

# TPM State Workshop

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## *Tools for Implementation*

Carson City, NV

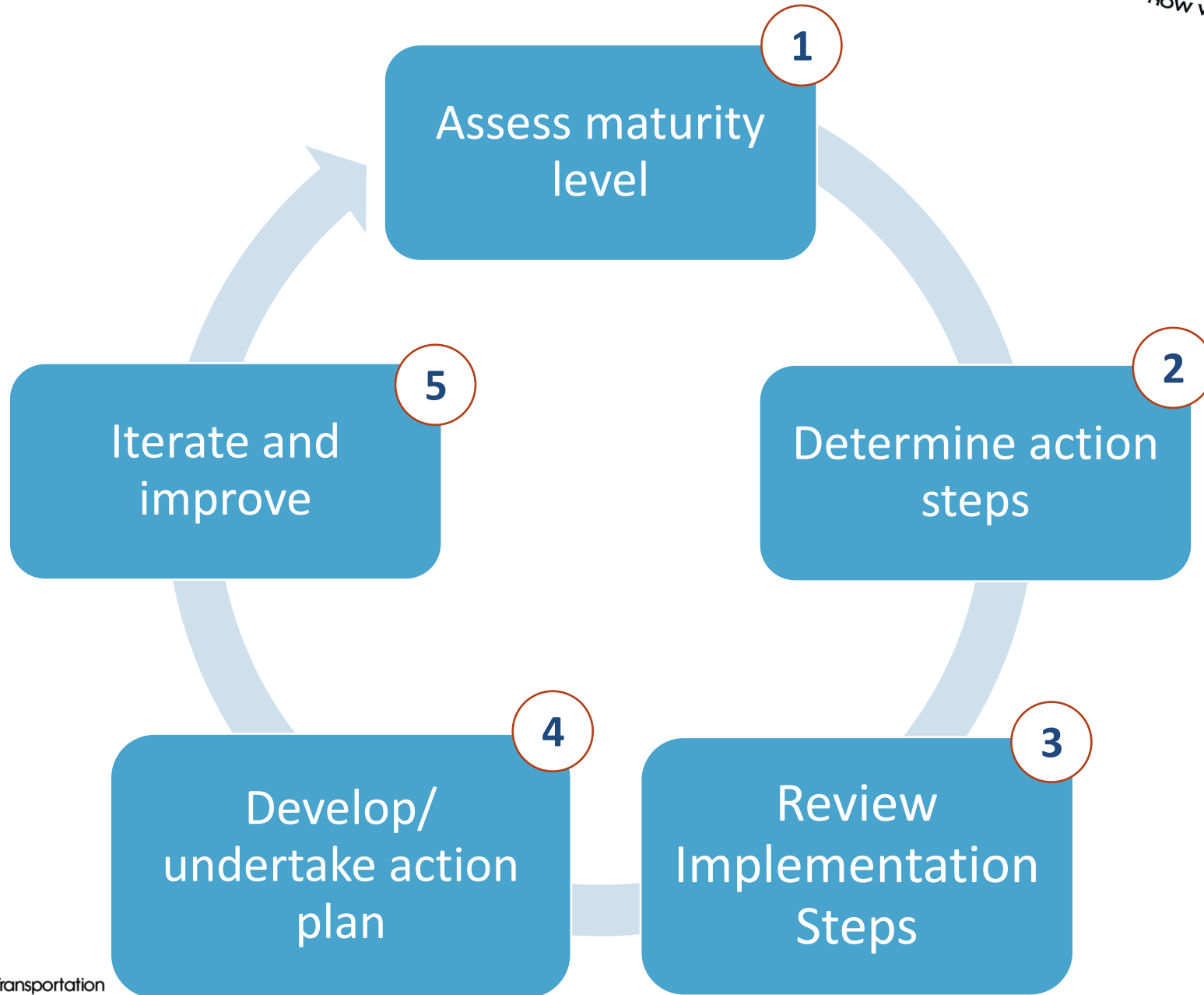
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U.S. Department of Transportation  
Federal Highway Administration



# Implementation Process



# 1. Assess maturity level

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



## 2. *Determine action steps*

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- 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



FHWA Transportation Performance Management Guidebook Fact Sheet

## Organization and Culture



U.S. Department of Transportation  
Federal Highway Administration

**Organization and Culture** refers to the institutionalization of a transportation performance management culture within the agency, as evidenced by leadership support, employee buy-in, and embedded organizational structures and processes that support TPM.

### What it Takes

For TPM to take hold within an agency, the organization and culture must be supportive. Making changes to an organizational structure and processes can be difficult for staff to accept. But when managed properly, the reward for an agency can be substantial.

TPM can become a core agency activity and can contribute to improved results for the agency, system users, external partner agencies, and policymakers. The discipline of adapting individuals within an organization to a different business culture and new business processes if often called change management. Change management is practiced today in different ways by different transportation agencies, but the key principles remain the same and provide several benefits.

Benefits include:

- Staff work as a cohesive unit rather than within silos
- Leadership can better justify activities from a data-driven perspective
- Policymakers see the agency as responsible, transparent, and accountable
- Employees discover efficiencies that reduce overall workload and expense

### Implementation Steps

Organization and Culture is broken down into four subcomponents:

- **Leadership Team Support:** Demonstrated support by senior management and executive leadership for transportation performance management.
- **Roles and Responsibilities:** Clearly designated and resourced positions to support TPM activities. Employees are held accountable for performance results.
- **Training and Workforce Capacity:** Implementation of activities that build workforce capabilities required for transportation performance management.
- **Management Process Integration:** Integration of performance data with management processes as the basis of accountability for performance results.

Leadership Team Support	Roles and Responsibilities	Training and Workforce Capacity	Management Process Integration
A.1.1 Evaluate how new agency processes have been implemented previously	A.2.1 Assess current organizational structure	A.3.1 Identify gaps in employee skillsets	A.4.1 Incorporate performance discussions into regular management meetings
A.1.2 Develop TPM pitch	A.2.2 Define and document TPM roles and responsibilities	A.3.2 Design, conduct, and refine training program	A.4.2 Link employee actions to strategic direction
A.1.3 Clarify role of senior and executive management	A.2.3 Identify and implement changes to organizational structure	A.3.3 Build agency-wide support for TPM	A.4.3 Regularly set expectations for employees through measures and targets

### Making the Connection

The Organization and Culture (Component A) of an agency must support TPM. With a supportive context, TPM processes are more likely to be sustainable through leadership change, staff turnover, and other changes. This component is depicted as an all-encompassing circle in the TPM Framework because it heavily influences every other component.

### Organization and Culture and the TPM Framework



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



# 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](http://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

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

