



Organization and Culture

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:

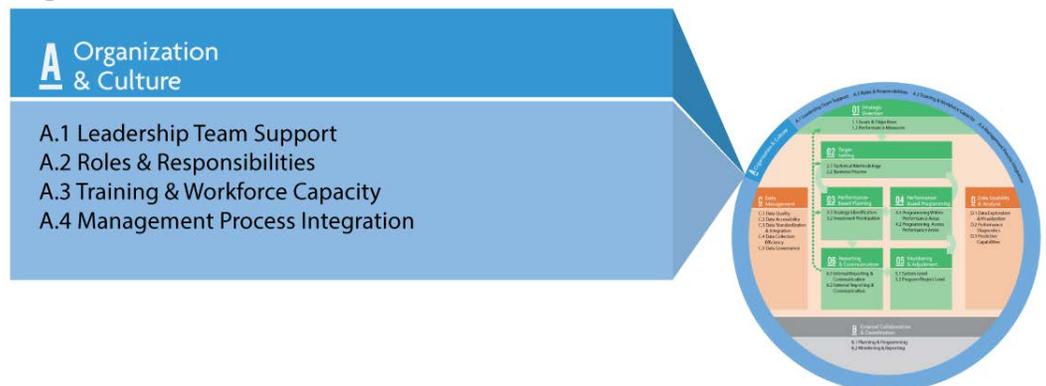
- **Leadership Team Support:** Demonstrated support by senior management and executive leadership for transportation performance management.
- **Roles and Responsibilities:** Clearly designated and resourced positions to support TPM activities. Employees are held accountable for performance results.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



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Case Study: Implementation Step A.4.2

Linking employee activities to strategic goals: WMATA

The Washington Metropolitan Area Transit Authority created Business Plans to clearly link day-to-day activities of employees to the agency’s strategic direction. Their function is outlined below:

Business Plans: Linking Day-to-Day Work to Strategic Goals



Page one of the plans describes the responsibilities of the work group, provides an overview of activities undertaken by employees in that work group, and lists accomplishments of the group from the previous calendar year. The following pages list performance measures by agency goal. For each measure, the plan includes:

| Information | Example |
|-----------------------------------|---|
| Performance target | 5% below Previous CY |
| Key actions for employees to take | Pilot test DAS lights, due to the high number of rear-end collisions where buses are being hit. Assess value of lights in reduction of such collisions. |
| The responsible office | Safety |
| Timeframe | Ongoing |
| Action owner | Employee name |
| Dependencies within agency | OMPS |

Source: Washington Metropolitan Area Transit Authority. (2013). Link Day-to-Day Work to Strategic Goals Presentation. Washington, DC.

Perspectives

“All employees need to understand how what they do impacts and affects the traveling public. It’s not just filling a pothole, it’s creating a safer environment, a better quality drive for the traveling public.”

— *Stacey Strittmatter, Texas DOT*

“We live in a world of constant change. Elections can bring in a new Governor, who in turn changes agency leadership. When you get new leadership in, it’s like you are starting the TPM cycle all over again.”

— *Christos Xenophonos, Rhode Island DOT*

“Organizational change is about communicating new expectations for how work should be done and holding people accountable for implementing those new expectations. Change only occurs when the people who are responsible for executing the day-to-day processes actually implement new procedures.”

— *NCHRP 798: The Role of Planning in a 21st Century State DOT—Supporting Strategic Decisionmaking*

Connect Online to Learn More

Visit the TPM Toolbox online to learn more about organization and culture and to take your own TPM Capability Maturity Self-Assessment: www.tpmtools.org