

TPM Peer Exchange

Using Change Management to Align Employee Management with Performance Based Planning and Programming

Golden, CO

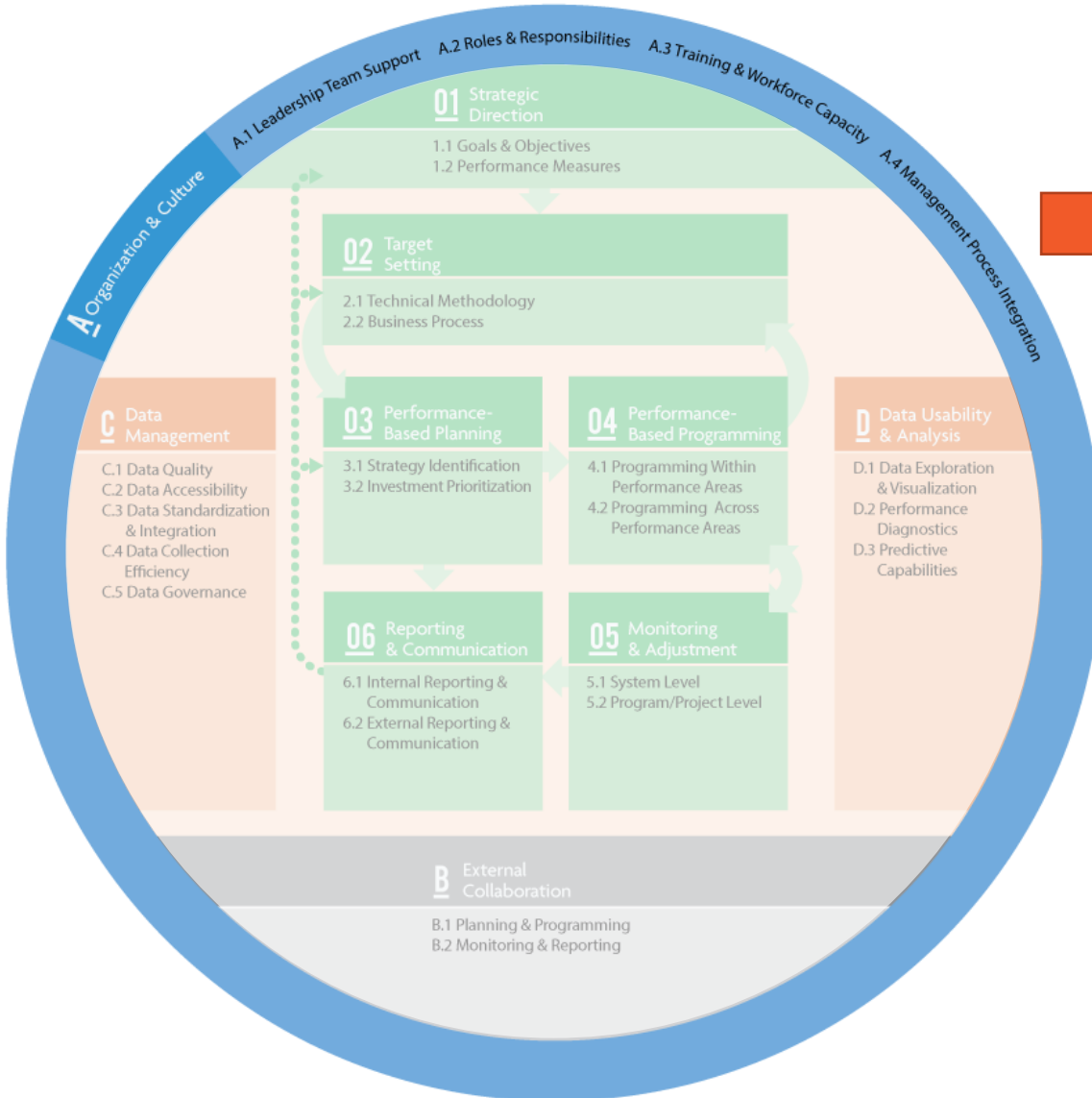
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U.S. Department of Transportation
Federal Highway Administration



Subcomponent A.4: Management Process Integration



- A** Organization & Culture
- A.1 Leadership Team Support
- A.2 Roles and Responsibilities
- A.3 Training and Workforce Capacity
- A.4 Management Process Integration**

Subcomponent A.4: Management



Process Integration

- Integrate TPM into employee management
- Ensure employees see the connection between their actions and the agency's strategic direction
- Use measures and targets to set employee expectations



A.4 Management Process



Integration: Example 1

- TriMet management meetings

MD (1)	12 Month Average			Objective
	May 15	Jun 14	This Year Prev. Year	
\$32.92	\$38.11	\$32.79	\$32.71	
\$3.85	\$4.49	\$3.87	\$3.91	
\$5.01	\$5.84	\$5.02	\$5.08	
\$10.62	\$12.52	\$10.54	\$10.75	
145.06	\$174.33	\$144.89	\$145.11	
146.18	\$174.33	\$145.46	\$145.11	
13.88%	32.18%	34.00%	32.94%	
\$9.82	\$9.43	\$9.72	\$9.55	
\$3.16	\$3.60	\$3.39	\$3.59	
\$5.47	\$4.48	\$5.25	\$5.06	
\$1.16	\$0.94	\$1.05	\$0.83	
\$0.03	\$0.42	\$0.03	\$0.06	
19.81%	24.76%	29.66%	29.30%	
\$1.494	\$1.445	\$1.490	\$1.488	

15	Q3-FY15	Q4-FY14	FY15	FY14
.11	\$69.78	\$71.01	\$68.33	\$64.55
185	539	1,289	1,135	950
95	43	101	92	78
7.1	58.6	54.4	55.1	51.8
4.6	4.6	4.2	4.4	4.2
3.2	3.2	3.5	3.2	3.2
17	16	16	17	17
85	64	70	77	77
5	4	4	4	4
182	2,365	2,810	1,955	2,014
134	129	146	107	109

Figure 5

Figure 6

Excludes Debt Service, Capital Operating projects, MTP, Intergovernmental Transfers, Streetcar, and all costs for operating and administering, fixed route and ATP.

(3) The quarterly report cover the following months: Q1=Jul-Sep, Q2=Oct-Dec, Q3=Jan-Mar, Q4=Apr-Jun

(4) Electricity includes Facility.

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A.4 Management Process



Integration: Example 2

- Maryland State Highway Administration
 - Manager performance reviews linked to district and agency business plans and individual targets
 - Review is 40% leadership competencies and 60% related to Performance Plan
 - Output measures are used in reviews
 - Increases the prominence of business plans and TPM



Breakouts: A.4 Management Process Integration for Performance Based Planning and Programming



Breakout Exercise

- Discuss **Management Process Integration** maturity level
 - Questions in handout (Exercise B)
 - Use Capability Maturity Model table (Exercise B)
- Select facilitator, note taker, and presenter
- Groups of similar-sized states
- Report out: share highlights of discussion



Report Out

- Share highlights of discussion
- 4 min per group