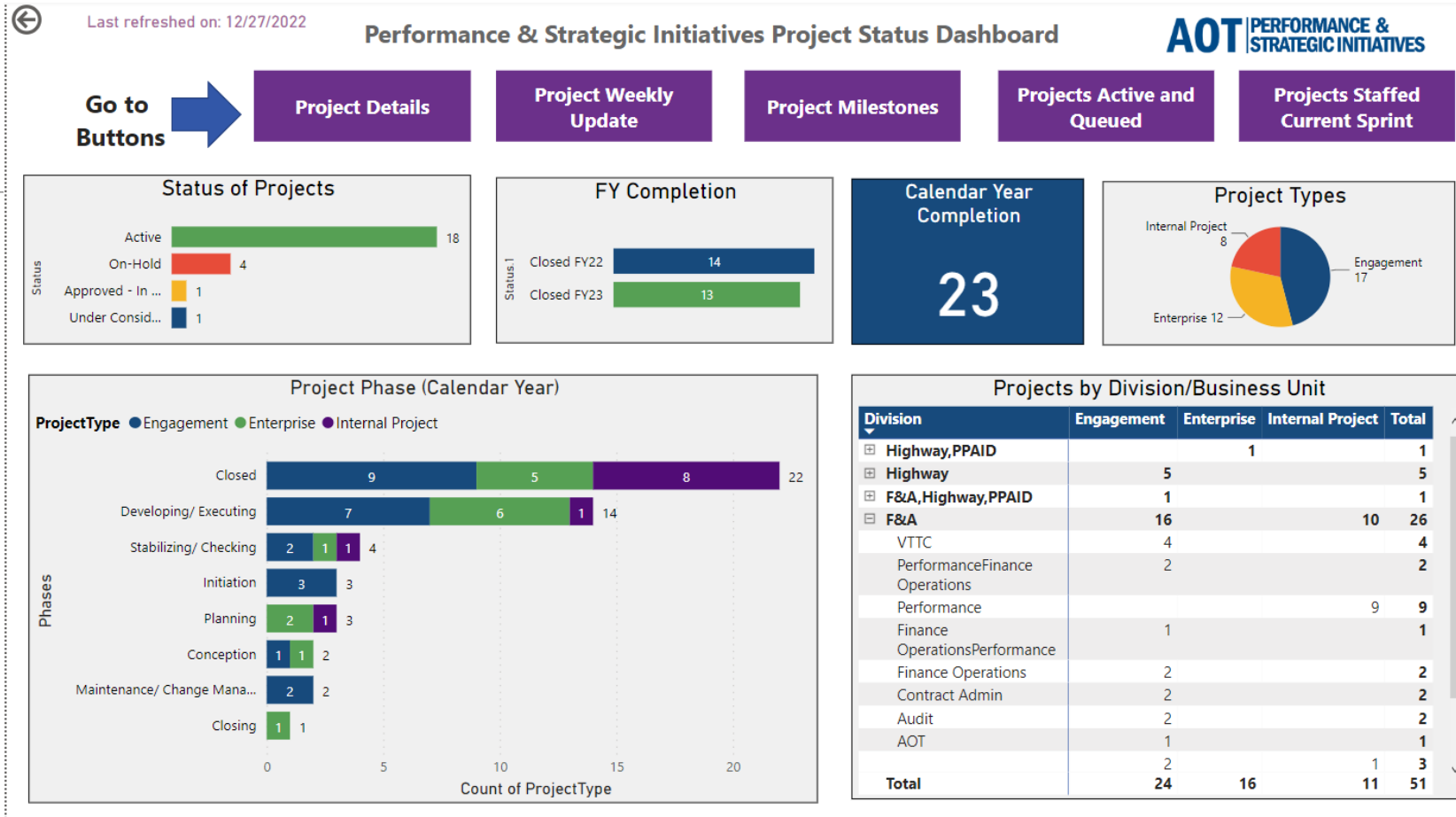
Performance & Strategic Initiatives Project Status Dashboard

Last refreshed on: 12/27/2022

https://Vtransparency.Vermont.gov
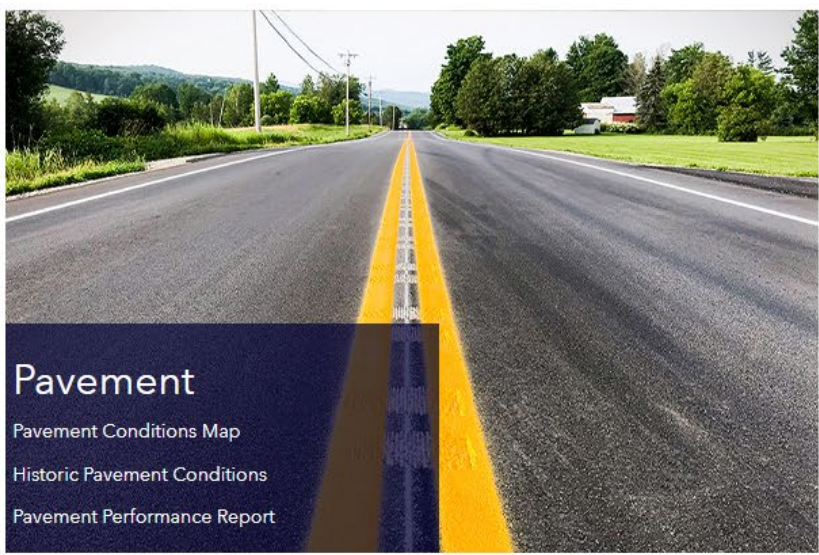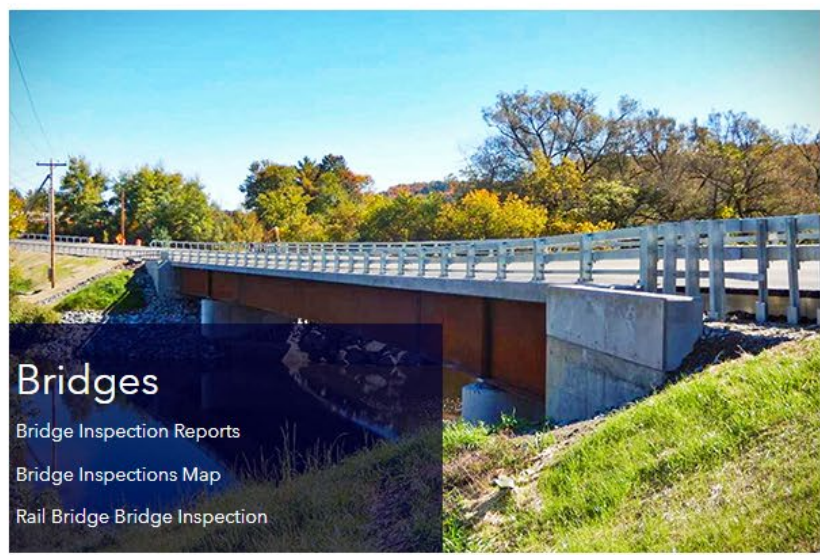
Planned Work - 2023

- AOT – Innovates! (Continuation)

- AOT – Continuous Improvement Network

- F&A Strategic Priorities Planning
  - Baseline, execution and tracking

- Aviation Contracting Project

- Project Financials

- Change management of customer engagements

- Data Governance and Data Literacy

- Enhance the performance measurement system we have built to allow for more data informed decision making

- Project to migrate Classic to Modern SharePoint for agency documentation

- Process Improvement and Technical Solutions across the agency – Increase efficiencies

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