Module 10: Creating a TSMO Culture, Organization and Workforce
Session Purpose

• Introduce Culture, Organization and Workforce as dimensions of TSMO capability

• Provide understanding of
  • What are Culture, Organization and Workforce?
  • Why are they important?
  • What are the benefits?
  • Examples of leadership actions
What is TSMO Culture?

- Acceptance of TSMO in agency’s mission
- Institutionalization of TSMO into agency activities
- Values, assumptions, knowledge and expectations for TSMO within an agency
- Key aspects of culture
  - Leadership/championing TSMO
  - TSMO program status
  - Staff recruitment, retention and training
What is Organization and Workforce?

• Programmatic Status
  • Elevating TSMO as a recognized program

• Organizational Structure
  • Internal – Defining functions, roles, responsibilities, accountability, reporting
  • External – Having formalized relationships for effective collaboration

• Workforce
  • Staff development, recruitment/retention, and training to sustain a TSMO culture and functions
  • Outsourcing to supplement and as skills develop
## Why is it Important?

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<th>Key Dimensions</th>
<th>Level 1 Performed</th>
<th>Level 2 Managed</th>
<th>Level 3 Integrated</th>
<th>Level 4 Optimized</th>
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Why is it Important?

• A culture that doesn’t support operations will inhibit an agency from implementing operational strategies

• An organizational structure or workforce that isn’t designed to support operations will:
  • Inhibit implementation
  • Contribute to less than successful implementation of operational strategies
What are the Benefits?

• Culture
  • Creates a common understanding of values, assumptions, knowledge and expectations
  • Fosters an environment where TSMO is ingrained in institutional and operating activities

• Organization and Workforce
  • Provides coordinated organizational functions to support TSMO
  • Ensures a technically qualified workforce with clear management authority and accountability
Examples of Leadership Actions

- Establish TSMO with formal core program status – equivalent to other major agency programs
- Identify organizational changes to accommodate TSMO
- Integrate TSMO into overall agency structure and clarify reporting relationships
- Create organization and staffing structure for TSMO – equivalent to other major agency programs
Establish TSMO with formal core program status

• Promote understanding of TSMO on agency mission, strategies and program

• Establish visible top management commitment to TSMO

• Establish formal TSMO program status for full effectiveness
Identify organizational changes to accommodate TSMO

Structure – Alternative #1
TSMO Equivalent to Other Activities

CAO

Admin  Planning  Design  Districts  Maintenance  TSMO

TMC(s)

Indicates lead role for TSMO
Other units retain some TSMO responsibilities
Identify organizational changes to accommodate TSMO

Structure – Alternative #2
TSMO at Lower Level and Split

- CAO
- Chief Engineer Plan and Design
  - Planning
  - Design
- Chief Engineer Maint and Ops
  - Freeway Ops
  - TMC(s)
  - Traffic Eng and Safety
- Administration
  - Maintenance
  - Districts

Indicates lead role for TSMO
Other units retain some TSMO responsibilities
Identify organizational changes to accommodate TSMO

Structure – Alternative #3
TSMO at Lower Level and Split

CAO

Chief Engineer Plan and Design
Planning
Design

Chief Engineer Maint and Ops
Traffic Eng and Safety
Maintenance

Administration

Districts
TMC(s)

Indicates lead role for TSMO
Other units retain some TSMO responsibilities
Integrate TSMO into overall agency structure and clarify reporting relationships

- Develop TSMO-focused staff training program
  - Bring in content experts
  - Organize peer exchanges
  - Include junior staff
  - Encourage mentorship at all levels
  - Informal mentoring relationships
  - Formal mentoring programs
Integrate TSMO into overall agency structure and clarify reporting relationships

- TSMO has unique staffing needs
- Core capabilities are both managerial and technical
- Be purposeful about acquiring and retaining appropriate knowledge and skills
Create organization and staffing structure for TSMO

Define

- Define key staff capabilities needed
  - TSMO-related KSAs in job descriptions

Acquire

- Acquire needed capabilities
  - Recruitment, on-the-job training, outsourcing

Establish

- Establish attractive career path
  - Opportunities for training and advancement
Current State of Your Agency

Group Discussion

• Discuss the state of TSMO in your agency
  • Who are the current TSMO champions, if any?
  • How segregated is TSMO within your organization?
  • What are the barriers to further implementing TSMO culture?
  • How might agency career paths align with TSMO?
Culture, Organization and Workforce Resources

- TSMO Guidance
  - http://www.aashtotsmoguidance.org/
- NOCoE Workforce Development
  - https://transportationops.org/workforce
- Developing and Sustaining a TSMO Mission for Your Organization: A Primer for Program Planning
- Creating an Effective Program to Advance Transportation System Management and Operations Primer
  - https://ops.fhwa.dot.gov/publications/fhwahop12003/background.htm#fig4