



AASHTO Organizational Management Sub-Committee Focus Survey

Summary of Responses

CPBM Annual Meeting, Sept 11-14, 2023

Denver, Colorado

AASHTO Organizational Management Sub-Committee (OM)

- Sub-Committee of the
 - *Committee on Performance- Based Management (CPBM)*
- Chair – Gary Vansuch, Colorado ODT
 - Co-Chair – Gehan Elsayed, West Virginia DOT
 - Co-Chair – David Putz, Iowa DOT

AASHTO Organizational Management Sub-Committee (OM)

OM's Current Primary Goals:

- *Assist agencies to achieve strategic goals and improve performance in the most effective and efficient way.*
- *Examine and share effective organizational models, leadership structures and competencies used to monitor, respond to and implement organizational improvement.*
- *Provide agencies with best practices in the application of process/quality improvement tools and methodologies*

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- **PURPOSE:** Gather feedback from CPBM members
- Focused on three goals (previously listed)
 - Respondents ask:
 - Issues impacting agencies' ability to be successful
 - What should be explored and shared to help address issues
 - Good examples from their state that should be shared
 - Good examples from others that should be shared
- Also asked for thoughts on pressing issues

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- Distributed by AASHTO staff (THANK YOU!!!)
- A total of 15 responses
 - Associations and comments captured
- Results and comments in distributed material
- Presentation a brief summary

GOAL 1: Assist agencies to achieve strategic goals and improve performance in the most effective and efficient way

ISSUES

- **Workforce** - Staffing issues impacting delivery of work, knowledge, ability to adapt
- **Politics** - Abrupt political change negatively impacting ability to set and meet goals & leaderships willingness to engage
- **Resources** - Resources often spread too thin to cover, agencies often pulled into tangential work due to being “viewed” as having resources
- **Improved Management Practices** – “Management” needed: change, performance, process, knowledge, asset, enterprise risk

GOAL 1: Assist agencies to achieve strategic goals and improve performance in the most effective and efficient way

WHAT TO SHARE

- **Performance Practices (Need)**
 - Ability to set clear goals and priorities,
 - A broader view of performance (beyond pavement),
 - “How-To’s” (project delivery, strategic decisions, goal setting)
- **Agencies of Note**
 - California, Utah, Minnesota, Washington, Texas
- **Practices**
 - Communications, use of goals and performance mgt practices

GOAL 2: *Examine and share effective organizational models, leadership structures and competencies used to monitor, respond to and implement organizational improvement.*

ISSUES

- **Politics** – Constantly changing political will/winds negatively impacting ability to set direction, focus, governance
- **Leadership** – Lack of awareness/knowledge of options and approached, lack of ability/willingness to commit
- **Tradition** – Hierarchical structures, govt risk aversion, cultures, and inertia – severely limit efforts to improve

GOAL 2: *Examine and share effective organizational models, leadership structures and competencies used to monitor, respond to and implement organizational improvement.*

WHAT TO SHARE

- **Sharing**

- Highlight good examples
- Peer exchanges

- **Practices**

- Vermont's certified public manager program
- ADOT's Transportation Leadership Institute
- NDOT's approach to continuous improvement
- other tools/processes

GOAL 3: Prove agencies with best practices in the application of process/quality improvement tools and methodologies

ISSUES

- **Traditions** – Related to structure, practice, and culture
- **Politics** – Impact of politics on short-term vs longer-term thinking and planning
- **Immediate Need** – Focus on day-to-day responsibilities and reactive work – impacting resources to commit
- **Leadership** – Raising leadership’s understanding for need and willingness to commit to setting clear priorities
- **Getting Things to Move** – Difficulty in “breaking the dam” or “winning the argument” in regard to impacts and benefits

GOAL 3: Prove agencies with best practices in the application of process/quality improvement tools and methodologies

WHAT TO SHARE

- **Agencies of Note**

- Connecticut DOT
- Nebraska DOT
- Colorado DOT
- Arizona DOT
- Utah DOT

All agencies with experiences and/or practices of potential interest

We would like to ask you thoughts on the areas that are most pressing for organizations as they work to improve

MOST PRESSING

THE NEED TO INVEST IN ORGANIZATIONS!

- **Skill Development** – Awareness and clarity regarding role, data, process (awareness and improvement)
- **Leadership** – Strategic thinking, planning, decision-making
- **Culture Development** – Learning mindset, understanding and adapting to change

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DISCUSSION QUESTIONS

- Does the summary match what you think is impacting your agency?
 - Similarities? Differences?
- Is OM “focused” on the right **content**?
- Is OM “focused” on the right **level**?
- Is OM “focused” on the right **problems**?

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Thank you!

Copies of the summary can be obtained by sending an email to David Putz at:

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