

## TPM Peer Exchange

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# *Using Change Management to Align Staff Roles & Responsibilities for Performance Based Planning and Programming*

Golden, CO

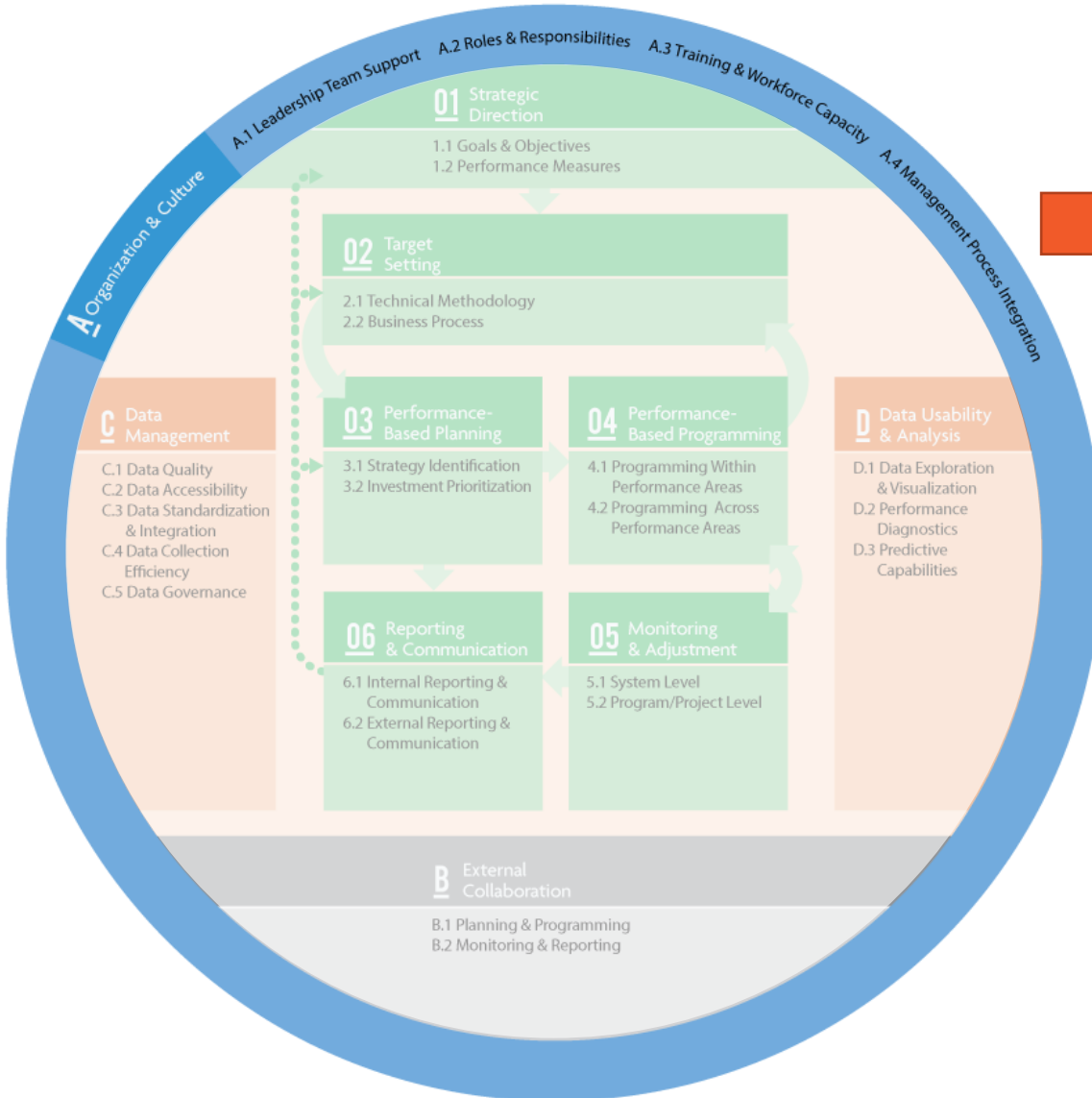
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U.S. Department of Transportation  
Federal Highway Administration



# Component A: Organization and Culture



**A Organization & Culture**

A.1 Leadership Team Support

A.2 Roles and Responsibilities

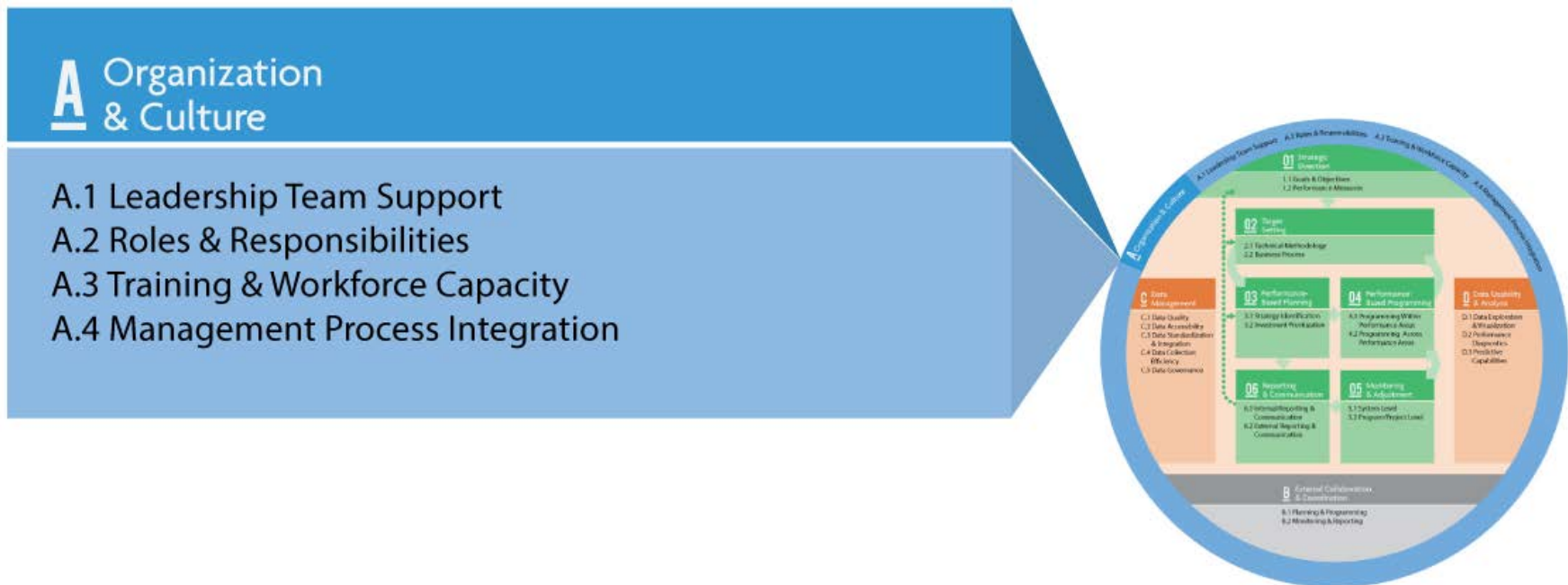
A.3 Training and Workforce Capacity

A.4 Management Process Integration

# Organization and Culture



- Definition: *The institutionalization of a transportation performance management culture within the agency, as evidenced by leadership support, employee buy-in, and embedded organizational structures and processes that support TPM.*



# Organization and Culture

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- Change management to support TPM implementation
- A way to adapt the organization, culture, and staff to new ways of doing business (performance-based investment decisions)
- Critical to the sustainability of new initiatives



# Organization and Culture: Subcomponents

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



# ***Subcomponent A.2: Roles and Responsibilities***



- Identify changes to organizational structure to more clearly define TPM duties for staff
- Employees held accountable for performance results
- Today's focus: performance-based planning and programming



# A.2 Roles and Responsibilities: Example 1



- HRTPO: Unified Planning Work Program

FY16 HRTPO Projects with Reports

8/27/15

Section	Work	Cycle, yrs	PM	PDCers													Schedule of Work, qtrs				Finish		
				Prin	SB	BM	JVM	JP	Jai	Sara	Joe	Ben	GG	Jas	TJ	JMc	SS	LP	RJ	DP		1st	2nd
<b>Project Reports</b>																							
1.0	L RTP	2040 Public Involvement (final)	5	KM																			Nov '15
1.0	L RTP	2040 RTP (project list and fiscal constraint)	5	DS					Sara														Sep '15
1.0	L RTP	2040 Project Info Guide	5	DS																			Sep '15
1.0	L RTP	2040 Plan Performance (volumes and LOS, EJ, etc.)	5	DS	KN	SB																	Nov '15
1.0	L RTP	2040 Executive Summary	5	DS																			Jan '16
1.0	L RTP	Draft of Part I of Demographic/TAZ Forecast for 2045	5	DS																			Jun '16
2.0	Prgrmg	Annual Obligation Report	annual	MK					JVM														Dec '15
2.0	Prgrmg	CMAQ/RSTP Project Selection 2015	annual	MK					JVM	JP													Mar '16
2.0	Prgrmg	Regional Economic Development Strategy (for HB2)	once	MK																			Sep '15
3.0	PM	RPMs	annual	RBC																			Jun '16
3.0	PM	State of Transportation	annual	KN																			Apr '16
3.0	PM	Volumes, Speeds, and Congestion report	annual	KN		SB																	Jun '16
3.0	PM	County-to-County Census Commuting Data and Maps	annual	KN																			pdng data
3.0	PM	PICA (Potential Intersection Congestion Alleviation)	once	RBC																			Dec '15
4.0	PI/T6/EJ	HRTPO Annual Report	annual	KM	Prin																		Mar '16
4.0	PI/T6/EJ	EJ Methodology, Ph 2	once	KM																			Jun '16
4.0	PI/T6/EJ	Community Mapping, Ph 1	once	KM																			Jun '16
5.0	UPWP	Prepare next year's tasks (imagine, write scope, assign workers, calc time & \$)	annual	MK	Prin																		Apr '16
6.0	Freight	Freight Stdy- a) "14 truck delay (KN); b) FTAC-driven analysis; c) Nat. Frt. Net. rec.	4	KN		SB																	Jun '16
7.0	S & S	Finish "Future Sea Level Rise / Storm Surge Impacts to Roadways in HR"	once	RBC		SB																	Jun '16
7.0	S & S	Incorporating SLR Adaptation into HRTPO Planning and Programming Process	once	KN		SB																	Jun '16
7.0	S & S	HR Bike and Ped Safety Study	once	KN																			Jun '16
8.0	MMode	Potential Sources of Dedicated Funding for Transit	once	MK																			Sep '15
8.0	MMode	Tentative: Breakdown FY15 Millennial Model by Mode: Bike, Ped, Transit	once	RBC																			Jun '16
8.0	MMode	Expected Impact of Transportation Network Companies in HR (Uber)	once	KM																			Jun '16
8.0	MMode	Business Case for Transit (incl'g impact of transit on employment)	once	MK																			Jun '16
8.0	MMode	Transportation Connectivity Gap Analysis	once	DS																			Jun '16
8.1	MMode	(Prep for Econ Analyses) Basics of Economic Analysis of Trans	once	RBC																			Aug '15
8.1	MMode	Costs and Benefits of Multimodal Signature Paths	once	RBC																			Jun '16
9.2	Tech.	Costs & Benis of Options for I-64 Corr. Mngmt (264-664, incl'g 2 HOT projects)	once	RBC																			Jun '16
14.0	Rural	RLRTP Update	4	DS																			Dec '15
14.0	Rural	Bike & Ped Plan for Rural Localities- Phase I	once	D/K																			Jun '16



# ***A.2 Roles and Responsibilities:***



## ***Example 2***

- Maricopa Association of Governments
  - Planned to develop evaluation tools to prioritize investments based on performance impact
  - Encouraged offices to create their own tools
  - Employees felt empowered, reducing resistance to the new data-driven investment decision-making process
  - Staff now hesitate to allocate funding without first using the evaluation tools





# ***Breakouts: A.2 Roles and Responsibilities for Performance Based Planning and Programming***



# *Breakout Exercise*

- Discuss **Roles and Responsibilities** maturity level
  - Questions in handout (Exercise A)
  - Use Capability Maturity Model table (Exercise A)
- Select facilitator, note taker, and presenter
- Mixed groups
  
- Report out: share highlights of discussion

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# *Report Out*

- Share highlights of discussion
- 4 min per group

