

## Culture Guidance

✓ LEVEL 1 TO LEVEL 2

### Why Culture is Important

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Culture is the combination of values, assumptions, knowledge and expectations of the agency in the context of its institutional and operating context, and expressed in its accepted mission and related activities.

### Improvement Target

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From	Value of TSM&O not widely understood beyond champions (L1)
To	Agency-wide appreciation of the value and role of TSM&O (L2)
By	Developing business case for TSM&O and continuous improvement of operations performance

### Key Sub-dimensions

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- [Business Case](#)
- [Leadership/Championship](#)
- [Outreach](#)
- [Program Status/Authorities](#)

## Business Case Action Plan (L1 to L2)

### Strategy Summary

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Provide technical justification of TSM&O regarding customer service-related performance

### Key Actions

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- A Develop the business case for TSM&O relative to the jurisdiction
  - B Identify relevant TSM&O state-of-practice in peer states with examples
  - C Develop strategy to familiarize leadership and staff with TSM&O
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### ACTIONS

Action A: Develop the business case for TSM&O relative to the jurisdiction

Rationale: TSM&O can play a unique role in agency mission and program but its characteristics and potential are not widely understood without explicit recognition and discussion.

**A.1** Identify staff champion, representative cross-disciplinary group, and process to develop the business case for TSM&O.

**A.2** Prepare written material for circulation that defines the business case for TSM&O (including relationships to ITS) and identifies the unique role of TSM&O within the overall agency program in achievement of mobility/safety/ livability/sustainability and other customer service attributes and performance measures, including recognition of impact and fiscal limits and potential of competing strategies, such as new capacity. Consider its unique potential regarding the management of both recurring (peak) and non-recurring congestion, as well as the provision of system status information for customers. Include both urban and rural considerations. Identify the role of TSM&O to supplement/postpone capacity requirements. Review the relationship between routine incident management and agency support functions for major emergency management. Include the relationship to current formal agency goals and objectives as expressed in policy and plans and discussion of implications for agency policy, program, staffing, organization, and relationships. Identify the key stakeholders in improved TSM&O.

**A.3** Develop benefit-cost analysis for typical TSM&O projects drawing on both national peer examples and state-specific examples using available data. Organize in a format for both internal use in comparing investments and external use in making the business case.

**A.4** Identify importance of working with DOT partners (public safety, local government and private sector) to develop common understanding of the business case in developing/improving major incident and emergency response capability (including National Incident Management System [NIMS]) and the relationship—organizational, procedural and technological—between day-to-day incident management and major emergency response.

Responsibility and Relationships: Business case development needs to be sponsored by top management, including directing the appropriate involvement and handling of dialogue and products. A staff champion/task leader is needed with a supporting working group.

Action B: Identify relevant TSM&O state-of-practice in peer states with examples

Rationale: Consideration should be given to the approach taken by peer states and their experience.

**B.1** Review material on state-of-the-practice within the state and regions on the complete range of TSM&O strategies. Compare the deployment and activities with appropriate peer states to consider program completeness, direction, and the comparable performance/service contributions, including potential benefits and costs, as available from federal and association sources. In particular, highlight successes as the points of departure for future improvements.

**B.2** Conduct interchange with peer states and prepare analysis of their rationale, program, and program development history in terms of its relevance to the agency; review relevant success stories in peer states; and prepare material for internal circulation.

Responsibility and Relationships: Business case development needs to be sponsored by top management, including directing the appropriate involvement and handling of dialogue and products. A staff champion/task leader is needed with a supporting working group.

Action C: Develop strategy to familiarize leadership and staff with TSM&O

Rationale: Advancing the scope and effectiveness of TSM&O requires a strong understanding of strategies, requirements, and potential on the part of policy, management, and technical leaderships, both at the central office and district/regional levels.

**C.1** Prepare brief business case document for purposes of informing decision makers, including need for TSM&O, principal strategies and related costs and benefits. Utilize the business case material to conduct familiarization activities at senior, middle, and technical levels across the agency, building on the existing agency TSM&O activities, next steps, and relevant peer examples.

**C.2** Consider utilization of national resources (conferences, courses and training) to improve technical backgrounds of key staff.

Responsibility and Relationships: Business case development needs to be sponsored by top management, including directing the appropriate involvement and handling of dialogue and products. A staff champion/task leader is needed with a supporting working group.

### Examples/References:

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- The 21<sup>st</sup> Century Operations Oriented State DOT:  
<http://ssom.transportation.org/Documents/21stCenturyStateDOT.pdf>
- Optimizing the System: <http://downloads.transportation.org/OptimizingTheSystem.pdf>
- "Systems Management and Operations: A Culture Shock," *ITE Journal*, Vol. 75, No. 5
- Twenty-First Century Leadership and Management Techniques for State DOTs:  
[ftp://ftp.mdt.mt.gov/research/LIBRARY/TFCL-1-21ST\\_LEADERSHIP-MANAGEMENT\\_TECHNIQUES-AASHTO.PDF](ftp://ftp.mdt.mt.gov/research/LIBRARY/TFCL-1-21ST_LEADERSHIP-MANAGEMENT_TECHNIQUES-AASHTO.PDF)
- Puget Sound Regional Council Benefit cost:  
[http://secure.psrc.org/assets/3158/Benefit\\_Cost\\_White\\_Paper\\_2009\\_final.pdf](http://secure.psrc.org/assets/3158/Benefit_Cost_White_Paper_2009_final.pdf)
- AASHTO Primer on performance management: [ftp://ftp.mdt.mt.gov/research/LIBRARY/PBHP-1-PERFORMANCE-BASED\\_PROGRAM\\_MGMT-AASHTO.PDF](ftp://ftp.mdt.mt.gov/research/LIBRARY/PBHP-1-PERFORMANCE-BASED_PROGRAM_MGMT-AASHTO.PDF)

## Leadership/Championship Action Plan (L1 to L2)

### Strategy Summary

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Provide technical justification of TSM&O regarding customer service-related performance

### Key Actions

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- A** Develop articulation of senior management talking points to support mandate for familiarization with business case and support of program for TSM&O within agency
- B** Identify and support potential TSM&O champions in central office and districts/regions with technical and management responsibility to develop business case/plan
- C** Capitalize on external events (emergencies/events or policy initiatives) to highlight TSM&O and adjust ongoing program development in response

### ACTIONS

Action A: Develop articulation of senior management talking points to support mandate for familiarization with business case and support of program for TSM&O within agency

Rationale: A top manager who is going to champion the development of TSM&O needs to “take ownership” and become familiar with the issues.

**A.1** Identify staff leader to develop senior executive briefing (see the [Business Case Action Plan for L1-L2](#)).

**A.2** Establish senior management working group to review business case (see the [Business Case Action Plan for L1-L2](#)).

**A.3** Develop senior management talking points to address agency staff and external stakeholders regarding the business case.

**A.4** Encourage and support analysis and discussion of relationships between agency mission, performance trends, and programs/investments, as related to current and future programs.

Responsibility and Relationships: Senior staff working groups to develop strategies, sponsored by top management—including identification of triggering events.

Action B: Identify and support potential TSM&O champions in central office and districts/regions with technical and management responsibility to develop business case/plan

Rationale: The development of the necessary strategy to improve agency TSM&O capabilities (see the six dimensions of TSM&O capability) requires staff consideration and lead.

**B.1** Identify leads and support group in both central office division and districts/regions with visible mandates/recognition and technical and management responsibility.

**B.2** Support case/plan development group with resources as necessary.

Responsibility and Relationships: Senior staff working groups to develop strategies, sponsored by top management, including identification of triggering events.

Action C: Capitalize on external events (emergencies/events or policy initiatives) to highlight TSM&O and adjust ongoing program development in response

Rationale: Major events provide the opportunity to demonstrate and/or justify the importance of improved TSM&O capabilities.

**C.1** Identify event vulnerability (major weather or emergencies, special events) and prepare TSM&O contingency plans, as well as “what we could do if we were properly equipped/organized” concepts.

**C.2** Where event occurrence makes it possible and appropriate, use the opportunity to make the case to decision-makers regarding the components of response that would benefit from more formal day-to-day TSM&O infrastructure and capabilities.

Responsibility and Relationships: Senior staff working groups to develop strategies, sponsored by top management, including identification of triggering events.

### Examples/References:

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- Developing Transportation Agency leaders:  
[http://onlinepubs.trb.org/onlinepubs/nchrp/nchrp\\_syn\\_349.pdf](http://onlinepubs.trb.org/onlinepubs/nchrp/nchrp_syn_349.pdf)
- Mission, vision and values statements:  
[http://managementhelp.org/plan\\_dec/str\\_plan/stmnts.htm](http://managementhelp.org/plan_dec/str_plan/stmnts.htm)

## Outreach Action Plan (L1 to L2)

### Strategy Summary

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Introduce value and concepts regarding TSM&O to external stakeholders and general public

### Key Actions

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- A Capitalize on external events to highlight TSM&O importance in external communications
- B Identify and clarify in routine and special communications the current role of ITS and its value in providing traveler information and system performance information to customers
- C Present business case to partner agencies for TSM&O, based on customer service attributes and performance measures, for consensus strategy development regarding roles and activities

### ACTIONS

Action A: Capitalize on external events to highlight TSM&O importance in external communications

Rationale: A major event (disruption, emergency, incident, etc.) offers the opportunity to demonstrate the value of responsive TSM&O to external audiences who may not be aware of the current or potential value.

**A.1** Prior to events, prepare general background template for educational material (press release, memo to decision-makers, other key stakeholders) for use in conjunction with specific incident/emergency report.

**A.2** At time of event, prepare description of agency (and partner) response with emphasis on value of agency pre-preparations. In some cases, a discussion of what additional investments/measures might improve response may be appropriate.

**A.3** Utilize incident response briefing as opportunity to make the case for the relationship between major incident responsiveness and routine preparedness, and the relevance of additional resources, procedures, relationships, etc., as appropriate.

Responsibility and Relationships: Senior staff working groups sponsored by top management. A staff leader/manager for the effort will be required.

Action B: Identify and clarify in routine and special communications the current role of ITS and its value in providing traveler information and system performance information to customers

Rationale: The provision of traveler information (by a range of media) provides an opportunity to highlight real-time customer service being provided by the agency and the importance of ITS and TSM&O activities to the public.

**B.1** As per the Performance Measurement Dimension, develop information in a form of direct use to travelers with emphasis on travel time and delay, congestion, major incident and weather notification, alternative routings, etc.

**B.2** Provide the information in a “branded” format—with catchy name and agency logo—that associates the information with the agency.

**B.3** Work with agency leadership and public affairs to fully represent TSM&O in all agency communications, including visibility on agency website and social media activities.

**B.4** Utilize the full range of media: conventional roadside, web-based and 511 options, as well as social media (Twitter, Facebook, and other mobile applications).

Responsibility and Relationships: Senior staff working groups sponsored by top management. A staff leader/manager for the effort will be required.

Action C: Present business case to partner agencies for TSM&O, based on customer service attributes and performance measures, for consensus strategy development regarding roles and activities

Rationale: Key partners of transportation agencies in the delivery of TSM&O (public safety agencies, local governments, MPOs, contractors) have other priorities at the management level, and their level of collaboration will depend on an understanding of TSM&O as it relates to those priorities.

**C.1** Identify key decision makers and managers in partner entities with influence over agency priorities and the disposition of partner resources as targets for dialogue regarding the mutual value of operations. Include both senior and middle managers.

**C.2** Secure support from decision-maker level (state, local and regional) for discussion regarding TSM&O collaboration on the part of key managers.

**C.3** Convene meetings of key managers from stakeholder entities with mandate for an ongoing dialogue on key issues of both mutual and individual interests with appropriate agenda and working groups to explore issues. Review existing agency programs and the degree to which they are

providing quantifiable improvements (or maintenance of) customer level of service. Present and discuss the business case for TSM&O.

Responsibility and Relationships: Senior staff working groups sponsored by top management. A staff leader/manager for the effort will be required.

### Examples/References:

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- Summary of outreach techniques: <http://www.dot.state.mn.us/planning/railplan/files/PACHandout20090320.pdf>
- Florida Department of Transportation Public Involvement handbook: [http://www.dot.state.fl.us/emo/pubs/public\\_involvement/pubinvolve1.shtm](http://www.dot.state.fl.us/emo/pubs/public_involvement/pubinvolve1.shtm)
- Mainstreaming ITS (California context): <http://www.uctc.net/papers/790.pdf>
- Uses of Social Media in Public Transportation: <http://www.trb.org/main/blurbs/167067.aspx>

## Program Status/Authorities Action Plan (L1 to L2)

### Strategy Summary

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Review authorizations needed for effective agency role in TSM&O strategies

### Key Actions

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- A** Identify existing constraints (legal, administrative, interagency, institutional) to effective TSM&O strategies application and approach to resolving them
- B** Review constraints/opportunities related to improved cooperative planning and programming with local government, MPO/RTPAs, and public safety agencies and approaches to resolving them

### ACTIONS

Action A: Identify existing constraints (legal, administrative, interagency, institutional) to effective TSM&O strategies application and approach to resolving them

Rationale: Some key constraints to effective accomplishment of basic operational concepts may be embedded in law or custom.

**A.1** Review basis for customary roles and procedures of TSM&O involving interagency collaboration that impact strategy effectiveness to determine those with informal vs. formal status; work with partners to identify range of adjustments and likely leverage to improve performance. Consider areas where existing laws and authorities of customary practices may constrain the most effect execution of TSM&O strategies.

**A.2** Review key political and legal constraints including: relative authority of transportation agency in relationship to that of public safety entities regarding incident clearance; use of speed and lane use controls and other safety-related authorities; liabilities regarding diversion; and other advisories.

**A.3** Develop cooperative legal strategy to achieve modifications as appropriate.

Responsibility and Relationships: Senior staff working groups sponsored by top management including representation from agency legal staff. A staff leader/manager for the effort will be required.

Action B: Review constraints/opportunities related to planning and programming with local government, MPO/RTPAs, and public safety agencies and approaches to resolving them

Rationale: A fully effective statewide or regional TSM&O program is dependent on aligning the approaches of jurisdictions to planning, implementing, and maintaining operational collaboration.

**B.1** Review basis of customary roles and procedures in TSM&O involving interagency collaboration that impact cooperative planning, programming, and implementation to determine those with informal vs. formal status; work with partners to identify range of adjustments and likely leverage to improve performance.

**B.2** Review key political and legal constraints including relative authority of local government and regional transportation entities to engage in more aggressive support of TSM&O.

**B.3** Review legal and/or customary constraints on the sources and uses of federal, state, and local funds in conjunction with ITS capital projects and related maintenance.

**B.4** Develop collaborative strategies to achieve modifications as appropriate.

Responsibility and Relationships: Senior staff working groups sponsored by top management including representation from agency legal staff. A staff leader/manager for the effort will be required.

### Examples/References:

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- None