TPM Peer Exchange

Identifying Action Items:
Using Change Management to Align Staff Roles & Responsibilities for Performance Based Planning and Programming

Golden, CO

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TPM
HOW WE GET THERE

Purpose

- Determine actions that will improve your process related to A.2 Roles and Responsibilities

- Focus specifically on how to use change management to align staff R&R for performance-based planning and programming

Identifying Action Items

1. Record level of maturity

2. Consider actions applicable to your agency

3. Identify priority actions for improvement

4. Complete detailed action item form for each action (finish as many as you can)

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Handouts: Exercise C

Exercise C

Action Items: A.2 Roles and Responsibilities

In this exercise, you will identify 3 high priority improvement actions to improve how roles and responsibilities are clearly defined for conducting Performance-based Planning and Programming activities

Step 1: Select level of maturity

For subcomponent A.2 Roles and Responsibilities, use your assessment results and the Capability Maturity Model tables. Consider your assessment results and read the maturity level descriptions to select the level that best fits. Fill in the matrix below.

Step 2: Consider actions that apply to your agency

Reference the Capability Maturity Model Tables under "Actions to move to next level" in the third column. Consider what actions apply to your agency and write them down below.

Roles and Responsibilities maturity level: ☐

Actions

1.

2.

3.

4.

5.

6.

7.

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1

Step 3: Identify priority actions for improvement

Select 3 actions from Step 2 and list below.

Actions

1.

2.

3.

Step 4: Complete detailed action item form for each priority action

See following pages.

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2

Handouts: Exercise C

Action Item #1
Action Item:
What is the problem we are trying to solve? How will this action help?
How will you know if your action is successful? (e.g. tangible results, progress milestones)
Responsibilities: Who should take the lead in implementing this action item?   Who else should be involved?
Key issues to be resolved for implementation:

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Handouts: CMM Tables (Exercise C)

Exercise A & C

Capability Maturity Model: A.2 Roles & Responsibilities

Definition: Clearly designated and resourced positions to support transportation performance management activities. Employees are held accountable for performance results.

Use the CMM Table below to answer: At your Agency, are roles and responsibilities clearly defined for conducting Performance-based Planning and Programming activities?

Level	Description	ACTIONS to move to next level
INITIAL (Level 1)	Implementation of performance management practices is sporadic across the agency. The agency lacks clarity about who is responsible for the various performance management roles.	Initiate effort to identify and define performance management roles and responsibilities. Assess how the current organizational structure supports a performance management framework.
DEVELOPING (Level 2)	An effort to identify and define roles and responsibilities necessary to establish a performance management framework is underway. Agency has begun to review its organizational structure to identify potential adjustments.	Complete the identification of roles and responsibilities and what organizational changes are recommended.
DEFINED (Level 3)	Roles and responsibilities for performance management have been defined, but not yet fully implemented. Recommended organizational structure changes have been outlined.	Clearly identify staff responsibilities for the performance management practices, its deployment and its maintenance. Make adjustments to staffing and organizational structure as needed.
FUNCTIONING (Level 4)	Staff at multiple levels of the organization understand their roles with respect to performance management practices. A clear organizational structure for performance management is in place - with sufficient budget and staffing.	Integrate mentoring and succession planning to minimize the risks related to the loss of key staff knowledge and skills in performance management.
SUSTAINED (Level 5)	Performance management practices have been sustained through changes in staff. Roles and responsibilities are periodically refined to reflect the adoption of new performance management practices.	

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1

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13

Breakout

- Complete the exercise for

  A.2 Roles and Responsibilities (Exercise C)

- Report out: share your priority action items

Report Out

- 3 min per group

- Share your priority action items

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