

TPM State Workshop

Identifying Action Items: Organization and Culture

Cheyenne, WY

November 1 & 2, 2017



U.S. Department of Transportation
Federal Highway Administration



Purpose

- Determine actions that will improve your process related to **A. Organization and Culture**



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

Exercise C

Action Items: Organization and Culture

In this exercise you will identify 3 high priority improvement actions.

Step 1: Select level of maturity

For component Organization and Culture, 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.

Organization and Culture 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.



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:



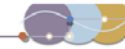
Handouts: CMM Tables (Exercise C)

Exercise A & C

Capability Maturity Model: Organization and Culture

Definition: Institutionalization of a transportation performance management culture within the organization, as evidenced by leadership support, employee buy-in, and embedded organizational structures and processes that support transportation performance management.

Level	Description	ACTIONS to move to next level
INITIAL (Level 1)	The agency's performance management is the result of heroic activities by champions, with limited support from leadership. Roles and responsibilities are undefined. No understanding of skills needed for TPM or gaps in employee skillsets; no training for TPM related competencies exists. Performance management is regarded as punitive rather than constructive.	<p>Demonstrate to senior and executive level management the benefits of TPM (e.g., new insights into performance results).</p> <p>Initiate effort to identify and define TPM roles and responsibilities.</p> <p>Assess how the current organizational structure supports a TPM framework.</p> <p>Initiate an effort to identify core competencies required for performance management.</p> <p>Begin to develop process to evaluate existing staff capabilities and identify gaps.</p> <p>Start outlining training strategy to expand employee skills.</p> <p>Initiate effort to refine work group and employee management practices to establish a clearer linkage between individual actions and achievement of agency goals.</p>
DEVELOPING (Level 2)	The agency's TPM champion(s) have initiated discussions with leadership about the value of performance management. Staff roles and responsibilities necessary for TPM are being identified and defined. Skill assessment and training strategy is being developed. Performance review structure is being refined to make connection between individual actions and agency targets.	<p>Clarify the role senior and executive managers can play in embedding TPM into the agency's culture.</p> <p>Complete the identification of roles and responsibilities and what organizational changes are recommended.</p> <p>Implement core competency and gap assessment.</p> <p>Conduct initial training courses.</p> <p>Begin to outline recommendations on effective approaches to connecting work group and employee roles to the agency's ability to achieve its strategic goals and performance targets.</p> <p>Leverage internal champions in this process.</p>
DEFINED (Level 3)	Leadership & senior management recognize the value of TPM and are beginning to drive activities related to performance management. Staff roles and responsibilities have been defined, but not implemented, and changes to the organizational structure have been outlined. Training resources have been developed to build on key skills, and there is a clear understanding among staff and managers of the linkage between their activities and achieving strategic goals.	<p>More fully integrate the use of performance information for management.</p> <p>Use performance language throughout internal and external communications.</p> <p>Clearly identify staff responsibilities for TPM practices, its deployment and its maintenance.</p> <p>Make adjustments to staffing and organizational structure as needed.</p> <p>Implement TPM training program.</p> <p>Incorporate performance discussions into regular management meetings.</p> <p>Ensure that these discussions cascade through management levels. Implement the performance-based employee evaluations.</p>



Level	Description	ACTIONS to move to next level
FUNCTIONING (Level 4)	Agency leadership is committed to TPM as a core process and this commitment is demonstrated by words and actions. Changes to the organizational structure have been implemented with sufficient budget and staffing. Employees have the appropriate skills and training needed for the responsibilities assigned to them and expectations are regularly set through measures and targets.	<p>Build strong support for TPM across management levels.</p> <p>Integrate mentoring and succession planning to minimize the risks related to the loss of key staff knowledge and skills in performance management.</p> <p>Build lessons learned based on experience and use to refine training.</p> <p>Ensure managers provide the necessary support to build and sustain staff TPM skills.</p> <p>Identify and address roadblocks to productive performance management.</p> <p>Refine work group and employee evaluation process to strengthen linkages to performance targets.</p>
SUSTAINED (Level 5)	The agency sustains TPM across changes in leadership and staff. Responsibilities are periodically refined to reflect the adoption of new TPM practices. Periodic training (both internal and external) encourages ongoing learning. Performance data have been integrated into management for multiple cycles, and staff have internalized the role of TPM to promote accountability and drive results.	



Breakout

- Complete the exercise for **A. Organization and Culture (Exercise C)**
- Report out: share your priority action items



Report Out

- 3 min per group
- Share your priority action items

