



TDOT
Department of
Transportation

IPD & EPIC

Integrated Program Delivery & Empowering People, Influencing Culture

Frequently Asked Questions (FAQs)

Tennessee Department of Transportation | June 2022



Disclaimer: IPD and EPIC will change over time –

IPD and EPIC are constantly evolving and strive to keep up with the latest transportation technologies, best practices and research. Many unknowns still exist, and some elements of IPD and EPIC are dependent on decisions outside TDOT. IPD and EPIC may change to continue serving Tennessee in a rapidly changing 21st century that fits the needs of TDOT employees, the state and all residents.

IPD & EPIC – definitions:

Integrated Program Delivery (IPD) –

IPD is a routine of delivering programs and projects that integrates project teams, systems and business structures to leverage resources, including insights and innovation, to improve efficiency and maximize outcomes. It's our way of doing our jobs. This six-year effort started in 2020 and will be fully implemented in 2026.

Empowering People, Influencing Culture (EPIC) –

EPIC is building an organization that will provide more opportunities for our employees to thrive. EPIC will create a workplace where everyone has a feeling of accomplishment through knowing how they contribute to TDOT's success; and by offering competitive, market-rate wages and benefits. It's our way of focusing on our people!

Why IPD & EPIC – Summary:

Let's start with the basics...

TDOT has been delivering successful projects and maintaining numerous modes of transportation for decades, but just as transportation around our country is evolving and changing, TDOT also needs to evolve and change.

The way things are done now...

Because of the way TDOT is currently structured, each discipline works on a project only when the discipline before them has completed its portion of the project. *"What does that mean?"* When a project has been identified during the planning phase, it is turned over to design where that group of people design the plan. Then it's turned over to the construction group, who brings the plan and design to life. Operations and maintenance take over once the project is complete and their work begins. Each group only plans for and works on the project when it's turned over to their discipline.

What the future looks like...

With IPD and EPIC, at least one person from each discipline is included on a project team. Each team will have a project manager, who will not only manage employees from planning, design, construction, operations and maintenance, but will also be responsible for overseeing the project's life cycle. When the team comes together, the project plan and design can be mapped out to ensure that construction, operations and maintenance personnel can properly plan for the road ahead. The project team can provide input to help determine the “big picture” and life cycle of every project, to include budgets and resources needed. This prevents forcing the disciplines to plan for an unknown future.

The future (IPD) will be successful with the reorganization of TDOT through EPIC.

EPIC is helping employees track their future by maintaining industry compensation standards and allowing all employees to see how they fit into the “big picture.” Through EPIC, all employees will better see how they can create their own success as well as the impact of their work contributing to TDOT's success.

Why IPD & EPIC – Talking Points:

- Together IPD and EPIC will create a team-based approach to work and facilitate growth, communication and collaboration both internally and externally.
- EPIC puts a matrix organization into place, which allows teams to work across disciplines to gain new skills and experience.
 - The matrix organization allows TDOT employees to be more involved and see how their work benefits projects and contributes to TDOT's success.
 - Our current siloed culture has impeded our employees to grow and become leaders; EPIC provides for that growth.
- Enables project delivery as promised through timely decision-making, focused resource allocation, continual risk identification and resolution and flexible workflows to deliver project goals.
- Project Delivery Network (PDN) will provide consistency and transparency throughout the project delivery process, helping teams be more reliable and efficient.
 - Collaboration across disciplines in each stage of the process.
 - Streamlines steps and procedures.
- IPD and EPIC will generate innovation through team-driven collaboration across all functional areas.
- EPIC creates new career path options for leadership, project management and technical classifications that are performance and competency based.
 - Focus on training employees to better prepare them for the future

IPD & EPIC – Frequently Asked Questions (FAQs)

Will I lose my job or pay?

No one will lose their employment or their compensation. Yes, your job title may change. There will be a new set of less restrictive classifications that provide more opportunities; they will be performance-based and competency based. We have studied compensation levels intending to align them with market rates. The new rates must go through an approval process through the statewide Department of Human Resources before implementation can begin. This change will lead to better compensation for staff based on responsibility and performance and give TDOT a competitive advantage in attracting and retaining talent in the industry. Some changes will be implemented in late 2022, while others will take longer to implement. Once we better understand when the remaining changes will occur, we will ensure all employees are informed.

Will I have the same boss?

The simple answer, maybe. The McKenzie Report from the Governor's Office found many state supervisors had 0-2 direct reports or 10-12 direct reports; neither is efficient. TDOT supervisors will have 4-8 direct reports—a more efficient and effective span of control. We will balance the span of control and increase relationships among our employees by reducing the layers of supervision. We are giving staff more authority and responsibility to make decisions about their work.

Will I have to reapply for my current position?

We wish we could give a definite answer, but this is still unknown. We are in the process of determining job position classifications, and until we establish a transition plan, we won't have an answer.

If I want to be in a supervisory role, will I have to wait for a position to open before I can be promoted?

There will be a limited number of supervisory roles, so you can only become a supervisor if a spot is open. However, there will be other promotional opportunities outside the supervisory positions.

If I want to advance to a higher job classification, will it be based on my experience/performance?

YES! We will be a more data-driven organization and create performance metrics to know how someone is performing in that position. Each classification will have performance metrics tied to it to determine advancement opportunities. It will NOT be based on a supervisory position or the amount of time in your position.

When will IPD and EPIC be fully implemented?

IPD will be fully implemented by 2026. EPIC will have a phased implementation. All of TDOT will not change simultaneously. The changes will happen bureau by bureau. Currently, we are finalizing the structure of our largest bureau, the Bureau of Engineering, which includes Regional Operations. We have not started the Planning and Administrative Bureau's implementation, but we plan to have all three bureaus fully implemented by the end of 2023.

What changes will IPD and EPIC have on my career?

Employees can now chart their own career development. We will provide you with the necessary training in the field of work you choose to pursue. You have three career paths to choose from: technical, leadership and project management. We will empower employees to manage their work efficiently, drive innovation and create a culture of accomplishment by contributing to TDOT's success.

How will IPD and EPIC affect the work we do?

There will be checks and balances across all disciplines to ensure work is done more efficiently and effectively. We will look holistically at our processes and improve the life cycle of programs including project delivery, project management, performance metrics, planning, construction management, operations and maintenance. Rather than a siloed approach to work, we will enable project teams to drive success through collaboration across all functional areas with timely decision-making, focused resource allocation, continual risk identification and resolution and flexible workflows to deliver project goals.

How will project teams be developed?

Project team development happens in two stages. One project team is developed when a project is identified and a second team is created when construction begins. Each team has a project manager and the team is developed based on competency, expertise, and the project's needs and timeline. The first (pre-construction) team of a project remains engaged with a project even when the second team is developed. The first team will provide insight to the second team during construction, operations and maintenance, gathering information throughout the life cycle of that project. The information collected will allow both project teams to learn and innovate future projects. Both project teams will work together and be responsible for the full life cycle of the project, including financial performances.

What is the difference between IPD and EPIC?

When you think about IPD, think about how we deliver our program. When you think about EPIC, think about a structure that puts us in the best position to deliver that program efficiently. We will improve the delivery of our programs through innovation and the development of our employees. We started with IPD but realized how the TDOT organization was structured wouldn't allow IPD to happen successfully. So, we created EPIC to support it as the backbone.