

## TPM State Workshop

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# *Identifying Action Items: Strategic Direction*

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U.S. Department of Transportation  
Federal Highway Administration



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# *Purpose*

- Determine actions that will improve your process related to **Strategic Direction**

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# *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)



# Handouts: Exercise C



## Exercise C

### Action Items: Strategic Direction

In this exercise you will identify 3 high priority improvement actions.

#### Step 1: Select level of maturity

For component 1 Strategic Direction, 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.

Strategic Direction maturity level:

#### Actions

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_

### 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.

# Handouts: Exercise C



<b>Action Item #1</b>
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)
<b>Responsibilities:</b> Who should take the lead in implementing this action item?  Who else should be involved?
<b>Key issues to be resolved for implementation:</b>



# Handouts: CMM Tables (Exercise C)



## Exercise A & C

### Capability Maturity Model: Strategic Direction

**Definition:** 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.

Level	Description	ACTIONS to move to next level
<b>INITIAL (Level 1)</b>	The agency has some goals, objectives and performance measures, but measures are developed in isolation from goals. Goals and objectives are used inconsistently, and are not necessarily coordinated with regional priorities or used in decision-making.	<ul style="list-style-type: none"> <li>Initiate effort to develop formal goal setting process and define roles and responsibilities of key players (both internally and externally).</li> <li>Obtain understanding of what data exists to track goal/objective achievement.</li> <li>Clarify the role of transportation in regional priorities.</li> <li>Initiate an effort to develop a process to select performance measures that are directly tied to goals/objectives, grounded in existing data, and supported by dialogue across the agency.</li> <li>Gather information on what data are available to create measures. Begin to document measure calculations and data sources.</li> </ul>
<b>DEVELOPING (Level 2)</b>	The agency is developing a collaborative process to set goals and objectives, with linkages between agency functions and broader societal concerns still being clarified. A process to track performance is emerging, including a basic outline of data and measure calculations.	<ul style="list-style-type: none"> <li>Complete development of goal/objective setting process including the roles of internal staff and external stakeholders.</li> <li>Outline performance-tracking strategy.</li> <li>Get agreement on high-level measures. Establish governance for measure changes.</li> <li>Finish documentation of measure calculations and data sources.</li> <li>Initiate discussion with a range of users about how measures will support decision-making.</li> </ul>
<b>DEFINED (Level 3)</b>	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.	<ul style="list-style-type: none"> <li>Conduct dialogue about relative priority of different goals and the coordination of goals across planning documents.</li> <li>Integrate goals/objectives into planning, programming, and employee performance evaluations.</li> <li>Obtain internal feedback from different types of users (e.g., executives, performance area managers) across the agency on the value of measures in supporting decision-making.</li> <li>Gather feedback from external stakeholders on the higher level measures.</li> <li>Develop supplementary measures that address decision-making needs.</li> </ul>



Level	Description	ACTIONS to move to next level
<b>FUNCTIONING (Level 4)</b>	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. Performance measures track progress and are part of decision-making, stakeholder communications, and the business model.	<ul style="list-style-type: none"> <li>Assess goals/objectives periodically to ensure alignment with agency's priorities.</li> <li>Refine language so that goal statements resonate with stakeholders.</li> <li>Ensure the senior management team uses goal/objective language to reinforce employees' contribution to agency success and highlight the agency's role in broader societal concerns.</li> <li>Ensure senior management team communicates the importance of performance measures for internal decision making and communicating externally.</li> <li>To further enhance measures, explore feasibility of collecting new data or expanding available data.</li> <li>Collect feedback from internal and external stakeholders regularly.</li> </ul>
<b>SUSTAINED (Level 5)</b>	The agency periodically revisits and refines goals and objectives regarding internal and external stakeholder needs. There is a hierarchy of performance measures to support decision-making and measures are periodically refined.	

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# *Breakout*

- Complete the exercise for  
**Strategic Direction (Exercise C)**
- Report out: share your priority action items



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# *Report Out*

- 3 min per group
- Share your priority action items

