TPM State Workshop

Tools for Implementation

Hartford, CT

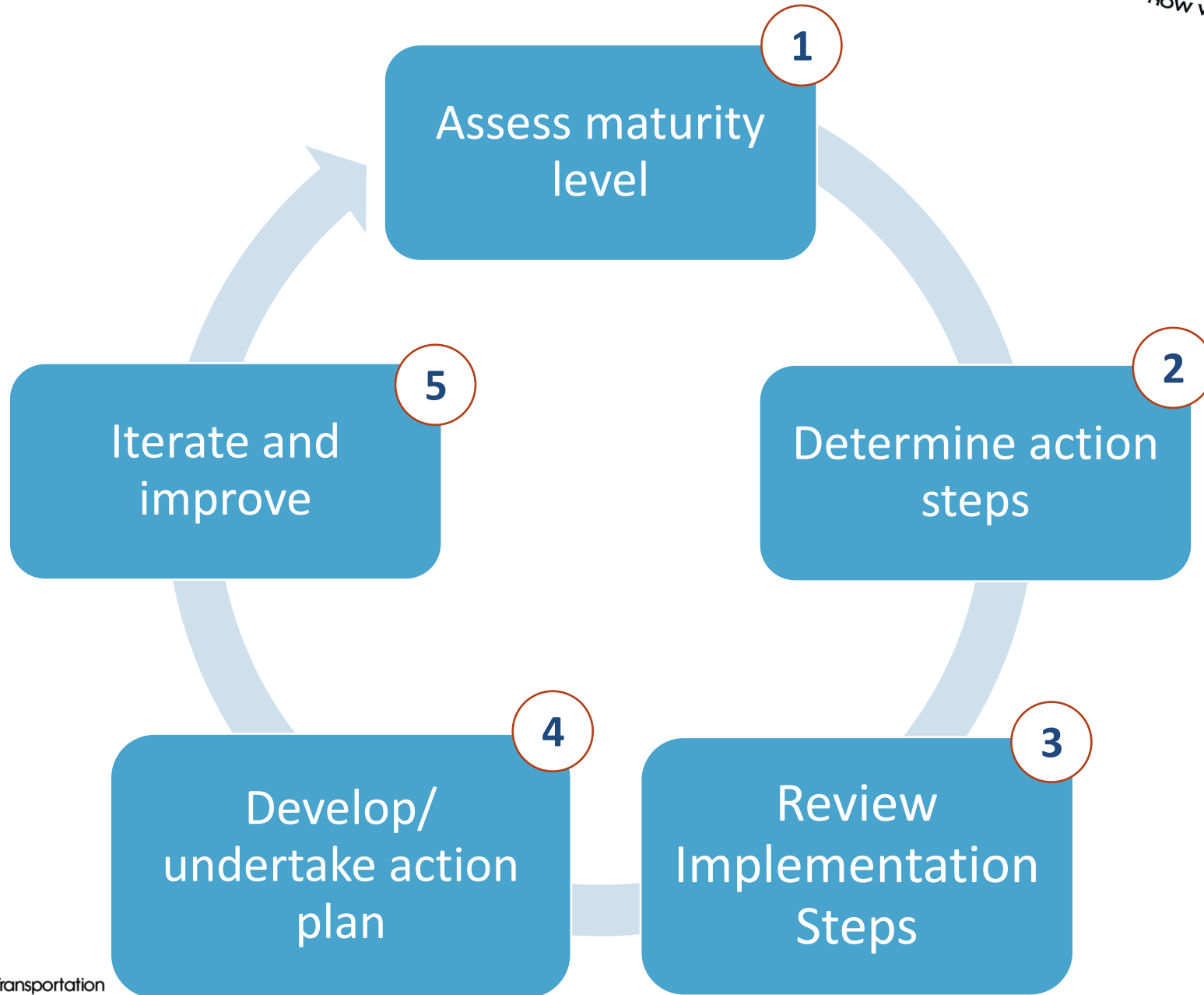September 26 & 27, 2017

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TPM
HOW WE GET THERE

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

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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

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3. Review implementation steps

FHWA Transportation Performance Management Guidebook Fact Sheet

Target Setting

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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

02 Target Setting

2.1 Technical Methodology
2.2 Business Process

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

FHWA TPM Guidebook Fact Sheet: Target Setting

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3. Review implementation steps

FHWA Transportation Performance Management Guidebook Fact Sheet

Performance-Based Programming

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Performance-Based Programming is the use of strategies and priorities to guide the allocation of resources to projects that are selected to achieve goals, objectives, and targets. Performance-Based Programming establishes clear linkages between investments made and expected outputs and outcomes.

What it Takes

A performance-based approach to programming is focused on project outcomes and how projects can drive progress towards goals, objectives, and performance targets. In this data-driven decision structure, there are a number of key factors that should be incorporated:
- Influencing factors,
- Internal collaboration,
- External stakeholder involvement, and
- Resource constraints

Influencing factors such as how the political context will affect what projects are programmed.

Internal collaboration across performance areas are critical; silo-based programming and budgeting should be challenged.

External stakeholder involvement is needed to reaffirm the commitment to agency goals, objectives, and performance targets.

Funding and resource constraints should be considered from the outset by understanding all possibilities for applying different funding sources to particular types of projects. It is also important to consider other resource constraints that could limit use of funding.

Implementation Steps

Performance-Based Programming is broken down into two complementary subcomponents:
- **Programming Within Performance Areas:** The allocation and prioritization processes within a performance area, such as safety, infrastructure, mobility, etc.
- **Programming Across Performance Areas:** The allocation and prioritization processes across performance area, such as safety, infrastructure, mobility, etc.

Each subcomponent has its own set of implementation steps.

Within Performance Areas	Across Performance Areas
4.1.1 Clarify roles of internal staff and external stakeholders	4.2.1 Identify and assign internal roles and responsibilities
4.1.2 Develop project selection criteria	4.2.2 Clarify purpose of cross area prioritization
4.1.3 Establish a formal input process to gather performance-based project information	4.2.3 Develop a methodology that reflects agency priorities and external stakeholder interests
4.1.4 Document the process	4.2.4 Document the process

Making the Connection

Performance-Based Programming (Component 04) applies the priorities established in agency plans during the Performance-Based Planning process (Component 03) to allocate resources to particular projects that will contribute to goals and objectives determined in the Strategic Direction (Component 01) and targets established in Component 02. Future allocation is affected by the Monitoring and Adjustment (Component 05) of the impact projects had on performance outcomes.

Performance-Based Programming and the TPM Framework

04 Performance-Based Programming

4.1 Programming Within Performance Areas
4.2 Programming Across Performance Areas

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

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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