

TPM State Workshop

Component A: Organization and Culture

Carson City, NV

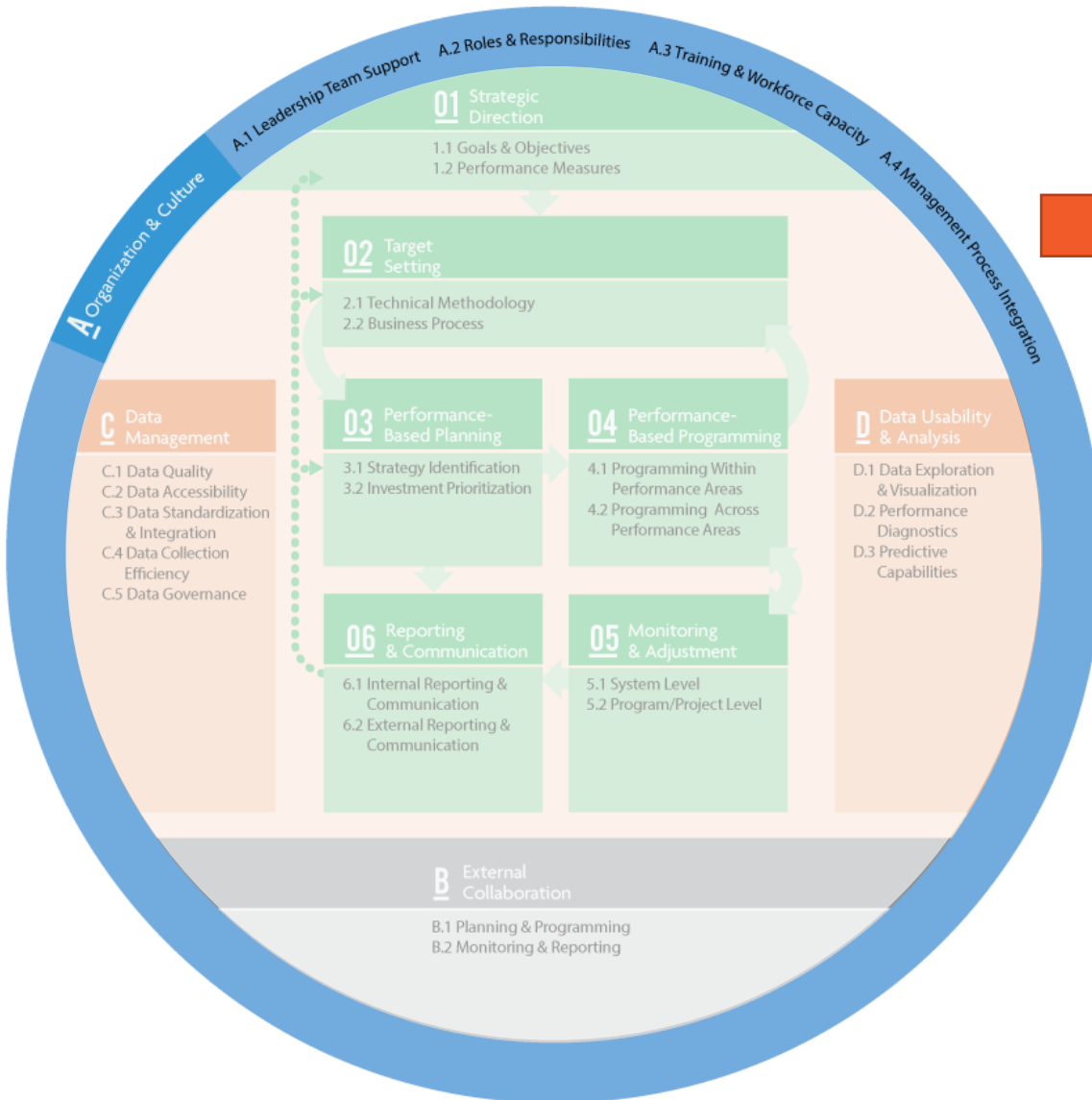
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U.S. Department of Transportation
Federal Highway Administration



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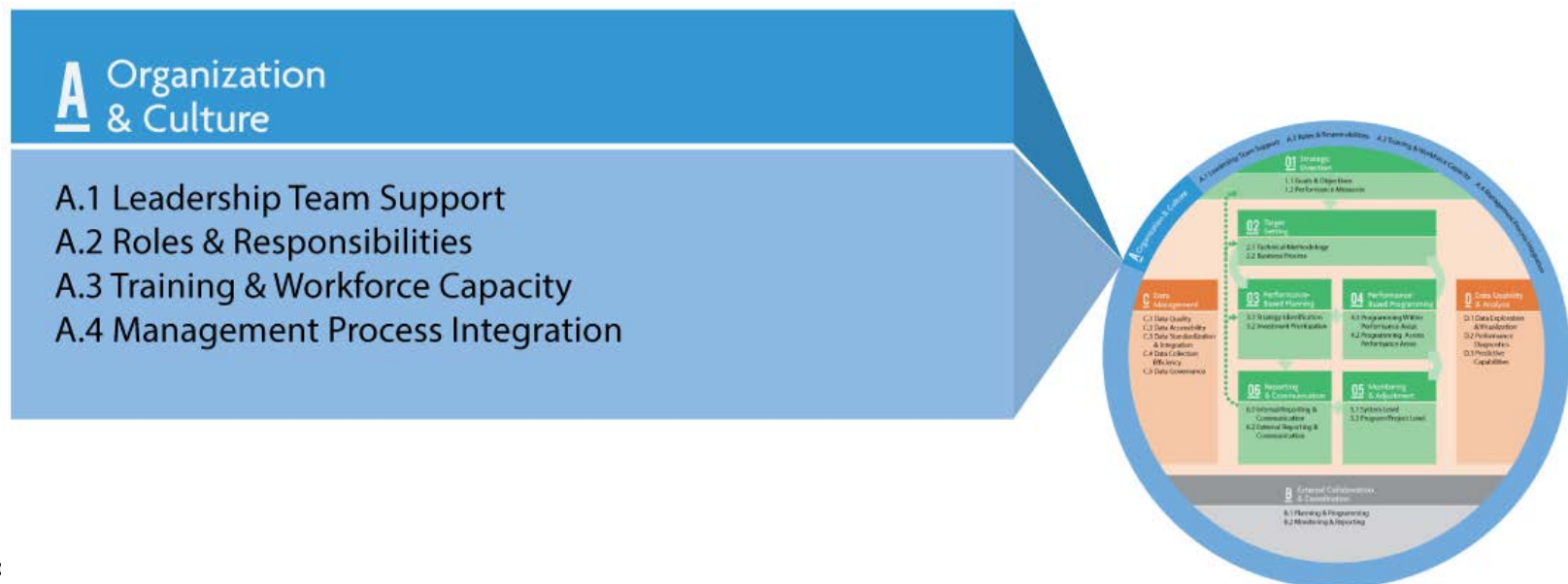


- A** Organization & Culture
- A.1 Leadership Team Support
- A.2 Roles and Responsibilities
- A.3 Training and Workforce Capacity
- A.4 Management Process Integration

Organization and Culture



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



Organization and Culture

- Using change management to make the agency more supportive of TPM
- Integrates strategic goals and performance into every part of the agency, including employee management
- Benefits:
 - Fewer silos/more cohesive work
 - Leadership can justify activities using performance data
 - Policymakers see the agency as transparent/accountable
 - Greater efficiency and reduced cost



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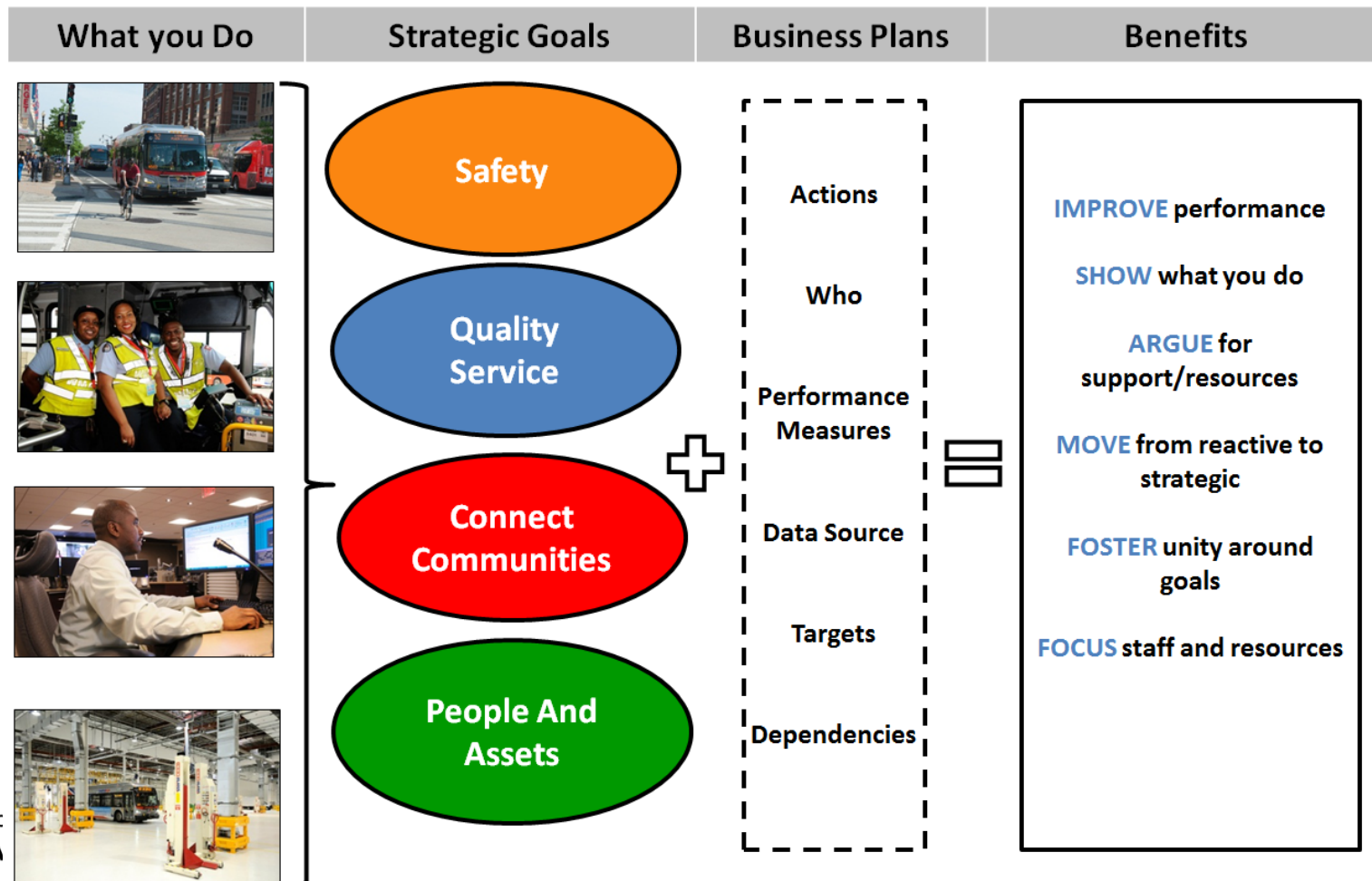


Organization and Culture:

Example 1

- Washington Metropolitan Area Transit Authority

Business Plans: Linking Day-to-Day Work to Strategic Goals



Organization and Culture:



Example 2

- North Carolina DOT external assessment
- Lessons learned
 - Go slow: major change is stressful and employees need time to adapt.
 - Build relationships across divisions and tying success to employee performance were critical to making staff feel valued.
 - Encourage employee feedback: NCDOT amended performance evaluations based on employee feedback



Breakouts: Organization and Culture



Breakout Exercise

- Discuss **Organization and Culture** 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

Report Out

- Share highlights of discussion
- 4 min per group

