

# Organizational Issues in Performance Management and Transportation Asset Management – Are you Prepared?

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# Key TAM Staff

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## Jonathan Groeger, MBA

- » Amec Foster Wheeler Asset Management Lead
- » PM for 5 TAMPs (NY, LA, MN, NH, SC)
- » PM for TAM Gap Analysis (10 States)
- » Chair of TRB Committee AFD20, Pavement Monitoring and Evaluation



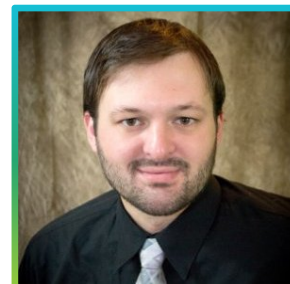
## Richard Boadi, Ph.D.

- » Lead TAM Analyst
- » Lead developer of SC TAMP
- » Supported NH TAMP
- » Expert in risk, financial planning, and whole life management



## Deepa Thandaveswara, P.E.

- » Expertise in TAM, pavements, and geotechnical
- » Co-wrote five TAM Gap Analysis reports
- » Involved in SC and NH TAMPs
- » Member of TRB Asset Management Committee



## James Bryce, Ph.D.

- » Developing the Next Generation pavement performance models for FHWA
- » Expert in decision analysis
- » Expert in pavement preservation and sustainability

# Where Should PM/TAM Reside?





# TAM and Performance Management – Why?

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## ▶ MAP-21 Definition

- ▶ Strategic and systematic process of operating, maintaining, and improving physical assets, with a focus on engineering and economic analysis based upon quality information, to identify a structured sequence of maintenance, preservation, repair, rehabilitation, and replacement actions that will achieve and sustain a desired state of good repair over the lifecycle of the assets at minimum practicable cost

## ▶ My Definition

- ▶ Make more informed decisions on resource allocation throughout the agency.
- ▶ It's a way of doing business.
- ▶ Its strategic.



# TAM is an Organizational and Cultural Issue

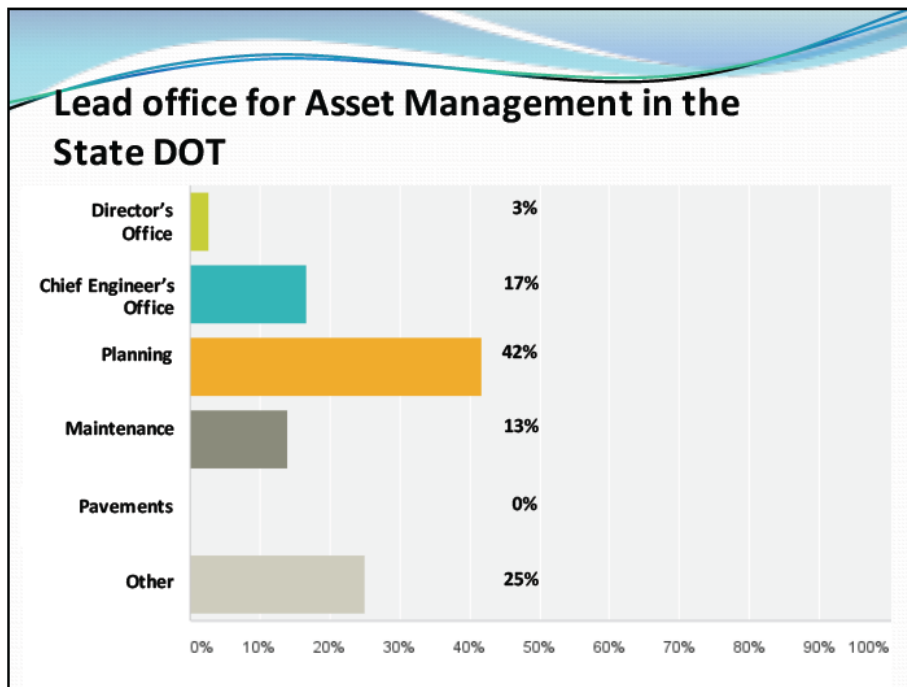
- ▶ Most of the content of TAM education focuses on the technical issues
- ▶ TAM will become a “way of doing business” only through organizational and cultural change
- ▶ Change management focuses on people and processes
- ▶ There is a need to focus on this issue





# Where is TAM Located Currently?

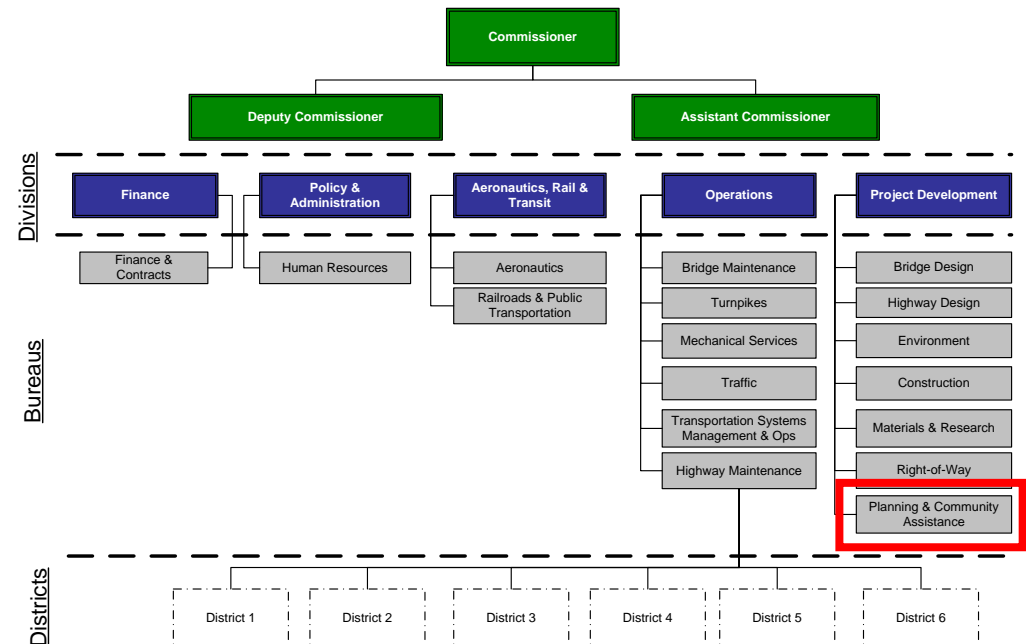
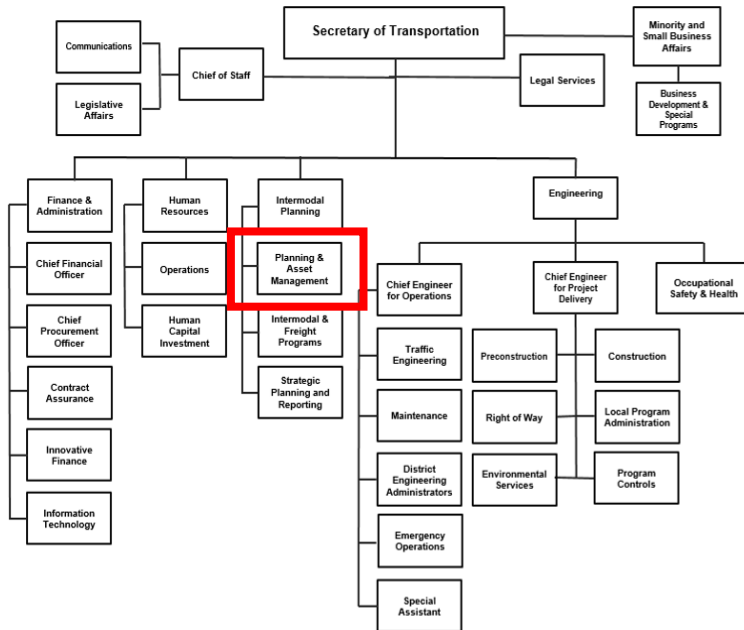
- ▶ Based on input from FHWA Division offices via survey conducted by FHWA in February 2016



- ▶ Most DOTs now have a specific office for PM/TAM
- ▶ 2013 this number was only 15% (NCHRP Synthesis 439)



# Where is TAM/PM Located Currently?

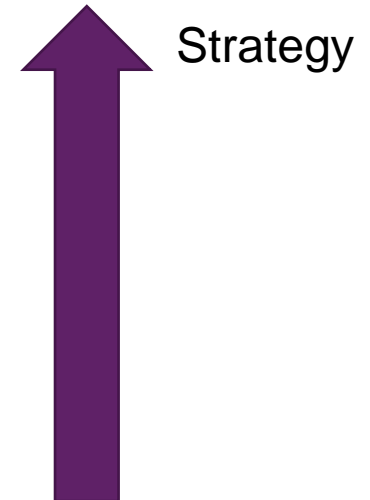
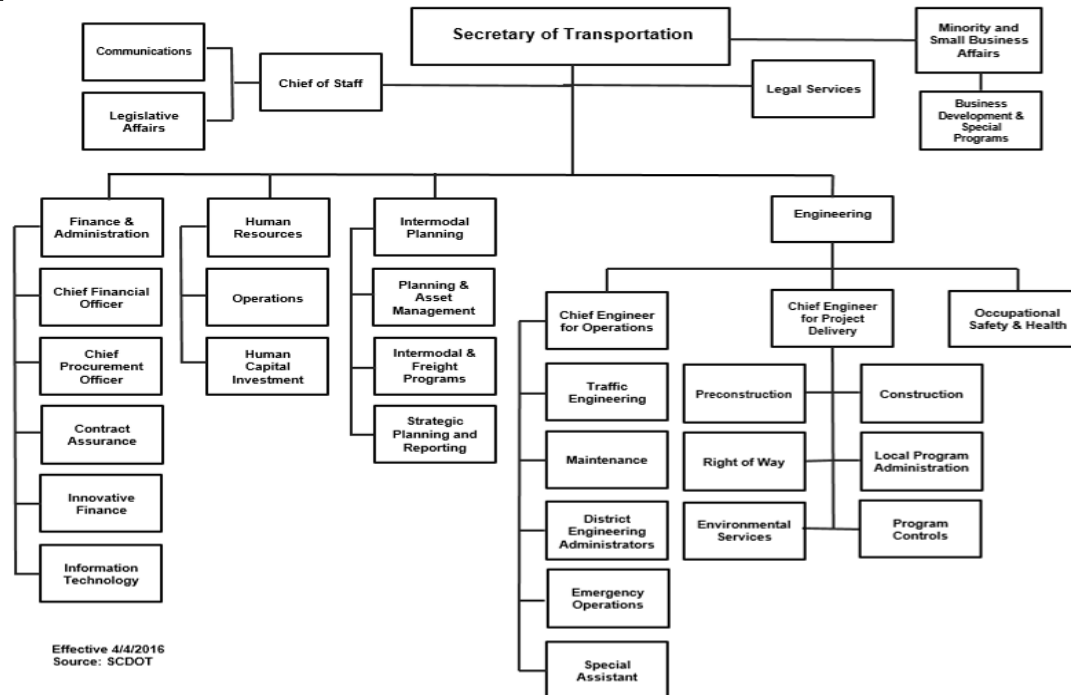






# Where Should TAM/PM Be Located?

- ▶ TAM/PM should be elevated in organization
- ▶ TAM/PM should be located in as high a level as can be attained – Executive Offices preferred



# High Performing Organizational Structures

**What Works?**





# What Works – Lessons from the GAP States

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- ▶ There is no “one size fits all” or any “best” organizational structure
  
- ▶ Dialogue with Legislature/Commission
  - ▶ Demonstrate what PM/TAM does for the Department/Agency
  - ▶ Take the show on the Road
  - ▶ Talk to anyone who will listen
  
- ▶ Direct access to Executive Director/Commissioner on a continuous basis





# What Works – Lessons from the GAP States

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## ► Executives

- ▶ Set policy
- ▶ Align resources
- ▶ Communicating the importance of effective asset management
- ▶ Monitor performance of program
- ▶ Promote cross-functional cooperation
- ▶ Promote and embrace continuous improvement
- ▶ Set targets



- ▶ Rank and file will get on board if they see a commitment to the cause



# What Works – Lessons from the GAP States

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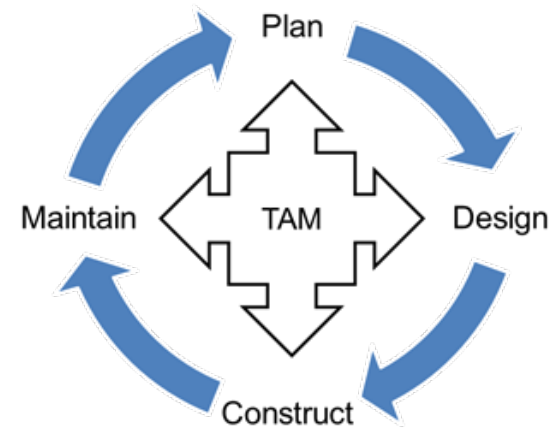
- ▶ Strong Performance Management/TAM Engineer
  - ▶ Provides Leadership
  - ▶ Must be able to “boundary span”
  - ▶ Must be high enough up in organization to effect change
  - ▶ Knows the organization inside and out
  - ▶ Must be a mentor, teacher, cajoler all in one
  - ▶ No collateral duties!
  
- ▶ A key to success mentioned by almost all States
  
- ▶ Special individual – training does not exist for all these attributes





# Keys to Success

- ▶ Have a Strong Governance Structure
  - ▶ Integrated team
  - ▶ Representatives from entire life cycle
  - ▶ Meet regularly
  - ▶ All members should have a job to do when the meeting is over - engagement
  
- ▶ Set Clear Policies - lets people know there is Executive level direction
  
- ▶ Set Clear Goals - lets people know what is expected of them
  
- ▶ Set Clear Targets - lets people know what the end goal is
  
- ▶ Once people know what is expected of them they react in a positive manner



# How to Maintain Momentum

## Managing Change





# Sustaining Asset Management

## ▶ Three things you have to know

- ▶ What you are going to do?
- ▶ Who is going to do it?
- ▶ When is going to get done?

## ▶ Five documents you need to get there

- ▶ Strategic Plan/Implementation Plan
- ▶ Governance Structure
- ▶ Succession Plan
- ▶ Communication Plan
- ▶ Training Plan







# Strategic Plan/Implementation Plan

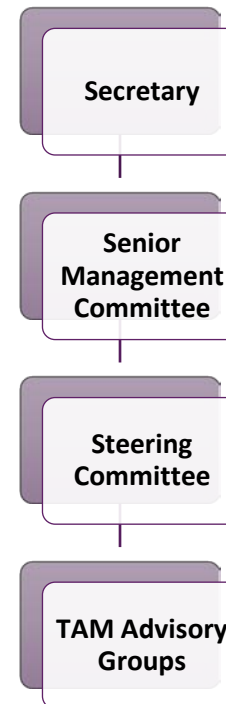
- ▶ Introduction
- ▶ TAM State of the Practice
  - ▶ What makes good TAM practice
  - ▶ What does good practice look like
- ▶ TAM in Your DOT
  - ▶ Gap analysis
  - ▶ Current TAM practice
  - ▶ TAM strengths
  - ▶ TAM OFIs
- ▶ TAM Mission and Goals
- ▶ TAM Implementation Plan
  - ▶ Detailed action plan
  - ▶ Short and long-term goals

TAM Focus Area	Current Maturity
Inventory and Condition	3
Asset Management Objectives and Measures	2
Asset Performance and Gap Identification	2
Whole life Cost Considerations	1-2
Risk Management	2
Financial Planning	2
Investment Strategies	2



# Governance Structure

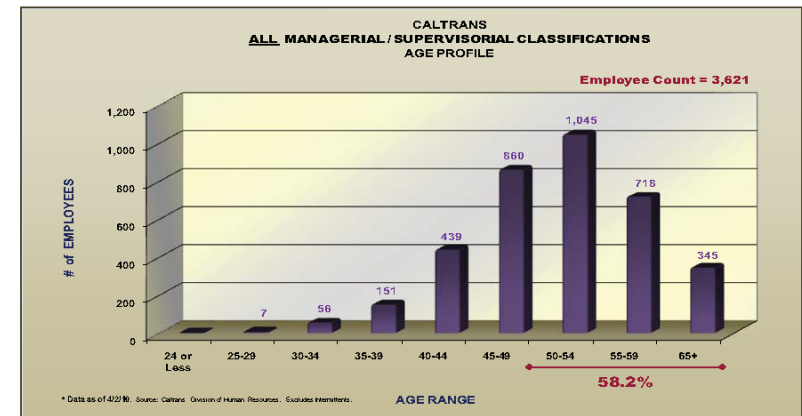
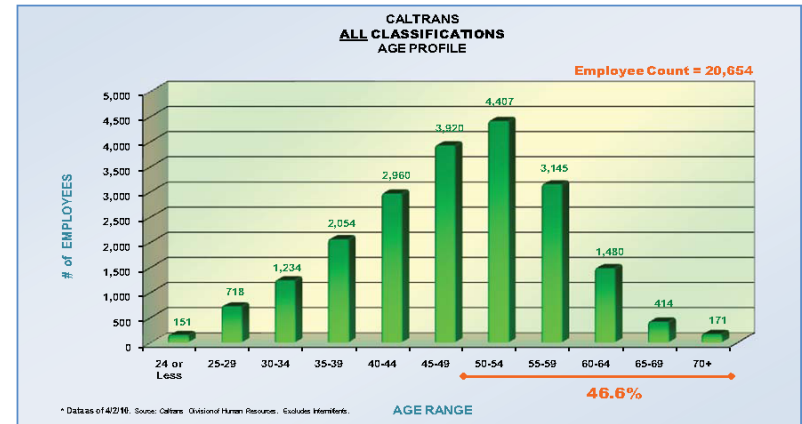
- ▶ Should be a Simple Document
  
- ▶ Minimum Contents
  - ▶ Introduction
  - ▶ Location of TAM Coordination
  - ▶ TAM Governance
  - ▶ TAMP Governance
  
- ▶ Each Team will Establish a Charter
  - ▶ Leadership
  - ▶ Membership
  - ▶ Mission
  - ▶ Responsibilities
  - ▶ Decision Authority
  
- ▶ Important to Include this in TAMP!





# Succession Plan

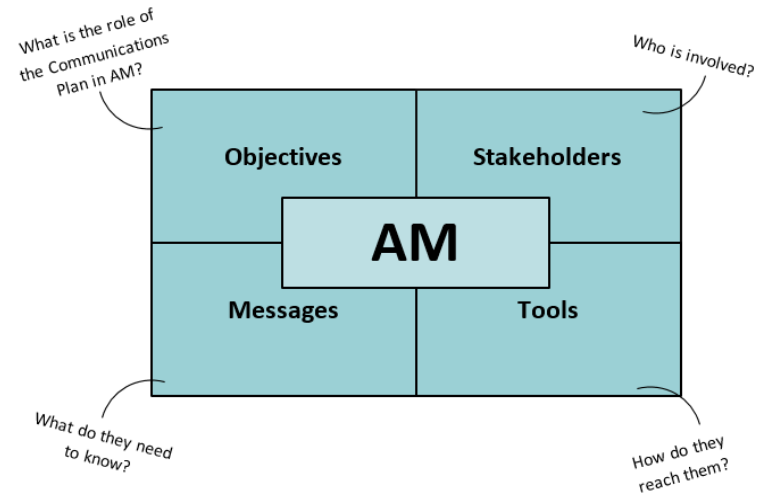
- ▶ 50% of DOT employees can retire in five years!
- ▶ DOT staff don't stay with the agency forever anymore
- ▶ DOT employees change jobs quickly
- ▶ A DOT responsibility, not really a TAM function
- ▶ Imperative that we have knowledge transfer
- ▶ Key change management strategy for maintaining momentum





# Communication Plan

- ▶ Objectives
- ▶ Key Stakeholders
  - ▶ Internal
  - ▶ External
- ▶ Key TAM Messages
  - ▶ Basic Message – the one thing
  - ▶ Critical Message
- ▶ Communication Tools
  - ▶ Documents
  - ▶ Channels
  - ▶ Schedule





# Training Plan

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## ► Keys

- ▶ Who are the key stakeholders?
- ▶ What types of training are required?
- ▶ Frequency of training required
- ▶ What topics and channels should be used?
- ▶ What has worked for you and what hasn't?

## ► Contents

- ▶ Training Needs
  - ▶ Who Needs Training?
  - ▶ What Are the Key Training Topics?
- ▶ Training Program
  - ▶ Training Principles
  - ▶ Training Methodology
  - ▶ Training Topics
- ▶ Responsibility
- ▶ Relation to Communication Plan
- ▶ TAM Training Matrix



# Thank You

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