

TPM Workshop

Identifying Action Items: Monitoring and Adjustment

Philadelphia, PA

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U.S. Department of Transportation
Federal Highway Administration



Purpose

- Determine actions that will improve efforts for **Monitoring and Adjustment**



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 D



Exercise D

Action Items: Monitoring and Adjustment

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

Step 1: Select level of maturity

For component Monitoring and Adjustment, 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.

Monitoring and Adjustment 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 D



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 D)



Exercise B & D

Capability Maturity Model: Monitoring and Adjustment

Definition: A set of processes used to track and evaluate actions taken and outcomes achieved, thereby establishing a feedback loop to refine planning, programming, and target setting decisions. It involves using performance data to obtain key insights into the effectiveness of decisions and identifying where adjustments need to be made in order to improve performance.

Level	Description	ACTIONS to move to next level
INITIAL (Level 1)	<p>The agency does not have a well-defined output or outcome performance monitoring process.</p> <p>Limited information exists on current system or program/project performance. There is limited linkage between resource allocation, projects delivered and performance results.</p>	<p>Begin to define a process for monitoring system performance outcomes, and for tracking external factors that may impact these outcomes.</p> <p>Initiate effort to develop an output performance-monitoring plan linked to desired outcomes.</p> <p>Plan will include what is being tracked, data sources, frequency, and where data will be stored.</p>
DEVELOPING (Level 2)	<p>The agency is developing a plan for system and program/project monitoring tied to the strategic direction, including definition of output and outcome measures, frequency, data sources, external influencing factors and users.</p>	<p>Complete and document the performance monitoring approach to determine program/project effectiveness in achieving desired outcomes.</p> <p>Develop an approach to collecting before and after performance data for projects that enable understanding of key causal factors contributing to performance results.</p> <p>Initiate discussion with range of users about how output performance monitoring will be used to enhance decisions.</p>
DEFINED (Level 3)	<p>The agency has defined outcome and program/project output measures linked to the achievement of strategic goals and objectives.</p> <p>The agency has identified a process for making program adjustments as needed based on an understanding of how external factors impact performance results.</p> <p>Before/after studies are conducted to better understand program/project impacts on performance and improve predictive capabilities.</p>	<p>Test the defined process and ensure that managers are making effective use of monitoring information to understand, diagnose and act upon system level performance issues.</p> <p>Strengthen the link between resource allocation, performance results, and achievement of strategic goals.</p> <p>Obtain feedback from managers on value of program/project output and impact monitoring information for informing project/program adjustments.</p> <p>Refine monitoring and enhance analysis capabilities to include additional "sub-measures" that provide new insights into program/project contributions to performance.</p>

Level	Description	ACTIONS to move to next level
FUNCTIONING (Level 4)	<p>The agency is monitoring outcomes and project outputs and using this information to adjust planning and programming decisions.</p> <p>It periodically updates performance monitoring information to make mid-stream adjustments to ensure progress towards strategic goals.</p> <p>Additional sub-measures are used to provide new insights into causal factors impacting both program/project outputs and performance outcomes.</p>	<p>Establish a regular process of evaluating the effectiveness of planning and programming decisions via outcome monitoring, identify and implement enhancements to improve the process over time.</p> <p>Ensure that senior management team communicates expectations that staff actively monitor program/project outputs to assess progress towards desired outcomes and to make adjustments to improve outcomes.</p> <p>Establish a process to periodically review and recalibrate performance goals, objectives, measures and targets utilizing performance monitoring information.</p> <p>Ensure that there is a staff person assigned to seek feedback and improve performance monitoring over time.</p>
SUSTAINED (Level 5)	<p>The use of performance information to assess program/project effectiveness in driving outcomes is common practice.</p> <p>The agency periodically refines outcome and program/project monitoring to provide a better understanding of impacts of external factors, and improved early warning of lagging progress towards goals.</p> <p>Performance monitoring serves as a feedback loop for planning, programming, and the recalibration of goals, objectives, targets and measures.</p>	

Pro Tips – Exercise D

1. Refer to handouts with a Black header for this exercise
2. Select Actions from any maturity level shown in the maturity model table, not just your stated maturity level



Breakout

- Complete the exercise for **Monitoring and Adjustment (Exercise D)**
- Report out: share your priority action items

Report Out

- 3 min per group
- Share your priority action items