



Organizational Management Subcommittee



Wednesday, September 24, 2025 – 1:15 to 2:30 EDT



Today's Session Agenda

1. Introductions
2. Facts, Data, and Evidence about Where We Are Now: Survey and current research
3. The Future: Areas still needing attention
4. Transitioning to the Future: actions we could / should be taking
5. Making the Transition from Now to the Future: Action Plan

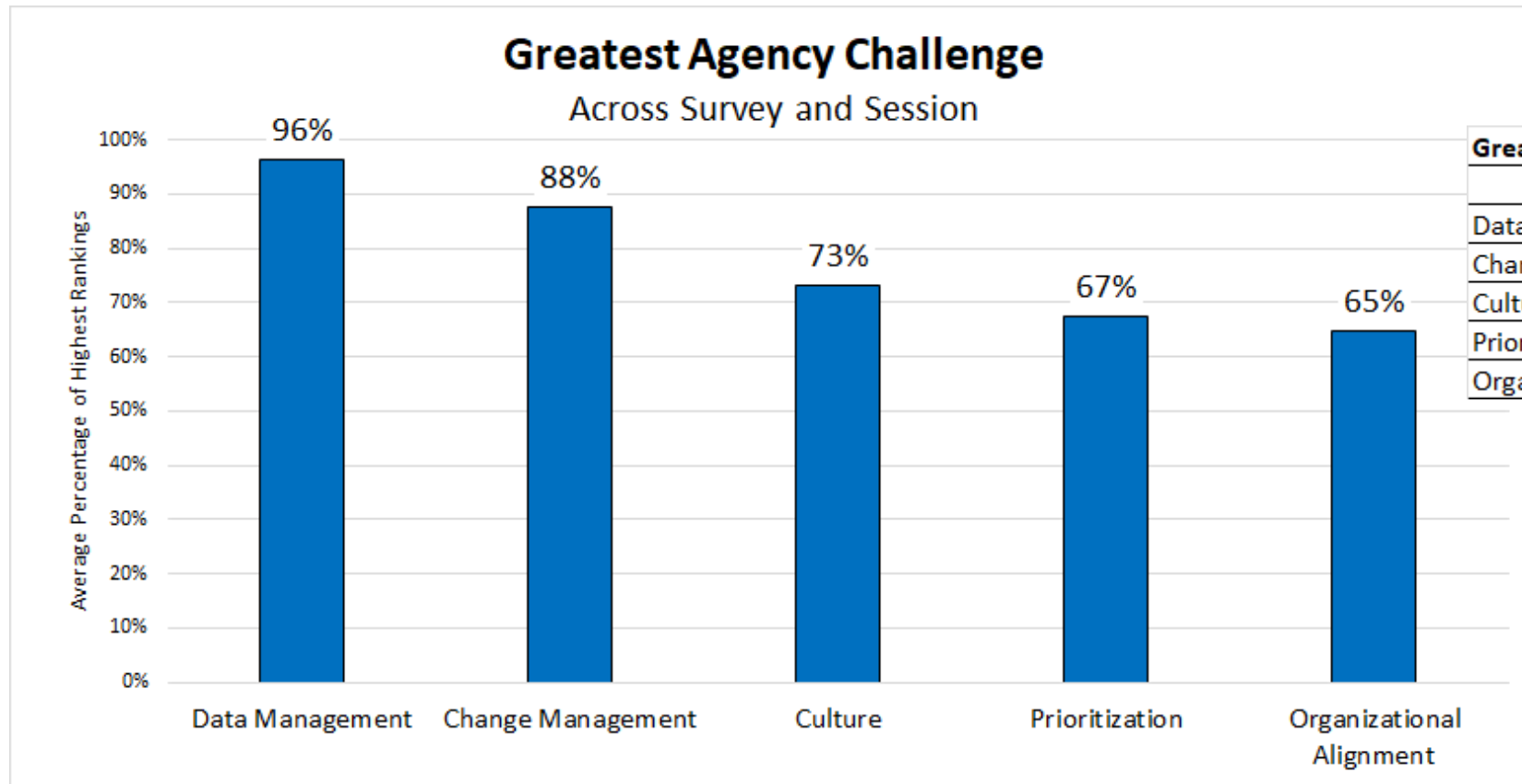
Current

Transition

Future



2. Facts, Data, and Evidence about Where We Are Now: Survey



Greatest Challenge			
	Survey	Session	Average
Data Management	93%	100%	96%
Change Management	93%	82%	88%
Culture	81%	65%	73%
Prioritization	67%	68%	67%
Organizational Alignment	100%	29%	65%

Current
Transition
Future



2. Facts, Data, and Evidence about Where We Are Now: Survey



INITIAL NEEDS SURVEY

ANNUAL MEETING SESSION

<p>Organizational Resource Constraints / Issues Staffing (people and skills), workforce turnover, and funding/available resources were constraints impacting performance management efforts.</p>		<p>Leadership and Resource Availability: Strong leadership that provides clear direction and adequate resources is critical for implementing changes, fostering progress, and enhancing employee satisfaction.</p>
<p>Organizational Response Technology, ever evolving, needed to be understood and used - often requiring leadership to champion performance management efforts.</p>		<p>Leadership and Resource Availability: Strong leadership that provides clear direction and adequate resources is critical for implementing changes, fostering progress, and enhancing employee satisfaction.</p>
<p>Organizational Function Change management as well as prioritization are needed to identify, focus, and carry efforts from development through implementation.</p>		<p>Change Management Challenges: Organizations face significant challenges in adapting to new strategies without effective change management, which can lead to ongoing performance issues and misalignment.</p>
<p>Culture It will take a shift in culture and mindsets to be open to the innovation and new approaches needed.</p>		<p>Cultural Shift and Organizational Alignment: A shift towards a culture that prioritizes collaboration and service delivery, rather than internal competition, is necessary for achieving alignment and improving overall effectiveness.</p>
<p>Data Both management and integration of data were needed to better leverage as much value as possible.</p>		<p>Impact of Data Management on Organizational Efficiency: Effective data management is crucial across various business functions and directly affects the organization's ability to deliver programs and achieve goals.</p> <p>Need for Clean Data: Accurate and clean data is essential for effective decision-making, answering key questions, and driving performance improvements.</p>



2. Facts, Data, and Evidence about Where We Are Now: Research

COMPLETE

- NCHRP 08-127 – Impact of New Disruptive Tech on DOT Performance (Aug 2025)
- NCHRP 20-44(40) – Implementing Agency Capability Building Framework (July 2025)
- NCHRP 23-15 – Risks Related to Emerging & Disruptive Technologies (June 2025)
- NCHRP 08-151 - Risk Management at State DOTs (June 2024)
- NCHRP 02-25 - Attracting, Retaining, and Developing the 2030 Workforce (Apr 2022)

ACTIVE

- NCHRP 20-102(20) – Workforce Prep for Deployment of Emerging Tech (Oct 2025)

PENDING

- NCHRP – 23-46 – AI Integration and Workforce Transformation
- NCHRP – 20-24(153) – Roadmap to Address Workforce Planning/Development

Complete

Active

Pending



2. Facts, Data, and Evidence about Where We Are Now: Research

OM Sub-Committee Research Themes



Organizational Models

Does structure impact decision-making & effectiveness?

Efficiency and Process Improvements

How can agencies improve efficiency and processes?

Organizational Change

What models/methods support adaptation & goals?

Leveraging Technology

How can technology best meet needs and efficiencies?

Workforce Management

What strategies build capacity and meet evolving needs?

Current

Transition

Future



3. The Future: Areas still needing attention

Individual Idea Generation

- Silently brainstorm specific initiatives/projects.
- Think broadly (programs, resources, research, communication).
- Write each idea on a separate small Post-it note.

Current

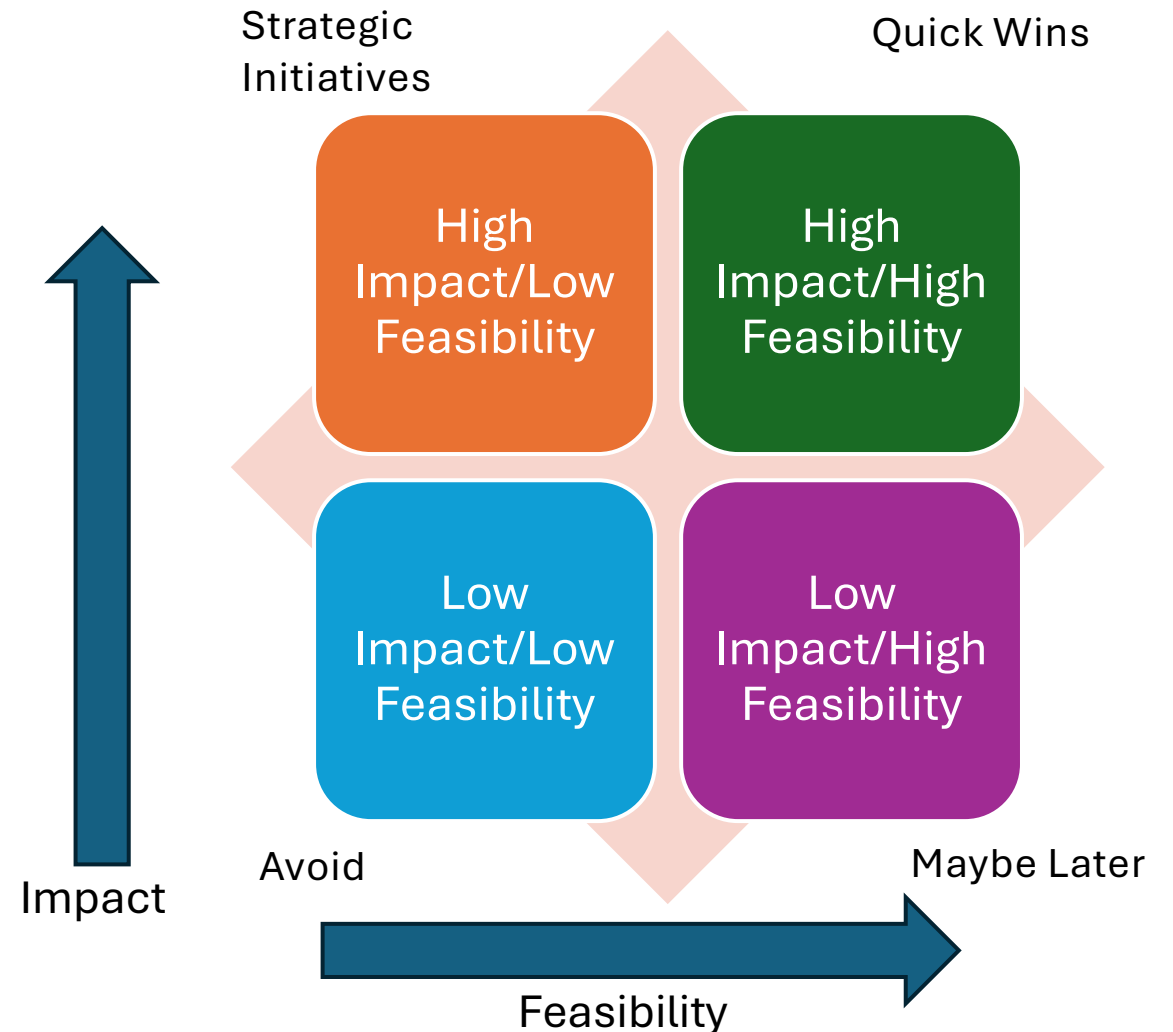
Transition

Future



4. Transitioning to the Future: prioritizing actions we could / should be taking (prioritizing)

- Identify the top 2-3 most impactful and feasible initiatives for the next 1-3 years.
- Impact: How much will it help achieve mission and goals?
- Feasibility: Do we have the resources/capacity to undertake it?





5. Making the Transition from Now to the Future: Action Plan



Thank you for your participation!

- Material from this session will inform the Next Steps.
- Next Steps
 - Refining these initiatives
 - Assigning leads
 - Developing timelines
 - Identifying/finalizing resources



Current

Transition

Future