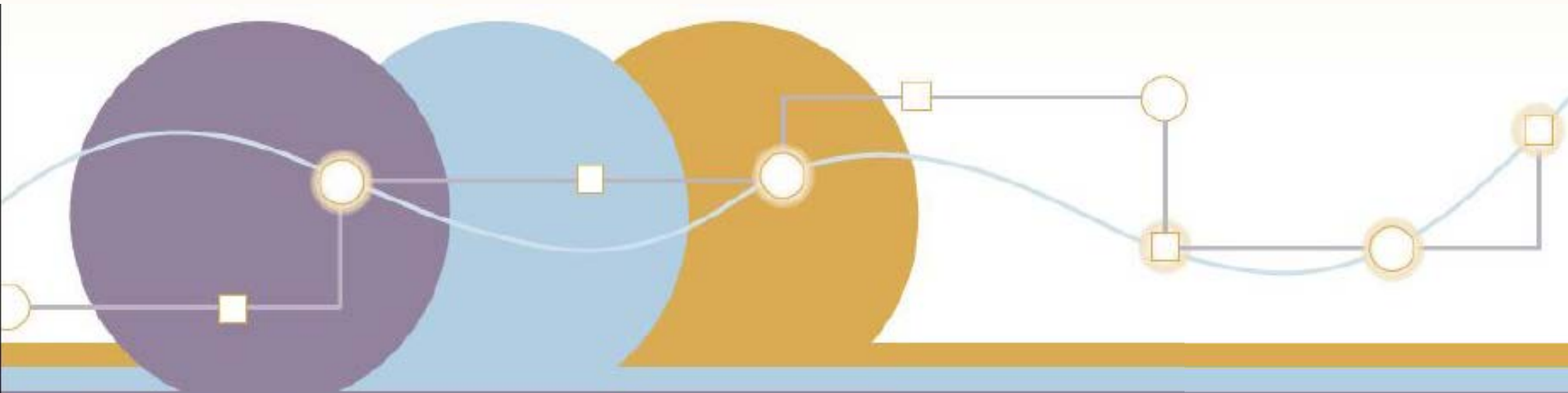


# TPM State Workshop Pilot

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## Tools for Implementation: CMM, Self-Assessment, Guidebook

September 29 & 30, 2016  
Lansing, MI



## TPM Toolbox



### Toolbox

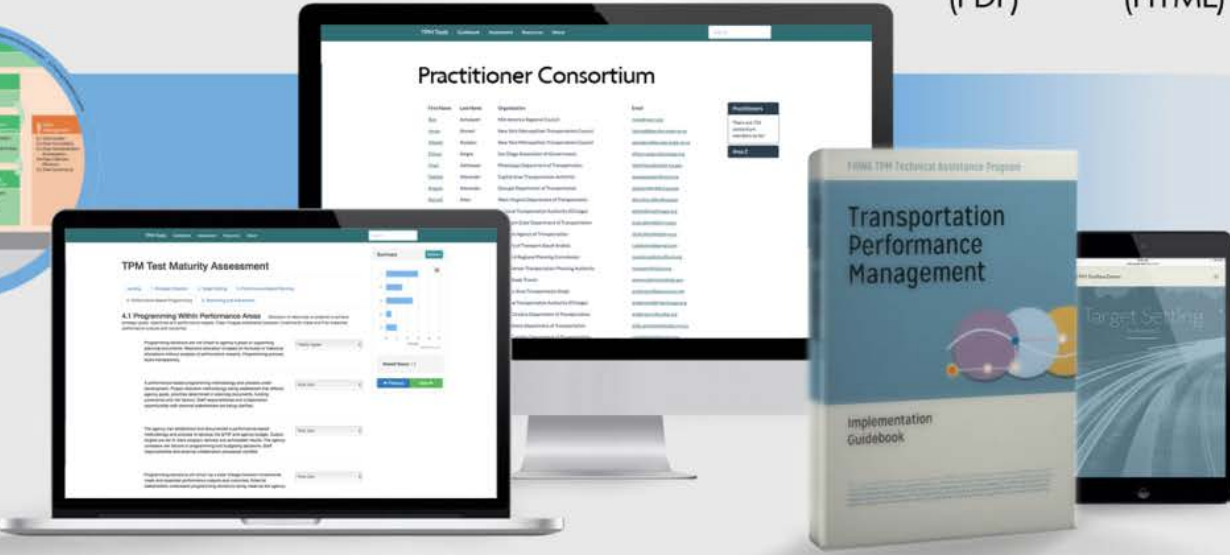
Framework

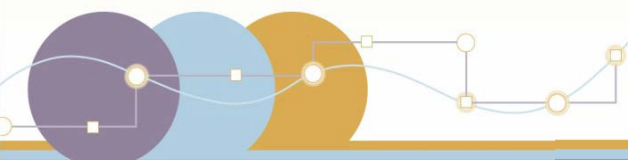
Assessment

Consortium

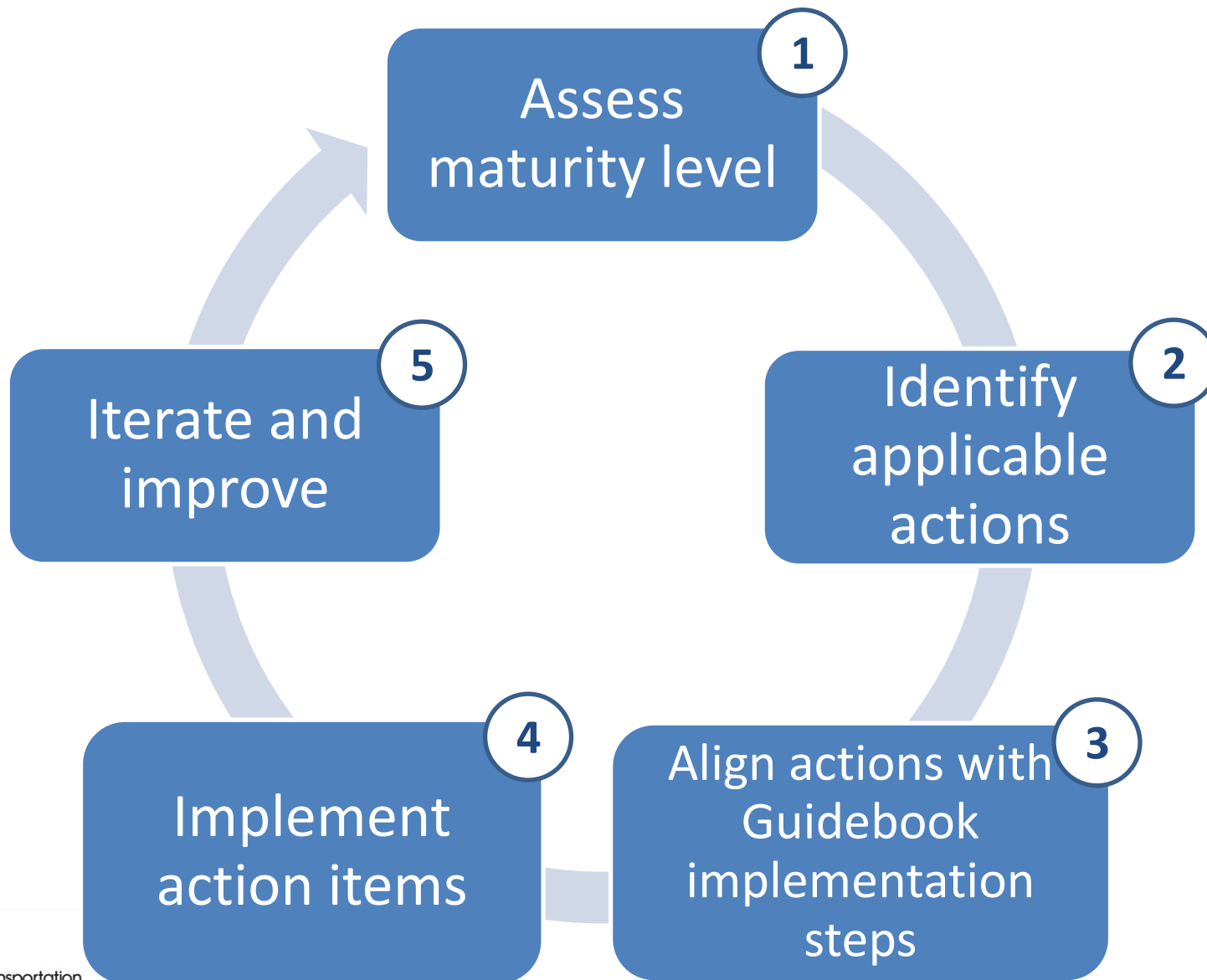
Guidebook  
(PDF) (HTML)

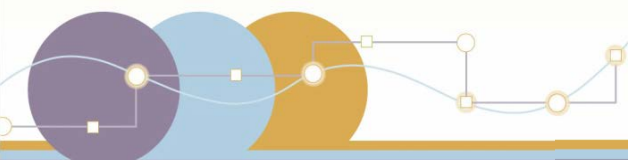
Resources





## Implementation Process





## *1. Assess maturity level*



## 1. Assess maturity level

### FHWA Transportation Performance Management Guidebook Fact Sheet

#### Strategic Direction

**A Strategic Direction** establishes an agency's focus through well-defined goals and objectives, enabling assessment of the agency's progress towards meeting goals by specifying a set of aligned performance measures. The Strategic Direction is the foundation upon which all transportation performance management rests and should be included in an agency's business plan.

**What it Takes**

For a strategic direction to become engrained in the agency culture and embraced by external stakeholders, it should be grounded on four major building blocks:

- Performance information,
- Internal buy-in,
- External buy-in, and
- Continuous messaging of goals.

Performance information ensures selected goals, objectives and measures focus an agency's policy and investment decisions on the appropriate performance areas. In other words, what key area(s) does current performance data and future projections suggest an agency should focus on?

**Internal buy-in** ensures individual staff can see the connection between their daily activities and progress towards agency goals.

**External buy-in** ensures agency goals align with regional priorities and are reliable to the public.

**Continuous messaging** of goals in internal and external communications and in regular business activities cements the strategic direction at an agency.

**Implementation Steps**

The Strategic Direction is broken down into two complementary subcomponents, each with its own implementation steps:

- Goals and Objectives:** Goals are broad statements articulating a desired end state that provide strategic direction for an agency. Objectives are specific, measurable statements that support achievement of a goal.
- Performance Measures:** Measures are used to establish targets and assess progress toward achieving established targets. They are indicators that track progress towards goals and objectives. They should be manageable and sustainable, and based on collaboration with partners. Measures provide an effective basis for evaluating strategies for performance improvement.

Goals and Objectives	Performance Measures
1.1.1 Understand the performance context to create goals and objectives	1.2.1 Inventory data, tools, and performance reports
1.1.2 Build inclusive internal process to develop goals and objectives	1.2.2 Engage internal staff and external stakeholders
1.1.3 Engage external stakeholders to refine goals and objectives	1.2.3 Evaluate potential measures
1.1.4 Evaluate and finalize goals and objectives	1.2.4 Establish governance process
1.1.5 Document the process	1.2.5 Document the process and measure details

**Making the Connection**

The **Strategic Direction** (Component 01) establishes the strategic focus for an agency and lays the foundation for tracking progress towards goals by specifying performance measures. Goals and objectives guide **Planning** (Component 03) and **Programming** (Component 04) while performance measures enable **Monitoring & Adjustment** (Component 05) of agency strategies. The Strategic Direction is the language used for **Reporting and Communication** (Component 06).

**The Strategic Direction and the TPM Framework**

For more information on the Strategic Direction and the other components of the TPM Framework visit: [www.tpmtools.org](http://www.tpmtools.org)

FHWA TPM Guidebook Fact Sheet: Strategic Direction

#### Perspectives

"Agency goals should be the steady drumbeat that inspires action—goals should be ingrained in the subconscious of workers so they live the performance management culture."

— Moving from Reactive to Strategic Decision Making, TR News 293 July-August 2014

"Why do we look at performance information? We are investing money in our transportation system and want to know what we get for it. Performance measures let us understand the relationship between investments and results."

— Cecilia Stovonokht, Hampton Roads Transportation Planning Organization

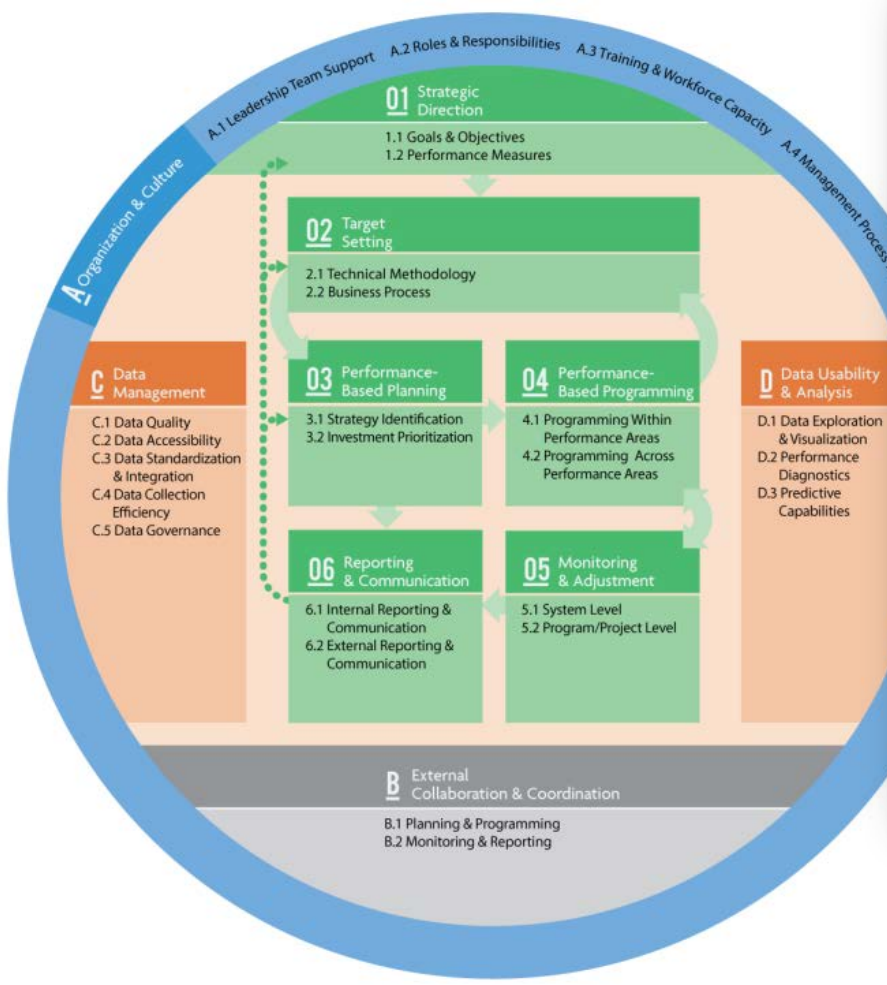
"By Area LRTPs have expanded beyond traditional goals like system preservation to now more fully reflect the priorities of our region's residents. Understanding how the Plan addresses key issues like healthy communities and equitable access is critical in an era of integrated planning."

— Dave Vautin, Metropolitan Transportation Commission

**Connect Online to Learn More**

Visit the TPM Toolbox online to learn more about the Strategic Direction and to take your own TPM Capability Maturity Self-Assessment: [www.tpmtools.org](http://www.tpmtools.org)

FHWA TPM Guidebook Fact Sheet: Strategic Direction



## 1. Assess maturity level

- Tool Versions
  - Snapshot
  - Detailed
  - Consensus

**TPM Capability Maturity Self-Assessment - Missouri Pilot Workshop**

Landing: TPM: Short Assessment

**1. Strategic Direction** The establishment of an agency's focus through well-defined goals and objectives, enabling assessment of the agency's progress toward meeting goals and objectives by specifying a set of aligned performance measures. The Strategic Direction is the foundation upon which all transportation performance management rests.

The agency has some goals, objectives and performance measures, but measures are developed in isolation from goals.

The agency is developing a collaborative process to set goals and objectives, with linkages between agency functions and broader societal concerns still being clarified.

The agency has established a collaborative goal setting process and there is common understanding of how measures will be added, modified, and used to track progress.

The agency has a well-established, collaborative goal and objective setting process that is ongoing, with goals and objectives integrated into planning, programming, and employee evaluations.

The agency periodically revisits and refines goals and objectives regarding internal and external stakeholder needs.

Summary: TPM Scale (0-5), Overall Score: 0, Submit, Previous, Next buttons.

**TPM Capability Maturity Self-Assessment - Missouri Pilot Workshop**

Quick Version

	Level 1	Level 2	Level 3	Level 4	Level 5
<b>1. Strategic Direction</b>	The agency has some goals, objectives and performance measures, but measures are developed in isolation from goals.	The agency is developing a collaborative process to set goals and objectives, with linkages between agency functions and broader societal concerns still being clarified.	The agency has established a collaborative goal setting process and there is common understanding of how measures will be added, modified, and used to track progress.	The agency has a well-established, collaborative goal and objective setting process that is ongoing, with goals and objectives integrated into planning, programming, and employee evaluations.	The agency periodically revisits and refines goals and objectives regarding internal and external stakeholder needs.
<b>2. Target Setting</b>	The agency has little information and/or understanding of baseline performance or historical trends.	The agency is collaboratively developing a methodology to understand baseline and set targets within agreed-upon performance areas.	The agency has established a well-understood, evidence-based, and data-driven methodology for observing baseline performance, establishing trend lines and calculating targets.	The agency has had targets and accompanying methodology and business process for more than one cycle.	The agency has had targets, an established business process, and documented technical methodology in place for multiple cycles.

Summary: TPM Scale (0-5), Overall Score: 0, Submit, Previous, Next buttons.

**TPM Capability Maturity Self-Assessment - Missouri Pilot Workshop**

Consensus Exercise

Short Assessment

**1. Strategic Direction** The establishment of an agency's focus through well-defined goals and objectives, enabling assessment of the agency's progress toward meeting goals and objectives by specifying a set of aligned performance measures. The Strategic Direction is the foundation upon which all transportation performance management rests.

Median: 4.0, New: 3.3

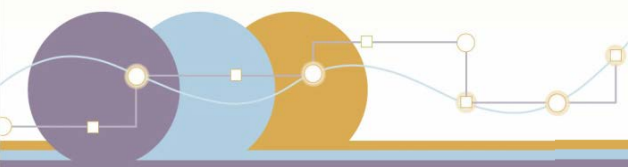
The agency has established a collaborative goal setting process and there is common understanding of how measures will be added, modified, and used to track progress.

The agency has established a collaborative goal setting process and there is common understanding of how measures will be added, modified, and used to track progress. Formal performance measures have been defined and approved.

**2. Target Setting** The use of baseline data, information on possible strategies, resource constraints and forecasting tools to collaboratively establish a quantifiable level of performance the agency wants to achieve within a specific time frame. Targets make the link between investment decisions and performance expectations transparent across all stakeholders.

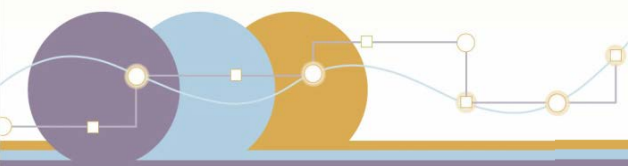
Median: 3.0, New: 2.4

Summary: Short Assessment Scale (0-5), Overall Score: 3.1, Submit, Previous, Next buttons.



## ***2. Identify applicable actions***

- Results
  - Maturity level
  - Actions to improve
  - Link to excerpts from the guidebook



## 3. Align actions with Guidebook steps

TPM Toolbox Guidebook Assessment Resources - About Search

Component 3 Component 3 Sections - CMM Components - Download a PDF

Home / Guidebook / Component 3 / Overview

**COMPONENT 3**

# Performance-Based Planning

Introduction  
Subcomponents and Implementation Steps  
Clarifying Terminology  
Relationship to TPM Components  
Regulatory Resources

Thanks again for participating!  
You scored a Level 4.

The following guidance can help your agency to reach Level 5.

...nce to transportation agencies with the Performance-Based Planning component of Management (TPM). It discusses where performance-based planning occurs within es how it interrelates with the other nine components, presents definitions for provides links to regulatory resources. The core of the chapter outlines practical steps mance-based planning processes, and emphasizes the importance of developing align with agency goals. Performance-based plans serve as the foundation for ming, specifying how an agency intends to achieve performance outcomes. gged to utilize the action plan included in this chapter and to take the **TPM Capability** a starting point for enhancing TPM activities.

...is the use of agency goals and objectives and performance trends to drive the d priorities in the long-range transportation plan and other performance-based plans planning documents become the blueprint for how an agency intends to achieve its

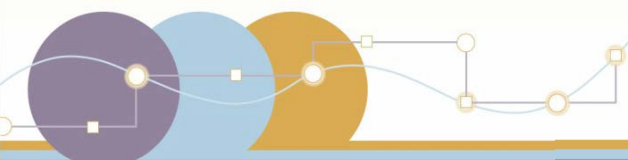
desired performance outcomes.

### 03 Performance-Based Planning

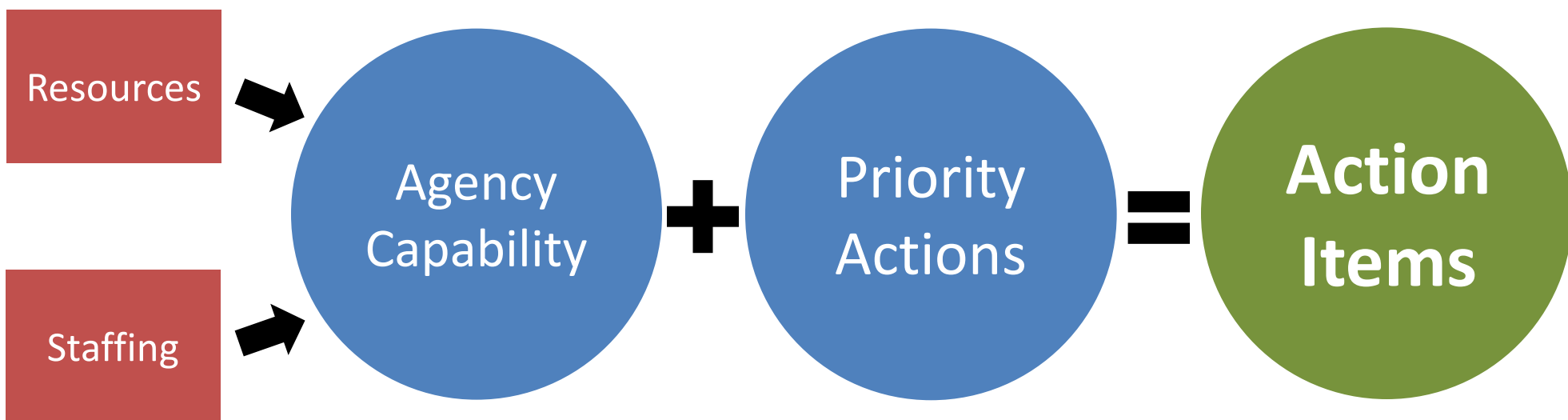
- 3.1 Strategy Identification
- 3.2 Investment Prioritization

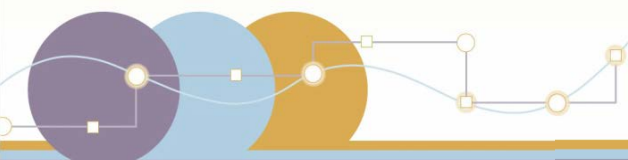






## 4. *Implement action items*





## 5. Iterate and improve

