

Top 100 Suggestions for Improvement

INTERNAL FOCUS GROUPS

Ranked Based on the Priority Participants Placed on the Improvements

The "District Rank" shows the ranking within each District/HQ Group; some groups rated more items as a "5" than participants other groups; so the top ranked item in

Overall Rank	District	Suggested Improvement	Mean Importance (1-5 Scale, 5=Most Important; 1=Not Important at All)	District/HQ Group Rank
1	6	Pay stubs should be printed or at least e-mailed to employees	4.64	1
2	HQ1	Address the "use it or lose it" policy by rewarding work units that save money	4.57	1
3	3	New Payroll policy of electronic pay stubs needs to change	4.56	1
4	4	Look at the cost of contracting jobs vs. doing jobs internally, especially some maintenance functions, such as weed spraying, mowing, & signage	4.55	1
5	4	Review the contract inspection process - a lot of money is spent on the QC/QA process; are we getting a good value for the # of contractors being used; could we replace consultants with full-time KDOT positions	4.55	2
6	4	Hold contractors/consultants more accountable for the quality of their work	4.55	3
7	1	Hold contractors/consultants more accountable	4.50	1
8	1	Create provisions to hold cities/counties more accountable for utility relocations	4.50	2
9	5	Allow more "off-contract" local purchase options for small purchases	4.50	1
10	2	Give incentives to attract/retain good employees	4.45	1
11	6	Get rid of state-wide signage contracts; we can do it internally for less money	4.45	2

Top 100 Suggestions for Improvement

INTERNAL FOCUS GROUPS

Ranked Based on the Priority Participants Placed on the Improvements

The "District Rank" shows the ranking within each District/HQ Group; some groups rated more items as a "5" than participants other groups; so the top ranked item in

Overall Rank	District	Suggested Improvement	Mean Importance (1-5 Scale, 5=Most Important; 1=Not Important at All)	District/HQ Group Rank
12	6	Consultant inspectors need to be held more accountable	4.45	3
13	5	Give local KDOT managers more input/control on local issues involving cities/counties - we should respond to local issues at the lowest possible level	4.40	2
14	1	Improve communication between HQ and field	4.38	3
15	HQ2	Improve wages - we lose too many good workers to private companies	4.36	1
16	5	Improve communication between KDOT and cities/counties	4.30	3
17	2	Don't always accept the low bid	4.27	2
18	1	Include maintenance personnel in preconstruction meetings	4.25	4
19	HQ3	More input by state employees into major state level decisions that affect employees, such as the e-pay stub decision	4.25	1
20	2	Require all utilities to be listed on the One Call list; if they are not listed KDOT should not be held accountable for damages	4.18	3
21	6	Allow more stocked items to be purchased locally off contract	4.18	4
22	HQ1	Share data within the agency better. Let employees know what types of data are available - maybe have a catalogue that shows the types of data that are available and post it on the Intra/Internet	4.14	2

Top 100 Suggestions for Improvement

INTERNAL FOCUS GROUPS

Ranked Based on the Priority Participants Placed on the Improvements

The "District Rank" shows the ranking within each District/HQ Group; some groups rated more items as a "5" than participants other groups; so the top ranked item in

Overall Rank	District	Suggested Improvement	Mean Importance (1-5 Scale, 5=Most Important; 1=Not Important at All)	District/HQ Group Rank
23	1	KDOT HQ personnel should visit the work units they support to become more informed on what's going on	4.13	5
24	HQ3	Encourage/promote a more responsive attitude in the organization towards external partners; too many employees think external partners are adversaries	4.13	2
25	3	Have HQ provide reasons or a supporting rationale when new policies are implemented	4.11	2
26	3	The "Use it or lose it" policy should be reviewed across the State	4.11	3
27	5	More education to the public about what KDOT is doing and reasons KDOT makes its decisions	4.10	4
28	2	Support decisions at the lowest level in the organization	4.09	4
29	2	Use life cycle cost to evaluate purchase decisions, not low bid	4.09	5
30	4	Reduce limits on contracted items - allow employees to purchase more items locally	4.09	4
31	6	Allow local units to purchase more items off the contracts	4.09	5
32	1	Have HQ visit active projects more often so they know the people they are supporting	4.00	6
33	1	Allow Areas to purchase more non-contract items (Wal-Mart, local stores, etc.)	4.00	7
34	2	Review the need for some positions in KDOT that may not contribute to the mission of the organization	4.00	6

Top 100 Suggestions for Improvement

INTERNAL FOCUS GROUPS

Ranked Based on the Priority Participants Placed on the Improvements

The "District Rank" shows the ranking within each District/HQ Group; some groups rated more items as a "5" than participants other groups; so the top ranked item in

Overall Rank	District	Suggested Improvement	Mean Importance (1-5 Scale, 5=Most Important; 1=Not Important at All)	District/HQ Group Rank
35	2	Ensure field inspectors are included in the decision-making process when exceptions to policy are made	4.00	7
36	4	KDOT should do more self-promoting; educate public/partners more to shape expectations, and target to the needs of external partners	4.00	5
37	4	Give districts/areas more input on state policies to provide some flexibility, esp. on signs & entrances	4.00	6
38	5	Review city connecting link agreements; many are outdated and KDOT personnel and local cities do not take time to look at policies until there is a problem	4.00	5
39	6	Notify areas about projects in a more timely manner	4.00	6
40	6	Address the role of politics in decision making; how can it be minimized	4.00	7
41	HQ1	Initiate a success planning process for senior positions	4.00	3
42	HQ3	More training of HQ people in the field on issues that affect decision-making. Many HQ people are setting standard for process in the field when they are not familiar with these processes; many processes have changed	4.00	3
43	HQ3	Have the right people in the right job - we need more experienced people in key positions	4.00	4
44	6	More two-way partnering internally, esp. between districts and areas	3.91	8

Top 100 Suggestions for Improvement

INTERNAL FOCUS GROUPS

Ranked Based on the Priority Participants Placed on the Improvements

The "District Rank" shows the ranking within each District/HQ Group; some groups rated more items as a "5" than participants other groups; so the top ranked item in

Overall Rank	District	Suggested Improvement	Mean Importance (1-5 Scale, 5=Most Important; 1=Not Important at All)	District/HQ Group Rank
45	5	Emergency program so KDOT/KHP/others know how to work together & what procedures are - i.e. where should a highway be closed when there is an accident?	3.90	6
46	5	Work on railroad crossings to enhance safety - esp. signage	3.90	7
47	3	Allow more local purchasing options - remove restrictions on contracted item purchases	3.89	4
48	3	Have KDOT explain reasons for exceptions to policy - or why policy was made in the first place	3.89	5
49	3	Hold contractors more accountable	3.89	6
50	1	Get away from "low bid" mentality	3.88	8
51	1	Inform public on what KDOT is doing	3.88	9
52	1	Inform legislature on what KDOT is doing	3.88	10
53	HQ3	More outreach to politicians/state legislators in general	3.88	5
54	2	Need more maintenance employees in subareas to balance shifts better	3.82	8
55	2	Minimize politics in decision-making	3.82	9
56	HQ2	Need to be more efficient with limited space; space was poorly allocated for dept. efficiency in the new building	3.82	2
57	6	More flexibility of policies - review policies and explain why they exist	3.82	9
58	5	Revisit the pay change issue; does this make sense for all state employees?	3.80	8
59	5	Give all employees more input into major decisions that affect everyone	3.80	9

Top 100 Suggestions for Improvement

INTERNAL FOCUS GROUPS

Ranked Based on the Priority Participants Placed on the Improvements

The "District Rank" shows the ranking within each District/HQ Group; some groups rated more items as a "5" than participants other groups; so the top ranked item in

Overall Rank	District	Suggested Improvement	Mean Importance (1-5 Scale, 5=Most Important; 1=Not Important at All)	District/HQ Group Rank
60	5	Work more with the media	3.80	10
61	5	Have central point of contact at KDOT for external partners to get info from KDOT	3.80	11
62	3	Use trained KDOT people to do more jobs rather than hire external people	3.78	7
63	3	Reduce the political influence in decision making - too political right now	3.78	8
64	1	More flexibility in decision making - especially at HQ; one standard doesn't always work	3.75	11
65	HQ3	Encourage field personnel to contact HQ with questions/concerns	3.75	6
66	HQ3	Meet one-on-one with elected officials who have problems/issues with KDOT	3.75	7
67	2	Evaluate the cost/benefit of using consultants for projects; some consultant funds could be used to hire more KDOT workers	3.73	10
68	2	Evaluate the benefits of using KDOT funding for non-transportation functions - historic preservation, rest areas, etc.	3.73	11
69	HQ2	Improve morale - KDOT employees know they are not making as much money as someone doing the same job for a private company - hurts morale	3.73	3
70	HQ1	Have KDOT employees do more work that is currently contracted to consultants	3.71	4

Top 100 Suggestions for Improvement

INTERNAL FOCUS GROUPS

Ranked Based on the Priority Participants Placed on the Improvements

The "District Rank" shows the ranking within each District/HQ Group; some groups rated more items as a "5" than participants other groups; so the top ranked item in

Overall Rank	District	Suggested Improvement	Mean Importance (1-5 Scale, 5=Most Important; 1=Not Important at All)	District/HQ Group Rank
71	5	Training program for external customers so they know more about KDOT	3.70	12
72	2	Simplify the process for renting temporary equipment	3.64	12
73	HQ2	Need more job specific training - we hire people with little experience because we can't afford experienced people, and then we don't train them	3.64	4
74	1	Break need for "chain of command" to make all decisions	3.63	12
75	1	Have consequences for poor performances - create measures to review employees	3.63	13
76	1	Invite other gov. agencies to work with KDOT for a day to better understand how things work	3.63	14
77	HQ3	More management training	3.63	8
78	HQ1	Establish performance expectations for customer responsiveness	3.57	5
79	HQ1	Promote a sense of urgency by KDOT	3.57	6
80	3	Review the need for some safety measures - some safety restrictions are too restrictive	3.56	9
81	4	Reduce the time it takes to fill to vacant positions	3.55	7
82	1	Distribute the work load more evenly among KDOT employees	3.50	15
83	HQ3	Allow electronic receipt/submission of permits	3.50	9

Top 100 Suggestions for Improvement

INTERNAL FOCUS GROUPS

Ranked Based on the Priority Participants Placed on the Improvements

The "District Rank" shows the ranking within each District/HQ Group; some groups rated more items as a "5" than participants other groups; so the top ranked item in

Overall Rank	District	Suggested Improvement	Mean Importance (1-5 Scale, 5=Most Important; 1=Not Important at All)	District/HQ Group Rank
84	HQ3	Allow/encourage electronic transfer of plans; sharing plans/maps on the Internet with consultants and other organizations	3.50	10
85	HQ3	Reclassify some positions so that engineering credentials are not required when engineering experience is not really needed for the position	3.50	11
86	6	KDOT motor pools could help service other state departments (wildlife, KHP, etc.)	3.45	10
87	3	Involve maintenance personnel in construction projects	3.44	10
88	3	Have a non-chain of command avenue to communicate issues/problems with top management	3.44	11
89	3	More promotion opportunities for employees	3.44	12
90	HQ1	Reinitiate our "Process Improvement Effort" program which looked at work processes/work flows	3.43	7
91	HQ1	Embrace geo-spatial info systems	3.43	8
92	HQ1	Educate the public about what KDOT is doing	3.43	9
93	HQ1	Develop/Enforce a rating system to hold external consultants accountable	3.43	10
94	HQ1	Address employee classification issues/allow more flexibility in the ways employees work or the types of jobs they can do	3.43	11
95	1	Operations should be tailored to districts/areas; the same procedures don't work well everywhere	3.38	16

Top 100 Suggestions for Improvement

INTERNAL FOCUS GROUPS

Ranked Based on the Priority Participants Placed on the Improvements

The "District Rank" shows the ranking within each District/HQ Group; some groups rated more items as a "5" than participants other groups; so the top ranked item in

Overall Rank	District	Suggested Improvement	Mean Importance (1-5 Scale, 5=Most Important; 1=Not Important at All)	District/HQ Group Rank
96	HQ3	Make KDOT employees and external partners aware of what data KDOT has available and how to access it, i.e. traffic data	3.38	12
97	2	Give field employees more flexibility in purchasing equipment - allow local units to buy more items "off-contract"	3.36	13
98	2	Find a better way to dispose surplus equipment - let KDOT have quarterly auctions to dispose of equipment rather than take to KCI	3.36	14
99	HQ2	Need to review all many of our SOMs - many are out of date	3.36	5
100	3	Have KDOT maintenance people work more on signage, ad signs, & shoulder work - contractors aren't keeping up with maintenance and we have to redo their work	3.33	13