Culture Guidance

LEVEL 2 TO LEVEL 3

Why Culture is Important

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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<th>From</th>
<th>Agency-wide appreciation of the value and role of TSM&amp;O (L2)</th>
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<td>To</td>
<td>TSM&amp;O accepted as a formal core program (L3)</td>
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<tr>
<td>By</td>
<td>Establishing TSM&amp;O with a formal core business program status equivalent to other major programs</td>
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Key Sub-dimensions

- Business Case
- Leadership/Championship
- Outreach
- Program Status/Authorities
Business Case Action Plan (L2 to L3)

Strategy Summary

Promote understanding agency-wide regarding the implications of TSM&O on overall agency mission, strategies, and program

Key Actions

A. Develop vision of TSM&O at maximum implementation based on both current and potential state-of-the-practice

B. Circulate and discuss TSM&O business case (see L1-L2), vision, and example program development and present material for discussion at both executive and unit management level

C. Develop a business plan for TSM&O that identifies and specifies the general capabilities needed to support continuous improvement of TSM&O

ACTIONS

Action A: Develop vision of TSM&O at maximum implementation based on both current and potential state-of-the-practice

Rationale: Important justifications for the development/improvement of TSM&O related to the evolution of functionalities and related technologies, both within and external to the highway system, requiring a response or role related to the agency.

A.1 Using the Business Case Action Plan of Level 1 to Level 2, identify the case for expanding operations beyond freeways to include arterials and other modes for integrated corridors and subarea service improvements.

A.2 Identify the range of long range systems developments including connected vehicles, automated traffic management, probe-based traveler information, location-based technology and services, vehicle miles of travel fees, road pricing, and other future developments.

A.3 Relate long range developments to potentially needed infrastructure and capacities related to ITS and TSM&O and implications for TSM&O development.

Responsibility and Relationships: Business plan development needs sponsored/authorized by top management, with the implication of formal policy, program action in response.
**Action B:** Circulate and discuss TSM&O business case (see L1-L2), vision, and example program development and present material for discussion at both executive and unit management level

**Rationale:** An effective program requires gaining wide understanding across the agency of the importance of TSM&O to agency mission and relationships between TSM&O and activities of other agency units and external partners.

**B.1** Develop strategy for agency-wide familiarization with TSM&O, including material to be circulated and forms of discussion, as appropriate to managers and units within the agency.

**B.2** Develop process for identification of implications/responsibilities for all relevant agency units.

**Responsibility and Relationships:** Business plan development needs sponsored/authorized by top management, with the implication of formal policy, program action in response.

**Action C:** Develop a business plan for TSM&O that identifies and specifies the general capabilities needed to support continuous improvement of TSM&O

**Rationale:** A plan is needed as an overall framework to address the development of key agency capabilities and their staging, covering all six dimensions of capability covered in this Guide.

**C.1** Develop business plan outline for each dimension as appropriate to the self-evaluated level of capability and discuss with affected management and units.

**C.2** Develop business plan for TSM&O, including appropriate action plans for next stage of development in key dimensions with emphasis on priority capability areas (as per this Guide), including systems and technology, performance measurement, organization and workforce, and collaboration—as related to program development.

**C.3** Consider carefully the relationship between organization, plans, procedures, systems and external relationships already organized for emergency management as related to routine incident management. Review the requirements of the National Incident Management System (NIMS) for relevant points of consistency.

**C.4** Incorporate recognition of the full range of process and institutional adjustments needed to support improved capability (as per this Guide) and incorporate considerations for expanding network and modal coverage.

**C.5** Review plan with top management and secure support for next stage as appropriate, including organizational adjustments and resources as appropriate.
Responsibility and Relationships: Business plan development needs sponsored/authorized by top management, with the implication of formal policy, program action in response.

Examples/References:

- Urban Mobility Report, Texas Transportation Institute: http://mobility.tamu.edu/ums/
Leadership/Championship Action Plan (L2 to L3)

Strategy Summary

Establish visible top management commitment to TSM&O

Key Actions

A Obtain top management support for adjustments to formal agency mission/vision/objectives as embedded in agency documents

B Identify senior manager with full-time responsibility for TSM&O agency-wide and establish status vis-à-vis senior managers in central office and districts/regions

C Develop internal campaign to develop staff commitment to real-time customer-related performance as major professional agency and staff commitment

ACTIONS

Action A: Obtain top management support for adjustments to formal agency mission/vision/objectives as embedded in agency documents

Rationale: The business case and plan will indicate the need for adjustments in the formal agency policy and program, appropriate position, and commitment to TSM&O, which must be led by top management.

A.1 Review and identify modifications to revise formal agency documents regarding agency mission, vision, strategy, and performance objectives to accommodate a commitment to TSM&O.

A.2 Provide support to agency top management regarding actions that provide visible leadership in supporting agency-wide buy-in to a business model with operations service performance mission in terms of a commitment to drive strategies by measuring performance.

Responsibility and Relationships: Senior staff working groups sponsored by top management commitment to making essential changes. A staff leader/manager for the effort will be required.
**Action B:** Identify senior manager with full-time responsibility for TSM&O agency-wide and establish status vis-à-vis senior managers in central office and districts/regions

**Rationale:** Significant improvements in TSM&O capabilities require top level program level status regarding level of reporting equivalent to other major mission-related program.

**B.1** Revise organization as appropriate to develop formal program status for TSM&O. Formal status as a program is indicated by level in agency of senior fulltime operations manager compared to other programs such as construction project development and maintenance. As a new program with a distinct mission and activities and resource requirements, TSM&O should not be subordinate to other parallel functions with competing resource requirements, such as construction or maintenance simply as a matter of scale or convenience. As a distinct core program, the senior TSM&O manager should report directly to the chief operating officer.

**B.2** Identify senior manager for agency-level TSM&O program leadership. This position should evolve to a direct report to chief operating officer as part of formal program status.

**B.3** Take the lead in facilitating the establishment of career paths for operations personnel equivalent to other disciplines, clarifying opportunities for training and advancement.

**Responsibility and Relationships:** Senior staff working groups sponsored by top management commitment to making essential changes. A staff leader/manager for the effort will be required.

**Action C:** Develop internal campaign to develop staff commitment to real-time customer-related performance as major professional agency and staff commitment

**Rationale:** Significant TSM&O improvements visible to customers require a wide range of adjustments—both large and small—that cut across all units that impact real-time service—both in the office and field.

**C.1** Assemble staff-wide working group across all units (development, construction, maintenance, operations) to consider range of impacts of their activities on real-time customer service and the degree to which operational considerations can be built into other activities such as construction and maintenance.

**C.2** Prepare list of actions that impact or support systems operations (on the part of other units) and how they relate to conventional TSM&O strategies, such as opportunities to embed ITS infrastructure in construction projects, role of TSM&O in maintenance, etc.

**C.3** Input action and/or role changes into strategy development and into standard operating procedures of other units.
**Responsibility and Relationships:** Senior staff working groups sponsored by top management commitment to making essential changes. A staff leader/manager for the effort will be required.

**Examples/References:**

Outreach Action Plan (L2 to L3)

Strategy Summary
Develop publically visible linkages of performance with TSM&O

Key Actions

A  Develop outreach program to familiarize key stakeholder constituencies (freight, safety) with relevance of TSM&O
B  Develop brand message and delivery strategy
C  Maximize exposure of TSM&O program and benefits utilizing full range of social media
D  Establish mechanism for two-way communication and feedback with public and key system users regarding TSM&O

ACTIONS

Action A: Develop outreach program to familiarize key stakeholder constituencies (freight, safety) with relevance of TSM&O

Rationale: Any significant changes in agency policy need to be "sold" to decision-makers and external stakeholders.

A.1 Present to decision-makers (commissioners, legislators, etc., as appropriate) justification for needed changes utilizing business case and business plan, as well as draft mission/vision/objectives material prepared.

A.2 Present to key external stakeholders (public safety leadership, MPO and local government leadership, key commercial interests, as appropriate) a depiction of their stakes in reduced delays, improved system reliability, traveler information and security as justification for needed changes utilizing business case and business plan, as well as draft mission/vision/objectives material prepared. Focus on stakeholders with interest in reliable travel, including shippers, trucking and distribution, businesses with time sensitive operations and land/facility developers for whom reliable travel may have market value. Explain the role of TSM&O in an agency program and the relationship to stakeholder objectives.

Responsibility and Relationships: Senior staff working groups sponsored by top management. A staff leader/manager for the effort will be required.
**Action B: Develop brand message and delivery strategy**

**Rationale:** Because many TSM&O strategies are drawn from traditional DOT functions, it is important to communicate that TSM&O is "something different" that needs to be recognized as a separate function and respond directly to customer needs.

B.1 Identify and articulate the “brand promise” in terms of core messages regarding the relationships of TSM&O to customers/audiences (travelers, shippers), services (traffic/incident management information, etc) and desired outcomes (minimizing delay, improving reliability, safety).

B.2 Identify opportunities to deliver the messages, including both formally scheduled opportunities and event-related opportunities (post weather, crash, special events).

B.3 Develop procedures to deliver messages, working with public relations and communications staff.

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

**Action C: Maximize exposure of TSM&O program and benefits utilizing full range of social media**

**Rationale:** The range of stakeholder audiences utilizes a broad range of media for initial exposure to programs as well as to obtain information and maintain contact.

C.1 Identify the most effective social media tool by target audience including links to agency websites, topical websites, Twitter, Facebook, LinkedIn, RSS feeds and other mobile applications.

C.2 Tailor messages to the structure and style of specific media.

C.3 Test media effectiveness with appropriate audiences via feedback mechanisms.

C.4 Develop outreach program approach and coordinate with agency public relations and communications staff.

**Responsibility and Relationships:** Senior staff working groups sponsored by top management. A staff leader/manager for the effort will be required.
**Action D:** Establish mechanism for two-way communication and feedback with public and key system users regarding TSM&O

**Rationale:** Customer input can play an important role in ensuring TSM&O is related to customers own perceptions of their needs and in creating a dialogue with the public, and can build credibility/support for agency program in general.

**D.1** Identify range of mechanisms for customer feedback and input including: user survey, safety service patrol hand-out/mail back cards, websites, Facebook, Twitter, dialogue through newspaper and TV, and call-in “hot lines.”

**D.2** Implement selected operational modifications as reasonable and notify public of changes, response, and/or clarification of approach via media, recognizing that selected approaches must demonstrate responsiveness and be sustainable.

**D.3** Develop mechanism to demonstrated responsiveness to customer input, such as public versions of TSM&O analyses and statistics, quarterly and annual reports, and regular media updates.

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

**Examples/References:**

- Outreach materials on NTIMC website: [http://ntimc.transportation.org/Pages/MaterialsandResources.aspx](http://ntimc.transportation.org/Pages/MaterialsandResources.aspx)
Program Status/Authorities Action Plan (L2 to L3)

Strategy Summary

Establish formal program status for full effectiveness

Key Actions

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<td><strong>A</strong></td>
<td>Review existing TSM&amp;O activities in terms of status and formal agency program</td>
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<tr>
<td><strong>B</strong></td>
<td>Identify existing constraints (legal, administrative, interagency) to full formal program status for TSM&amp;O</td>
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**ACTIONS**

**Action A:** Review existing TSM&O activities in terms of status and formal agency program

**Rationale:** The critical relationship of TSM&O to a transportation agency’s mobility and safety mission indicates the need for its inclusion as a formal and distinct element in the features that distinguish top level programs such as explicit inclusion in policy, strategies, programming, budgeting and organization.

**B.1** Identify the key features that characterize the status and expressions of the agency’s legacy formal programs such as new capacity construction, maintenance and safety – and compare with TSM&O regarding its comparable representation.

**B.2** Develop strategy for incorporating TSM&O as top level program in terms of explicit inclusion in mission, vision, goals, policy, strategies, performance measures, planning process, budgeting and programming, organizational structure and staffing.

**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: Identify existing constraints (legal, administrative, interagency) to full formal program status for TSM&O

Rationale: Some key constraints to establishing TSM&O with formal program status may require legislative action or clarification.

3.1 Review key legal constraints including: statutory authority regarding mission and purpose; network ownership and/or responsibilities; use of state funds for TSM&O purposes and budget categories (capital, staffing, maintenance); relative authority of transportation agency; law enforcement and emergency response; and other features that impact establishing TSM&O as a formal, budgeted top level program.

3.2 Develop legal strategy to achieve modifications as appropriate to achieve formal program status, including support from top level of jurisdiction administration.

3.3 Implement strategy.

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: