



Module 10: Creating a TSMO Culture, Organization and Workforce

Courtesy:



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?

Key Dimensions	Level 1 Performed	Level 2 Managed	Level 3 Integrated	Level 4 Optimized
Business Processes				
Systems & Technology				
Performance Management				
Culture	★			
Organization & Workforce	★			
Collaboration				



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

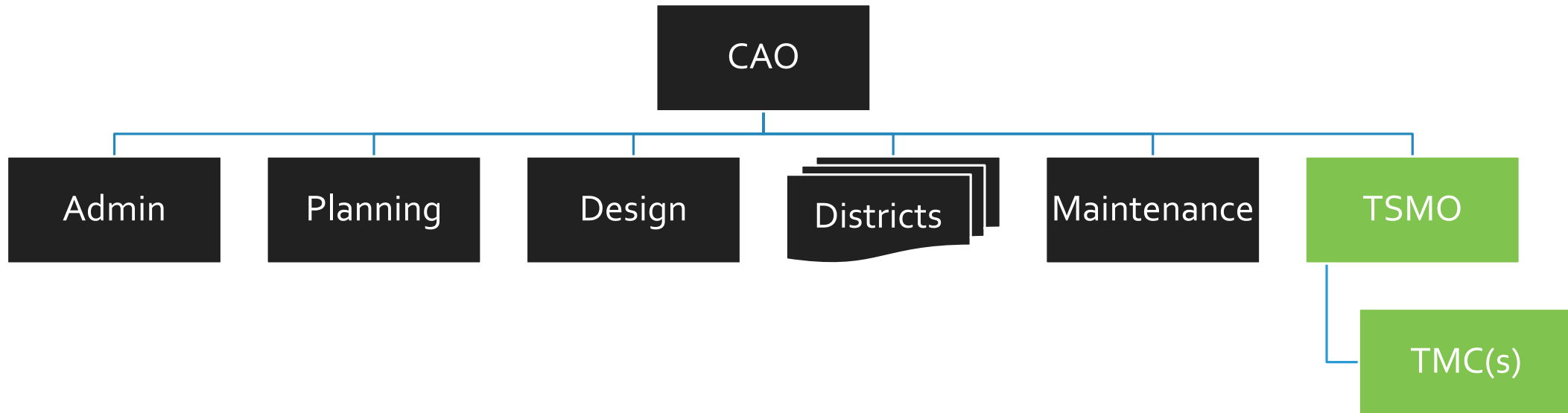
- Promote understanding of TSMO on agency mission, strategies and program
- Establish visible top management commitment to TSMO
- Establish formal TSMO program status for full effectiveness




Identify organizational changes to accommodate TSMO

Structure – Alternative #1

TSMO Equivalent to Other Activities



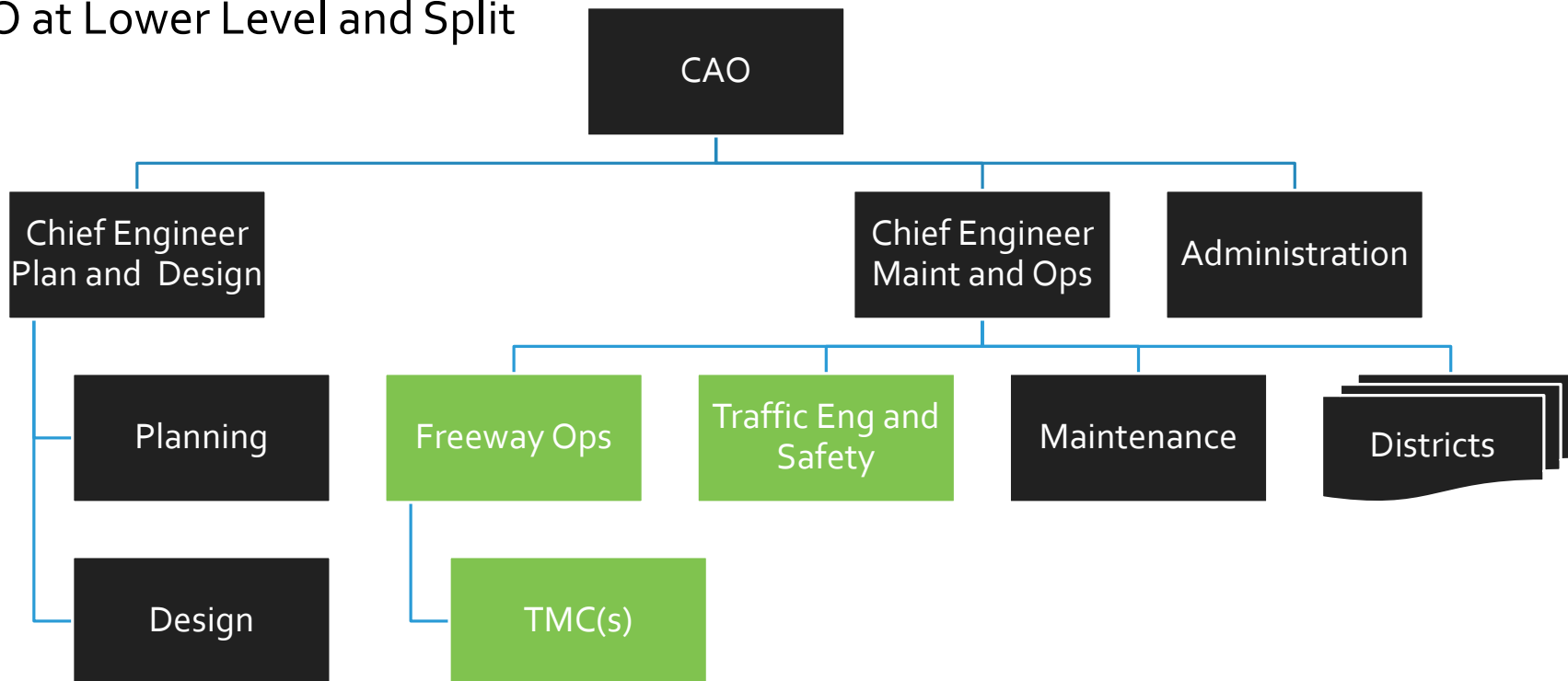
 Indicates lead role for TSMO
Other units retain some TSMO responsibilities




Identify organizational changes to accommodate TSMO

Structure – Alternative #2

TSMO at Lower Level and Split

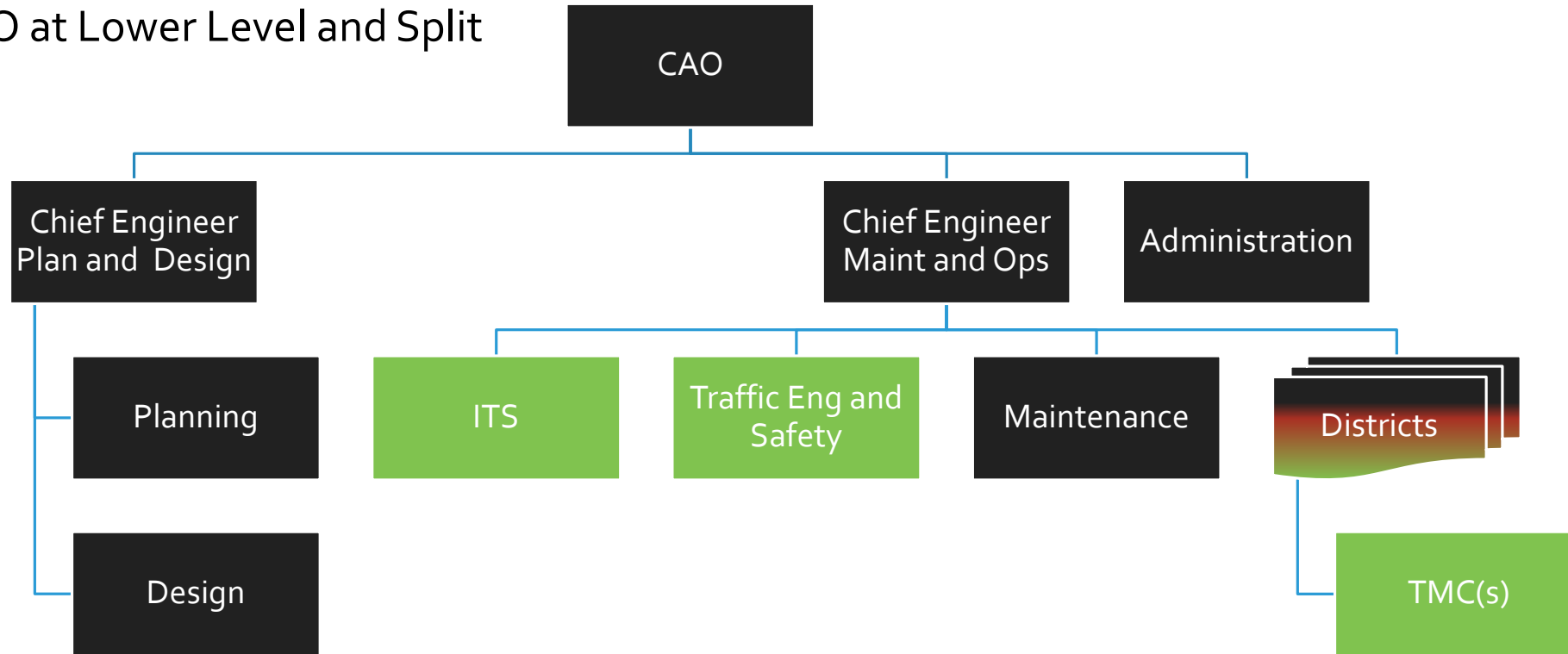


 Indicates lead role for TSMO
Other units retain some TSMO responsibilities



Identify organizational changes to accommodate TSMO

Structure – Alternative #3
TSMO at Lower Level and Split



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



U.S. Department
of Transportation
**Federal Highway
Administration**





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
 - <https://ops.fhwa.dot.gov/publications/fhwahop17017/fhwahop17017.pdf>
- Creating an Effective Program to Advance Transportation System Management and Operations Primer
 - <https://ops.fhwa.dot.gov/publications/fhwahop12003/background.htm#fig4>

