

TPM State Workshop

Tools for Implementation

Cheyenne, WY

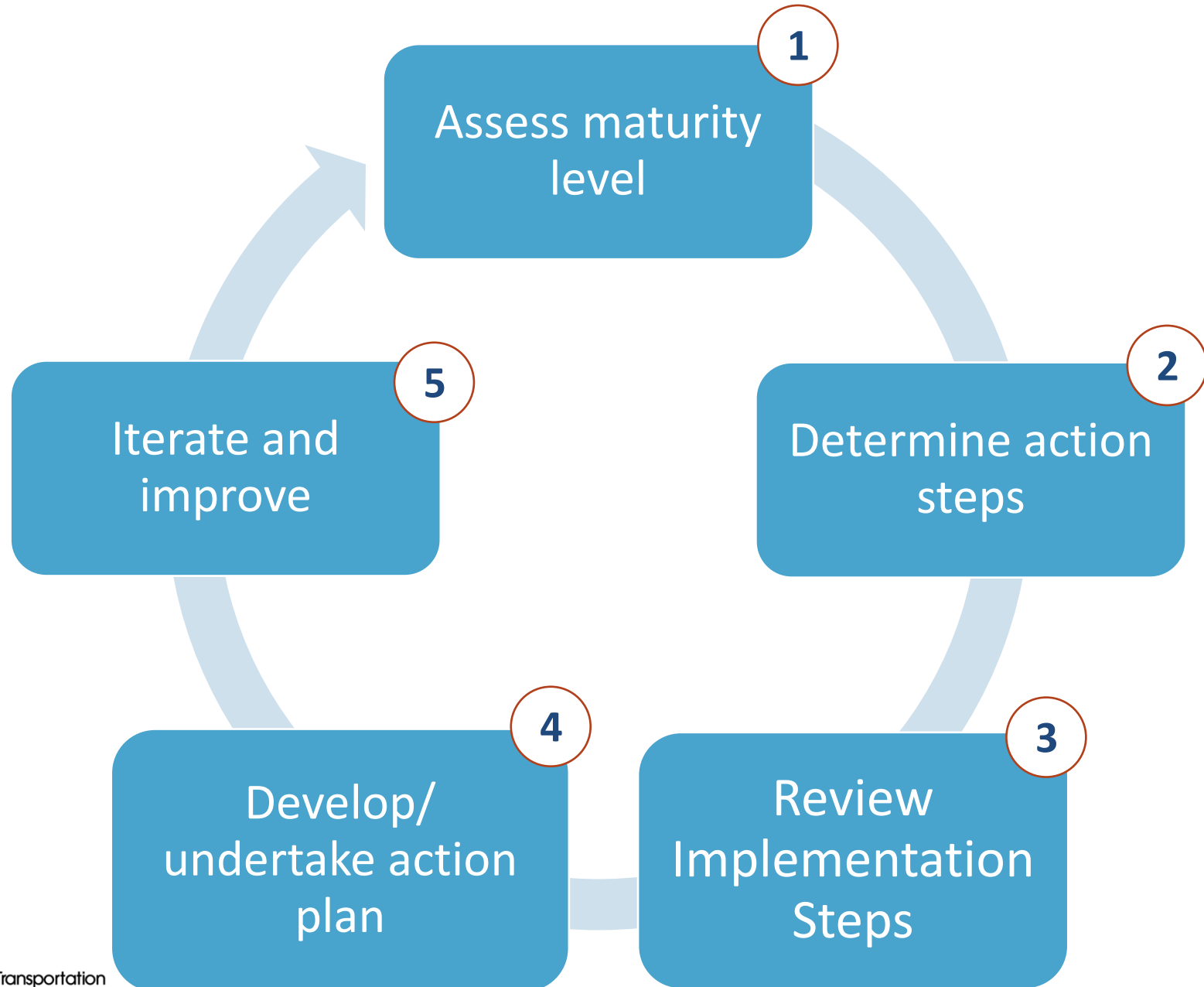
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U.S. Department of Transportation
Federal Highway Administration



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



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



3. Review implementation steps



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:

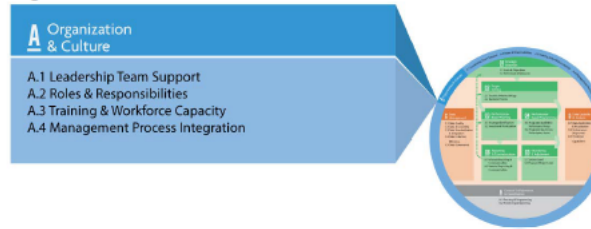
- **Leadership Team Support:** Demonstrated support by senior management and executive leadership for transportation performance management.
- **Roles and Responsibilities:** Clearly designated and resourced positions to support TPM activities. Employees are held accountable for performance results.
- **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



3. Review implementation steps



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



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

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

