

TPM State Workshop

Tools for Implementation

Little Rock, AR

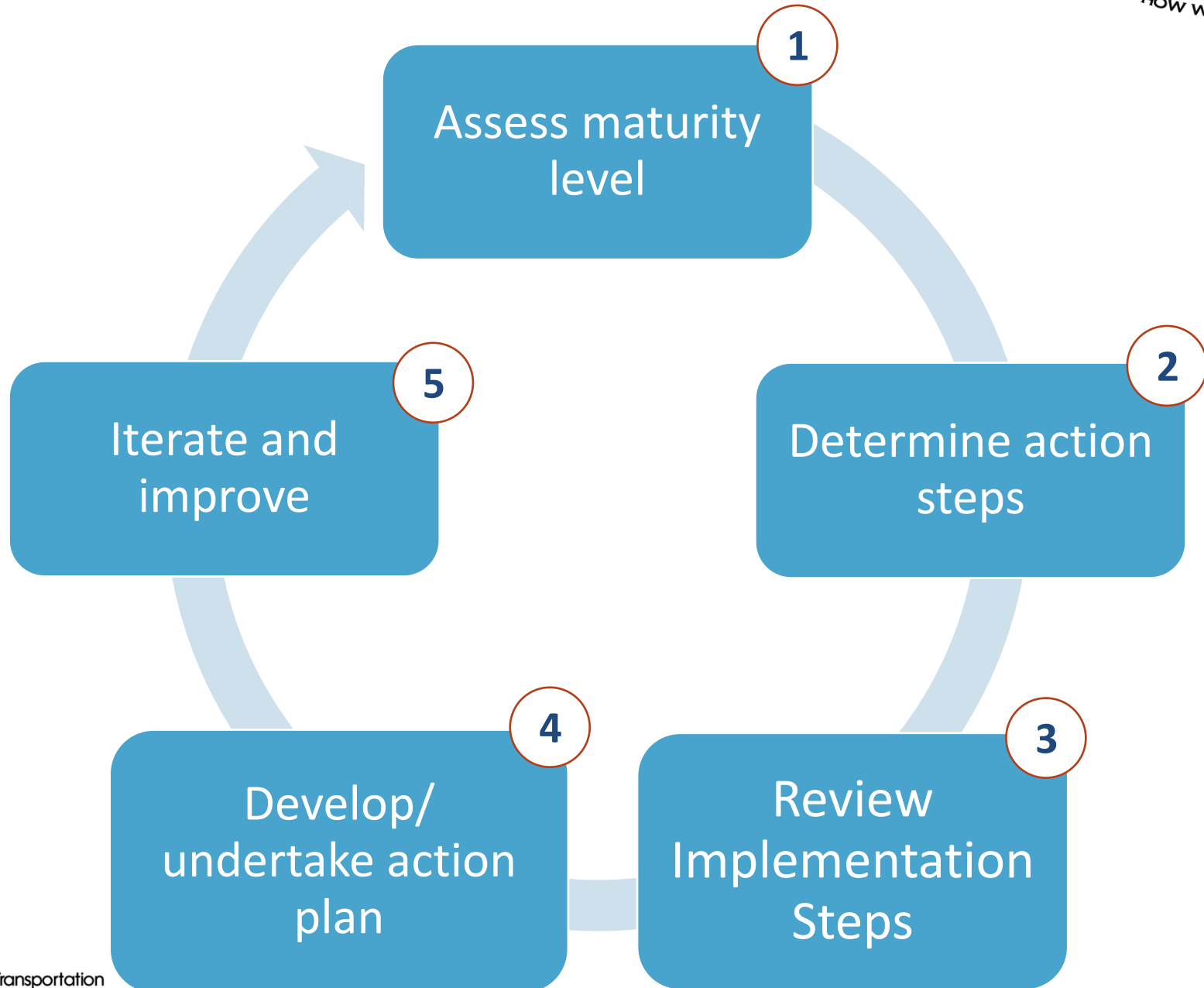
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U.S. Department of Transportation
Federal Highway Administration



Implementation Process



1. Assess maturity level



- Everyone completed a Self-Assessment before arriving
- Results provide:
 - Maturity level
 - Actions to advance
 - Links to TPM Guidebook implementation steps



2. *Determine action steps*



- Use Capability Maturity Model actions to advance as starting point
- Consider your agency context
- Draft action items specific to your needs



3. Review implementation steps



Target Setting

Target setting is 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.

What it Takes

Inside an agency, the target setting process is intertwined with the tenets of transportation performance management (TPM): connecting employee actions to results, motivating and focusing staff, increasing accountability, guiding the allocation of resources, and tracking the efficacy of various strategies. Viable target setting is based on three major building blocks:

- quality data,
- good analyses, and
- solid business processes.

Quality data are the foundation to observing the baseline, conducting trend line analysis, and estimating forecasts. What data are available? What are its limitations? Will it be available in the future? What can be applied to strengthen the usability of the data?

Good analyses are the approaches used to convert data into valuable information and ultimately your target.

Good business processes must be established and documented for accountability and repeatability, otherwise target setting will not be sustainable.

Implementation Steps

Target setting is broken down into two complementary subcomponents:

- **Technical Methodology:** Implementation of an evidence-based and data-driven approach for observing a baseline and evaluating a performance trend.
- **Business Process:** Establishment of an intra-agency process including internal coordination and collaboration to establish and modify performance targets.

Each subcomponent has its own set of implementation steps.

Technical Methodology	Business Process
2.1.1 Establish a baseline	2.2.1 Assign roles and responsibilities
2.1.2 Analyze historical trends	2.2.2 Clarify purpose of the target
2.1.3 Identify influencing factors and assess risk (internal and external)	2.2.3 Gather information through benchmarking
2.1.4 Define target parameters	2.2.4 Reflect external stakeholder interests
2.1.5 Forecast future performance	2.2.5 Document the business process
2.1.6 Document technical methodology	

Making the Connection

The **Target Setting** process (Component 02) takes the goals, objectives, and performance measures of the **Strategic Direction** (Component 01) and establishes targets. Targets are used to assess progress toward achieving strategic goals, guide planning efforts, inform programmatic decisions and adjustments, and communicate with stakeholders.

Target Setting and the TPM Framework



For more information on target setting and the other components of the TPM Framework visit: www.tpmtools.org



3. Review implementation steps



FHWA Transportation Performance Management Guidebook Fact Sheet

Performance-Based Planning



U.S. Department of Transportation
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Performance-Based Planning is the use of agency goals and objectives and performance trends to drive development of strategies and priorities in the long-range transportation plan and other performance-based plans and processes. The resulting planning documents become the blueprint for how an agency intends to achieve its desired performance outcomes.

What it Takes

The planning process provides a forum to discuss, both internally and externally, how to translate the strategic direction into actions on the ground. For each strategic goal, agencies examine performance trends to identify focus areas, derive strategies to address performance challenges and/or maintain existing results, and analyze alternative scenarios. Ensuing tradeoff discussions determine which strategies will be pursued and become concrete projects during programming.

Performance-based planning is grounded in:

- Data and measures
- Stakeholder input
- Policy considerations
- Sharing information

Data and measures drive the development of strategies by providing an understanding of performance trends and influencing factors.

Stakeholder involvement is essential to reflect external priorities. Identified strategies must reflect the policies and procedures of local, state, and federal partners. Cross silo understanding leads to effective tradeoff discussions and analysis.

Implementation Steps

Performance-based planning is broken down into two complementary subcomponents:

- **Strategy Identification:** The development of a range of strategies for achieving desired outcomes through the use of available baseline data trends, forecasting tools, economic analysis tools, and management systems.
- **Investment Prioritization:** The evaluation of tradeoffs across alternative investment scenarios based on consideration and comparison of their impacts on performance targets and goals.

Each subcomponent has its own set of implementation steps.

Strategy Identification	Investment Prioritization
3.1.1 Clarify internal and external roles and responsibilities for effective collaboration	3.2.1 Assign internal roles and responsibilities
3.1.2 Identify key performance issues	3.2.2 Develop scenarios to evaluate strategies
3.1.3 Assess a strategy's effect on outcomes	3.2.3 Establish relative importance of goals
3.1.4 Define and evaluate strategies against desired characteristics	3.2.4 Document the process
3.1.5 Document the process	

Making the Connection

Performance-Based Planning (Component 03) builds on the goals and objectives in the Strategic Direction (Component 01) and performance targets established in Target Setting (Component 02). The Performance-Based Planning process determines how strategic goals translate into agency strategies and priorities that will improve performance, setting the stage for project selection and resource allocation in Performance-Based Programming (Component 04).

Performance-Based Planning and the TPM Framework



For more information on performance-based planning and the other components of the TPM Framework visit: www.tpmtools.org



4. Develop/undertake action plan



- Work with internal staff and external partners
- Build consensus around priorities
- Establish measures of success
- Implement!



5. Iterate and improve



- Re-assess agency maturity using Self-Assessment
- Repeat the process to continually advance

