

LOUISIANA DEPARTMENT OF TRANSPORTATION AND DEVELOPMENT

SECRETARY'S POLICY AND PROCEDURE MEMORANDUM NO.68

SUBJECT: Continuous Improvement (CI) Program

EFFECTIVE DATE: April 20, 2026

INSTRUCTIONS: This memorandum supersedes all other memoranda and manuals.

1. PURPOSE

The Continuous Improvement (CI) Program shall lead change practices across the Louisiana Department of Transportation and Development (the Department) and act as an advocate for change initiatives that support the vision, mission, and accomplishments of the Department. Through a focused concerted effort, CI serves the Department as an independent and trusted business catalyst group that supports organizational objectives.

Under the direction of the Deputy Secretary, this memorandum empowers CI to access and analyze department wide operational procedures through an innovative and technological lens, working towards realizing quality improvements surrounding business efficiencies, striving for accountability and reliability with regard to project delivery practices, and implementing strategies and initiatives designed to enhance operational efficiencies.

This memorandum outlines the expectations, roles, and principles necessary to support coordinated, department wide improvement efforts that enhance performance, accountability, and service to the public, ensuring continual department wide improvement of efficiency and accountability.

2. POLICY

It is the policy of CI to work alongside the Executive and Management team and augment the Office of Transformation to offer technical support and expertise to all employees across the Department regarding change, performance, and management initiatives. This support includes innovative, technological, and data-driven streamlining and modernization efforts that promote accountability and continuous learning.

3. PROCEDURES

CI will oversee efforts to analyze departmental processes, access and gather data and information for analysis, and provide regular opportunities for change deliverables that enhance the Department's services. It will integrate strategic planning, KPI management, performance reporting, and continuous improvement while supporting transparency through public dashboards and legislative reporting.

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CI's focus shall include concentration on efficiency, organizational performance, and accountability. CI shall research and evaluate tools and technology that strategically align and sustain empowered employees while supporting positive change management initiatives. CI shall institutionalize successful changes through ongoing analytical review of results.

4. GUIDING PRINCIPLES

Specific principles support the Department's initiative efforts and overall change and performance management goals, following industry standards of customer responsiveness, accountability, cost-effective and efficient delivery, optimized resource use, and decentralized decision-making close to the customer, both internal and external. The following guiding principles serve as a blueprint by which DOTD can achieve premier organizational status and enhance and optimize its greatest resource: DOTD employees:

- Employee Empowerment through Decentralized Decision Making
- Evidence-Based Support and Course of Action Development
- Transparency and Accountability
- Spirit of Collaboration

5. GOVERNANCE

Executive leadership shall provide CI with strategic direction, oversight, and authority to align departmental goals with day-to-day actions to see process improvement and performance gains across the Department as a whole. CI will be afforded latitude in their recommendations, course of action development, and methodologies derived from consultant collaboration, ongoing national Department of Transportation research and collaboration through AASHTO, and the Louisiana Transportation Research Center (LTRC).

Sections and Districts will incorporate CI's approved recommendations into operational planning and performance management activities. Effective implementation will be validated through follow-up employee interviews, customer surveys, and outcome reports.

6. RESPONSIBILITIES

Secretary and Executive Leadership: Shall set expectations, allocate resources, and champion improvement initiatives. This includes, but is not limited to, department wide modernization efforts, researching and engaging new software systems and workflows, and restructuring and imagining new and improved ways of doing business.

Appointing Authorities: Shall model the Department's expectations, support staff participation, and integrate and implement initiatives into daily operations by fully engaging CI to hold each District/Section of the Department accountable to optimize their respective functions, or at any time initiatives are perceived to need discourse and discussion.

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Department Employees: Shall actively engage with CI, participate and contribute to ongoing initiatives and change management activities, teams, and projects, communicate challenges, and contribute to solutions.

CI Staff: Shall refine the Department's trajectory to provide directional clarity and initiative momentum sustenance, with a focus on change and performance management, and process optimization. Shall support outcome measurements, governance and sustainment of improvements. CI's efforts will be documented and archived to provide future direction, reduce redundant effort, and track progress.

7. CLARIFYING BOUNDARIES

CI does **not** conduct internal audits, or investigate compliance concerns.

A handwritten signature in blue ink, reading "Glenn Ledet, Jr." in a cursive style.

Glenn Ledet, Jr.
Secretary