**Charter of the Committee on Performance-Based Management**

November XX, 2019

**Name**

The name of this committee shall be the American Association of State Highway and Transportation Officials (AASHTO) Committee on Performance-Based Management*.*

**Purpose**

Performance management is the process of accountability and effectiveness that is measured against established goals or targets. Performance management helps guide State Transportation Agency’s (STA) in critical decision making from planning through systems operations, including the agency’s own organizational performance. The Committee on Performance-Based Management addresses all aspects of performance management including asset, organizational, risk, and system mobility and emerging technologies[[1]](#footnote-1) as it relates to federal regulations, current industry practices, and new approaches and concepts. The Committee on Performance-Based Management is dedicated to providing STAs the expertise and resources to support and help enhance performance and data-driven management practices and decision making and to create a results-driven environment that will promote organizational and system excellence. The Committee on Performance Based-Management will provide and communicate technical services and information; develop policy guidance and recommendations; facilitate communication practices; and support the professional development and capacity building of its members and others.

**Membership**

Member Departments may nominate one voting representative and up to two additional non-voting representatives to the parent Committee on Performance-Based Management.

**Committee Structure**

The committee shall be structured in a way to do the following:

1. Focus on how organizations make strategic decisions to deliver the transportation program to the public by examining how transportation organizations link these strategies with work systems and key processes and align resources to:
   1. improve project and program delivery;
   2. demonstrate progress toward desired performance targets such as safety, system capacity, system mobility, congestion/freight movement, physical assets and other areas for all modes; and
   3. deploy management strategies.
2. Support STAs in how they improve the state of the practice in the deployment and use of asset, organizational, and risk management tools, data collection, analysis techniques, and methods to assist in delivering a robust surface transportation system.
3. Assess the use of measurement and assessment to facilitate communication that increases transparency, accountability and enhances results.
4. Support members through the development of comparative information about organizational and systems management practices in established and emerging areas to facilitate shared learning and improve performance.
5. Explore national and international trends, successful practices, and research related to performance-based management in order to support the Board of Directors in influencing the development of federal policy, programs, regulations, and guidance.
6. Provide information and recommendations of how agencies best organize themselves and current performance management best practices (e.g., ISO, Lean, Six Sigma, etc.).

**Officers**

The officers of the Committee on Performance-Based Management shall be a chair and vice chair(s). The chair and vice chair terms of office shall be for a two-calendar-year period, which terminates at the end of the first Committee on Performance-Based Management annual meeting after their term has lapsed, or two years from appointment if the Committee on Performance-Based Management does not meet annually. Committee chairs and vice chairs may be appointed to succeed themselves for additional two-year terms.

* *Chair*—The Committee on Performance-Based Management chair will ensure that the committee functions properly, that there is full participation during meetings, that all relevant matters are discussed and that effective decisions are made and carried out.
* *Vice-Chair*— The vice-chair will serve as a replacement, presiding over meetings when the chair is unable to attend. All of the chair's powers can be delegated to the vice-chair. The vice-chair shall serve as the chair of the committee steering committee. The vice- chair should have a strong background in performance management and play a significant role in a performance management program within their agency

**Steering Committee**

A Steering Committee will be established that is led by the committee chair. The committee chair may appoint the vice-chair to lead the Steering Committee as needed. The role of the Steering Committee will be to:

* Ensure the general management of committee business;
* Address strategic and emerging issues within the committee scope;
* Determine when and where the committee will meet including AASHTO meetings and/or an annual meeting site; and
* Work collaboratively with the Association staff to undertake Committee activities in a way that helps achieve the goals of the Association Strategic Plan and that fosters Committee collaboration with the Association Forum, Councils and Committees.

The Steering Committee will consist of the Chair, Vice-Chair, a Committee Secretary (appointed by the Chair), Technical Subcommittee Leadership, Work Group Leadership, and up to four other at-large members from the Committee to ensure regional representation. The Chairs of relevant Transportation Research Board committees (e.g., Performance Measurement, Asset Management, Organizational Management) as well as a representative from FHWA shall be *ex officio* members and may serve on the Steering Committee with approval of the Chair. The Steering Committee members will serve so long as they are serving as chair of a subcommittee or task force; or are a committee member serving as a regional representative.

**Subcommittees and Work Groups**

A subcommittee may be established by the chair of this committee, with approval from the Strategic Management Committee. A subcommittee is a permanent subdivision charged with a specific field or topic within that committee’s purview.

The Committee on Performance-Based Management will include four technical subcommittees and three work groups. The technical subcommittees will address asset management, organizational management, risk management, and system mobility and emergining technologies. The work groups will address research, professional development, and policy and rulemaking.

* ***Technical Subcommittees*** 
  + *Asset Management*—Asset management is a strategic and systematic process of operating, maintaining, upgrading, and expanding physical assets effectively throughout their lifecycle. It focuses on business and engineering practices for resource allocation and utilization, with the objective of better decision making based upon quality information and well-defined objectives. The focus of the subcommittee is on the development, implementation, and use of asset management principles related to the condition and performance of physical assets and its effect on the performance of the multimodal transportation system in order to optimize the condition of an agency’s assets given available resources.
  + *Organizational Management***—**Organizational management is the process of organizing, planning, leading and optimizing resources within an agency with the overall aim of achieving its goals and objectives. The concept of organizational management is based on the idea that there is a correlation between an agency’s capabilities in people, operations and agency strategies to successfully implement their goals and objectives. The focus of this subcommittee is on the development and implementation of organizational performance management processes, measures, improvement frameworks and strategies, in order to optimize the efficiency and effectiveness of an agency.
  + *Risk Management*—Risk is the positive or negative effects of uncertainty or variability on agency objectives. Risk management is the cultures, processes, and structures that are directed toward the effective management of potential risks. The focus of this subcommittee is on the development, implementation, and use of tools, methods, and strategies by a STA in order to take advantage of opportunities and mitigate potential threats.
  + *System Mobility and Emerging Technologies (joint subcommittee with the Committee on Transportation System Operations)*— Mobility is transforming as new technologies disrupt traditional ways people and goods move throughout our transportation systems. While the many new technologies and modes bring more convenience and efficiency to the users and to local and national economies, they also create new problems, needs, and challenges that state DOTs as Infrastructure Owners and Operators must address as decision makers. The focus of this subcommittee is to serve as the central forum to share information on how state DOTs are managing system operation and system mobility in order to achieve system performance goals. The subcommittee will explore system operation and system mobility performance results and related metrics, performance communication, and data management and analytical tools.
* **Work Groups**—The work groups serve in a coordinating function for the committee on the three topics below. A work group may consist of an individual or group of people, as determined by the Committee Chair. If a group is necessary, the leadership of each work group will include a chair and vice chair who coordinate the work of the following three functional areas among committee and subcommittee membership.
  + *Research***—**Responsible for identifying priority performance management-related research and for disseminating and implementing research results.
  + *Professional Development*—Responsible for promoting performance management professional development and capacity-building opportunities among STAs including hosting, promoting and disseminating information on performance management-related tools, methods and analysis frameworks.
  + *Policy and Rulemaking*—Responsible for reviewing and recommending national-level policies that relate to performance-based management.
  + .
* The Committee Chair will appoint leaderhip for each subcommittee and work group which may consist of a chair and vice chair or co-chairs. The leadership of each subcommittee should appoint a subcommittee secretary, though this is not required. The secretary will be considered a member of the subcommittee or work group leadership team. Subcommittee leadership will report to the Committee Chair on progress and on other matters associated with the successful completion of the subcommittee's work. Subcommittee leadership shall be members of the parent committee to which they report. Subcommittee leadership will serve in these positions so long as they are members of the committee and wish to serve.
* Membership on the subcommittees and work groups may consist of the following:
  1. One of the three committee members from each Member Department.
  2. Any STA employee representing a Member Department that is selected by the voting member of the committee.
  3. An official from a federal agency (e.g., FHWA, FTA, etc.) that will serve as a liaison for that federal agency. This person must be approved by the Committee Chair.
  4. A member and/or staff person(s) from a sister organization to AASHTO (e.g., TRB, AMPO, NARC, APTA, etc.) that will serve as a liaison for that organization as deemed appropriate by its chair. This person must be approved by the Committee Chair.
  5. A person(s) from an academic institution or private company that will serve as a knowledge resource given the work of the Subcommittee and Work Group as deemed appropriate by its chair. This person must be approved by the Committee Chair.
  6. No person identified as a member under sub-bullets 3, 4, or 5 above will be considered a voting member of the Subcommittee and Work Group.
* The subcommittees and work groups will interact with the AASHTO Transportation Policy Forums, Councils and Committees, and other organizations, as appropriate, to foster performance-based management approaches to transportation research, professional development, policy development and technical support of decision making.

**Task Forces**

A task force may be established by a committee chair as a temporary, “ad hoc” group to address a specific short-term, priority task or activity. The committee chair shall advise the Strategic Management Committee of the establishment of any task force.

* No task forces have been identified.

**Community of Practice**

A community of practice may be established by a committee chair to address a specific discipline or topic. Communities of practice may consist of participants from one or multiple committees, and may include other appropriate stakeholders. The committee chair shall advise the Strategic Management Committee of the establishment of any community of practice.

* No communities of practice have been identified.

**Reporting**

TheCommittee on Performance-Based Management will report to the Board of Directors, except that:

* All policy and multimodal matters will be reported to the Transportation Policy Forum and then to the Board of Directors, and
* Technical standards and other technical documents developed and balloted by appropriate Committees will progress to the appropriate Council for balloting, as determined/routed by the Transportation Policy Forum (TPF) Steering Committee.

**Meetings**

**Committee Meetings**

The Committee on Performance-Based Management and its subcommittees will organize and plan the following meetings:

* *Annual Meeting*—The steering committee will determine the date and location of an annual meeting of the committee to take place generally after the AASHTO Spring meeting and prior to the AASHTO Annual meeting. The steering committee will determine how it will meet in terms of co-location or joint with other relevant AASHTO committees or other groups.
* *AASHTO Washington Briefing, Spring Meeting and Annual Meeting*—The steering committee will determine whether or not the committee and/or its subcommittees will meet during the three primary AASHTO meetings.
* *Subcommittee and Work Group Meetings*—Individual subcommittees and work groups may decide to meet separately from the committee during its annual meeting or three primary AASHTO meetings if they determine it to be valuable to its members. Subcommittee and work group leadership must get the concurrence of the committee chair.
* *Conference Calls and Webinars*—The committee, steering committee, and subcommittees, and work groups will hold regularly scheduled conference calls and webinars in order to conduct the business of the committee. A schedule of dates, times, and locations will be made available to members.

**Voting**

Representation by a majority of all Member Departments, exclusive of the U.S. Department of Transportation, shall constitute a quorum to initiate and to transact general business. A majority vote of those members present, exclusive of the U.S. Department of Transportation, on matters of general business shall be considered binding on the committee. For adoption of a draft policy or technical document, a two-thirds favorable vote of all Member Departments, exclusive of the U.S. Department of Transportation, is required for approval, prior to being considered by other appropriate groups within AASHTO.

In the event that the voting committee member is unable to serve, each Member Department may designate, by electronic notification or letter to the AASHTO committee staff liaison, prior to each committee meeting, the individual who shall serve as the Member Department's representative on the committee.

**Strategic Plan, Annual Achievements Document, and Annual Work Plan**

The committee shall establish a strategic plan and a work plan to help guide committee activities. The strategic plan shall be consistent with the AASHTO goals and objectives as outlined in the Association’s strategic plan. At a minimum, the committee’s strategic plan will be reviewed and updated as needed when AASHTO completes a new strategic plan.

The committee will maintain, at a minimum, a one year work plan that describes the activities that will be implemented, the individual(s) or subgroups overseeing implementation, and a schedule for completion. The work plan shall be submitted to the Strategic Management Committee prior to the AASHTO annual meeting each year.

Annual accomplishment reports shall highlight the accomplishments of the committee since the last AASHTO annual meeting, and shall be submitted to the Board of Directors and the Strategic Management Committee prior to the AASHTO annual meeting each year.

**Ethics**

All meetings of the committee and its steering committee, subcommittee(s), task force(s), and technical committee(s) will be conducted in accordance with the AASHTO policies governing conflicts of interest.

**Amendments**

The Committee on Performance-Based Management charter may be amended by a two-thirds affirmative vote of the committee membership and then a two-thirds affirmative vote by the Board of Directors.

1. The reference to emerging technologies is focused on the long-term implications of how those technologies will enable a state DOT to achieve a desired performance outcome. It is not intended to address the research and development of those technologies nor how they are used to manage and operate the transportation system on a daily basis. [↑](#footnote-ref-1)