

# TPM Peer Exchange

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## *Component A: Organization and Culture*

Cheyenne, WY

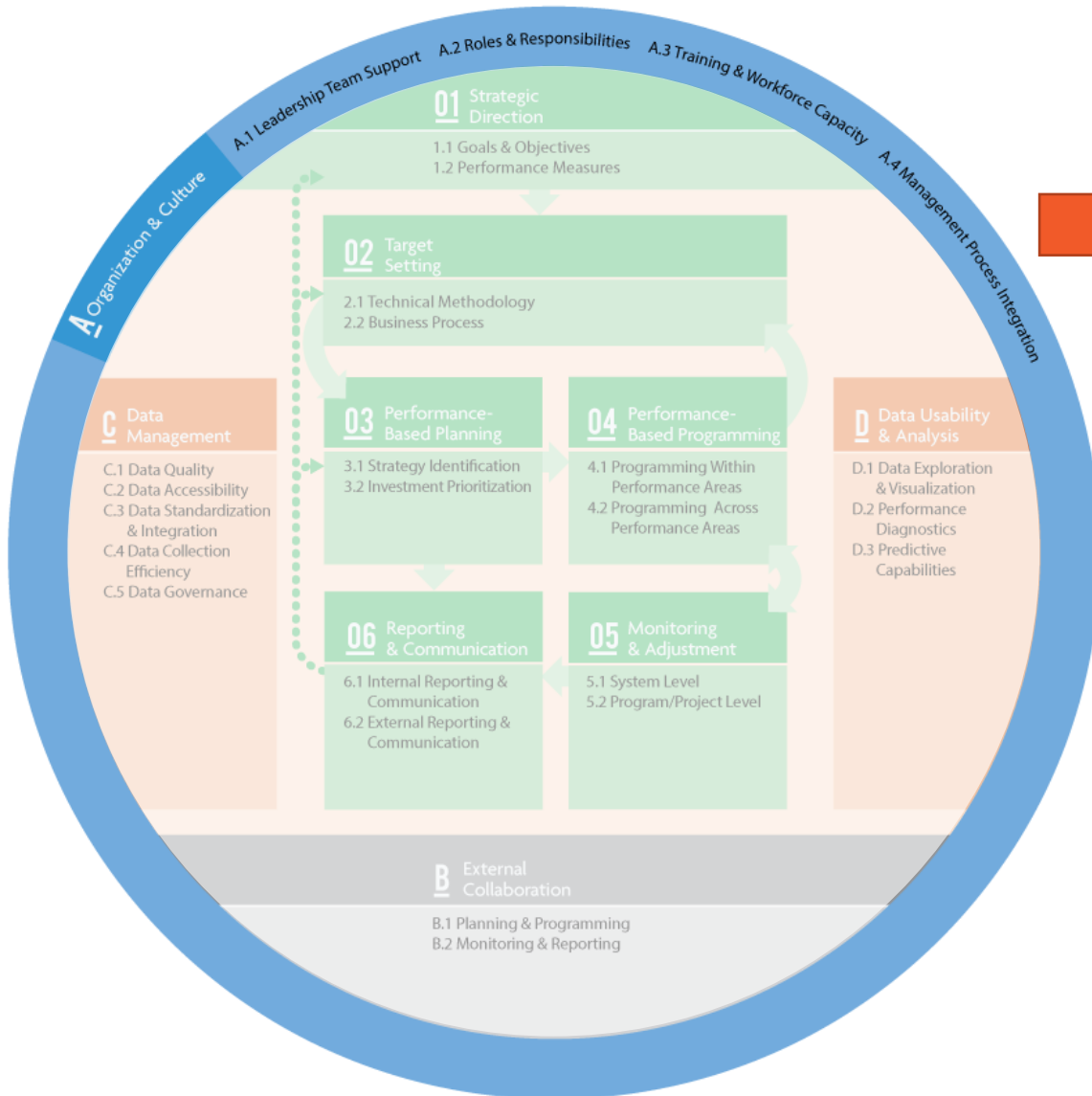
November 1 & 2, 2017



U.S. Department of Transportation  
Federal Highway Administration



# Component A: Organization and Culture



## A Organization & Culture

A.1 Leadership Team Support

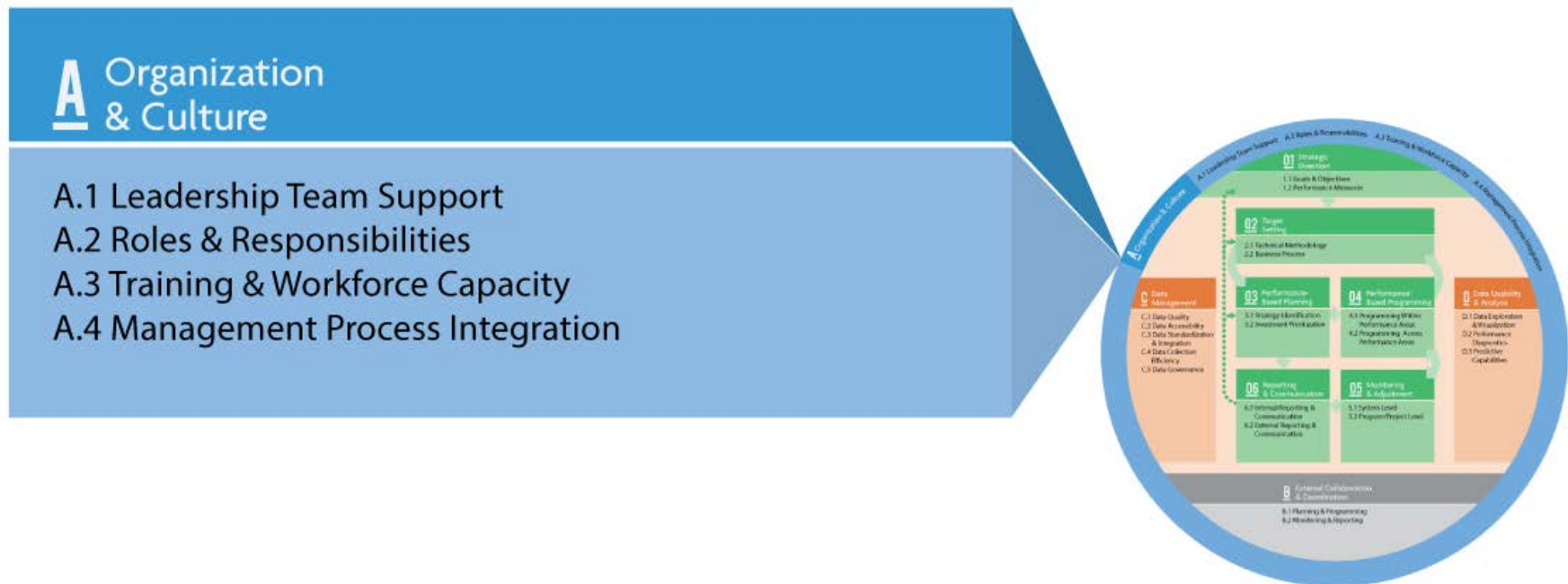
A.2 Roles and Responsibilities

A.3 Training and Workforce Capacity

A.4 Management Process Integration

# Organization and Culture

- Definition: *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.*



# ***Organization and Culture***

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- Change management to support TPM implementation
- A way to adapt the organization, culture, and staff to new ways of doing business (performance-based investment decisions)
- Critical to the sustainability of new initiatives



# *Organization and Culture:*

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## *Subcomponents*

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



# *Case Study: The Evolution of FHWA's TPM Roles and Responsibilities*



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# ***Focus for FHWA – Phased Approach to TPM Implementation***

## **Phase 1 → *Preparing* (before authorization)**

- Positioning FHWA by building our strength

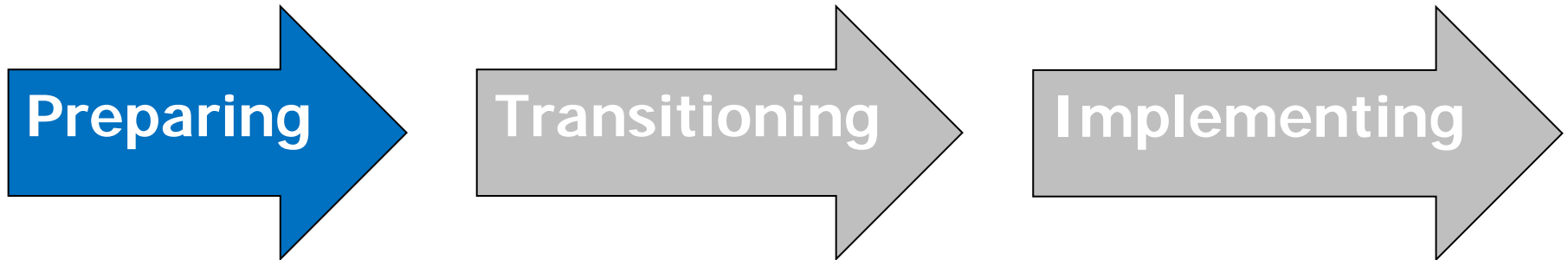
## **Phase 2 → *Transitioning* (enactment of law)**

- Clearly define staff roles and responsibilities

## **Phase 3 → *Implementing* (after regulations are in place)**

- Engaging with States on implementing TPM





## **Positioned FHWA to Build on our strength by**

- Creating an Office to lead TPM change management effort
- Understand and build upon our strength
  - Reviewing current Knowledge, Skills, and Abilities (KSAs) and developing new KSAs
  - Gap Analysis
  - Competency Models
- Create Awareness about the changes to come





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# *Internal Challenges to Address*

## **Internal challenges**

- Overcome the language usage already in existence
- Coordination among the various owners to make sure [are] on the same page
- Getting buy-in from offices already ahead
- Coordination with all other groups
- Don't have knowledge or skills
- Preparing to take on new responsibilities and letting go of other responsibilities
- Managing staff expectations
- Initiative fatigue and sense of urgency
- Resistance to change



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## ***Our Approach—build from what we already had***

- Obtain leadership buy-in
- Formed cross-disciplinary, geographically dispersed team to develop program elements
- Worked collaboratively with key partners: HR & NHI
- Interviewed Leadership of FHWA Disciplines, Subject Matter Experts, PMPCB team members, and external constituents
- Conducted gap analysis of current training for disciplines
- Developed and still building Knowledge management Inventory
- Creating Performance Management collaborative site

*Mix of subject matter experts and discipline leadership to develop pragmatic recommendations*



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## *Key Findings*

- Use a pragmatic/easy to understand approach
- Emphasize the need for awareness across the organization
- Ensure that targeted disciplines expand their knowledge beyond their own discipline focus area
- Significant amount of reference material related to performance management
- Additional training and support material will be needed for the transportation performance management implementation effort to fill gaps




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# ***MAP-21 and FAST Act Roles and Responsibility Project***

- Identify what FHWA would most likely be doing to administer & support a performance-based Federal-aid Highway Program.
- Assess:
  - **What** are the roles?
  - **When** will they occur?
  - **How** will they be conducted?
  - **Which** units have the responsibility?



# Reviewed by Program Area and TPM Element

Program Area	TPM Elements
Freight	
Operations	
Asset Management	
Infrastructure Condition	
Air Quality	
Planning	
Safety	



# Documented Roles and Responsibilities

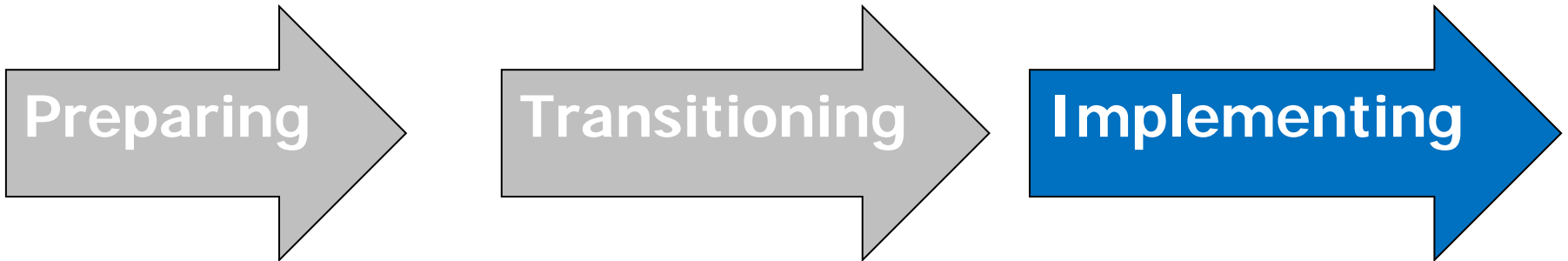
Roles/Responsibilities					
Role/Responsibility Description:					
Responsible Office (HQ, Division, RC)	Responsible Positions	Frequency (annually, monthly, quarterly, etc.)	Level of Effort (HRS)	Approval Action(s)	Needed KSAs
Summary of How the Task will be Carried Out (Indicate Existing vs. New Process)					
Data Needed to Perform Task					Is Data Available?
Resources Needed to Perform Task (Training, Tools, etc)					Are Resources Available
Additional Research Needed to Fill Data and Resource Gaps					



## Clearly defining staff Roles and Responsibilities by

- Developed an internal Roles and Responsibility Report guide to clearly outline individual TPM roles and responsibilities
- Evaluating Division Offices Readiness to assist States with performance management
- Conducting a National listening sessions that assessed the implementation of program performance
- Review NPRM comments to refine regulations and clarify roles and responsibilities
- Develop Trainings/Workshops





## **Engaging with States/MPOs on implementing TPM by**

- Conducting ongoing National Assessments on implementation of program performance
- Provide Division Offices with resources to help States/MPOs with performance management
- Develop and disseminate Guidance
- Developing internal feedback loops to monitor progress and adjust roles and responsibilities
- Deliver Training/Workshops





# ***Breakouts: Component A Organization and Culture***



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# *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



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# *Report Out*

- Share highlights of discussion
- 2 min per group



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# *Lunch*



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# ***Component 4: Performance-Based Programming Guest Speaker***

Cheyenne, WY

November 1-2, 2017

