

## TPM State Workshop

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# *Identifying Action Items: Target Setting – 2.2 Business Process*

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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 **2.2 Business Process**

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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: Target Setting- 2.2 Business Process

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

#### Step 1: Select level of maturity

For subcomponent 2.2 Business Process, 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.

Business Process 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: Business Process

**Definition:** Establishment of an intra-agency process including internal coordination and collaboration to set and modify performance targets.

Level	Description	ACTIONS to move to next level
<b>INITIAL (Level 1)</b>	Target setting process is ad-hoc and not coordinated across performance areas.	Initiate effort to develop formal process and define roles and responsibilities of key players.
<b>DEVELOPING (Level 2)</b>	Coordinated and collaborative target setting process under development. Staff responsibilities and roles being clarified. Purpose of the target both internally and externally being established. Benchmarking information being gathered.	Complete documentation of process and roles. Clarify the target audience(s) and type. Information to be included in the process identified, assessed and documented (e.g., agency's historical pattern, peer agency results and stakeholder interests).
<b>DEFINED (Level 3)</b>	Target setting process including roles and responsibilities and steps to formally approve targets has been established and documented. The information to be considered in target setting is documented. A regular schedule has been set allowing for as-needed flexibility for adjustment. There is a common understanding of how different targets will be used.	Integrate target setting into planning, programming, budgeting, staff allocation and employee performance evaluations.
<b>FUNCTIONING (Level 4)</b>	Agency has undergone target setting process for more than one cycle. Collaboration and coordination across performance areas is well established. Process is an integral component of planning, budgeting, staffing, and employee performance evaluations. A key trigger for the re-assessment of targets is performance results.	Apply target setting process through two cycles. Ensure that senior management team communicates importance and value to the agency. Following each cycle, assess and refine to enhance collaboration and integration with agency business processes. Assess and adjust roles and information included in process as needed.
<b>SUSTAINED (Level 5)</b>	Agency has applied target setting process for multiple cycles. Support of target setting and understanding of its value spread across the agency. Approach is being continually refined as needed to address organizational structure changes.	



# *Breakout*

- Complete the exercise for **2.2 Business Process (Exercise C)**
- Report out: share your priority action items



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# *Report Out*

- 3 min per group
- Share your priority action items

