

Raising the Bar at INDOT

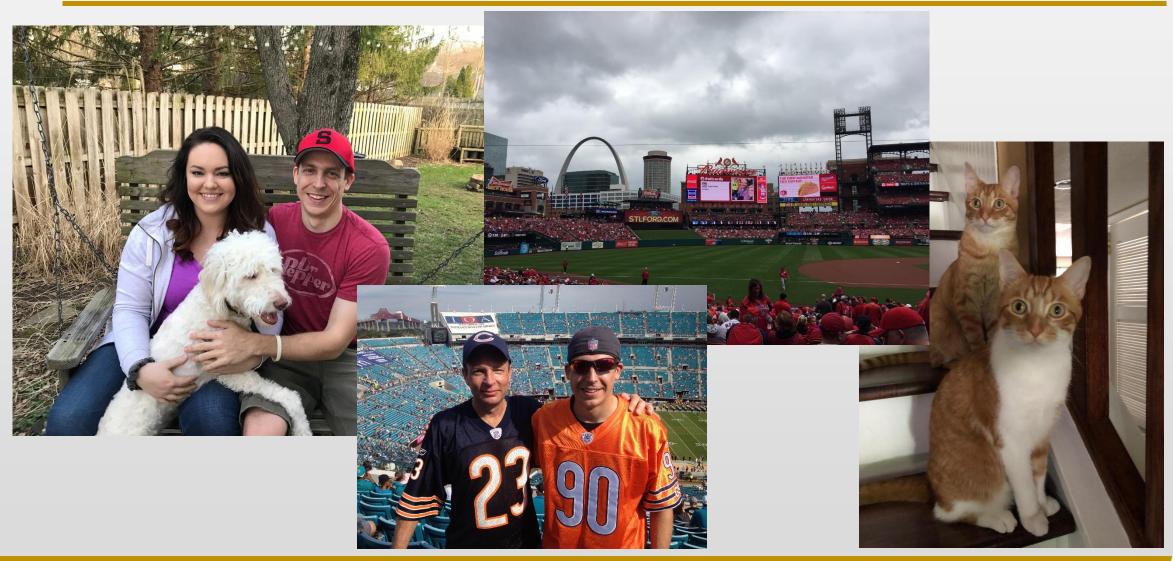
Derek J Weinberg

Our Experience

- Introductions
- Visual Pattern Recognition
- The Broken Cycle
- Cultural Challenges
- Technical Challenges
- What We've Done

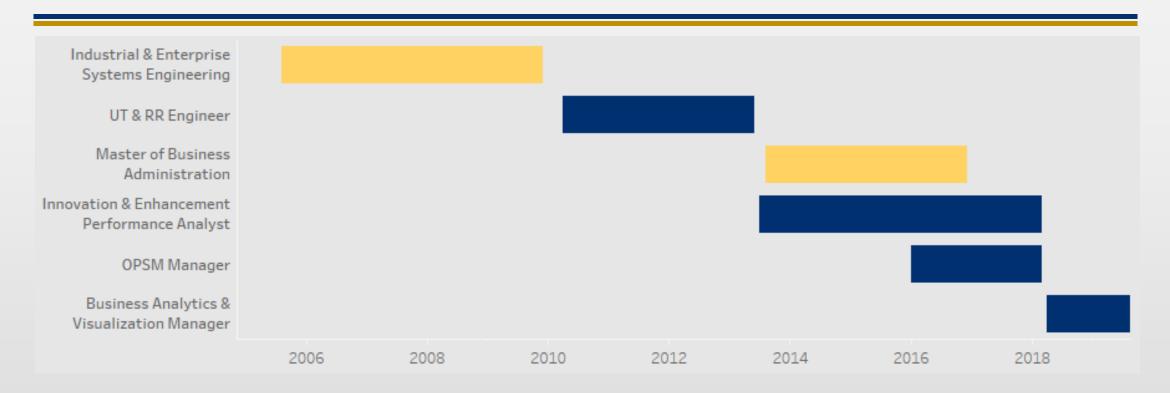


About Me...





A Career of &s





What is BizViz?

Business Analytics

- Discovery
- Interpretation

Visualization

- Communication
- Meaningful patterns

What is BizViz?

Business Analytics

- Discovery
- Interpretation
- Identify decision points
- Evaluate and investigate data
- Work with MIS on technical challenges

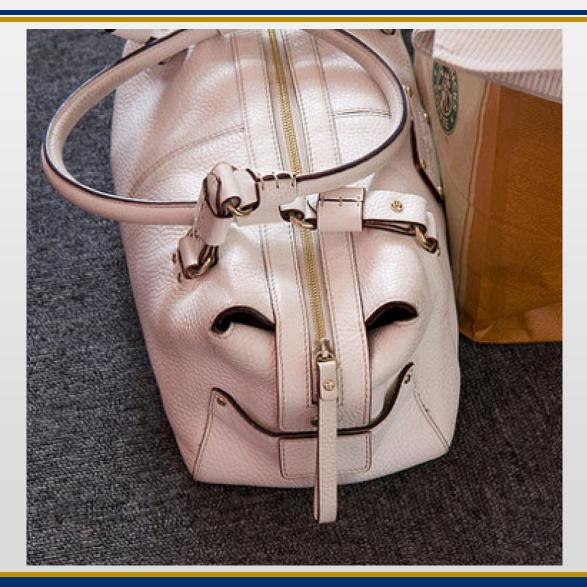
Visualization

- Communication
- Meaningful patterns
- Develop the culture
- Develop and iterate live dashboarding
- Manage Tableau Server















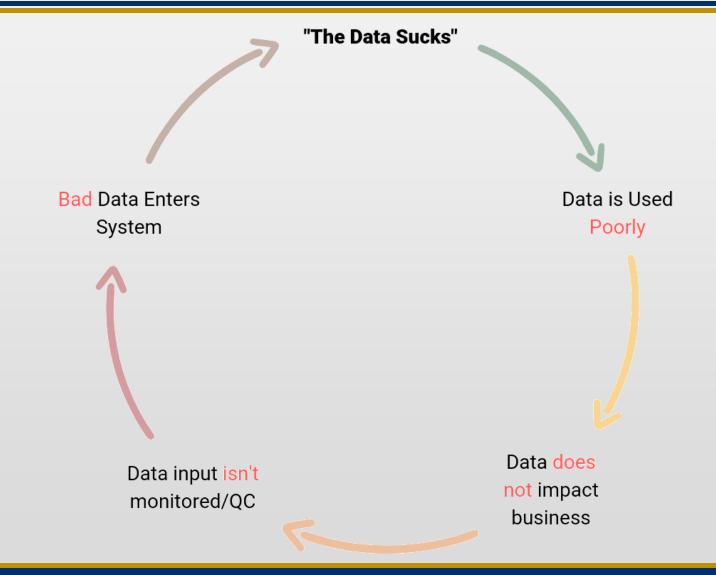




Challenges Faced

Cultural & Technical

The Broken Cycle





Enter Work Order Review

5% of WOs sampled statewide

Reporting

Reporting Units

Linear Feet

Accomplishment is in the linear feet of installed pipe liner. Report all work to one Work Order including sign
placement, sight preparation, material deliveries, installation, grouting, and finish grading.

Report to the specific small culvert or large culvert assets.

NOTE:

- This activity shall NOT include pipe liners installed into pipes less than or equal to 36" in diameter. Pipe liner installed into pipes less than or equal to 36" in diameter shall be reported to Activity 2336.
- 2) Pipe extensions shall be reported to Activity 2390 (Other Drainage Maintenance)

Reporting

Reporting Units

Lane Miles

Accomplishment shall be reported in LNM - Lane Miles.

Each road should be completed on one work order with multiple day cards.

Crack filling on shoulders < 4 feet wide should be reported to this activity and performed in conjunction with mainline; crack filling on shoulders > 4 feet wide should be reported to Activity 2071 and performed separately.

Single, transverse cracks over composite pavement should be routed, sealed and reported to Activity 2090.

All work, including taping of pavement markings, should be reported to 2070.

Items not adhering to standard, or otherwise "look funny" flagged as Anomaly.



Evidence

- Winter Anomaly Rate, January 2017: 49%
 - 677 WOs evaluated

- Summer Anomaly Rate, May 2017: 55%
 - 367 WOs evaluated



Actions Since Initial Review

- Anomalies are sent back to the management unit for teaching, not correction.
 - Acknowledging data quality wasn't where it should be
 - Intent is to adjust future behavior, improve quality moving forward
 - Memory impacts effectiveness of "correcting" WOs a month later
- Training developed for high-anomaly winter activity:

Training Videos

- · WMS Training Videos (New)
- · Work Performance Standards
 - · Previous Work Performance Standards Revisions
 - 02/15/2018 Revisions

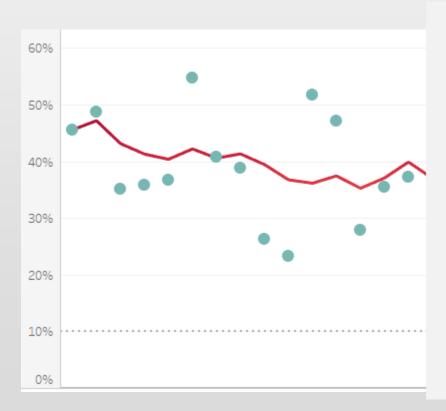
Snow & Ice

- Act. 2630 Snow & Ice Removal (WO Reporting and Guidelines) (January 2019 upadate)
- Anti-Icing WO Reporting
- Dedicated Loader Operator WO Reporting
- Act. 2660 Patrolling for Snow & Ice (WO Reporting and Guidelines)
- Act. 2640 Brine Mixing WO Reporting
- Releasing Material Outside INDOT (For Material Managers ONLY)
- Coordination on clarified policy guidance



Progress?

- WO Review having some effect, but not consistently or quickly
 - Team anticipated a 10% anomaly target as feasible



Exception Reporting

Decision made to tie poor-quality data to Performance Appraisals

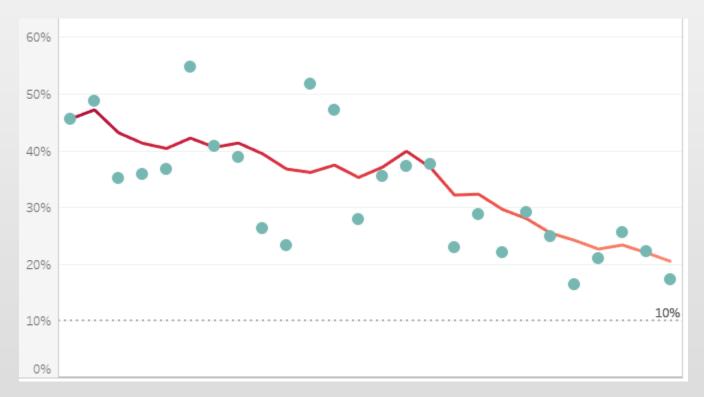
FISCAL YEAR 2019 HIGHWAY MAINTENANCE PERFORMANCE EXPECTATIONS

- Four types of exceptions included initially
 - Objective measures of adhering to policy
 - Man-hours not equal to Accomplishment (for activities measured in labor)
 - No asset (for activities specified to require an asset)
 - No accomplishment, but labor spent
 - No cost, but accomplishment reported



Progress!

Clear effect of Performance Appraisals being tied to Data Integrity





- Bad data enters the system
- Data is used poorly

- Data does not impact business (positively)
- Data input isn't monitored





- Weak policies for data entry
- Data is used poorly
- Data does not impact business (positively)
- Data input isn't monitored





Weak policies for data entry

 Varying definitions and analysis strategies

Data does not impact business (positively)

Data input isn't monitored





Weak policies for data entry

Varying definitions and analysis

Manage to metric, not business

Data input isn't monitored





- Weak policies for data entry
- Varying definitions and analysis
- Manage to metric, not business
- Lack of awareness and oversight







- Bad data enters the system
- Data is used poorly

- Data does not impact business (positively)
- Data input isn't monitored



- Data can be difficult to enter
- Data is used poorly
- Data does not impact business (positively)
- Data input isn't monitored



- Data can be difficult to enter
- Lack of metadata and data dictionary
- Data does not impact business (positively)
- Data input isn't monitored





- Data can be difficult to enter
- Lack of metadata and data dictionary
- Data spread across numerous systems and reports
- Data input isn't monitored





- Data can be difficult to enter
- Lack of metadata and data dictionary
- Data spread across numerous systems and reports
- No "Live" data



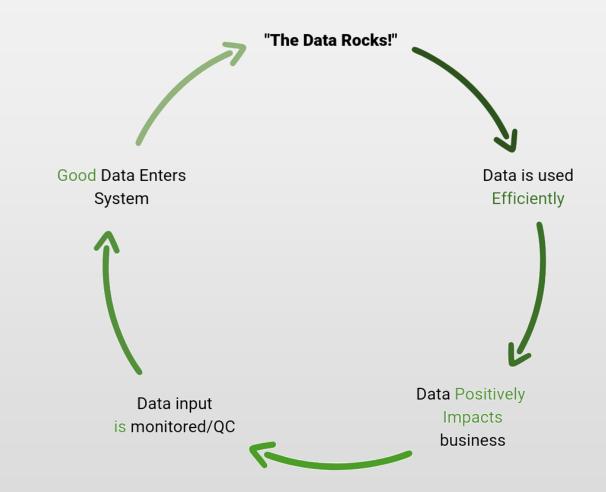
Keys to Early Success:

Start with "clients" that are interested and willing to learn how to manage using data analytics as a tool

Show the effects of bad data

Make data integrity and managing to data part of the job

Challenge the business to push past the first question; get to the decision point





What We've Done

Key Examples

Planned & Tracked Work



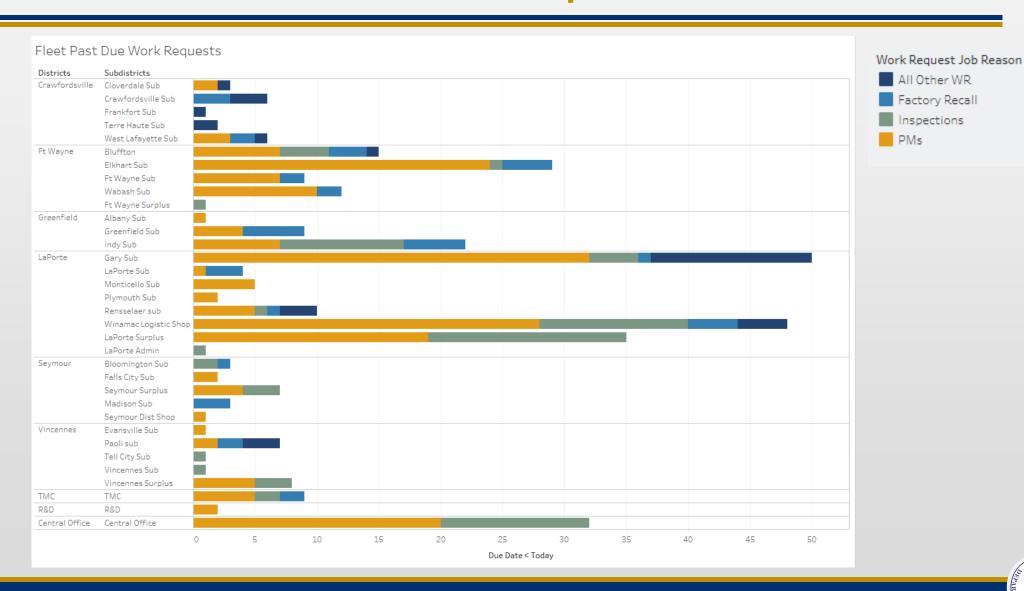


Fleet Work Requests

1.4	A	В	С	D	Е	F	G	Н
1	Location/WR Number	Unit	Job Code	Job Code Desc.	R	Reason Desription	Location	Due Date
2	Work Request Loc: 800420 - CO - RESEARCH & DEVELOPMENT							
3	12144457-1			PERFORM PM All Services I				07/29/2019
4	12144919-1	60054	07-PM-000	PERFORM PM All Services I	PΙ	PREVENTIVE MAINT	800420	06/13/2019
5	12144524-1	60569	07-PM-000	PERFORM PM All Services I	P	PREVENTIVE MAINT	800420	08/05/2019
6	Work Request Loc: 800830 - CO - INDIANAPOLIS HOOSIER HELPERS							
7	12144873-1	60049	07-PM-000	PERFORM PM All Services I	РΙ	PREVENTIVE MAINT	800830	08/02/2019
8	12144895-1	60056	07-PM-000	PERFORM PM All Services I	РΙ	PREVENTIVE MAINT	800830	07/22/2019
9	12144767-1			PERFORM PM All Services I				07/09/2019
10	12144768-1	60427	07-PM-000	PERFORM PM All Services I	P	PREVENTIVE MAINT	800830	07/08/2019
11	12144746-1	60533	07-PM-000	PERFORM PM All Services I	P	PREVENTIVE MAINT	800830	08/05/2019
12	Work Request Loc: 801300 - WEST LAFAYETTE SUBDISTRICT							
13	12144459-1	139783	07-PM-000	PERFORM PM All Services I	PΙ	PREVENTIVE MAINT	801300	07/29/2019
14	12144781-1	14740	07-PM-000	PERFORM PM All Services I	PΙ	PREVENTIVE MAINT	801300	07/24/2019
15	12144145-1	61157	07-PM-000	PERFORM PM All Services I	PΙ	PREVENTIVE MAINT	801300	07/25/2019
16	12144394-1	61220	07-PM-000	PERFORM PM All Services I	PΙ	PREVENTIVE MAINT	801300	08/05/2019
17	Work Request Loc: 801500 - CLOVERDALE SUBDISTRICT							
18	12144443-1	144861	07-PM-000	PERFORM PM All Services I	PΙ	PREVENTIVE MAINT	801500	03/13/2007
19	12144825-1	165371	07-PM-000	PERFORM PM All Services I	PΙ	PREVENTIVE MAINT	801500	04/30/2018
20	Work Request Loc: 802200 - ELKHART SUBDISTRICT							
21	12144256-1	128122	07-PM-000	PERFORM PM All Services I	PΙ	PREVENTIVE MAINT	802200	05/27/2005
22	12144327-1			PERFORM PM All Services I				06/14/2019
23	12144323-1			PERFORM PM All Services I				07/12/2019
24	12144430-1			PERFORM PM All Services I				03/27/2019
25	12144431-1	138390	07-PM-000	PERFORM PM All Services I	P	PREVENTIVE MAINT	802200	04/03/2019
26	12144331-1			PERFORM PM All Services I				07/17/2019
27	12144239-1			PERFORM PM All Services I				06/04/2019
28	12144841-1			PERFORM PM All Services I				08/01/2019
29	12144758-1			PERFORM PM All Services I				03/27/2019
30	12144809-1			PERFORM PM All Services I				01/05/2018
31	12144810-1			PERFORM PM All Services				01/05/2018
32	12144489-1			PERFORM PM All Services I				06/27/2019
33	12144568-1			PERFORM PM All Services I				07/18/2019
34	12144618-1			PERFORM PM All Services I				07/18/2019
35	12144646-1			PERFORM PM All Services				08/01/2019
36	12144676-1			PERFORM PM All Services I				05/16/2019
37	12144387-1			PERFORM PM All Services I				08/01/2019
38	12144587-1			PERFORM PM All Services I				07/24/2019
39	12144152-1			PERFORM PM All Services I				06/04/2019
40	12144885-1	62278	07-PM-000	PERFORM PM All Services	PΙ	PREVENTIVE MAINT	802200	08/02/2019



Fleet Work Requests





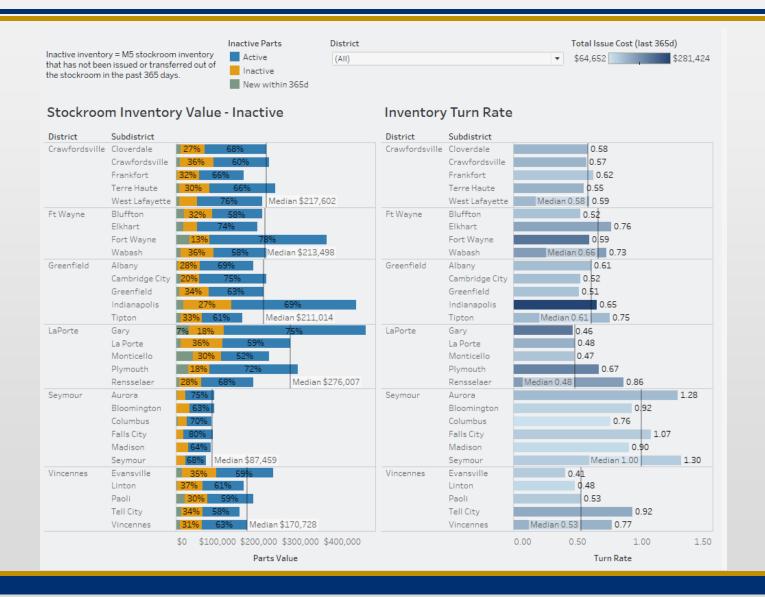
Inspections

Fleet Stockrooms

Inventory Sto	reroom			Report Printed: 10/22 Inventory Stock Activity									IDOA Fleet Servi Report Printed: 11/30/2017 22:06:23 By User: SSEL					
PART NO.	PART DESCRIPTION	MIN QTY	MAX QTY	QTY ON HAND	CORE COST	LOC AVG PRICE	ON-HAND E VALUE	Part No.	Description	Manufacturer	Bin	Qty On Hand	Loc Avg Price	On-Hand I Value	ast Txfr La Date	t Receipt Last Issue Da Date		
OCATION: 805700 - SE	YMOUR SUBDISTRICT							LOCATION: 80410	00 - LAPORTE SUBDISTRICT									
000597163	60# TUBE SAND QUICKRETE	0	0	0	0.00	4.17	0.00	Last Issue	Date: -									
010929600	SPINNER ADAP	0	0	6	0.00	144.00	864.00	TRE-501	HYDRAULIC FILTER	MUNCIE	2CB39	0	19.85	0.00 No	T6			
02454180	STRAP,AIR TANK	0	0	0	0.00	8.30	0.00					0						
05114195443	MAILING TAPE	0	0	0	0.00	4.97	0.00	FIL4864	CAB/FIL	NAPA	2CC18	3						
091415H	4IN SQ HD PIN JACK	0	0	0	0.00	140.25	0.00	MESP-402A-VL2	DATA CABLE / PLOW S	MUNCIE	2CD04	2	0.00	0.00 No	Transfers			
1002419	RESISTOR ASSEMBLY	0	0	0	0.00	27.89	0.00	70001070	ADAPT CABLE D TO E	UNKNOWN	2CE06	2	209.64	419.28 No	Transfers 02/23	/2016		
1010	BOLT	0	0	0	0.00	0.00	0.00	50-262-3	FLASHER	NAPA	2FA27	2	8.90	17.80	11/04	/2015		
1026425801G	DOT FLASHER	0	0	0	0.00	76.00	0.00	UI-50FSY	GAS CAN	NAPA CHEMICALS	2HD17	1	49.72	49.72 No	Transfers 08/14	/2015		
1-0264258-06	LED FLASHER	0	0	2	0.00	165.95	331.90	50-10700-3	GROMMETT	NAPA	2IA34	3	0.00	0.00 No	Transfers			
I-0418643-00C	SAFETY LIGHT INSTALLATION KIT	0	0	0	0.00	1926.93	0.00	340020093	LED STROBE	MASTER	2IA35	3	0.00	0.00 No	Transfers			
1055	CAMPER TAPE	1	1	1	0.00	10.69	10.69	XC45 13047 AA	RING HD/LP ADJ	GENERIC	2IC05	,	92.24			/2015		
107-2-2	ADAPTER LUBE LUBE SYSTEM	0	0	5	0.00	1.23	6.15					1				72013		
1-50600-014	ELEMENT, FILTER	0	0	0	0.00	0.00	0.00	11750-11956	36-38" CHAINSAW CHA	FASTENAL	2JA04	2	99.95	199.90 No				
2088	HOOKIT CLEARCOAT DISC 1500G	1	1	1	0.00	54.26	54.26	FC-3602	HEAT BLANKET	GENERIC	2KD06	2	363.22	726.44 No	Transfers 03/23	/2016		
22659	OUTERSHIELD 71M .45 25SP	0	0	0	0.00	91.50	0.00	3G	ALTERNATOR, REMFG	MOTORCRAFT	2LI02	1	139.00	139.00 No	Transfers 10/13	/2011		
290469	ANVIL	0	0	•	0.00	38.55	0.00	750-16	TIRE R-1 13.16.28	AMERICAN FARMER	SHED05	1	131.17	131.17 No	Transfers			
316271	DRILL BIT 1 1/4	0	0	0	0.00	0.00	0.00	18.4X30	TIRE,TRACTOR 18.4X30	GOODYEAR	SHED08	1	727.00	727.00 No	Transfers 07/24	/2012		
33868000 3860861	CONNECTOR DEF HOSE PROPANE TORCH	0	0	0	0.00	12.98 29.75	0.00	900X10	TIRE.BIAS 900X10	GOODYEAR	SHED11	11	57.22	629.42				
4035	LOCKING PADDLE LATCH L3885	0	0	0	0.00	18.13	0.00	185/70R14	TIRE	GOODYEAR	SHED16	2	0.00	0.00 No	Transfers			
4033 4101051		0	0	0	0.00	464.29	0.00	385/65R22.5U	TIRE	GOODYEAR	SHED18	-	0.00					
+101031	SWENSON(PARKER)SPINNER MOTOR	0	U	v	0.00	404.29	0.00					1						
410105100	BIG SPINNER MOTOR	0	0	1	0.00	551.08	551.08	44743	1/2"X6X40-3/4" BLADE	GENERIC	SHED24	5	51.68			/2014		
4675	DISINFECTANT SPRAY LYSOL	0		•	0.00	331.00	331.00						176.00	704.00 No	Transfers 12/31	/2015		
6U836N	BRAKE SHOE KITS	2											0.00	0.00 No	Transfers			
RE00100005	FILTER, PROPANE	0	Int	entory	Volu		1			IDO	A Fleet Sen	nces	0.00	0.00 No	Transfers			
0A0000I	1/2/WIRE 13'	0	1111	entor y	v aru	e			Remort Prints	d: 08/24/2016 07:45:03 By Us	er: HHO! D)FR	0.00	0.00 No	Transfers			
525213	TIE DOWNS	1							angon 27 mic				0.00					
5432	DIESEL CON NOGEL QT	0											0.00					
5532	AIR BRAKE CONDITIONER	0	Part N	NO.		Descripti	on		Location Quantity On		nventory							
503694	LYSOL YELLOW	1							Hand	Cost	Value		0.00	0.00 No	ransfers			
608294	TOWEL ROLL	0														Pa		
509236 LG	LARGE TRASH BAGS	0						Line Count:	1,138 10,614		276,428.	44						

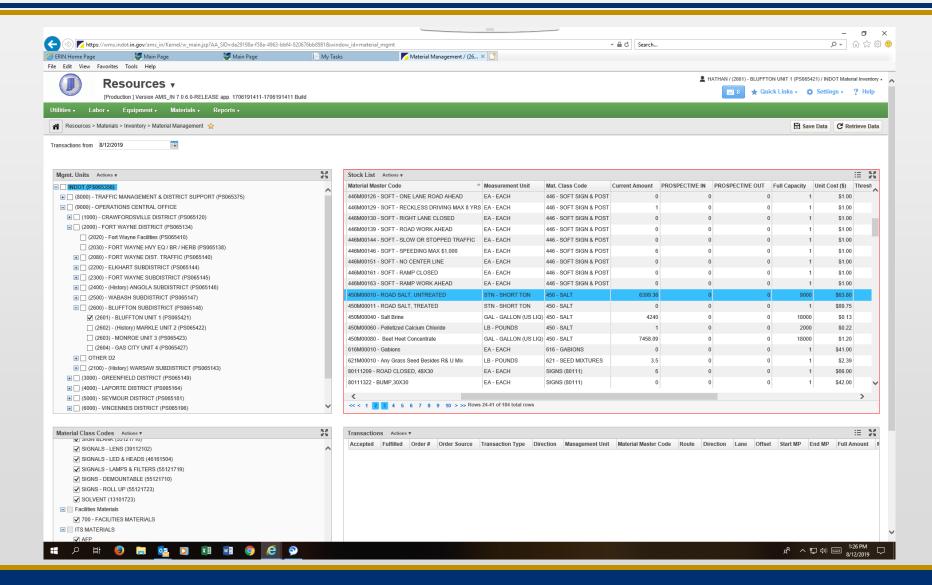
FleetFocus M5 - INVSTOREROOM - Inventory Storeroom V3.0

Fleet Stockrooms



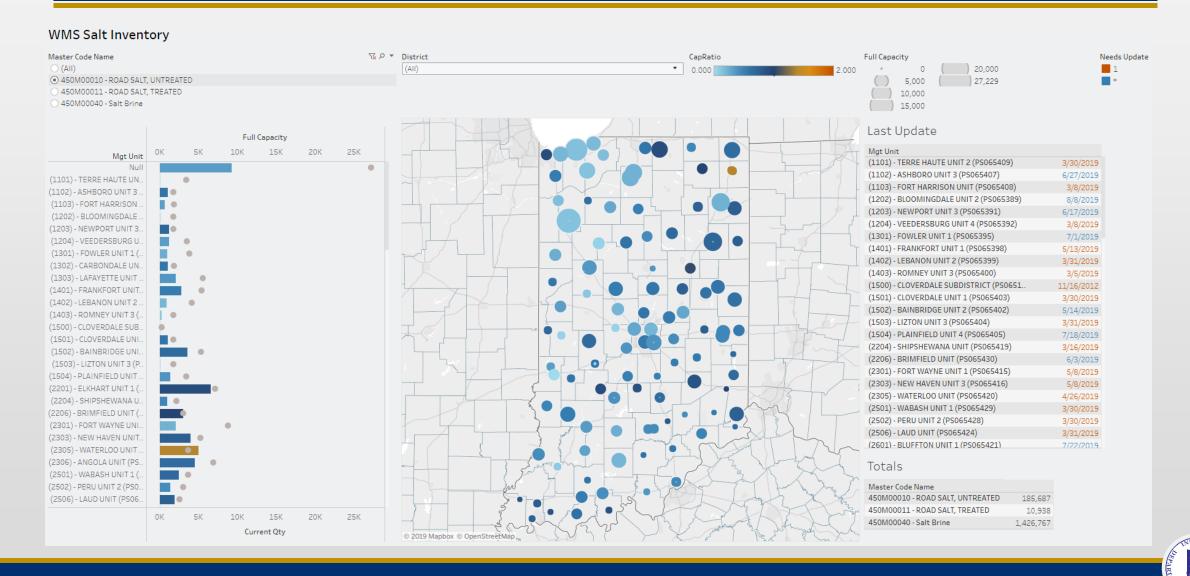


Salt Inventory

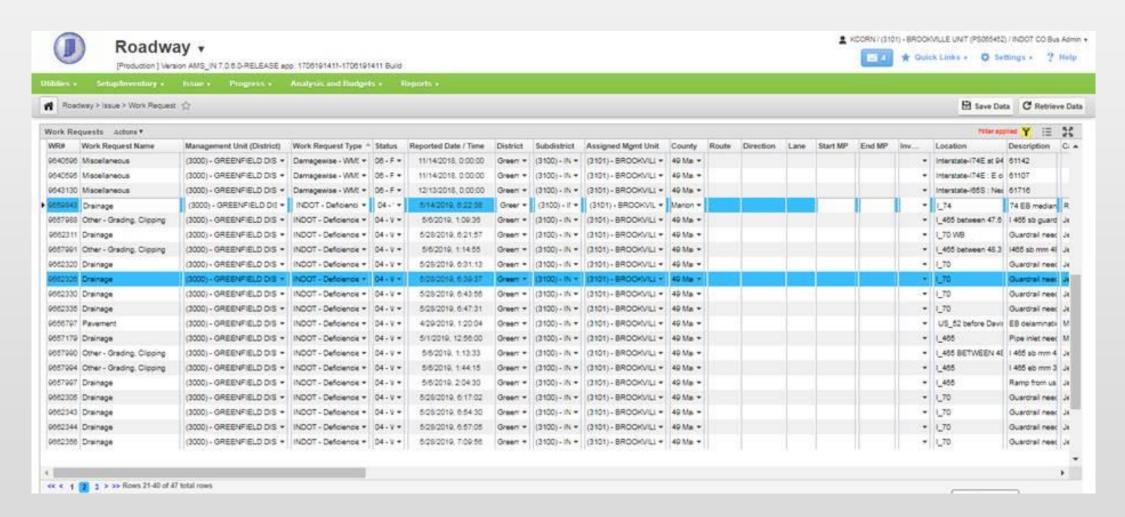




Salt Inventory



Customer Service





Customer Service

Owner Name (District)	Subdistrict Name	Work Request Name	₹ •
(AII)	(All)	(AII)	•

Open WR by Sub and Unit (with tooltip)

			Du	Je .			Grand				
Subdistrict Name	Assigned Unit (Crew) §	+14 days	7-14 days	Next 7 days	Total	Less than 7 days	7-14 days	15-21 days	Over 21 days	Total	Total
	Total	9	3		12						1
(3600) - ALBANY	(3000) - GREENFIELD DISTRICT (PS065149)	1			1						
SUBDISTRICT	(3303) - NEW CASTLE UNIT 3 (PS065457)			1	1						
	(3600) - ALBANY SUBDISTRICT (PS065163)		1		1						
	(3601) - MUNCIE UNIT 1 (PS065447)	1			1						
	(3603) - ALBANY UNIT 3 (PS065448)	3		1	4						
	Greenfield - Technical Services (PS065150)	13	1		14						1
	Total	18	2	2	22						2
(4080) - LAPORTE	(4000) - LAPORTE DISTRICT (PS065164)						1			1	
DIST. TRAFFIC	(4072) - TRAFFIC SIGNALS DEPT	12		1	13	2			1	3	1
	(4080) - LAPORTE DIST. TRAFFIC (PS065170)	4		1	5						
	(4080R) - LAPORTE DIST. TRAFFIC - ROADWAY								1	1	
	(4080S) - LAPORTE DIST. TRAFFIC - SIGNALS	1			1						
	(4083) - NORTHWEST SIGN CREW (GARY)						1		1	2	
	(4084) - SOUTHEAST SIGN CREW (WINAMAC)						1			1	
	(4085) - NORTHEAST SIGN CREW (LAPORTE)	1			1						
	(4089) - PANEL SIGN CREW	1			1	1			8	9	9 1
	(4090) - TRAFFIC MARKINGS DEPT	2	1		3				4	4	
	Total	21	1	2	24	3	3		15	21	4
(4100) - LAPORTE	(4000) - LAPORTE DISTRICT (PS065164)		1		1						
SUBDISTRICT	(4100) - LAPORTE SUBDISTRICT (PS065174)		1		1						
	(4101) - LAPORTE UNIT 1 (PS065465)	1		1	2						
	(4102) - WANATAH UNIT (PS065467)		1	1	2						
	(4103) - MICH CITY UNIT 3 (PS065466)	2			2						
	Total	3	3	2	8						
(4200) -	(4090) - TRAFFIC MARKINGS DEPT								1	1	
MONTICELLO	(4201) - MONTICELLO UNIT 1 (PS065474)	2		1	3						
SUBDISTRICT	(4202) - LOGANSPORT UNIT 2 (PS065473)	1		1	2						
	Total	3		2	5				1	1	
(4300) -	(4085) - NORTHEAST SIGN CREW (LAPORTE)								1	1	
PLYMOUTH	(4090) - TRAFFIC MARKINGS DEPT	1			1						
SUBDISTRICT	(4300) - PLYMOUTH SUBDISTRICT (PS065176)		2		2						
	(4301) - PLYMOUTH UNIT (PS065471)			1	1	1				1	
	(4302) - MISHAWAKA UNIT (PS065470)		2		2						

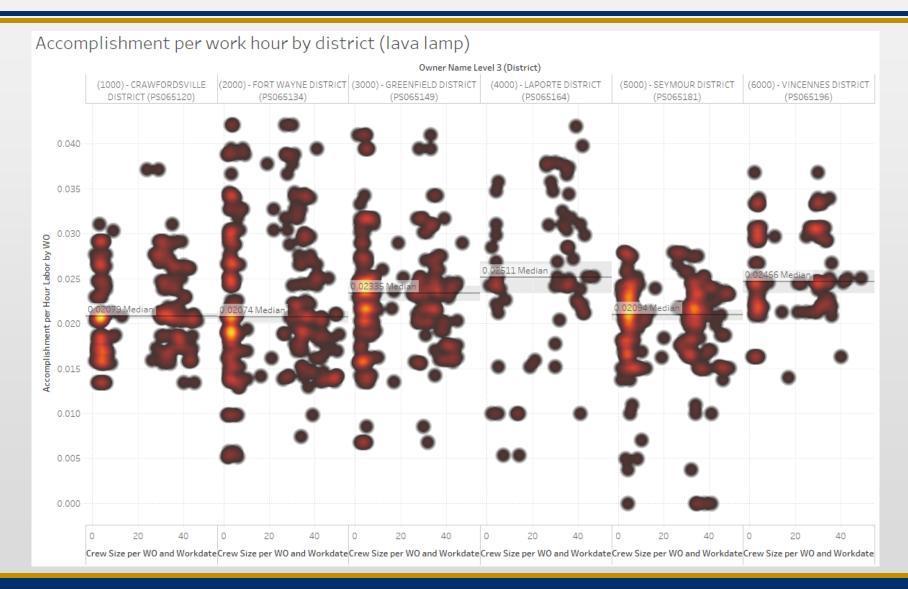


Customer Service

wner Name (Distri	ict)		Subdistrie	ct Name					_	Jnit (Crew): Status Binary	(4090) - TRAFFIC MARKINGS DEPT Past Due		
pen WR by Sub and Unit (with tooltip)									Time Cate Subdistric	-			
			Du					Past Due					
Subdistrict Name	Assigned Unit (Crew) 2	+14 days	7-14 days	Next 7 days	Total	Less than 7 days	7-14 days	15-21 days	-	W ONLY WOR	KS ON COLORED VALUES:	D D	
	Total	9	3		12	2			Work			Days Rem	
(3600) - ALBANY	(3000) - GREENFIELD DISTRICT (PS065149)	1	1		1				Request	Description		aining	
SUBDISTRICT	(3303) - NEW CASTLE UNIT 3 (PS065457)			1	1				1		g for the lines to be repainted on US 24		
	(3600) - ALBANY SUBDISTRICT (PS065163)		1		1				9639578	Monticello to R	Reynolds.	-226.0	
	(3601) - MUNCIE UNIT 1 (PS065447)	1	1		1				-				
	(3603) - ALBANY UNIT 3 (PS065448)	3	3	1	4				1	Me Define :	alling in concern to lines that have not been		
	Greenfield - Technical Services (PS065150)	13	1		14				1		alling in concern to lines that have not been stretch of SR 18, starting from US 31 to past		
	Total	18	3 2	2	22	2			9641206		Now that the days are getting shorter and it		
(4080) - LAPORTE	(4000) - LAPORTE DISTRICT (PS065164)						1				er it is very hard to see the roadway especiall		
DIST. TRAFFIC	(4072) - TRAFFIC SIGNALS DEPT	12	2	1	13	2			Ms. Giddens w markings on Si County were re	as trying to report that the centerline			
	(4080) - LAPORTE DIST. TRAFFIC (PS065170)	4	1	1	5						29 between Burlington and SR 18 in Carroll		
	(4080R) - LAPORTE DIST, TRAFFIC - ROADWAY			_							ecently repayed, and the new markings are so	-163.0	
	(4080S) - LAPORTE DIST. TRAFFIC - SIGNALS	1	1		1						there is light inclement weather or when it i.		
	(4083) - NORTHWEST SIGN CREW (GARY)	-	-		_		1				s calling to report an issue with the roadway		
	(4084) - SOUTHEAST SIGN CREW (WINAMAC)						1		9693757	of SR-16 betwe	en US-231 and County Line Rd. the white	-31.0	
	(4085) - NORTHEAST SIGN CREW (LAPORTE)	1			1		_		lines a	lines are fading	g away.	-51.0	
	(4089) - PANEL SIGN CREW	1			1				-				
	(4090) - TRAFFIC MARKINGS DEPT	2	1		3	_							
	Total	21	_	2			3		✓ Keep O	nly Ø Exclu	de III		
(4100) - LAPORTE			1		1	_	-			11			
SUBDISTRICT	(4100) - LAPORTE SUBDISTRICT (PS065174)		1		1					1			
	(4101) - LAPORTE UNIT 1 (PS065465)	-	1	1	2					2			
	(4101) - LAPORTE ONIT I (P3065465)	-	1	1	2					2			
	(4102) - WANATAH ONT (P3065467)		1	1	2					2			
	Total	3	2 2	2		_				2			
(4200) -	(4090) - TRAFFIC MARKINGS DEPT		3		8	<u> </u>			1	1 1			
MONTICELLO	(4201) - MONTICELLO UNIT 1 (PS065474)		2	1	3				Τ.	1 1			
SUBDISTRICT	(4201) - MONTICELLO UNIT 1 (PS065474)	-		1						3			
	` '	3		1	2					2			
(4200)	Total	3	5	2	5	1			1	1 6			
(4300) - PLYMOUTH	(4085) - NORTHEAST SIGN CREW (LAPORTE)								1	1 1			
SUBDISTRICT	(4090) - TRAFFIC MARKINGS DEPT	1	-		1					1			
	(4300) - PLYMOUTH SUBDISTRICT (PS065176)		2		2					2			
	(4301) - PLYMOUTH UNIT (PS065471)			1						1 2			
	(4302) - MISHAWAKA UNIT (PS065470)		2		2	!				2			

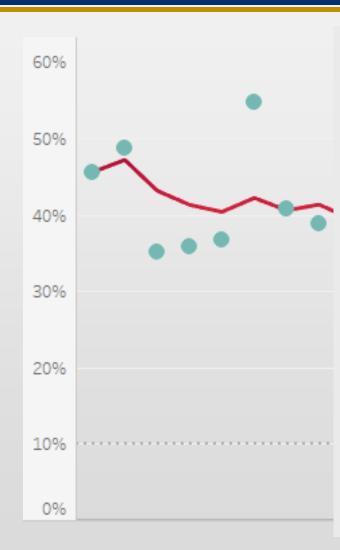


Performance by Labor-hour





Data Integrity





Data Integrity

