

Transportation Performance Management Webinar Series

Presentations from the PIARC's (World Road Association) Technical Committee 1.1: Performance of Transport Administrations

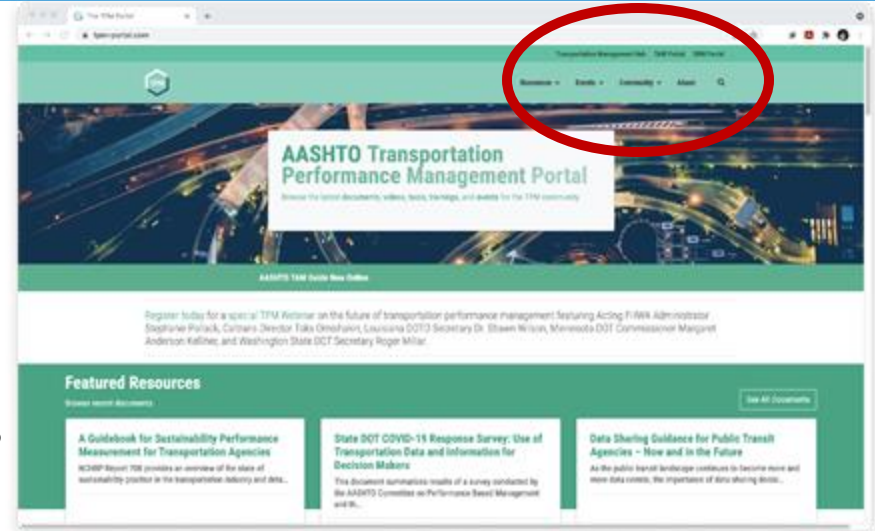
Sponsored by AASHTO and FHWA



Wednesday, November 29, 2023
TPM Webinar 20

Transportation Performance Management Webinar Series

- Our TPM webinar series is held every two months, on topics such as communications, system performance management, data sources, and many more to come!
- Today is the 20th webinar in our bi-monthly series
- We welcome ideas for future webinar topics and presentations
- Use the webinar chat panel during the webinar
 - Submit questions for today's presenters
 - Submit ideas for future webinar topics



Find us on the AASHTO TPM Portal
<https://www.tpm-portal.com>

Webinar Agenda

1:30 Introduction

- Christos Xenophontos, Chair, AASHTO CPBM & PIARC TC 1.1 CHAIR

1:35 FHWA: Importance of International Programs

- Leslie Wright, Director and Agnes Velez, Multinational Relations Team Lead
FHWA, Office of International Programs

1:40 AASHTO: Partnership with PIARC

- King Gee, Director of Safety and Mobility, AASHTO

1:45 PIARC: Introduction to World Road Congress (WRC).

- Patrick Mallejacq, Secretary General, PIARC

1:50 Performance of Transport Administrations TS11 - Introduction

- Christos Xenophontos, AASHTO CPBM & PIARC TC 1.1 CHAIR

Webinar Agenda

1:55 Work Group 2 Presentations

- Anne-Séverine Poupeleer, Flanders Agency for Roads and Traffic, Belgium, *The Role of Transport Agencies in Shaping Disruptive Transport Technologies & Service Models*
- Jonathan Spear, Atkins Réalis, *The Role of Transport Agencies in Shaping Disruptive Technologies & Service Models – Conclusions & Recommendation*

2:25 Work Group 1 Presentations

- Ilaria Coppa, ANAS, Italy and Deanna Belden, Minnesota DOT *Customer Experience & Public Value Creation*

2:55 Work Group 3 Presentation

- José Manuel Blanco Segarra, MITMA and Karen Bobo, U.S. DOT, *It's All About People – Defining & Promoting Diversity & New Talent Management*

3:25 Final Q&A.

3:30 What's Next for PIARC and Wrap-Up.

- Christos Xenophontos, Rhode Island DOT.

FHWA: Importance of International Programs

Leslie Wright, Director

Agnes Velez, Multinational Relations
Team Lead

FHWA, Office of International Programs



AASHTO: Partnership with PIARC

King Gee

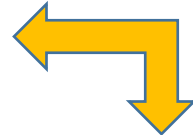
Director of Safety and Mobility

AASHTO

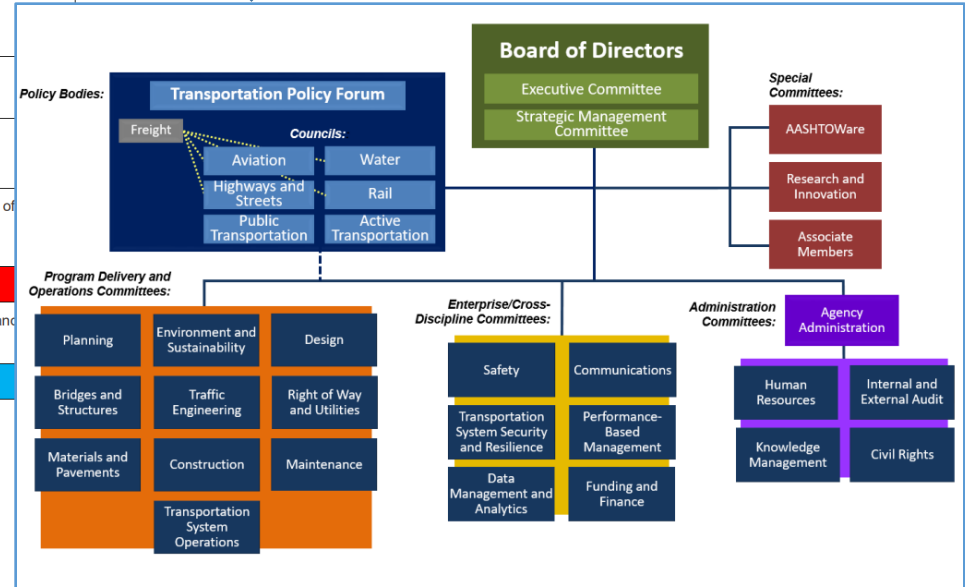


PIARC Technical Committees 2024-

Strategic Theme 1 Road Administration	Strategic Theme 2 Road Mobility	Strategic Theme 3 Safety and Sustainability	Strategic Theme 4 Resilient Infrastructure
TC 1.1 Performance of Transport Administrations	TC 2.1 Roads for Accessibility and Mobility in Urban and Periurban Areas	TC 3.1 Road Safety	TC 4.1 Pavements
TC 1.2 Contribution of Roads to Economic and Social Development	TC 2.2 Roads for Equity, Accessibility and Mobility in Rural and Interurban Areas	TC 3.2 Winter Service	TC 4.2 Bridges
TC 1.3 Finance and Procurement	TC 2.3 Sustainable Freight	TC 3.3 Asset Management	TC 4.3 Earthworks
TC 1.4 Planning the Resilience of Road Networks - Climate Change and other Hazards	TC 2.4 Road Network Operations and ITS for Sustainability	TC 3.4 Environmental Impacts of Road Infrastructure and Transport	TC 4.4 Tunnels
TC 1.5 Disaster management	TC 2.5 Road infrastructure for Connected and Automated Mobility (new)	TC 3.5 Road infrastructure for road transport decarbonization (new)	TC 4.5 Decarbonization of Construction and Road Maintenance (new)
Task Forces			
TF 1.1 HDM-4			TF 4.1 Road Design Standards
Strategic Coordinator on Decarbonization			



AASHTO Councils & Committees



PIARC: 27th World Road Congress

Patrick Mallejacq
Secretary General
PIARC



THE TRANSPORT AGENCY OF THE FUTURE

PATRICK MALLEJACQ (FRANCE), SECRETARY GENERAL, WORLD ROAD ASSOCIATION (PIARC)

As Secretary General of PIARC, Patrick's mission is to provide support to road administrations and professionals across the globe. Since kick-starting the 2020-2023 cycle in 2020, he has organized more than 30 online seminars on the impact of the COVID-19 crisis on roads, worked on the 16th World Winter Service and Road Resilience Congress in February 2022 and the 27th World Road Congress in Prague, and he is now already working on the kick-off meetings for the 2024-2027 cycle.

Patrick is a French civil servant (« Ingénieur général des Ponts, des eaux et des forêts »).





Feedback from the World Road Congress and Further steps

Patrick Malléjacq

PIARC Secretary General

*AASHTO's Committee on Performance Based Management
Webinar, 28 November 2023*

What is PIARC?

- **PIARC = World Road Association**
- We were **founded in 1909** as a non-profit, non-political association
- **First global forum for the exchange of knowledge, policy and practice on roads and road transport**
- Recognised for the quality and neutrality of our work
- Work with HICs as well as with LMICs

- We have **126 member governments**, as well as regions, groups/companies and individuals.

- The Association mobilizes the experience and knowledge of **1,200 experts** from more than 80 countries in **20+ Technical Committees and Task Forces**.



Knowledge exchange: The core of PIARC

■ PIARC mobilises international road and transport experts through more than 20 Committees:

- Ad-hoc dialogue among peers
- Network building
- Joint work towards commonly-agreed deliverables

■ These deliverables are widely accessible:

- Hundreds of Reports, Case studies, Literature reviews, etc.
- Seminars or workshops
- 5 comprehensive manuals (online)
- Software and tools (HDM-4, QRAM)
- Usually in English, French and Spanish. Usually free of charge.

■ PIARC Congresses and events are world-class focus points for:

- Dissemination of these deliverables
- Further discussions and debate



PIARC Technical Committees 2020 – 2023

1. Road Administration	2. Mobility	3. Safety and Sustainability	4. Resilient Infrastructure
TC 1.1 Performance of Transport Administrations	TC 2.1 Mobility in Urban Areas	TC 3.1 Road Safety	TC 4.1 Pavements
TC 1.2 Planning Road Infrastructure and Transport to Economic and Social Development	TC 2.2 Accessibility and Mobility in Rural Areas	TC 3.2 Winter Service	TC 4.2 Bridges
TC 1.3 Finance and Procurement	TC 2.3 Freight	TC 3.3 Asset Management	TC 4.3 Earthworks
TC 1.4 Climate change and resilience of Road Network	TC 2.4 Road Network Operation/ITS	TC 3.4 Environmental Sustainability in Road Infrastructure and Transport	TC 4.4 Tunnels
TC 1.5 Disaster management			
TF 1.1 Well-Prepared Projects	TF 2.1 New mobility and its impact on road infrastructure and Transport	TF 3.1 Road Infrastructure and Transport Security	TF 4.1 Road Design Standards
(TF 1.2 HDM-4)	TF 2.2 Electric Road Systems		
TF 1.3 Well-Prepared Projects in LMICs			
Terminology Committee			
Road Statistics Committee			

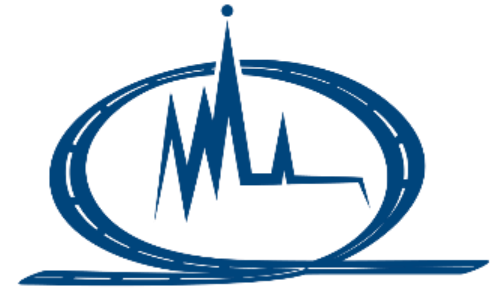
Overview

■ 27th World Road Congress

- Prague, Czech Republic
- 2 – 6 October 2023

■ Some figures:

- 74 sessions, National reports, Int'l Call for papers, Side events...
- Over 4,000 delegates (our record, tied with Mexico in 2011) from >100 countries
- 2,000 students
- 38 participants in the ministerial session
- 28 national pavilions
- 229 exhibitors



**XXVIITH WORLD
ROAD CONGRESS
PRAGUE 2023**

Key points

- **Rich output of PIARC's Technical Committees** - presented the 80 technical reports (again a record) that were published throughout the 2020-2023 cycle.
- **Strong involvement of private stakeholders.**
- **Strong involvement of PIARC partners.** UN, TRB (USA), CHTS (China), ITF/OECD, World Bank, Asian Development Bank, CAF, iRAP, IRF, IENE, ERF, EAPA, EUPAVE, CEDR...
- **Geographical diversity:** USA, Japan, Germany, as well as e.g. Indonesia, Mexico, South Africa and Senegal
- **"Traditional" topics retained their importance:** Two full sessions on bridges, Multiple sessions on road safety, Pavements...
- **Some topics that emerged or were confirmed:** Decarbonization of road transport, Electrification, Equity, Financing, Resilience, Adaptation to CC, Road Safety, Cycle paths...

Main sessions organised by/with Committee 1.1

- **Technical Session 1.1 - Performance of Transport Administrations**
- **Special Project Session 4 - Innovation policies in the road sector**
- **Strategic Direction Session 1 - Road and road transport in a changed world**
- **Workshop 05 - The Transport Administration of the Future**
- **Foresight Session 03 - Enhancing transportation equity globally: Outlook, challenges, and future issues**



Committee 1.1 received an Award!

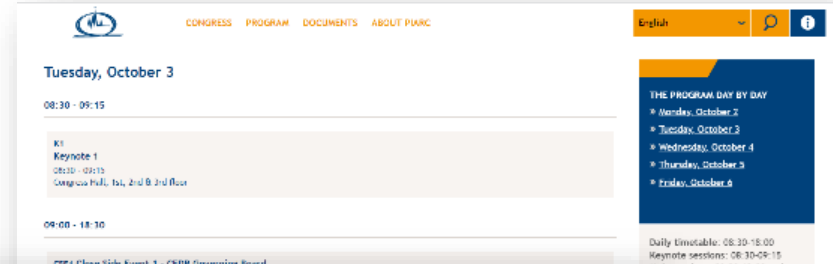
- **Committee 1.1, Chaired by Christos Xenophonos, was awarded the PIARC Award for Promotion of Gender Inclusion and Diversity.**
- **This was the inaugural prize.**
- **Promotion of gender inclusion and diversity was recognised as a PIARC value in 2022.**



Detailed Congress Program

- Available online
- In English French and Spanish
- Each session is presented in depth
- Registered delegates can download the articles from the international call and the national reports
- Final proceedings will be available early 2024

■ <https://pre-proceedings-prague2023.piarc.org/en/program/at-a-glance>



CONGRESS PROGRAM DOCUMENTS ABOUT PIARC

English

Tuesday, October 3

08:30 - 09:15

K1
Keynote 1
08:30 - 09:15
Congress Hall, 1st, 2nd & 3rd floor

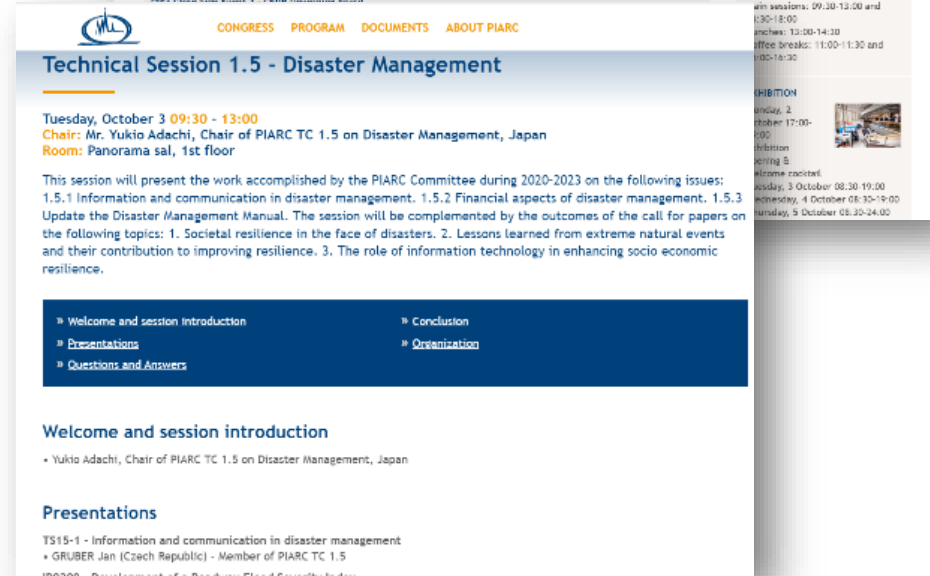
09:00 - 18:30

THE PROGRAM DAY BY DAY

- » Monday, October 2
- » Tuesday, October 3
- » Wednesday, October 4
- » Thursday, October 5
- » Friday, October 6

Daily timetable: 08:30-18:00
Keynote sessions: 08:30-09:15
Main sessions: 09:30-13:00 and 13:30-18:00
Lunch: 13:00-14:30
Coffee breaks: 11:00-11:30 and 14:00-14:30

EXHIBITION
Monday, 2 October 17:00-20:00
Innovation Spring B
Welcome reception
Tuesday, 3 October 08:30-19:00
Wednesday, 4 October 08:30-19:00
Thursday, 5 October 08:30-24:00



CONGRESS PROGRAM DOCUMENTS ABOUT PIARC

Technical Session 1.5 - Disaster Management

Tuesday, October 3 09:30 - 13:00
Chair: Mr. Yukio Adachi, Chair of PIARC TC 1.5 on Disaster Management, Japan
Room: Panorama sal, 1st floor

This session will present the work accomplished by the PIARC Committee during 2020-2023 on the following issues:
1.5.1 Information and communication in disaster management. 1.5.2 Financial aspects of disaster management. 1.5.3 Update the Disaster Management Manual. The session will be complemented by the outcomes of the call for papers on the following topics: 1. Societal resilience in the face of disasters. 2. Lessons learned from extreme natural events and their contribution to improving resilience. 3. The role of information technology in enhancing socio economic resilience.

- » Welcome and session introduction
- » Presentations
- » Questions and Answers
- » Conclusion
- » Organization

Welcome and session introduction

- Yukio Adachi, Chair of PIARC TC 1.5 on Disaster Management, Japan

Presentations

- TS15-1 - Information and communication in disaster management
- GRUBER Jan (Czech Republic) - Member of PIARC TC 1.5
- 100300 - Development of Roadway Emergency Response System

2024 – 2027: Themes and Committees

New
Committees

Strategic Theme 1 Road Administration	Strategic Theme 2 Road Mobility	Strategic Theme 3 Safety & Sustainability	Strategic Theme 4 Resilient Infrastructure
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			TC 4.6 Road Design Standards
Task Forces			
TF 1.1 HDM-4			
Cross-Cutting Committees			
Terminology Committee		Road Statistics Committee	
Strategic Coordinator on Decarbonisation			

Next PIARC Congresses

■ 17th World Winter Service and Road Resilience Congress

- 10-13 March 2026
- Chambéry, France



■ 28th World Road Congress

- 4-8 October 2027
- Vancouver, Canada



Thank you for your attention!



Patrick Malléjacq

PIARC Secretary General

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@PMallejacq

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92055 – La Défense Cedex – France



@PIARC_Roads



World Road
Association PIARC



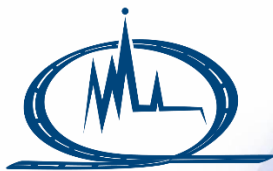
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PERFORMANCE OF TRANSPORT ADMINISTRATIONS

TS11 - INTRODUCTION

CHRISTOS S. XENOPHONTOS

CHAIR

PIARC, TECHNICAL COMMITTEE 1.1

TC 1.1 PERFORMANCE OF TRANSPORT ADMINISTRATIONS

CHRISTOS S. XENOPHONTOS (USA), PIARC TC 1.1 CHAIR

Christos S. XENOPHONTOS is the Chair of PIARC's TC 1.1, Performance of Transport Administrations, Chair of AASHTO's Committee on Performance Based Management, and co-Chair of TRB's International Coordinating Council.

He has more than 35 years of experience in the transportation field as an Engineer, Project Manager and Administrator, mostly with the Rhode Island DOT. He is a visionary leader who is active, both at the national and international level, and has a keen interest on the impact of emerging and disruptive technologies on the performance of Transport Administrations, workforce development, and public value creation and societal impacts of transport.



DEDICATED TO...



Alice A. Mathew, FCIS, BSc, MBA

- Company Secretary, for the South African National Roads Agency SOC Ltd (SANRAL)
- Active Member of Working Group 2 and a great friend to all
- Champion of corporate governance, anti-corruption, transparency, and organizational performance
- Married with two married children and two grand children 😊
- Interested in nature (with a special interest in birds)
- Oct. 19, 1959 – Nov. 3, 2023

TC 1.1 PERFORMANCE OF TRANSPORT ADMINISTRATIONS

SECRETARIES



Alan COLEGATE
English Secretary



José Manuel BLANCO
SEGARRA
Spanish Secretary



Joseph AHISSOU
French Secretary

TC 1.1 PERFORMANCE OF TRANSPORT ADMINISTRATIONS

AGENDA INTRODUCTION

Working Group 1: Understanding how Road and Transport Administrations are measuring the efficiency and effectiveness of Customer Experience and Public Value Creation

- WG Co-Leaders: Alan COLEGATE (Australia), Ilaria COPPA (Italy) & Deanna BELDEN (USA)

Working Group 2: The Role of Transport Agencies in Shaping Disruptive Technology and Service Models

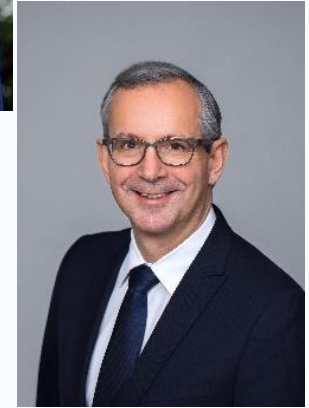
- WG Co-Leaders: Jonathan SPEAR (UK) & Anne-Séverine POUPELEER (Belgium)

Working Group 3: Organization of Staff and Human Resources

- WG Co-Leaders: Anna WILDT-PERSSON (Sweden) & Alex WALCHER (Austria)

TC 1.1 PERFORMANCE OF TRANSPORT ADMINISTRATIONS

WG LEADERS



Working Group 2 Presentations: The Role of Transport Agencies in Shaping Disruptive Technologies & Service Models

Anne-Séverine Poupeleer

Flanders Agency for Roads and Traffic, Belgium

Jonathan Spear

Atkins Réalis



TC 1.1 PERFORMANCE OF TRANSPORT ADMINISTRATIONS

ANNE-SÉVERINE POUPELEER (BELGIUM), HEAD OF DEPARTMENT, FLEMISH BRABANT AT THE AGENCY FOR ROADS AND TRAFFIC, FLEMISH GOVERNMENT

Head of Department Flemish Brabant at the Agency for Roads and Traffic, Flemish Government. Managing a provincial road department with 150 employees, including engineers for the construction of new roads, bridges and tunnels as well as those responsible for maintenance and day-to-day management. Dealing with asset management and innovation (BIM, mobility data, etc.).

Teaching Professor Doctor Engineer of civil engineering at the Catholic University of Leuven at Sint-Katelijne Waver, Road construction. Active in PIARC since 2008 as a workgroup leader of TC1.1 Performance of Road and Transport Administrations and as a member of the Executive committee, and Chair of the Finance Commission.



TC 1.1 PERFORMANCE OF TRANSPORT ADMINISTRATIONS

JONATHAN SPEAR (UK), TRANSPORT POLICY & STRATEGY ADVISOR, ATKINS

Jonathan SPEAR is a Transport Policy and Strategy Advisor experienced in strategy, governance, and capacity building. He has worked extensively in UK, Europe, Middle East, Africa, and Asia-Pacific. Jonathan is a Fellow of the Chartered Institute of Highways and Transportation (CIHT) and Chartered Transport Planning Professional (CTPP).

Jonathan has supported various PIARC Technical Committees, including work on Disruptive Technologies. Over the past four years, he has also supported PIARC on Task Force 2.1 on New Mobility and Infrastructure, COVID-19 Response Team and through the Project Oversight Team for the Special Project on Innovation Policies in the Roads Sector.



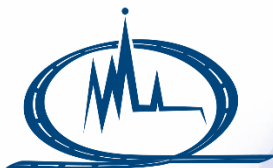
Working Group 2 Presentations: The Role of Transport Agencies in Shaping Disruptive Technologies & Service Models

Anne-S everine Poupeleer

Flanders Agency for Roads and Traffic, Belgium

https://www.dropbox.com/scl/fi/u4vckjihpe4o53ilka18/WRC-051023-Disruptive-Technologies-overview-work-ASP_video.mp4?rlkey=nqavy07wth44iazhpnay6ibjm&dl=0





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THE ROLE OF TRANSPORT AGENCIES IN SHAPING DISRUPTIVE TRANSPORT TECHNOLOGIES AND SERVICE MODELS – CONCLUSIONS AND RECOMMENDATION

TECHNICAL COMMITTEE 1.1

JONATHAN SPEAR

TRANSPORT POLICY AND STRATEGY ADVISOR



BREAKING NEWS FROM DUBAI

GULF NEWS

Published Apr 12, 2021, 14.05 PM GST



4,000 SELF-DRIVING TAXIS TO CRUISE ON DUBAI ROADS BY 2030

RTA, US COMPANY SIGN DEAL TO LAUNCH AUTONOMOUS VEHICLES AND RIDE-HAILING SERVICES

Dh 900m savings in annual transportation costs targeted by Dubai through self-driving technology by 2030

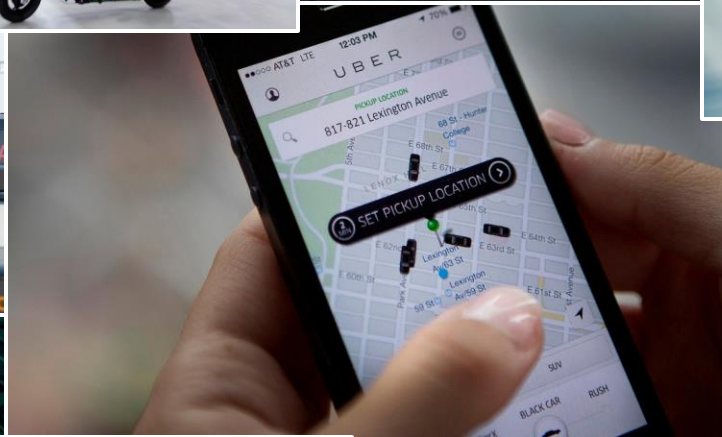
25% of trips will be autonomous by 2030

Dh 1.15b annual savings through reducing pollution by 12%



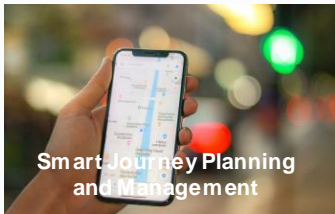
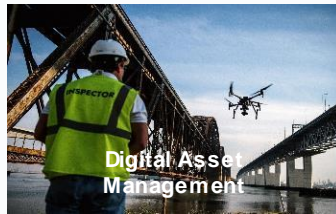
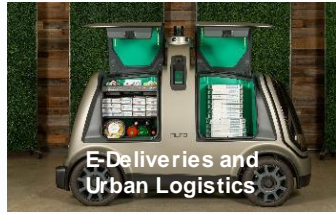
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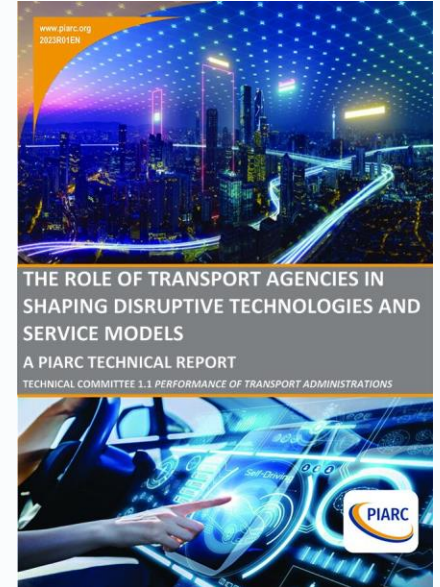
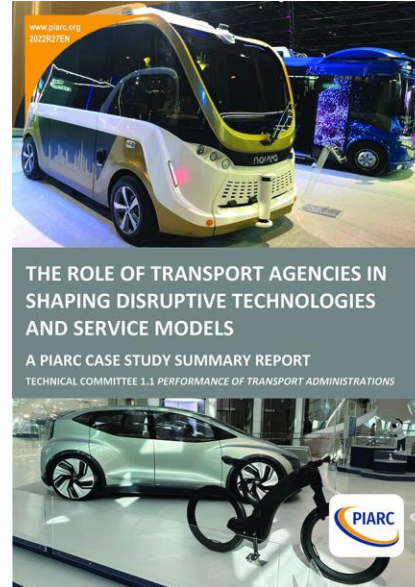
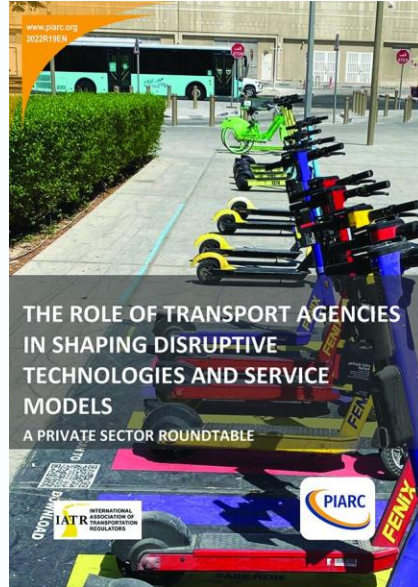
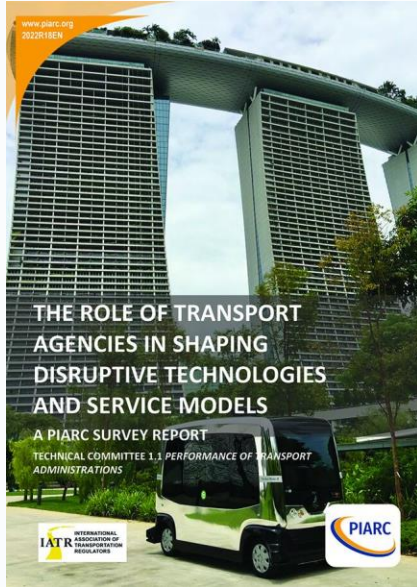




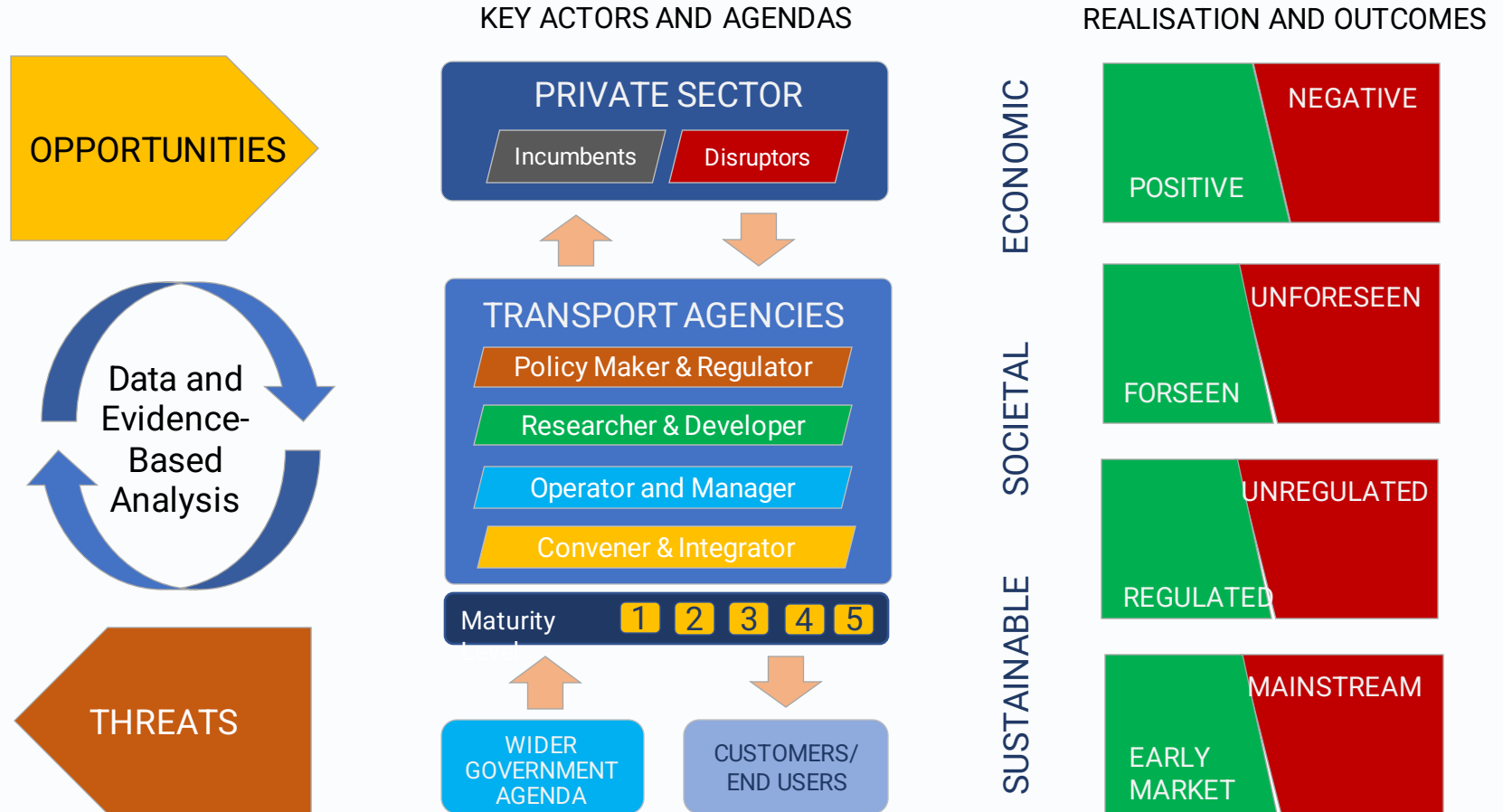
DISRUPTIVE TECHNOLOGIES AND SERVICE MODELS



TC 1.1 PUBLISHED REPORTS



A FRAMEWORK FOR NAVIGATING FUTURE MOBILITY



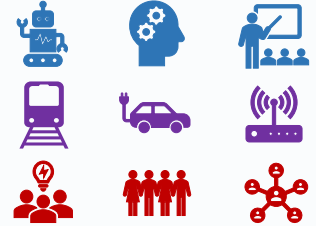
POTENTIAL FUTURE ROLES FOR TRANSPORT AGENCIES

1. Policy Maker and Regulator

2. Researcher and Developer

3. End User, Operator and Manager

4. Convener, Enabler and Integrator



Regulatory Approach

Restrictive (Ban)

Prohibition (or lack of legislation) of testing, deployment or other presence of technologies in a public setting.

May be a temporary position whilst industry engagement, policy and regulations are devised.

E.g. USA



Open (Laissez Faire)

Direction and deployment largely left to the market with minimal requirements or regulation except public safety.

May be a temporary position to attract industry interest whilst policy and regulations are devised.

E.g. USA



Regulated Partnership

Public Sector provides enabling environment and controls such as permitting or contracts.

Balanced Regulatory Approach.

May include conditional access to public roads and assets.

E.g. UK



Guiding Hand

Direct initiatives by Public Sector.
Strong Public-Private Partnerships.

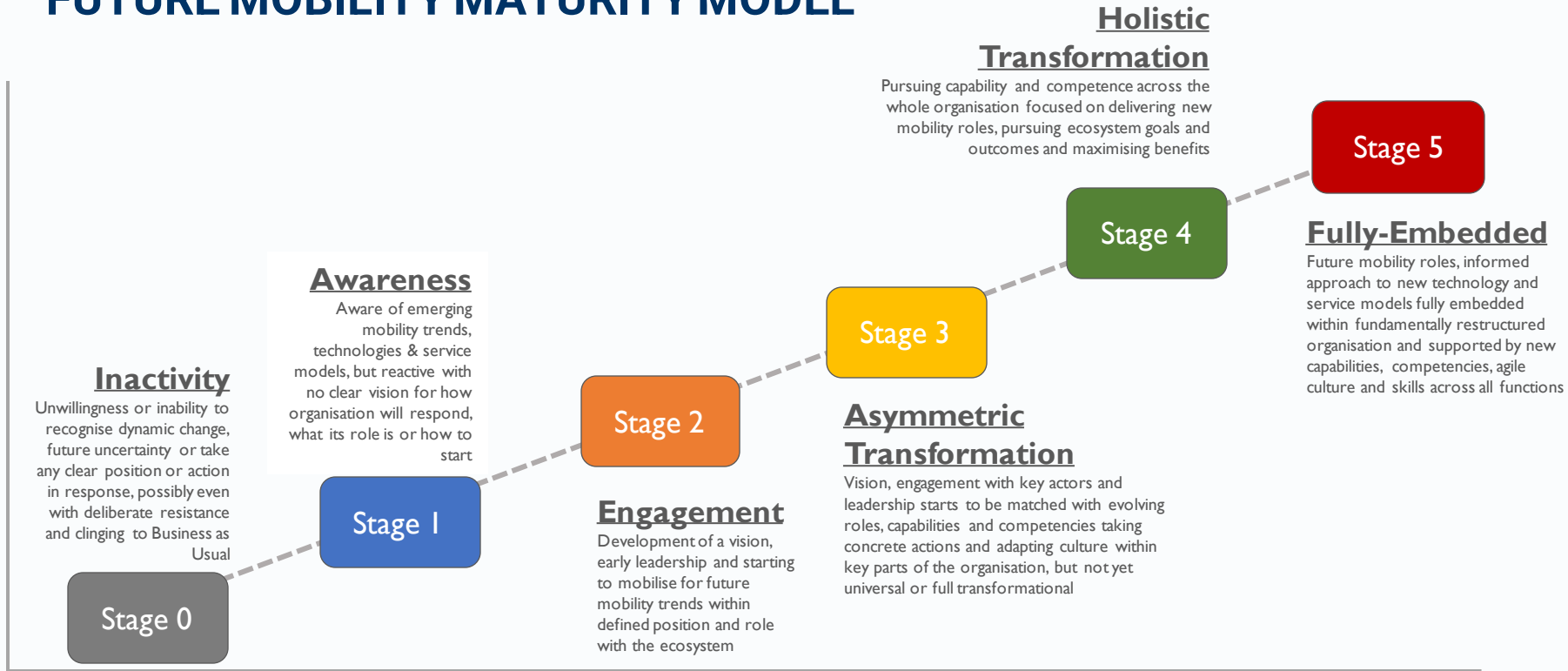
May include Leadership Role by Government directly or indirectly via University Sector

E.g. Singapore



FUTURE MOBILITY MATURITY MODEL

ORGANISATIONAL TRANSFORMATION



¹ Adapted and expanded from Deloitte Insights (2018, 2020) and TC 1.1 Discussions

DEVELOPING BENCHMARKS FOR FUTURE MOBILITY MODEL

Inactivity

Awareness

Engagement

Asymmetric
Transformation

Holistic
Transformation

New Normal

Role	Existing Characteristics	Key Enabling Characteristics	New Characteristics
Policy Maker & Regulator	<ul style="list-style-type: none"> Setting policies and regulations based on long-established principles and lead times Focused on addressing market failures and negative externalities Developing mode-specific specifications for infrastructure and services 	<ul style="list-style-type: none"> Deep technical, technological and industry knowledge Agile planning and policy making Appropriate level of private sector engagement Risk identification, mitigation and management 	<ul style="list-style-type: none"> Creation of less prescriptive, more agile and outcome-focused regulation Dynamically balancing innovation, economic development, safety and public interest/value Integrated across modes, infrastructure and services within an objective-led and end user approach
Researcher & Developer	<ul style="list-style-type: none"> Commissioning of conventional planning, design and management studies with known risk profiles Planning and deployment within existing regulations and standards Organisation of experimental trials prior to permanent deployment 	<ul style="list-style-type: none"> Deep technical, technological and industry knowledge Knowledge and aptitude for research and development, corporate learning and creation of new concepts Technological Readiness Levels 	<ul style="list-style-type: none"> Progression of a broader range of planning, design, testing and demonstration exercises, including focusing on areas overlooked by market actors with uncertain risk profiles Support for new industry players/start-ups Exploring societal implications of technology and service models Adaption of/changes to existing regulations and standards
Operator & Manager	<ul style="list-style-type: none"> Focused on providing a baseline level of service within an integrated, but closed, system Deploying long-term contracts based on fixed service specifications and schedules Emphasis on asset utilisation and output rather than service delivery of user experience 	<ul style="list-style-type: none"> Dynamic infrastructure and service planning, deployment and performance management Collaborative public-private partnerships on multiple models Outcome-based planning, delivery and contracting models 	<ul style="list-style-type: none"> Delivery of on-demand, dynamic and personalised services driven by, and adapted to, end user needs Provision of seamless, integrated services with other public and private operators and service providers Crafting of shorter-term and more flexible delivery or contracting arrangements supported by shared risk/reward
Convener & Integrator	<ul style="list-style-type: none"> Engaging and convening stakeholders around key issues, infrastructure and service requirements Focus on direct transport community Traditional formats and methods of engagement Provision of financial support through grants 	<ul style="list-style-type: none"> Complex relationship ecosystem management Intellectual property and technology investment models Focus on end user needs, experience and interests Flexible procurement procedures 	<ul style="list-style-type: none"> Provision of new platforms (technology, service models, communications, data sharing and management) to facilitate collaboration and integration Broader forms of engagement, including online and social media Development of a wider range of incentives (e.g. competitions) to spur innovation Encouragement of market-led proposals, whilst retaining broader capacity to engage

STRATEGIES FOR IMPLEMENTING THE ROLES

Data Gathering, Policy and Strategy Development

- Technical Studies & Investigations
- Strategies & Road Maps
- Robust Impact Analysis
- Future Scenario Planning and Forecasting for Uncertainty
- Development of Datasets & Databases
- Engagement with Industry within and outside Transport Sector
- Partnering with Academic or Research Organisations
- Public Surveys, Focus Groups and Awareness Raising
- Benchmarking and Gap Analysis
- Skills Analysis, Capacity Building and Training Needs Assessment

Legal, Regulatory and External Governance

- Reviewing, Amending or Developing Policies
- Reviewing, Amending or Developing Laws or Regulations
- Reviewing, Amending or Developing Standards and Guidelines
- Reviewing or Strengthening Sector Governance and Stakeholder Relations
- Pursuing Public-Private Partnerships (or Equivalent)
- Pursuing Partnerships with Academia (or Equivalent)
- Balancing Innovation with Protection of Public Interest
- Addressing Market Failure

Technical Development and Implementation

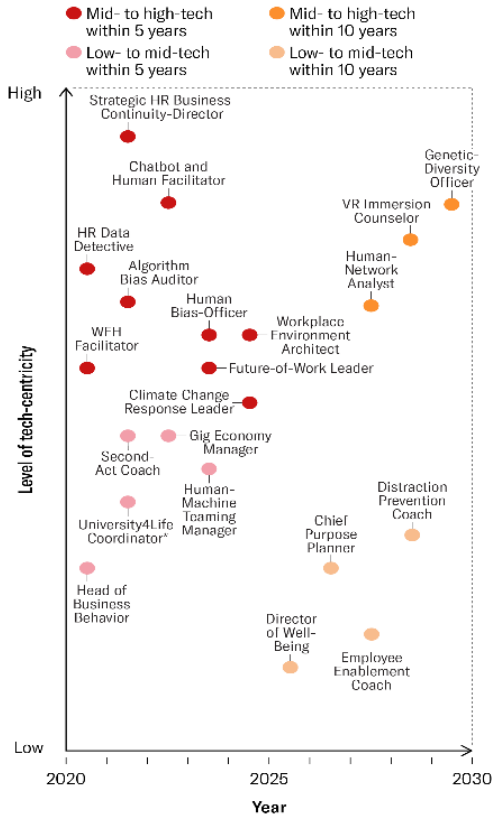
- Sponsorship/Participation in Research and Development
- Demonstration Projects
- Innovation Competitions/Challenges
- Direct Public Procurement Specifications and Contracting
- Public Operating Franchises or Concessions
- Technology Testbeds/Sandboxes
- Data Governance and Management
- Implementation/Facilitation of Infrastructure
- Implementation/Facilitation of Equipment and Facilities

Internal Organisational Changes and Capacity

- Changes to Vision, Mission or Objectives
- Changes to Strategic or Business Plan
- Changes to Organisational Structure
- Changes to Organisational Processes
- Changes to Business Model and Funding
- Setting up a New Unit, Department or Division
- Innovation/Ideas Schemes
- Changes to People and Skills
- Changes to Culture
- Engagement with Users, Citizens

WIDER ORGANISATIONAL DEVELOPMENT

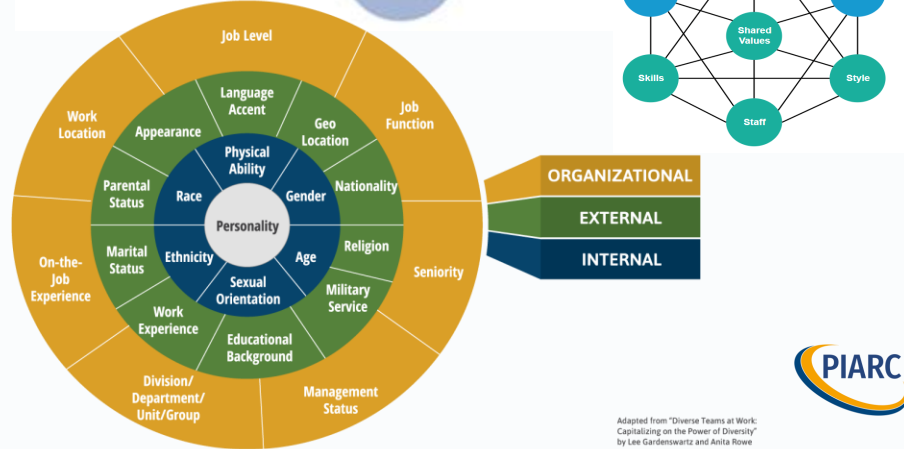
12 HR Jobs of the Future



9 Keys for a Future Ready Organisation



Diversity in the Workplace



Sources: Cognizant Centre for Future of Work and Future Workplace (2020), McKinsey (2021), Gardenwartz and Rowe (2008)



Adapted from "Diverse Teams at Work: Capitalizing on the Power of Diversity" by Lee Gardenwartz and Anita Rowe

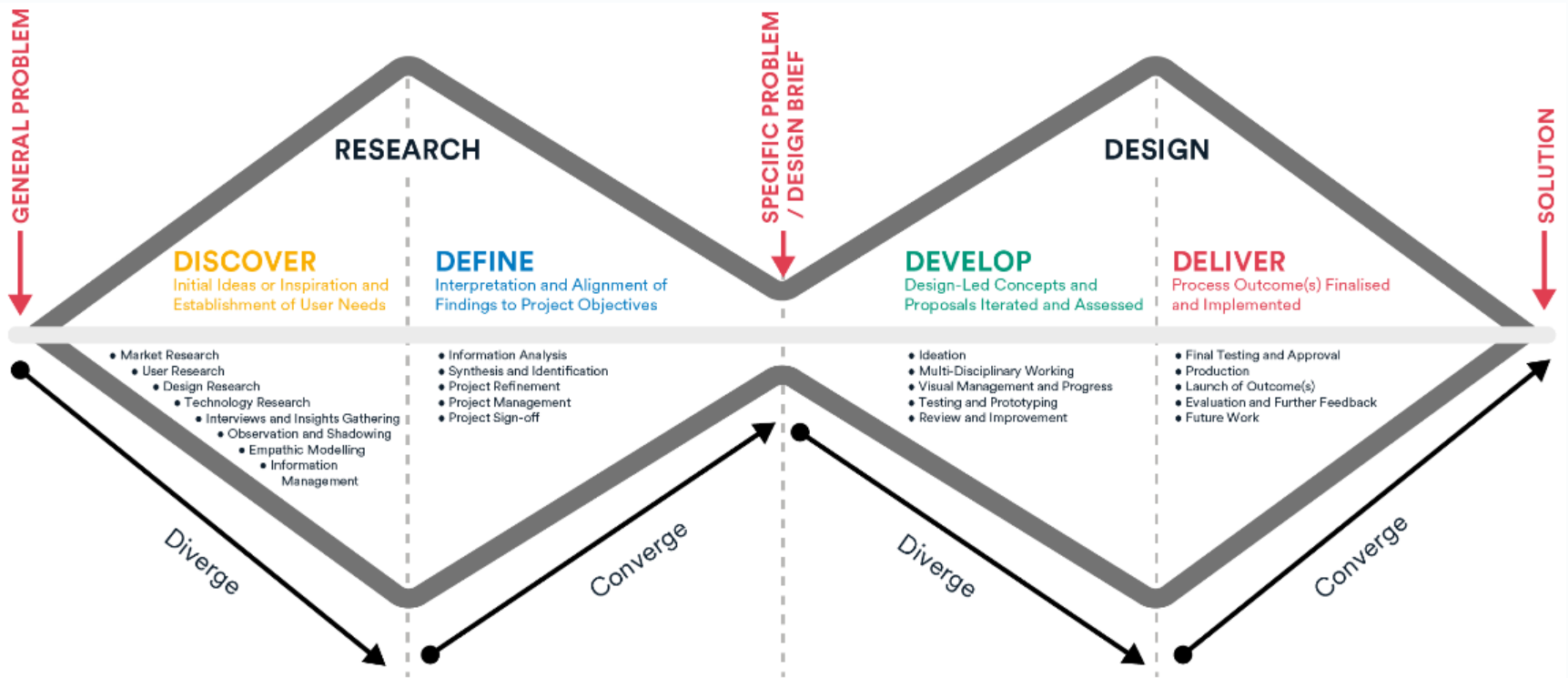
ATTITUDES TO INNOVATION



LOW AND MIDDLE INCOME COUNTRIES



BROADER ISSUE – INNOVATION AS A BROADER THEME



BROADER ISSUE – THE TRANSPORT AGENCY OF THE FUTURE



- Corporate Purpose and Vision
- Strategy and Planning
- Policy and Regulation
- Operating Model and Stakeholder Ecosystem
- Organisational Functions and Structure
- Data, Processes and Procedures
- Technology, Systems and Physical Design
- Customer Services and Propositions
- Organisational Culture and Values
- Workforce, Skills and Competencies
- Performance Management
- Corporate Learning and Innovation

OVERALL CONCLUSIONS

- Transport agencies will be substantially impacted by disruptive technologies and associated service models, but many seem ill-prepared or reacting to events rather than adopting a clear strategy
- Timelines, shape and form of the Future Mobility Ecosystem are uncertain (and disputed) – but road transport will be certainly be electric before it is autonomous
- Public entities will often not deliver directly – Private sector will lead in many aspects
- Transport agencies need to decide their objectives, guiding principles, roles and approach to proportionate and informed regulation
- No one size fits all and not every agency is the same – Maturity Model with an S-Curve based on capacity, attitudes to innovation, leadership and risk
- Collaboration across organisations and sectors will be key and is an area for improvement
- A key focus area – and gap – is the design and operation of public infrastructure for new mobility solutions
- There is a need for more and more contextualised evidence and good practice relevant to LMICs
- COVID-19 has certainly had an impact, not least on replacement of physical mobility by digital connectivity
- There are bigger questions - We need to consider and design the Transport Agency of the Future in multiple aspects and dimensions

RECOMMENDATIONS

TRANSPORT AGENCIES

- Preparing for (rather than reacting to) disruption
- Self-Assessment on Role, Activities, Maturity Model
- Creating the Innovative Organisation
- Prioritising stakeholder mapping and engagement
- Regulating (proportionately) the private sector
- Investigating the implications for public infrastructure
- Agreeing protocols for data governance
- Imagining the Transport Agency of the Future
- Planning for Uncertainty Post-COVID
- Contextualising for transport agencies in LMICs

PIARC

- Investigating specific technologies (electrification and digital services)
- Supporting transport agencies in adapting to change
- Future research into road and right of way design
- Focus on cases and good practice for LMICs
- Connect with external bodies (e.g. WB, OECD, UITP) for joined up debates and directions

ACKNOWLEDGEMENTS – WORKING GROUP 2

Co-leaders:

- Jonathan SPEAR, United Kingdom
- Anne-Séverine POUPELEER, Belgium

Active Members:

- Wee SHANN LAM, Singapore
- Kian KEONG CHIN, Singapore
- Alice MATHEW, South Africa
- Jihyun PARK, South Korea
- María Eugenia MARTÍNEZ, Spain
- Matthew W. DAUSS, USA
- Nathan HIGGINS, USA
- Christos XENOPHONTOS, USA



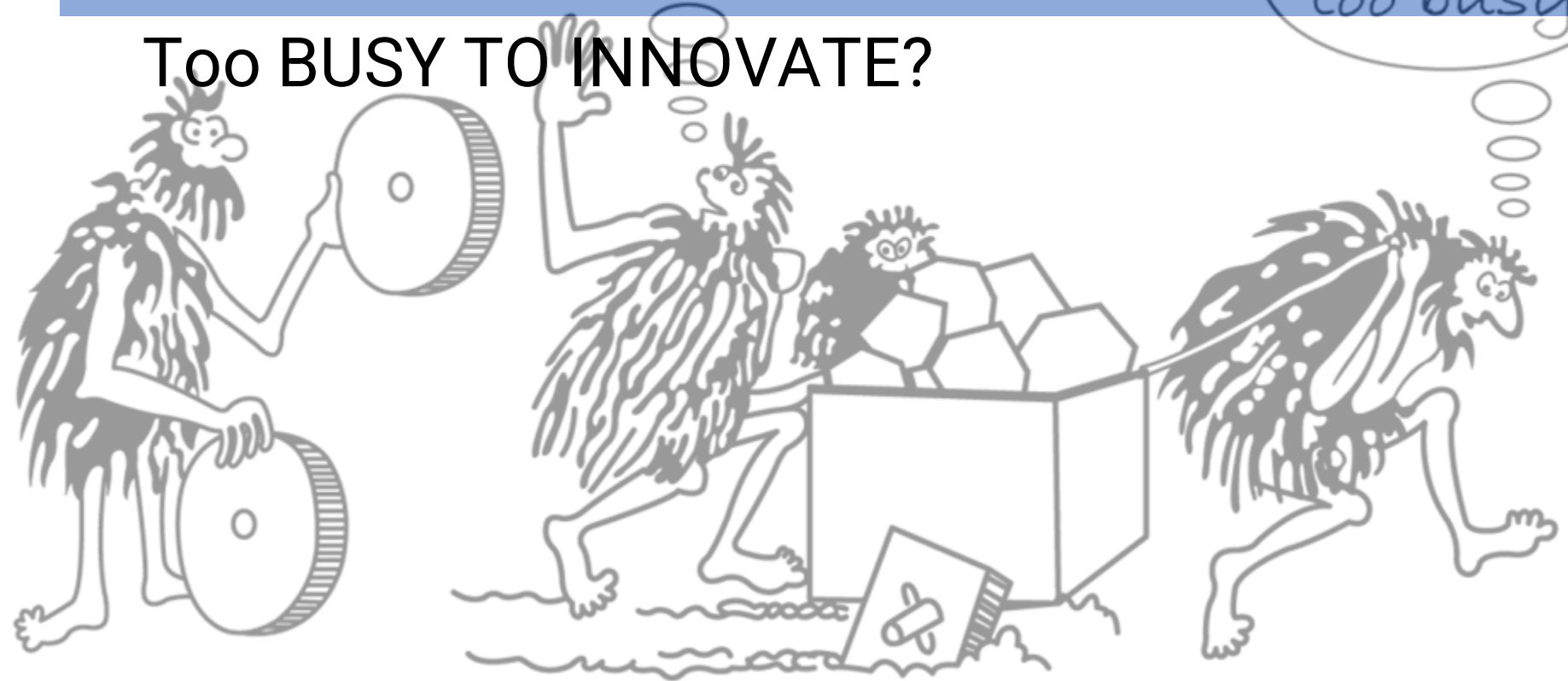
. The best way to predict
the future is to create it

Abraham Lincoln

No thanks!

We are too busy

Too BUSY TO INNOVATE?





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Working Group 1 Presentations: Customer Experience and Public Value Creation

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ANAS S.P.A., Italy

Deanna Belden

Minnesota DOT



TC 1.1 PERFORMANCE OF TRANSPORT ADMINISTRATIONS

ILARIA COPPA (ITALY), HEAD OF TRANSPORTATION PLANNING SERVICE, ANAS S.P.A

Ilaria COPPA, engineer, gained her professional experience mainly at Anas S.p.A., where she began her career as head of a road maintenance center in Liguria. She then focused on the design of important road infrastructures and environmental impact assessment.

She is currently in charge of the Transport Planning Unit, where she deals with road safety, traffic studies and cost-benefit analysis.



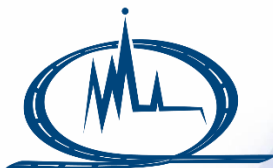
TC 1.1 PERFORMANCE OF TRANSPORT ADMINISTRATIONS

DEANNA BELDEN (USA), DIRECTOR OF PERFORMANCE, RISK & INVESTMENT ANALYSIS, MINNESOTA DOT (MNDOT)

Deanna BELDEN is the Director of Performance, Risk and Investment Analysis at the Minnesota Department of Transportation (MnDOT). Her group is responsible for MnDOT's performance dashboard and annual report; implementation of MnDOT's Enterprise Risk Management program; and various economic forecasts and analyses.

She is involved in AASHTO's Committee on Performance Based Management as the co-chair of the Task Force on Emerging Performance Areas. She is also a member of the Transportation Research Board's performance management committee AJE20. At the international level, she is a working group co-leader and webmaster for the PIARC Technical Committee 1.1 Performance of Transport Administrations.





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CUSTOMER EXPERIENCE & VALUE CREATION

TC1.1 PERFORMANCE OF TRANSPORT ADMINISTRATIONS

ALAN COLEGATE

EXEC. DIR. STRATEGY & COMMUNICATIONS

MAIN ROADS WESTERN AUSTRALIA



STRATEGIC ISSUE

“Understanding how Road and Transport Administrations are measuring the efficiency and effectiveness of Customer Experience and Public Value Creation”



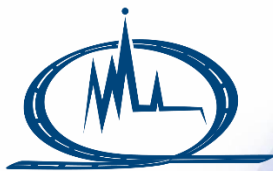
DEFINING CUSTOMER EXPERIENCE

“The sum of all interactions in the journey between a customer and an organization in the delivery of a service”



SIX ELEMENTS RESEARCH FINDINGS





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HOW DID WE GET HERE?

ILARIA COPPA

DIRECTOR TECHNICAL MANAGEMENT

ANAS



TRENDS IN CUSTOMER EXPERIENCE

CASE STUDY – CUSTOMER EXPERIENCE

- 1 **Strategic commitment**
- 2 **Categorising customers**
- 3 **Customer complaints**

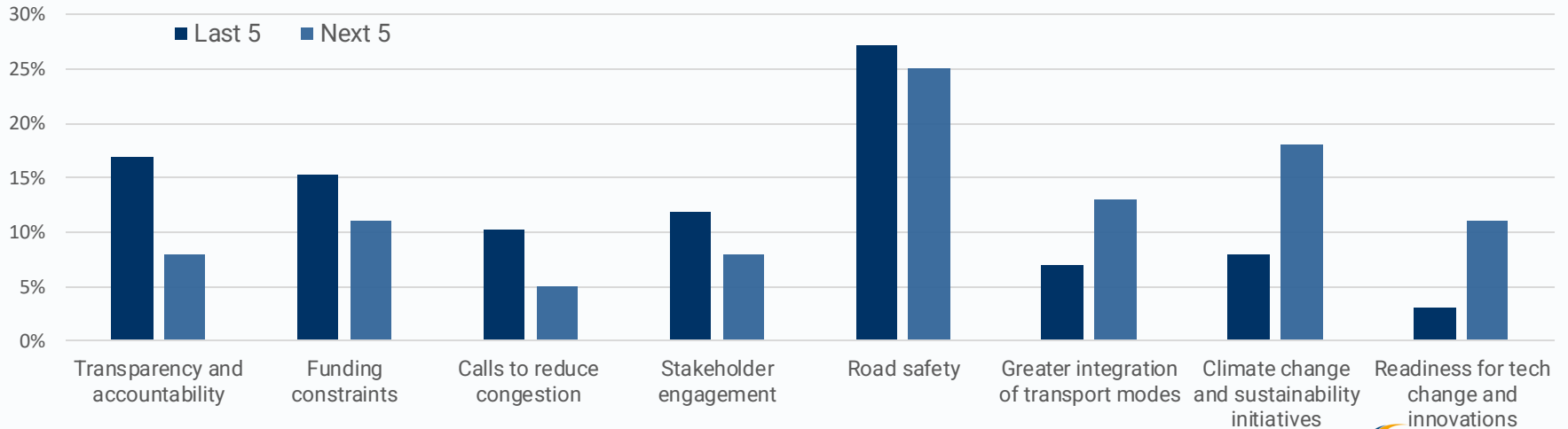


TRENDS IN CUSTOMER EXPERIENCE

CASE STUDY – CUSTOMER EXPERIENCE

4 Drivers and influences

Comparison last 5 vs next 5 years



TRENDS IN CUSTOMER EXPERIENCE

CASE STUDY – CUSTOMER EXPERIENCE

5 Measurement approaches

“the results are reflective of community sentiment, they are not necessarily reflective of the entire customer journey”

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The provision of parking and rest areas for trucks is a key strength for the region

KPI performance has shown significant improvements across most measures, performing only slightly below the WA average across the board

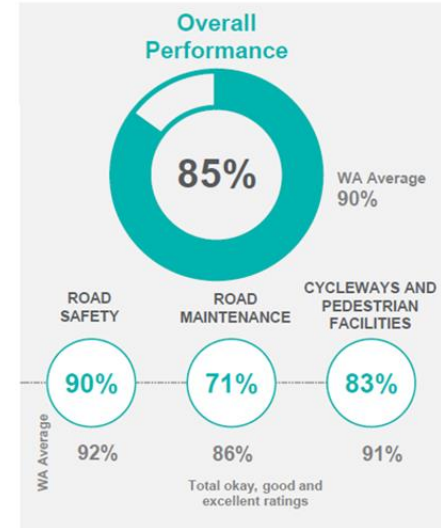
Key strengths:

- Providing parking and rest areas for trucks
- Providing easy to access retime information*
- Road Safety improvements*

**Based on detailed ratings, not priority matrix.*

Key priorities:

- Providing sufficient overtaking lanes
- Condition of the road surface
- Managing traffic congestion
- Timing roadworks
- Overall ride/drive quality
- Infrastructure for heavy vehicles
- Building new roads and adding lanes



ASSET MANAGEMENT

CASE STUDY

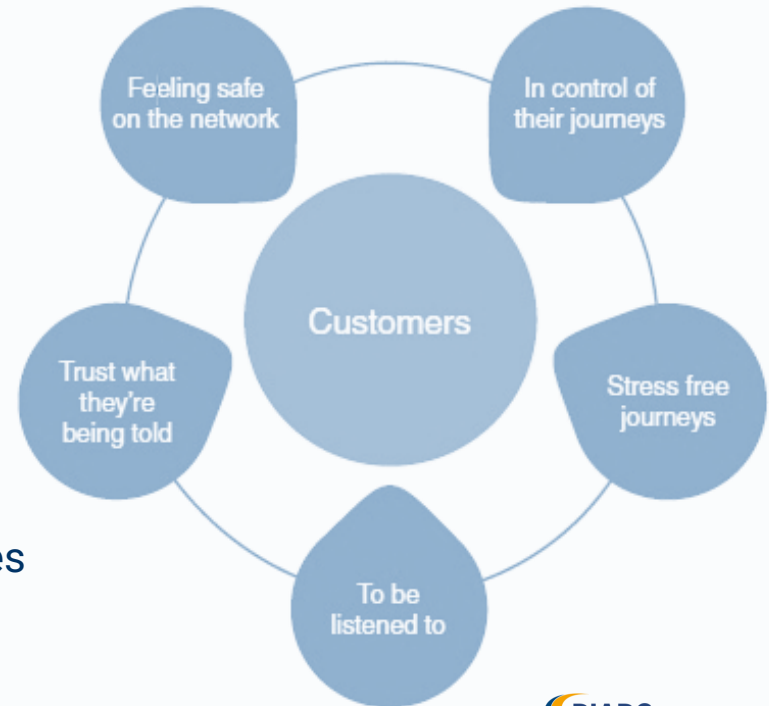
Customer

- How they receive services
- Relates to their experience and perception
- Outcome statements about service

Technical

- Physical service provided by the asset
- Technical interpretations of plain language
- Must be deliverable by those managing activities

How our customers want to feel



ASSET MANAGEMENT

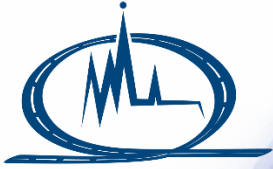
Case Studies

- 37 organisations
- 17 countries
- 92% public entities
- 70% had no toll roads



Findings

- Tolling organisations more likely to survey customers
- 40% conduct annual surveys
- Main objective for the survey
 - Customer perception
 - Improve service levels
 - Decision making
- Asset management aspects
 - Traffic and roads works information
 - Network condition and Safety
 - Maintenance



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PUBLIC VALUE CREATION

DEANNA BELDEN

DIRECTOR OF PERF, RISK & INVESTMENT ANALYSIS

MINNESOTA DEPARTMENT OF TRANSPORTATION



PUBLIC VALUE CREATION

The private sector's bottom line of success is shareholder value
The public sector's measure is public value

The definition that remains equates managerial success in the public sector with initiating and reshaping public sector enterprises in ways that increase their value to the public in both the short and long run.

Mark Moore, 1995

CREATING PUBLIC VALUE

PRIOR CYCLE AND SUMMARY OF RECENT LITERATURE

- Public sector faces challenges that are different from the private sector
- Integrated thinking is about creating and protecting value
- Public value methods should help governments decide on actions now that can deliver benefits in the long term











RELATED PUBLIC VALUE PRACTICES IN TRANSPORTATION

- Ex-ante before building (cost-benefit analysis) and ex-post (for existing infrastructure) – Austria
- New Visions: Quality of Life Framework (Utah DOT); Making Lives Better through Transportation (Iowa DOT) – USA
- NCHRP Moonshots project – looking to redefine the North Star of our transport agencies



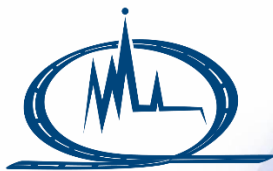
POTENTIAL PUBLIC VALUE MODEL FOR A TRANSPORT AGENCY

- Model represents further development of Integrated Reporting Capitals from prior cycle
- How an agency might approach recognizing and reporting the value it creates
- Document what they are trying to achieve, approaches to meet or support objectives, and reporting on measures to track progress

Resources	Objectives	Strategies/Approaches	Measures
 <p>Our People</p> <ul style="list-style-type: none"> • Safe & secure operating environment • Engaged employees with the right capabilities & training • Inclusive workplace that resembles the population it serves • Great workplace reputation 	<ul style="list-style-type: none"> • Develop a strong safety culture • Support employee development • Invest in skill development to address current & future needs • Institutional learning 	<ul style="list-style-type: none"> • On the job injuries • Employee recruitment measures • Employee retention rate • Employee training measures • Diversity Measures 	
 <p>Know-How</p> <ul style="list-style-type: none"> • Recognize & cultivate innovation in processes and technology to take up the challenges ahead 	<ul style="list-style-type: none"> • Reward employees who suggest innovation that gets deployed • Invest in forward-looking research • Leverage innovation & technology • Implement best practices 	<ul style="list-style-type: none"> • Innovation and efficiencies reporting 	
 <p>Assets</p> <ul style="list-style-type: none"> • Strategically build, manage, maintain & operate all transportation system assets • Ensure efficient & effective use of resources • Maintain transportation network 	<ul style="list-style-type: none"> • Advance asset management; move away from fixing worst first to system management • Consider capital & maintenance costs in project decision making 	<ul style="list-style-type: none"> • Asset condition measures • Remaining service life measures • Life cycle cost measures 	
 <p>Network Performance</p> <ul style="list-style-type: none"> • Increase system reliability • Reduce travel times for individuals & goods • Increase resilience to climate change & extreme weather 	<ul style="list-style-type: none"> • Utilize active traffic management strategies • Provide transportation options • Adapt infrastructure to withstand climate change 	<ul style="list-style-type: none"> • Travel time reliability measures • Congestion measures • Accessibility measures • System & asset resilience measures 	
 <p>Transportation Safety</p> <ul style="list-style-type: none"> • Protect the safety of users • Reduce fatal & serious injury crashes 	<ul style="list-style-type: none"> • Collaborate with partners on education, engineering, enforcement, & emergency medical services • Employ a safe system approach by fostering a culture of safety 	<ul style="list-style-type: none"> • Traveler safety measures: annual fatalities & serious injuries 	
 <p>Natural Resources</p> <ul style="list-style-type: none"> • Manage environmental impacts of delivering our services including animals & their habitats, plants & their habitats, & biodiversity 	<ul style="list-style-type: none"> • Reduce GHG emissions from transport sector • Reduce salt use during snow and ice operations • Design projects that are appropriate to the surrounding natural elements 	<ul style="list-style-type: none"> • GHG emissions measures • Measure of salt use • Native plantings in highway right-of-way measure • Other environmental sustainability measures 	
 <p>Financial Resources</p> <ul style="list-style-type: none"> • Demonstrate effective & efficient stewardship of public resources • Optimize financial capital • Optimize wider economic impacts • Minimize/eliminate waste, fraud, & abuse 	<ul style="list-style-type: none"> • Manage resources strategically • Invest in projects that are financially efficient from either a traditional BC ratio or using an expanded time horizons view • Do not build what we cannot afford to maintain • Best practices to minimize waste, fraud and abuse 	<ul style="list-style-type: none"> • Project on time/on budget measures • Project scope measures • Measure of sustainable investments • Audit measures of waste, fraud, & abuse 	
 <p>Citizens & Society</p> <ul style="list-style-type: none"> • Strengthen relationships & enhance trust • Create an equitable transportation system • Advance environmental justice 	<ul style="list-style-type: none"> • Employ meaningful & accessible engagement practices • Invest time & resources in relationship building • Conduct regular customer engagement & surveys • Advance equity in decision making processes at all levels • Remove barriers to engagement through statutory changes 	<ul style="list-style-type: none"> • Public trust and confidence measures • Project-level public engagement measures • Equity lens for measures 	

CONCLUSIONS AND RECOMMENDATIONS

- Public value creation is continuing to evolve
- Transport agencies should consider increasing focus to encompass integrated thinking
 - Broaden our focus from purely operational outcomes to more holistic and integrated thinking
 - Investigate value and focus on longer term outcomes
- PIARC should conduct further research into value creation in relation to transport agencies



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WRAP UP

ALAN COLEGATE

EXEC. DIR. STRATEGY & COMMUNICATIONS

MAIN ROADS WESTERN AUSTRALIA

CONCLUSIONS

1. Measuring customer experience delivers measurable impacts
2. Relationships between type of road network managed and customer influence
3. Lack of understanding creates greater risk
4. Public value creation is continuing to evolve
5. Key themes identified to assess progress



ASSESSMENT FRAMEWORK

DRIVING IMPROVEMENT



RECOMMENDATIONS FOR TRANSPORT AGENCIES

1. Consider individual and community perspectives
2. Measure and evaluate your customers experience
3. Assess your maturity and identify gaps
4. Increase focus to encompass integrated thinking

“The quality of a society can often be judged by the state of its infrastructure and the level of care and attention given to those who depend on it”



Working Group 3 Presentation: It's All About the People Defining & Promoting Diversity & New Talent Management

José Manuel Blanco Segarra
MITMA, Spain

Karen Bobo
U.S. DOT



TC 1.1 PERFORMANCE OF TRANSPORT ADMINISTRATIONS

JOSÉ MANUEL BLANCO SEGARRA (SPAIN), INGENIERO DE CAMINOS DEL ESTADO, MITMA

José Manuel BLANCO SEGARRA, M. Eng. in Roads (UPM, Madrid, 1981) has been active in PIARC since 2012. Spanish Secretary of PIARC's TC 1.1 and member of PIARC Finance Commission and member of CEDR's WG Network Governance. He is Director of the contract for expert support on pavement issues to the Technical Directorate of the Spanish Directorate General of Roads.

A state civil servant since 1986, he has been for 26 years Head of Provincial Unit and then Regional (Extremadura) State Road Demarcation and Director of numerous road designs and works and participated in the development of Spanish technical and management standards.

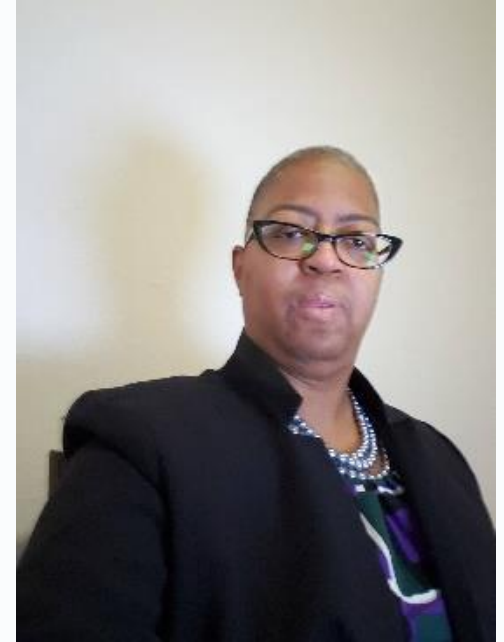


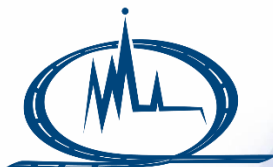
TC 1.1 PERFORMANCE OF TRANSPORT ADMINISTRATIONS

KAREN A. BOBO (USA), DIRECTOR – TRANSPORTATION WORKFORCE DEVELOPMENT TEAM, FEDERAL HIGHWAY ADMINISTRATION (FHWA)

Karen BOBO became the Federal Highway Administration (FHWA) Director – Transportation Workforce Development in May 2019. Karen recently completed a one-year detail as Sr. Advisor – Workforce Development and Interagency Coordination with US DOT Office of the Secretary.

Prior to returning to DC in 2019, Karen served as the Division Administrator in the FHWA – Iowa Division from 2015 to May 2019.





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IT'S ALL ABOUT PEOPLE - DEFINING AND PROMOTING DIVERSITY AND NEW TALENT MANAGEMENT

**TECHNICAL COMMITTEE 1.1 – PERFORMANCE OF TRANSPORT
ADMINISTRATIONS**

ANNA WILDT-PERSSON, SISANDA DYUBHELE, MARIT DUE, KAREN BOBO, ALEX WALCHER

WHAT?

THE PURPOSE OF THE STUDY

- Investigate how Transport Administrations manage diversity and talent management
- Give examples of how to promote diversity and talent



WHY?

STRONGEST MOTIVES ACCORDING TO TRANSPORT ADMINISTRATIONS

- Increased overall performance and innovation
- Customer orientation and value perception
- Representation

"It's important to mirror the society and to ensure accurate representation"

"A prerequisite to better serve current and future customer needs"

"A diverse workforce stimulates innovation and fresh perspectives"

HOW?

LITERATURE STUDY



- **Diversity Management** - a set of organizational strategies to recruit, retain and develop individuals from a variety of different backgrounds and facilitate good relationships among them
- **Talent Management** - the systematic attraction, identification, development, engagement, retention, and deployment of talents
- It's all about people and skills! Many of the strategies are the same in diversity and talent management.

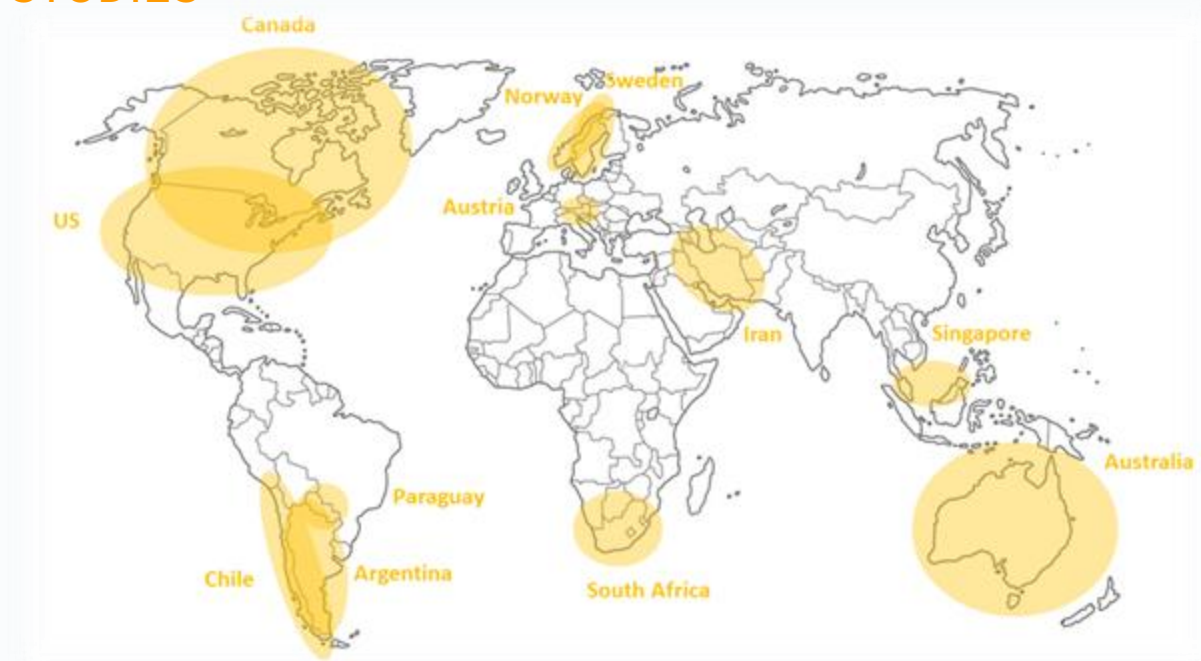
HOW?

5 ROUND TABLE DISCUSSIONS & 1 SURVEY



HOW?

24 CASE STUDIES





DIMENSIONS OF DIVERSITY AND DIVERSITY MANAGEMENT

DIVERSITY MANAGEMENT

DIMENSIONS OF DIVERSITY

The following dimensions of diversity were analyzed as a part of this study:

- Age
- **Disability**
- **Gender**
- **Ethnicity**
- Indigenous People
- Language
- Sexual Orientation

DIVERSITY MANAGEMENT

PRIMARY FINDINGS

- It is acknowledged that countries are not homogenous
- Two different organizations can analyze the same dimension of diversity but define it differently
- The boundaries of how diversity is defined are informed by each respective country's national laws and regulations
- 3 operational approaches to diversity management:
 - Those that deal specifically with a number of diversity dimensions
 - Those that integrated diversity management principles in their HRM
 - Those that had a stand-alone diversity plan

DIVERSITY MANAGEMENT

PRIMARY FINDINGS

- Vision for diversity is directly related to the characteristics of each country
- The establishment of diversity committees, identification of barriers, management support and the implementation of diversity training were found to be pivotal interventions
- Diversity management policies have to deal with conscious and unconscious biases
- You can't manage what you can't measure

DIVERSITY MANAGEMENT

PRIMARY FINDINGS

- The simultaneous management of multiple dimensions of diversity is a lived experience of most organizations
- It is important to recognize and celebrate diversity
- Diversity management goals should be linked to KPI's

DIVERSITY MANAGEMENT

CONCLUSIONS

“We must ensure commitment at the top and create leaders that understand and are committed to change”

- Diversity management requires proactive strategies, monitoring and policies to create the desired culture
- It is important to supplement diversity with the principles of inclusion, equity and accessibility
- Diversity can be viewed through an internal and external lens
- The primary motive for addressing and managing diversity is representation, increased overall performance and innovation, and a customer orientation and value perception



TALENT MANAGEMENT, NEW TALENT AND KEY COMPETENCE

TALENT MANAGEMENT

TERMS AND DEFINITIONS

Talent management: The systematic attraction, identification, development, engagement, retention, and deployment of new talent and key competences.

Key competence: The competence and skills that Transport Administrations need to deliver their services in a sustainable manner.

TALENT MANAGEMENT

FINDINGS FROM THE LITERATURE REVIEW

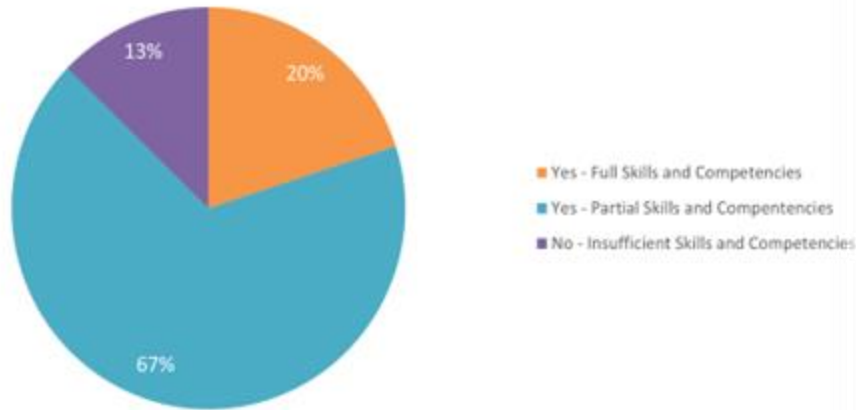
- Public sector brand
- Recruiting
- Graduate development programs
- Measuring performance
- Succession pipeline
- Manager commitment
- Designing jobs
- Training
- Work-life balance initiatives



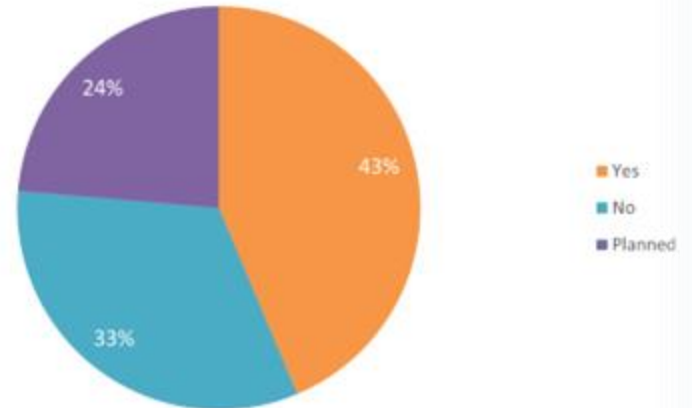
TALENT MANAGEMENT

FINDINGS FROM THE SURVEY

Organisational Skills and Competencies to Respond to and Shape New Transport Technologies and Service Models



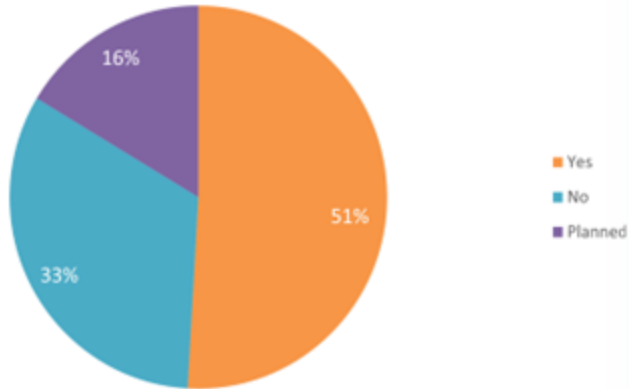
Identification of Key Competencies for Staff to Meet Technological Change, New Service Models and Changes in Customer Expectations



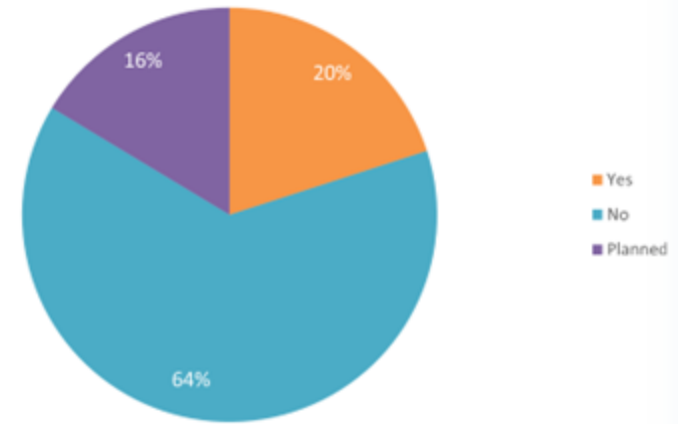
TALENT MANAGEMENT

FINDINGS FROM THE SURVEY

Technological Change Affecting Organisational Job Descriptions and/or Educational Requirements in the Recruitment Process



Changes to the Recruitment Process to Attract New Competencies for Technological Change



TALENT MANAGEMENT

FINDINGS FROM THE CASE STUDIES

- Emphasis on the development of a culture of continuous learning to keep pace with the developments.
- Successful approaches and initiatives include more training programs for staff and more training/leadership development programs for managers, and more mentoring.
- Recognition of the need to cooperate with academia and the industry to recruit staff and to identify skills and competencies needed.
- Much attention paid to attracting new employees and to employee retention by developing skills and competencies and work-life balance initiatives.
- There is still some work to do when it comes to succession planning.

TALENT MANAGEMENT

WRAP-UP OF FINDINGS FROM THE VARIOUS DATA SOURCES

- It is difficult to predict what exact skills and competencies will be required in the future, but it seems obvious that there will be more interdisciplinary working environments.
- Transport Administrations will have to change their learning culture and ways of working, and employees will have to be adaptive and engage in continuous learning.
- Transport Administrations need to have a shared understanding of the concepts of new talent and key competencies. The literature review provides definitions of these concepts.

TALENT MANAGEMENT

WRAP-UP OF FINDINGS

- The survey and case studies demonstrate that Transport Administrations are responding to the societal and technological changes in different ways and at a different pace. This is as expected given that they operate within different systems, environments, and stages of development in general.
- It seems obvious that Transport Administrations will need a pool of employees who are talented, diverse, and versatile and able to cooperate across traditional fields of expertise.

*" In the search for **new competence**, it's important to focus more on emotional intelligence, adaptability, leadership, ability to think outside the box, networking, data intelligence and collaboration "*



RECOMMENDATIONS

CONCLUSIONS & RECOMMENDATIONS

RECOMMENDATIONS FOR TRANSPORT ADMINISTRATIONS

- Need to make people the centre of their business
- Focus on, and reflect, all sections of society, mirroring this base within their own management structures and workforce
- Proactively identify barriers to diversity and talent management and develop strategies to mitigate

"Good people will leave if they don't feel wanted"

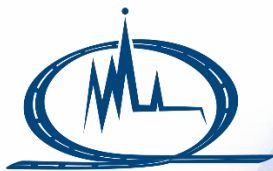
CONCLUSIONS & RECOMMENDATIONS

RECOMMENDATIONS FOR TRANSPORT ADMINISTRATIONS

- Complete an honest and deep analysis of the current internal and external situation in terms of DEIA (Diversity, Equity, inclusion and Accessibility Analysis) and of the need for talent
- Implement diversity and talent management strategies, plans and practices that are consciously designed, implemented, and assessed. Many of the strategies are the same in diversity and talent management.
- Serve their customers, who are the taxpayers, and their needs should form the core of the organizational value creation process



CLOSING REMARKS



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Q & A

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CONCLUSIONS

WORKING GROUP 1 - PUBLICATIONS

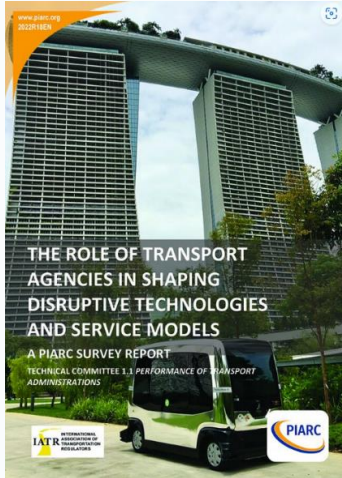
Customer Experience - A PIARC Case Study Analysis (report 2022R26EN)



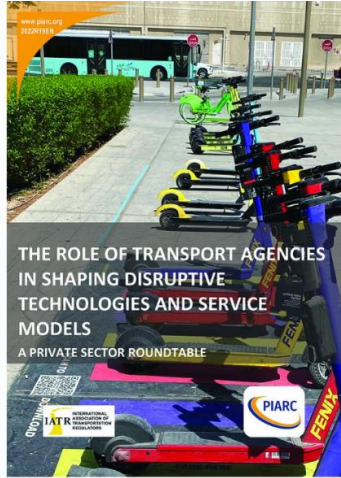
Customer Experience and Public Value Creation - Technical Report (report 2023R06EN)



WORKING GROUP 2 - PUBLICATIONS



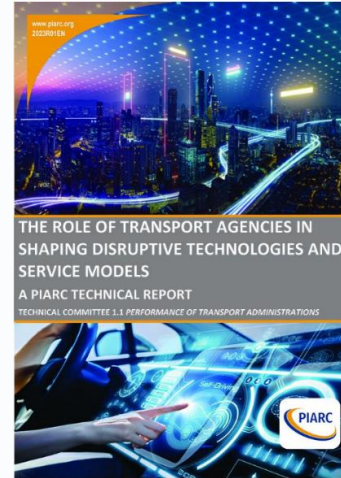
[The Role of Transport Agencies in Shaping Disruptive Technologies and Service Models - Survey Report](#) (report 2022R18EN)



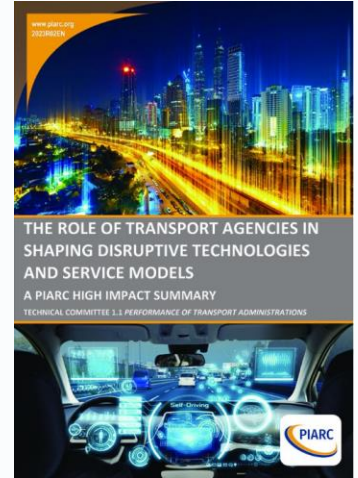
[The Role of Transport Agencies in Shaping Disruptive Technologies and Service Models - A Private Sector Roundtable](#) (report 2022R19EN)



[The Role of Transport Agencies in Shaping Disruptive Technologies and Service Models - Case Study Analysis](#) (report 2022R27EN)

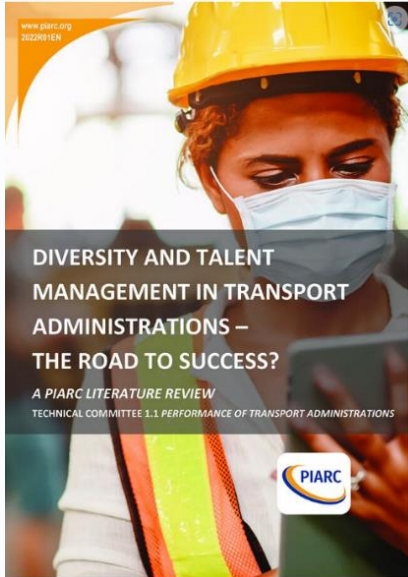


[The Role of Transport Agencies in Shaping Disruptive Technologies and Service Models - High Impact Summary](#) (report 2023R02EN)

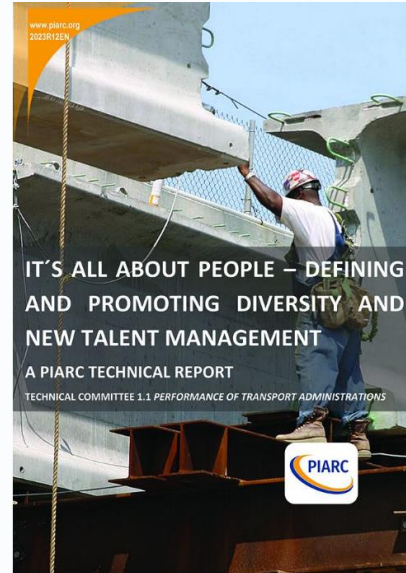


[The Role of Transport Agencies in Shaping Disruptive Technologies and Service Models - Technical Report](#) (report 2023R01EN)

WORKING GROUP 3 - PUBLICATIONS



[Diversity and Talent Management in Transport Administrations - The Road to Success?](#)
(report2022R01EN)

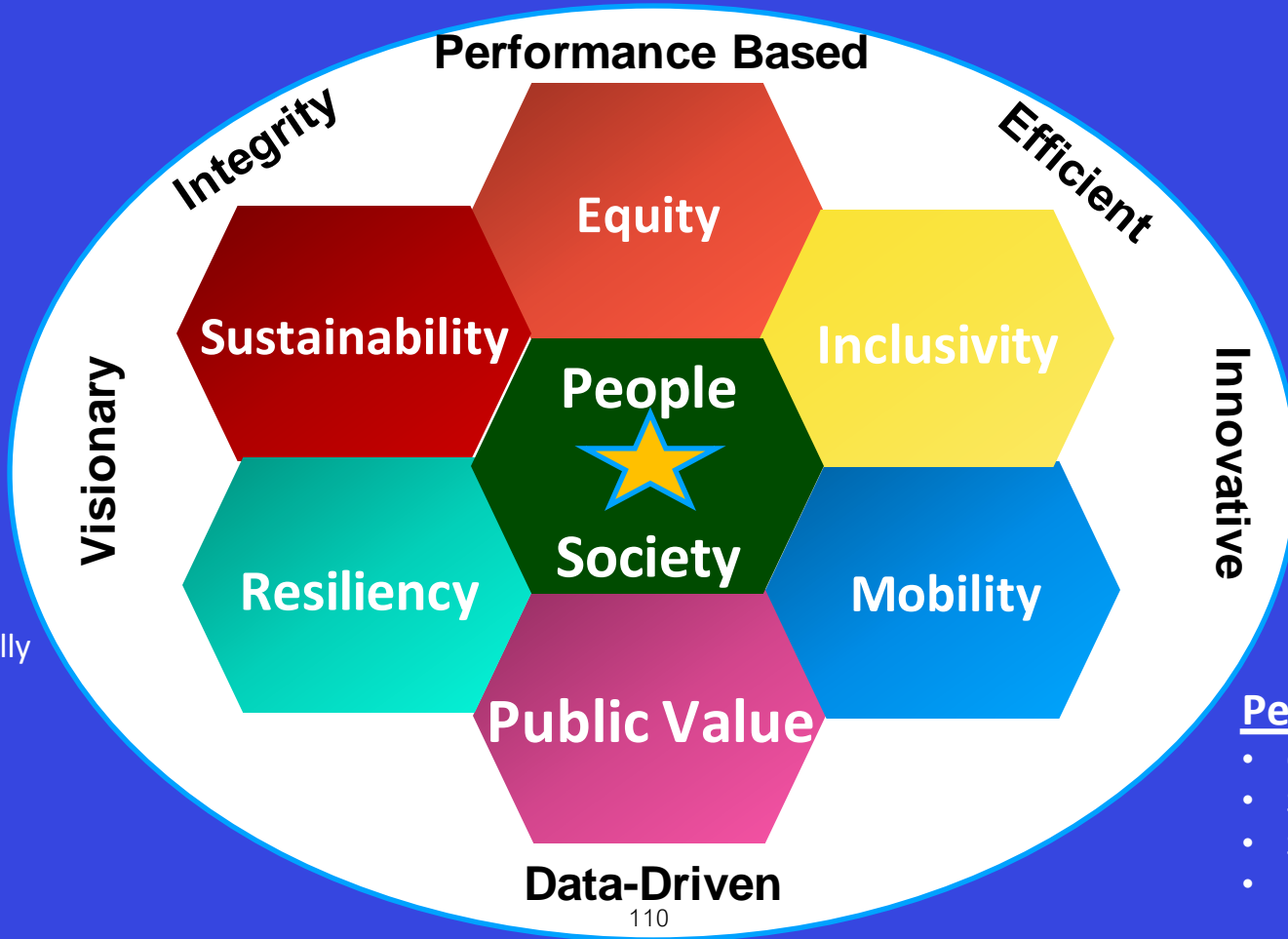


[It's All About People - Defining and Promoting Diversity and New Talent Management - Technical Report](#) (report 2023R12EN)



TC 1.1 WHAT'S NEXT

STRATEGIC FRAMEWORK FOR THE TRANSPORT AGENCY OF THE FUTURE



Need a Home:

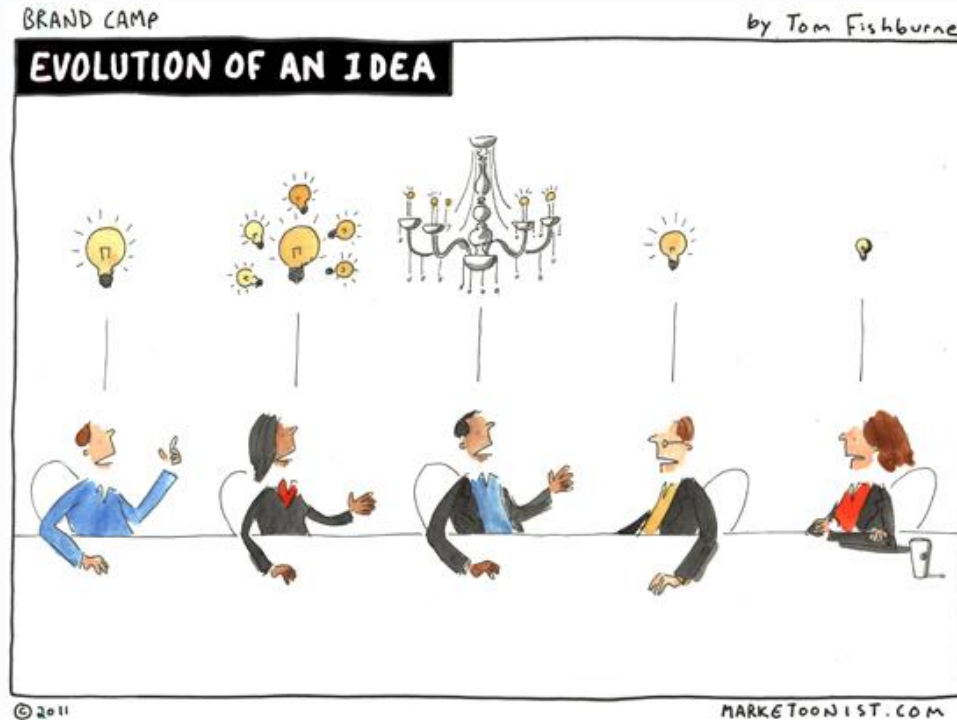
- Environmentally Sensitive
- Long-Term Thinking
- Safety Driven
- Stewardship
- Transparency

People:

- Customers
- Staff
- Stakeholders
- Users

TS11 – PERFORMANCE OF TRANSPORT ADMINISTRATIONS

WHAT'S NEXT



A NORTH STAR FOR GUIDING THE FUTURE OF TRANSPORT AGENCIES

INPUTS

(Constraints, Opportunities, STEEP, SWOT)

GUIDING PRINCIPLES

(Regulating Chosen Operating Model and Key Organisational Components)

OUTCOMES

(Economic, Efficient, Effective, Equitable)



TC 1.1 2024-2027 TERMS OF REFERENCE

ISSUE 1.1.1. THE TRANSPORT AGENCY OF THE FUTURE

Investigate how the transport agency of the future **must evolve to meet the changing customer needs.**

How to **leverage technology and innovation**, with highlights on different important aspects such as, role and function, changing and evolving business and operating models, **addressing issues of equity, diversity, and inclusivity**, addressing uncertainty, the impact of digitalization, including that of Artificial Intelligence (AI), and incorporating innovation at the organizational level to become an efficient and high-performing agency.

How to enable **effective engagement and dialog** with the evolving stakeholder ecosystem and how to work with other public and private entities to carry out this mission.

TC 1.1 2024-2027 TERMS OF REFERENCE

ISSUE 1.1.1. PRELIMINARY RESEARCH QUESTION/S

- Equity and inclusiveness
- Identifying key megatrends and the process of addressing them
- New modes and mobility trends including multimodality
- Business and operating models of the TA of the Future
- How do you foster innovation and create a culture of innovation in Transport administrations?
- Artificial Intelligence (AI) and Digitalization (Dx) for better efficiency of road organizations

TC 1.1 2024-2027 TERMS OF REFERENCE

ISSUE 1.1.2. PUBLIC VALUE CREATION BY TRANSPORT AGENCIES

How should transport administrations consider the principles of public value as they redefine strategic frameworks to better represent a focus on more holistic societal expectations.

Are there other drivers beyond resilience, sustainability, digitization, decarbonization, equity, accessibility, health, and security that agencies should consider in their strategic framework review linked to public value creation?

How can Transport Agencies communicate the public value created and improve their overall image with the public?

TC 1.1 2024-2027 TERMS OF REFERENCE

ISSUE 1.1.2. PUBLIC VALUE CREATION BY TRANSPORT AGENCIES

- What drivers should transport agencies consider in their strategic framework review that are linked to public value creation?
- Can the use of customer experience in evaluating the implementation of new technologies contribute to increasing the acceptance of new technologies and increasing public value?
- Is there any evidence that links improved design and planning approaches that include more comprehensive engagement that improves public value creation?
- What would agencies need to change in their existing strategic frameworks in order to capture more holistic societal expectations?
- How can agencies measure their progress in these emerging areas?

TC 1.1 2024-2027 TERMS OF REFERENCE

ISSUE 1.1.3. STRENGTHENING WORKFORCE THROUGH MODERNIZING SKILLS, ENHANCING DIVERSITY, EQUITY, AND INCLUSION

One of the most critical and universal issues facing the entire transportation industry is the one of workforce shortage, diversity, equity, and inclusiveness.

This topic includes the inter-related issues of talent management, new competencies required because of new technological disruptions taking place within the transportation sector, and identifying what makes an attractive employer.

Building upon the work of TC 1.1 in the 2020-2023 cycle, the issue of strengthening the workforce through modernizing skills, enhancing diversity, equity, and inclusion will be further developed under the umbrella topic of the Transport Agency of the Future.

TC 1.1 2024-2027 TERMS OF REFERENCE

ISSUE 1.1.3. STRENGTHENING WORKFORCE THROUGH MODERNIZING SKILLS, ENHANCING DIVERSITY, EQUITY, AND INCLUSION

- How do we ensure inclusive engagement?
- How are Transport Agencies tackling the challenges and obstacles of the different dimensions of diversity in the workplace?
- What are the prominent equity issues that LMICs must deal with?
- How can Transport Agencies become an “attractive employer”?
- What tasks and future goals need to be embraced by TAs to build an exciting professional image that appeals to inquiring and creative minds?
- Are there skills, new and old, that are more important than others when technology evolves fast? What is the impact of AI?
- The Agency with Skills and Capacity Fit for the Future - competencies and capabilities needed in the future. How can transport administrations deal with this?



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Q&A SESSION



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December 7, 2023

TPM Webinar 21: *The Future Transportation Agency: Pioneering a Performance Path*

March 20, 2024 (2-3:30 PM)



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