Identifying Action Items: Target Setting

Hartford, CT

September 26 & 27, 2017

U.S. Department of Transportation
Federal Highway Administration

TPM

HOW WE GET THERE

Purpose

- Determine actions that will improve your process related to 2. **Target Setting**

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

Action Items: Target Setting

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.

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Handouts: Exercise C

Action Item #1

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)

Responsibilities:
Who should take the lead in implementing this action item?

Who else should be involved?

Key issues to be resolved for implementation:

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Exercise A & C

Capability Maturity Model: Target Setting

Definition: 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.

Level	Description	ACTIONS to move to next level
INITIAL (Level 1)	The agency has little information and /or understanding of baseline performance or historical trends. There has been no analysis of what is feasible to achieve. There is no defined business process to review performance trends, establish benchmarks or targets.	Initiate effort to develop formal evidence-based and data-driven methodology and assemble baseline data. Initiate effort to develop formal process and define roles and responsibilities of key players.
DEVELOPING (Level 2)	Coordinated and collaborative target setting process under development. The agency is collaboratively developing a methodology to understand baselines and establish targets within agreed-upon performance areas. Trend data are being gathered, assembled and reviewed. Staff responsibilities and roles in this process are being clarified. Purpose of the target both internally and externally being established. Benchmarking information being gathered.	Complete and document data source, ownership, gaps. Complete and document analysis of historical trends. Identify and document key factors to consider when forecasting future performance. Use such information to assess risk. Organize source data and implement analytical tools to support target calculations. Complete documentation of process and roles. Clarify the target audience(s) and type (e.g. aspirational, realistic, safe). Information to be included in the process identified, assessed and documented (e.g., agency's historical pattern, peer agency results and stakeholder interests).
DEFINED (Level 3)	The agency has established a well-understood, evidence-based, and data-driven methodology for observing baseline performance, establishing trend lines and calculating targets. There is a documented business process and schedule for how targets will be set and formally approved. There is a common understanding of how different targets will be used.	Apply through one cycle an evidence-based and data-driven methodology for calculating targets. Evaluate factors contributing to target achievement (or lack of achievement). Expand ability to analyze cross performance area tradeoffs. Integrate target setting into planning, programming, budgeting, staff allocation and employee performance evaluations.

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Breakout

- Complete the exercise for

  2. Target Setting (Exercise C)

- Report out: share your priority action items

Report Out

- 3 min per group

- Share your priority action items

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