



Performance Management

The Connecticut Story

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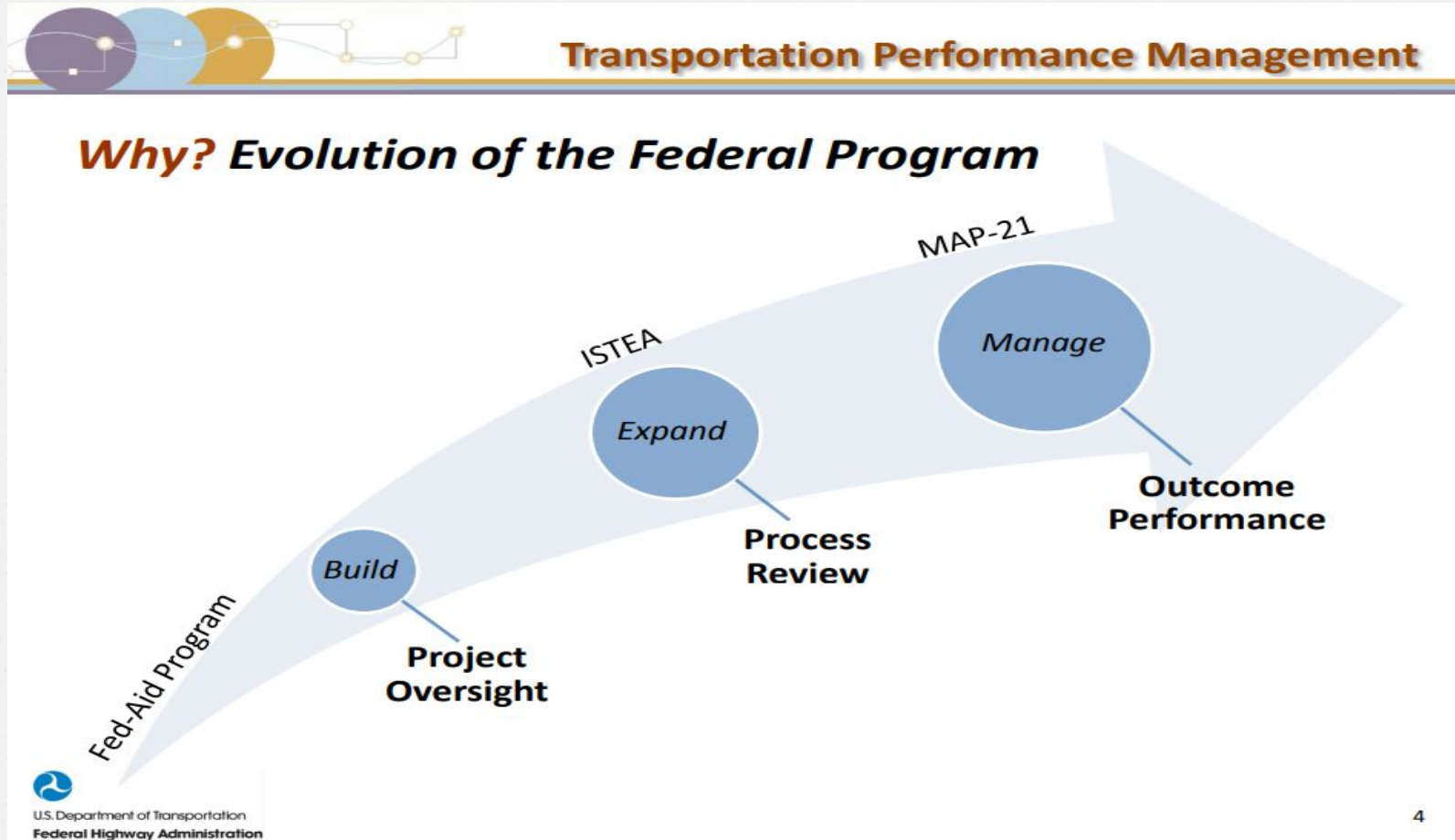
Connecticut Department of Transportation

Bureau of Policy and Planning

CTDOT Performance Management Efforts

- Executive decision to begin implementation of transportation performance management (TPM) in **2008**
- **“DOT On The Move”** first performance report published **January 2009**
- First round of Implementation – report data that we have
- **Standing Committee on Performance Measures** first met **April 2011**
- **Bureau measures were reviewed and streamlined (2014-2015)**
 - Reflect data important to each operation
 - Tell the performance story
- Streamlined publication process in a **LEAN event January 2016**
- **Interactive dashboard** launched **April 2016**

National efforts



- “Performance Management: Advancing a National Transportation System,” presented by FHWA Executive Director Jeffrey Paniati, PE, at the 5th International Transportation Systems Performance Measurement and Data Conference, June 1, 2015, Denver, CO, <http://onlinepubs.trb.org/onlinepubs/conferences/2015/performance/Measurement/Paniati-1PS.pdf>

MAP-21 and CTDOT

Policy and Planning facilitated and coordinated response to proposed rules:

- Working groups formed to address proposed rules in seven key areas (agency-wide effort)
- Developed comments for Commissioner signature on behalf of the CTDOT on each of the proposed rules

Performance Management Unit Developed “deliverables” spreadsheet for tracking reporting status

- Identified approximately 66 deliverables (submittals) that need to be coordinated
 - Keep Standing Committee updated on status quarterly
 - Share contact and deadline information with FHWA CT Division Office
 - Will update MPOs and share understanding of submittals

Performance Management

Lessons learned

- Multiple customers of the data
- It looks so simple
- You can only improve what you measure
- The 3 M's of Performance management
- Having the numbers tell the story

Lessons learned:

Multiple customers of data

- CTDOT itself (Executive team and each “data owner”)
- Results-based Accountability (RBA) state legislature effort
- Industry advocates (TRIP et al)
- FHWA and the national measures and legislation
- MPOs
- The Public

Lessons learned: It looks so simple

- “Accounting” is technically adding and subtraction, sometimes multiplication and division
- In performance management, once the Key Performance Indicator (KPI) is found, reporting it is not technically difficult
 - Getting the number compiled
 - Responding to the trends observed
 - Telling the story behind the number
- Getting timely submittals
- Getting used to transparency when the data do not look good

Lessons learned: You can only improve what you measure

“The squeaky wheel gets the grease” = “Bad trends get attention”

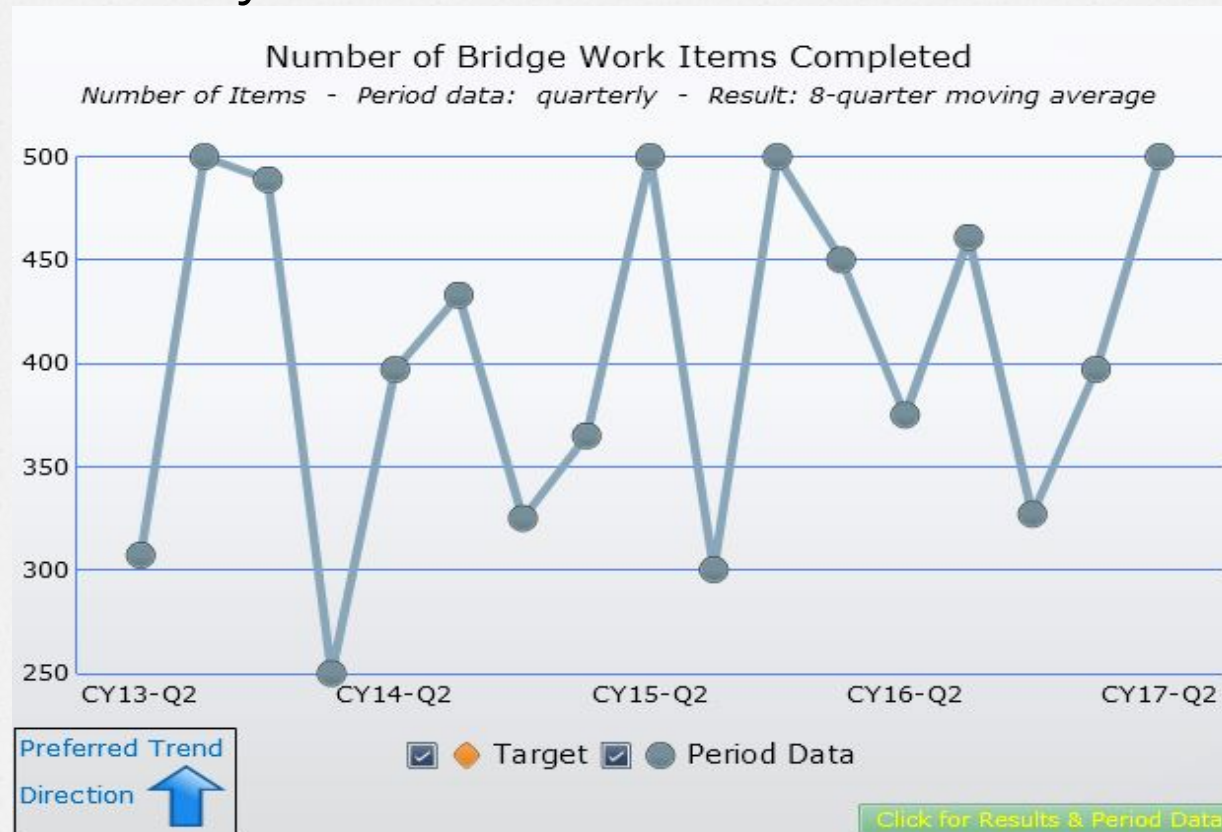
- Bridge Maintenance Memos > improvements in backlogged Bridge Items
- Performance measures reports > Time to Publish: 4-5 months → LEAN → 1 month

Lessons learned: The 3 M's of Performance Management

- MEASURE
 - MANAGE
 - MESSAGE
-
- Measuring and Managing the right things
 - Communicating (needs, results, meaning of the data)
 - Listening to customers too

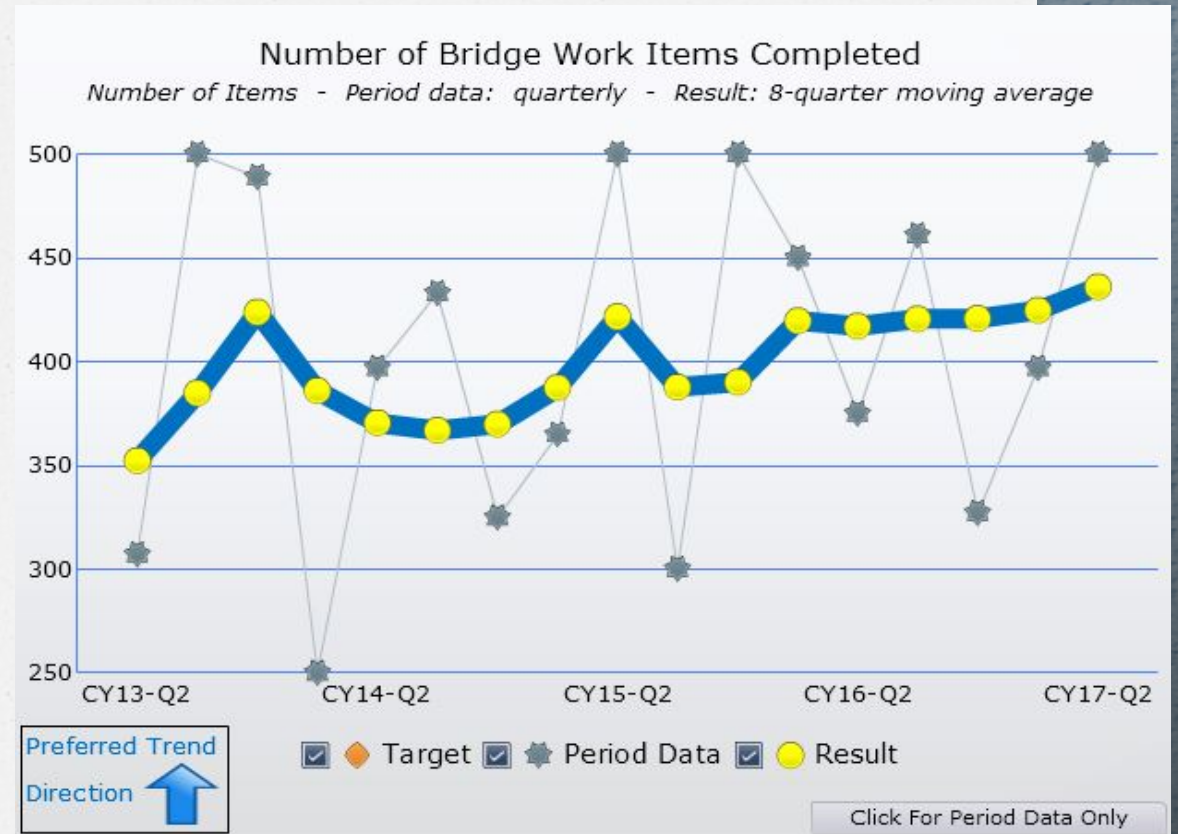
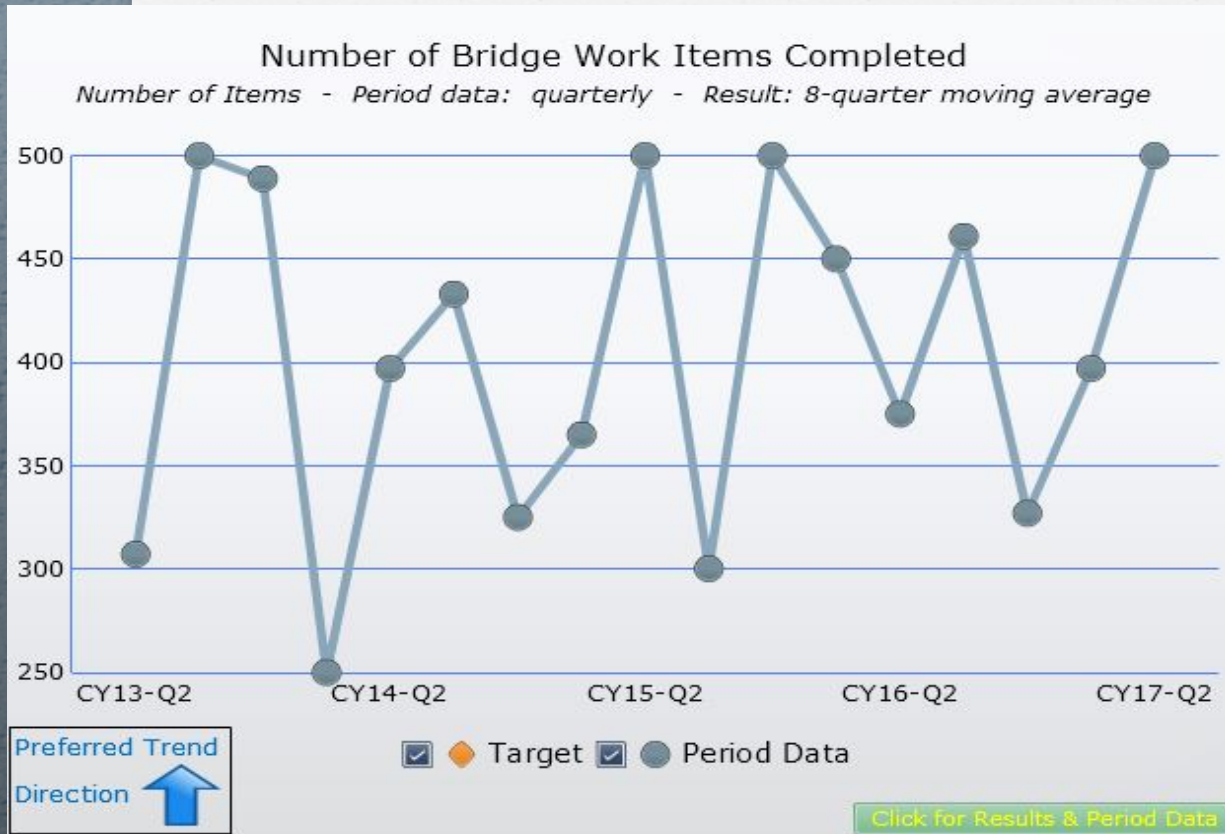
Lessons learned: Have the numbers tell the story

Draw out the story from the data



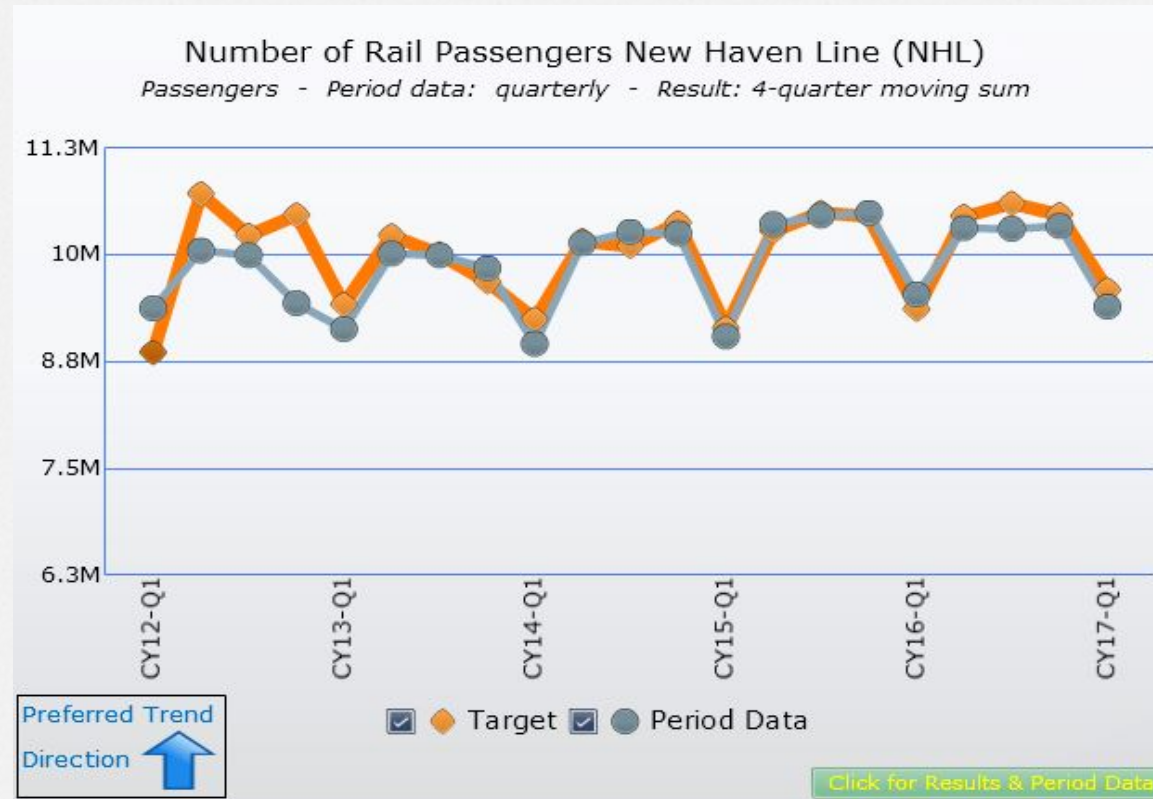
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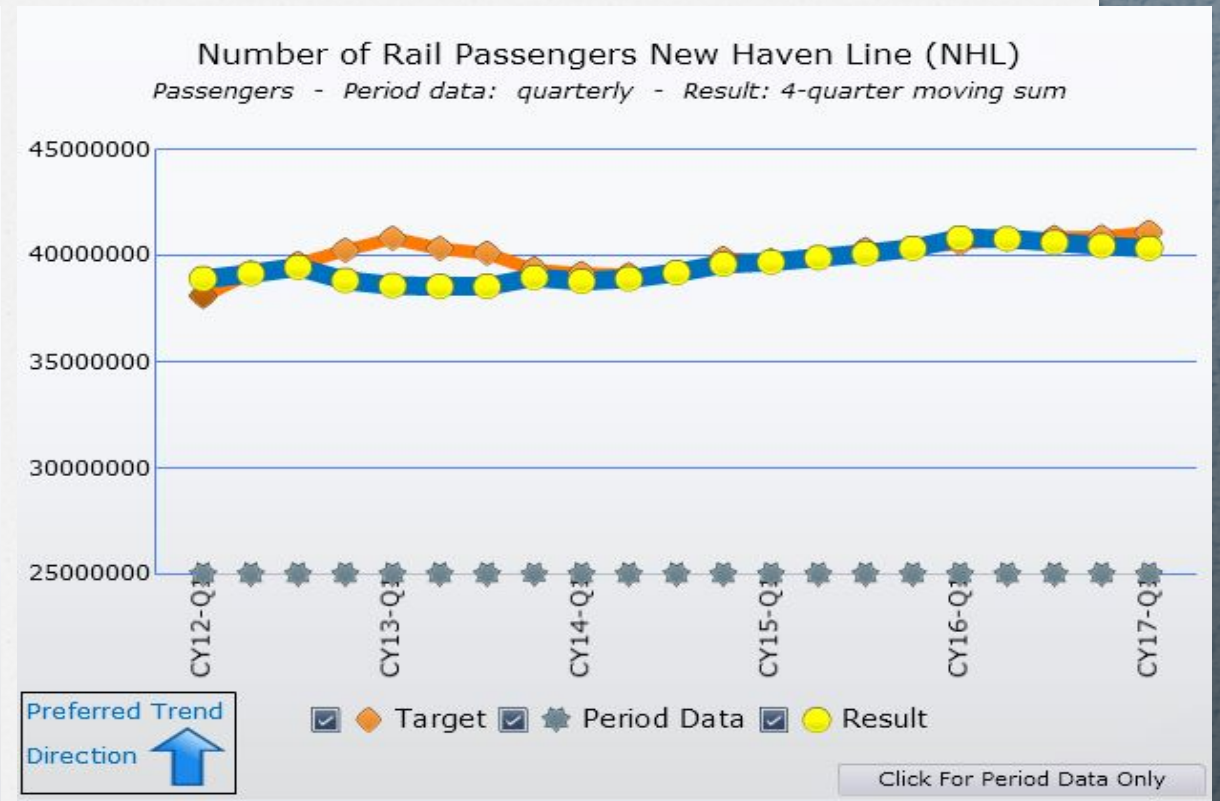
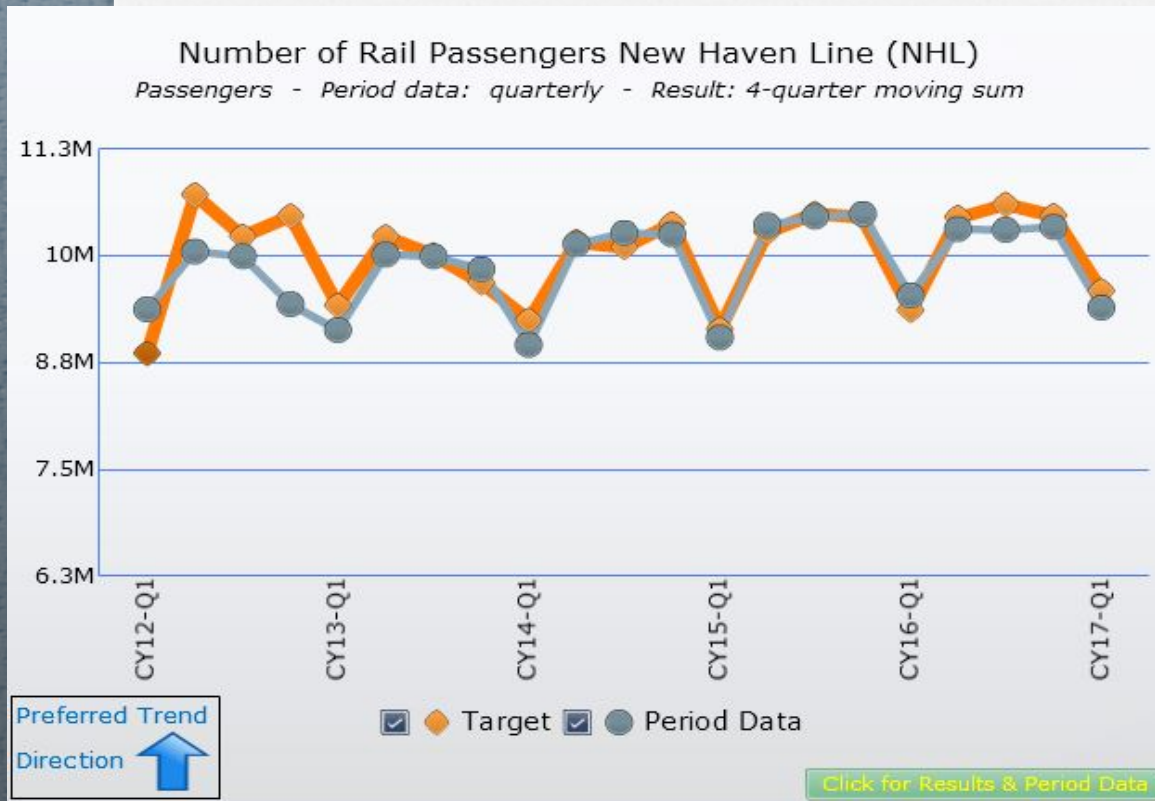
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Focus on the underlying story



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Coming challenges

- Unifying/synchronizing/merging/reconciling agency and national efforts
- Building the TPM approach into agency business processes
- Analyzing, understanding, and forecasting performance
- Delivering performance