NCHRP 20-44(40)

Implementing the Agency Capability Building Framework to Activate Organizational Change

Community of Practice (COP) Kickoff Meeting

November 14, 2023

spy pond partners, llc

HOLLAND ENTERPRISE RESOURCE SOLUTIONS

ACB COP Participants - Fall 2023

- Victoria Beale, Ohio DOT
- Deanna Belden, Minnesota DOT
- Curtis Bradley, North Carolina DOT
- Justin Bruner, Pennsylvania DOT
- Mary Leah Coco, Louisiana DOT and Development
- Craig Crick, Nevada DOT
- Lorri Economy, Utah DOT
- Gehan Elsayed, West Virginia DOT
- Todd Emery, Arizona DOT
- Louis Feagans, Indiana DOT
- Meghan Haggerty, Massachusetts DOT
- Matthew Haubrich, Iowa DOT
- Alexis Martin, New Hampshire DOT

ACB COP Participants - Fall 2023

- Anna McLaughlin, AASHTO
- Amanda Olive, North Carolina DOT
- Charlie Purcell, Iowa DOT
- David Putz, Iowa DOT
- Alana Spendlove, Utah DOT
- Dawn Sullivan, Oklahoma DOT
- Karin Van Dyck, Minnesota DOT
- Gary Vansuch, Colorado DOT
- Jean Wallace, Minnesota DOT
- Dara Wheeler, California DOT
- Crystal Woods, Arkansas DOT
- Christos Xenophontos, Rhode Island DOT
- Christopher Young, Texas DOT
- Patrick Zelinski, TRB

Agenda

- Agency Capability Building (ACB) Framework
- ACB Community of Practice (COP)
- COP Input On:
  - ACB Framework & Guidance
  - ACB COP Schedule & Activities
  - Stakeholder Engagement
- Next Steps

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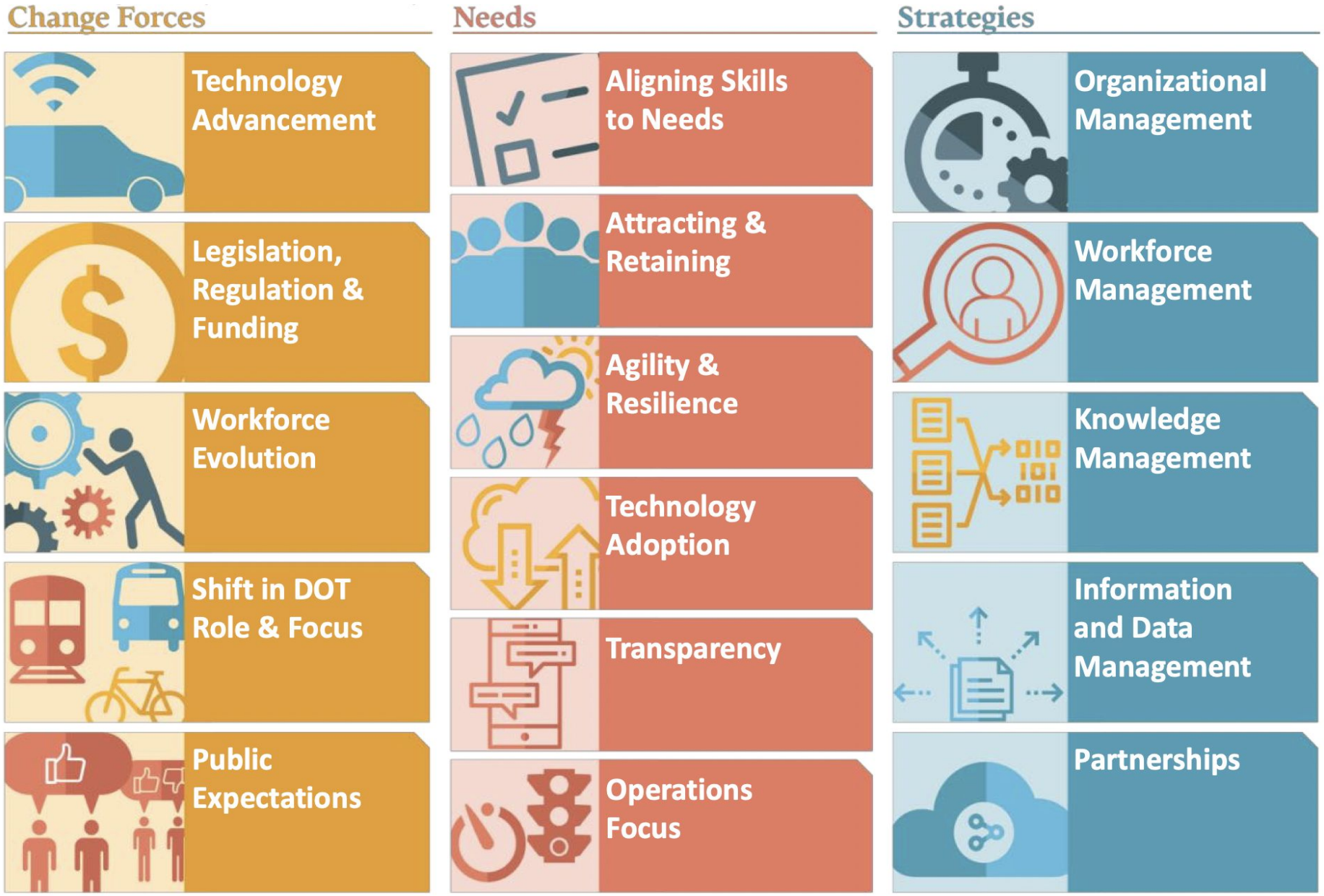
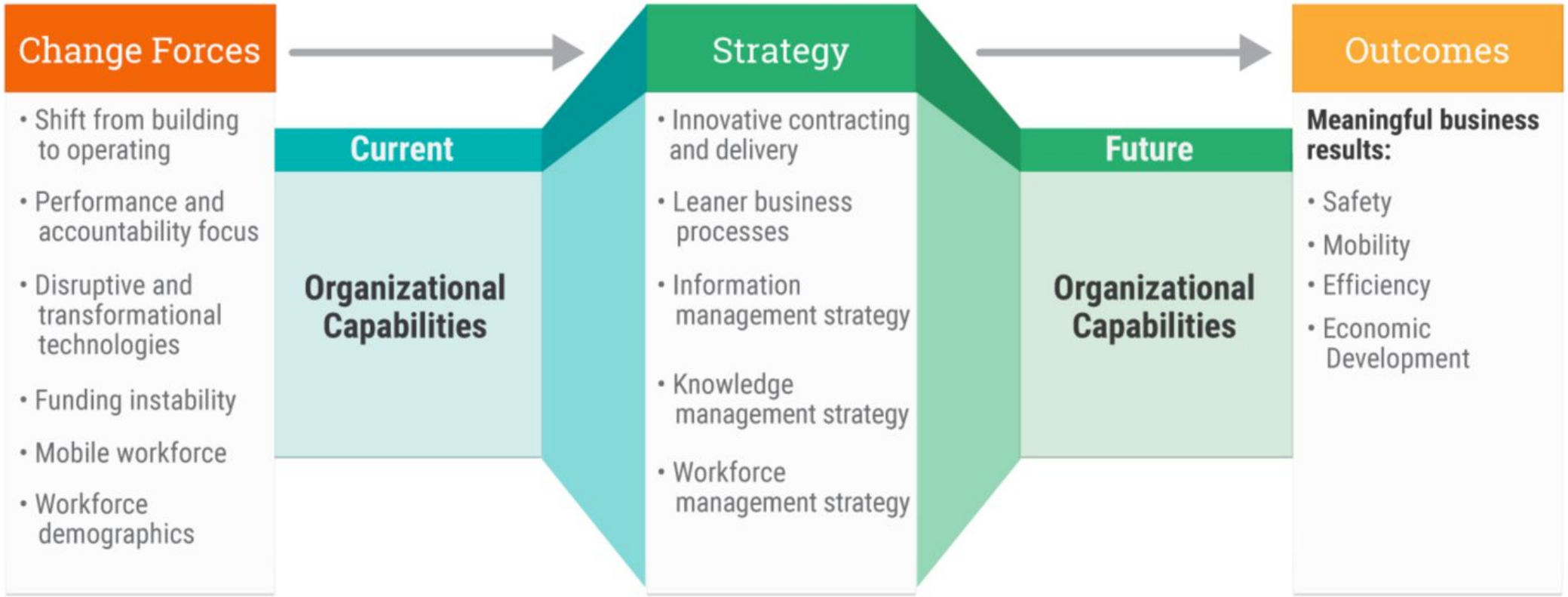
ACB Framework



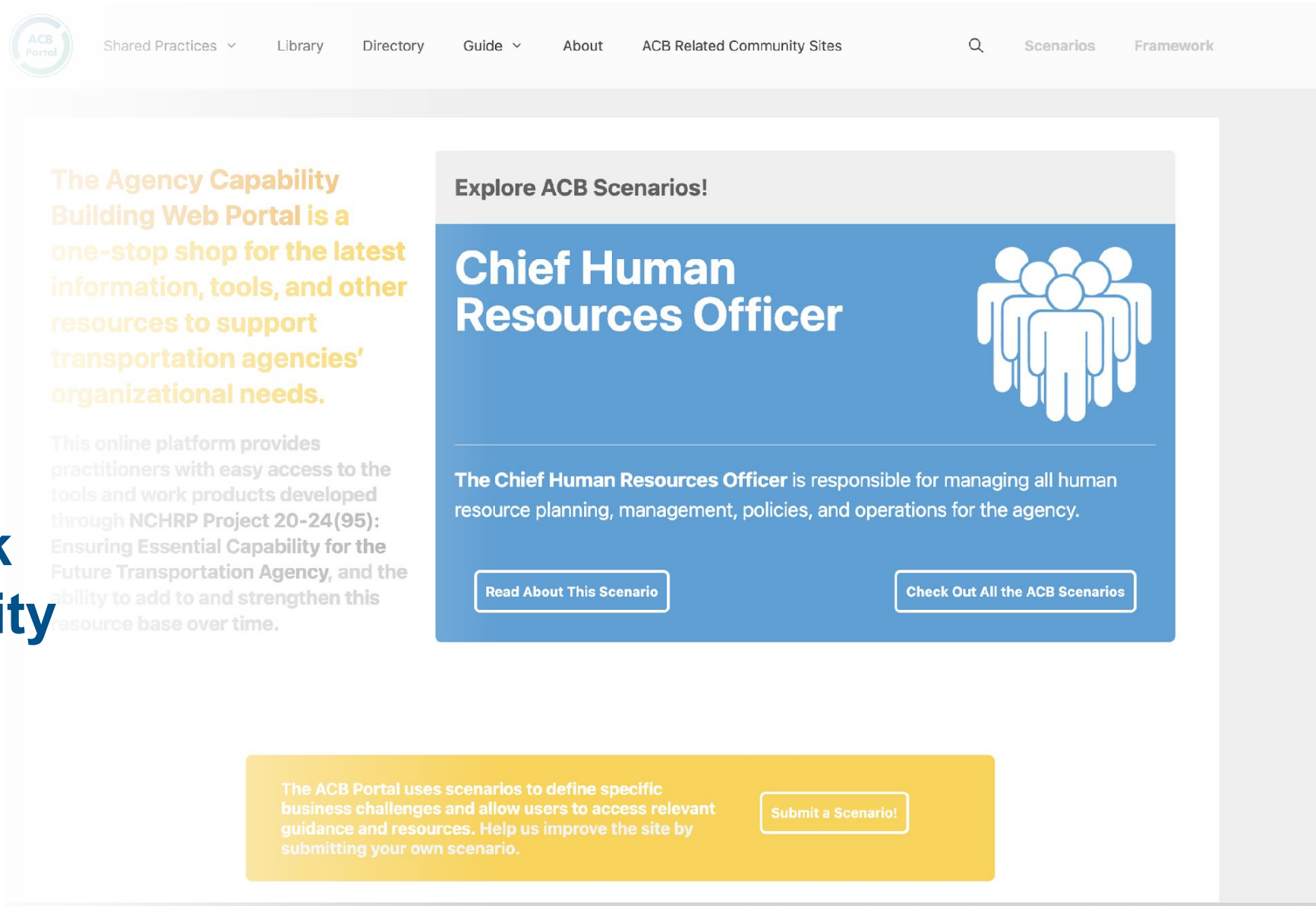
Implementing ACB Framework to Activate Organizational Change

Multiple forces create need for shift in organizational capabilities to produce meaningful business results



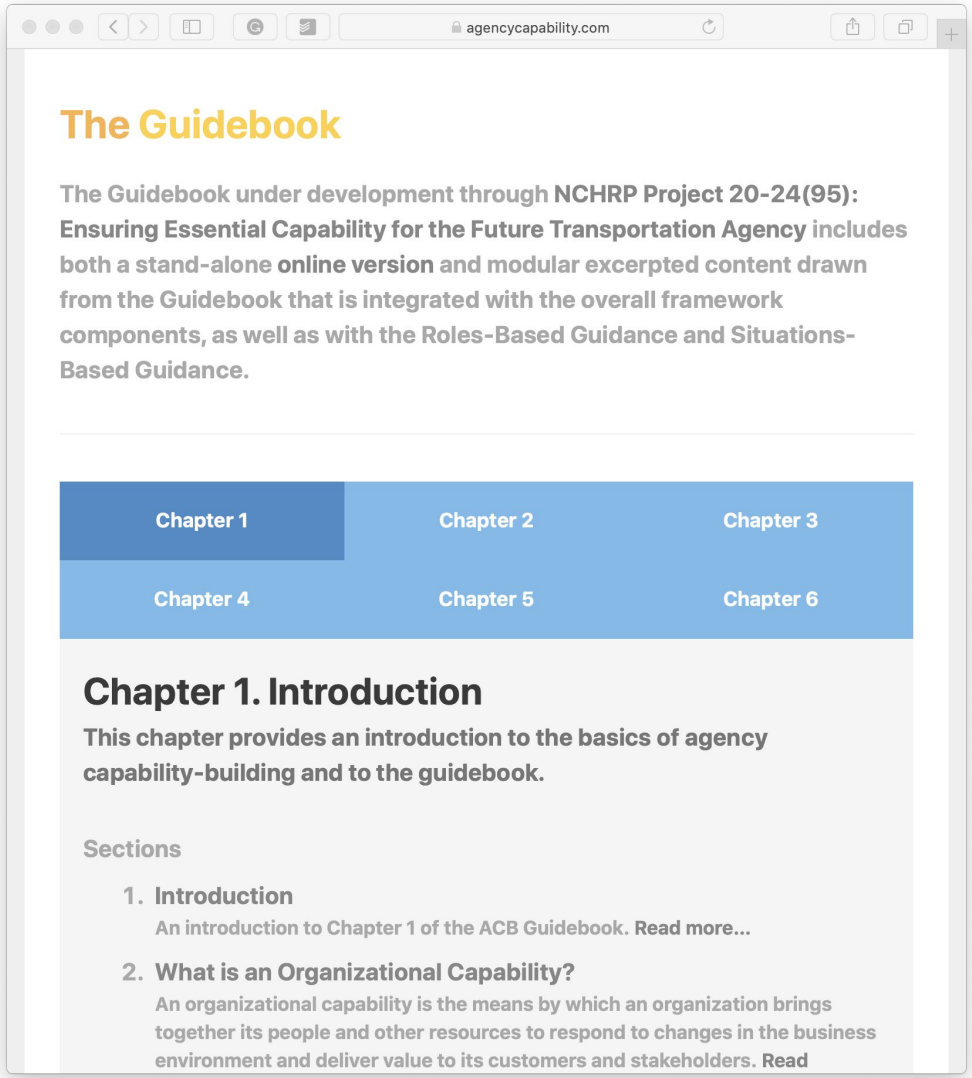
ACB Portal

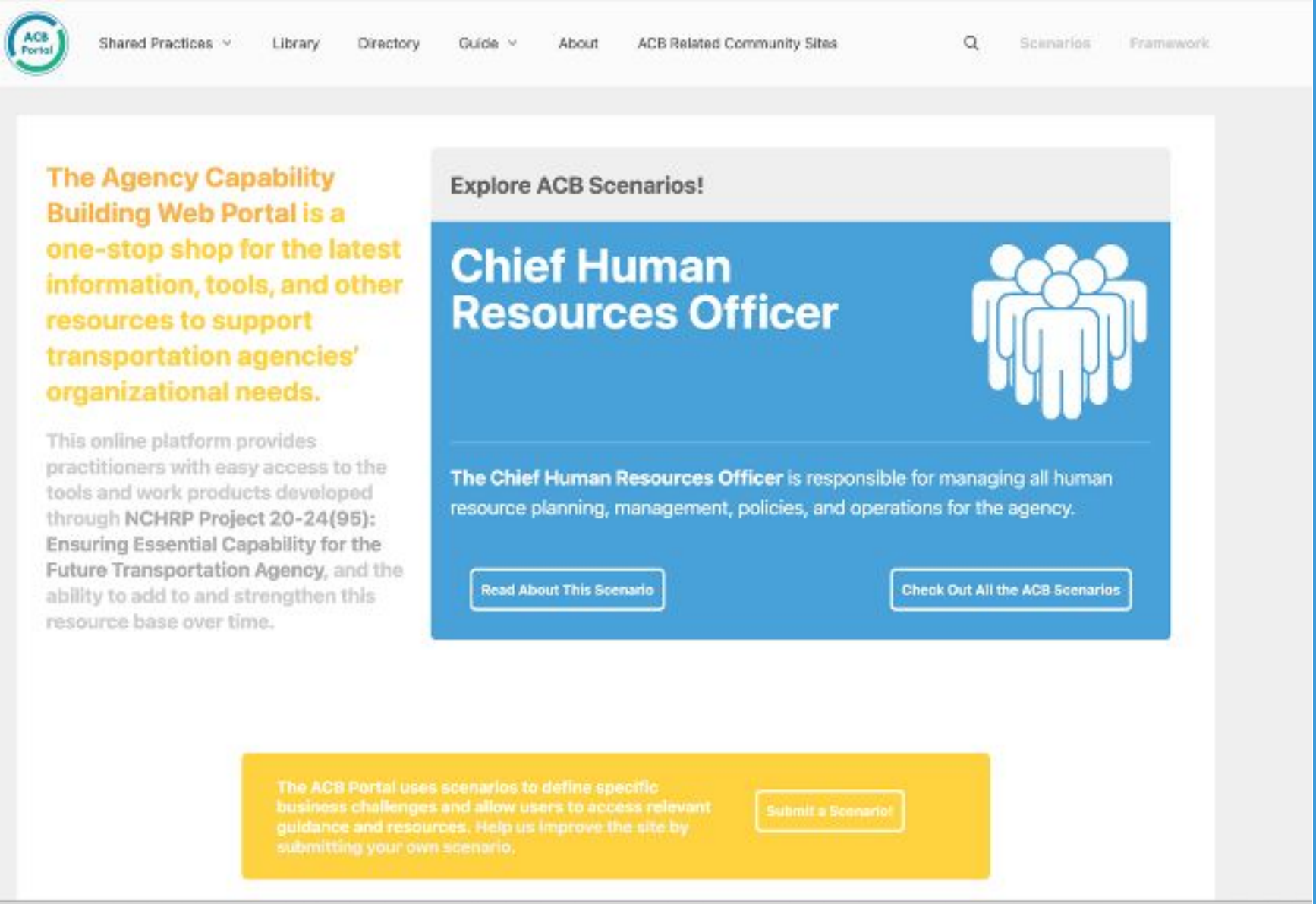
- Shared Practices
- Library
- Tools
- Resources
- Community of Practice
- Online Guidebook
- Related Community Resources



ACB Guide Chapters

- Chapter 1. Introduction
- Chapter 2. Agency Capability-Building Framework
- Chapter 3. Strategies
- Chapter 4. Role-Based Guidance
- Chapter 5. Situation-Based Guidance
- Chapter 6. Developing an Agency Capabilities Building Action Plan





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Introduction to the Agency Capability Building (ACB) Community of Practice (COP)

Community of Practice Definition

In a *Harvard Business Review* article from Jan-Feb 2000, Etienne C. Wenger and William M. Snyder describe Communities of Practices as:

- **Groups of people informally bound together by shared expertise and passion for a joint enterprise**
  - **People in COPs share their experiences and knowledge in free-flowing, creative ways that foster new approaches to problems.**
- **The primary output is knowledge**
  - **Participants in COPs learn together.**

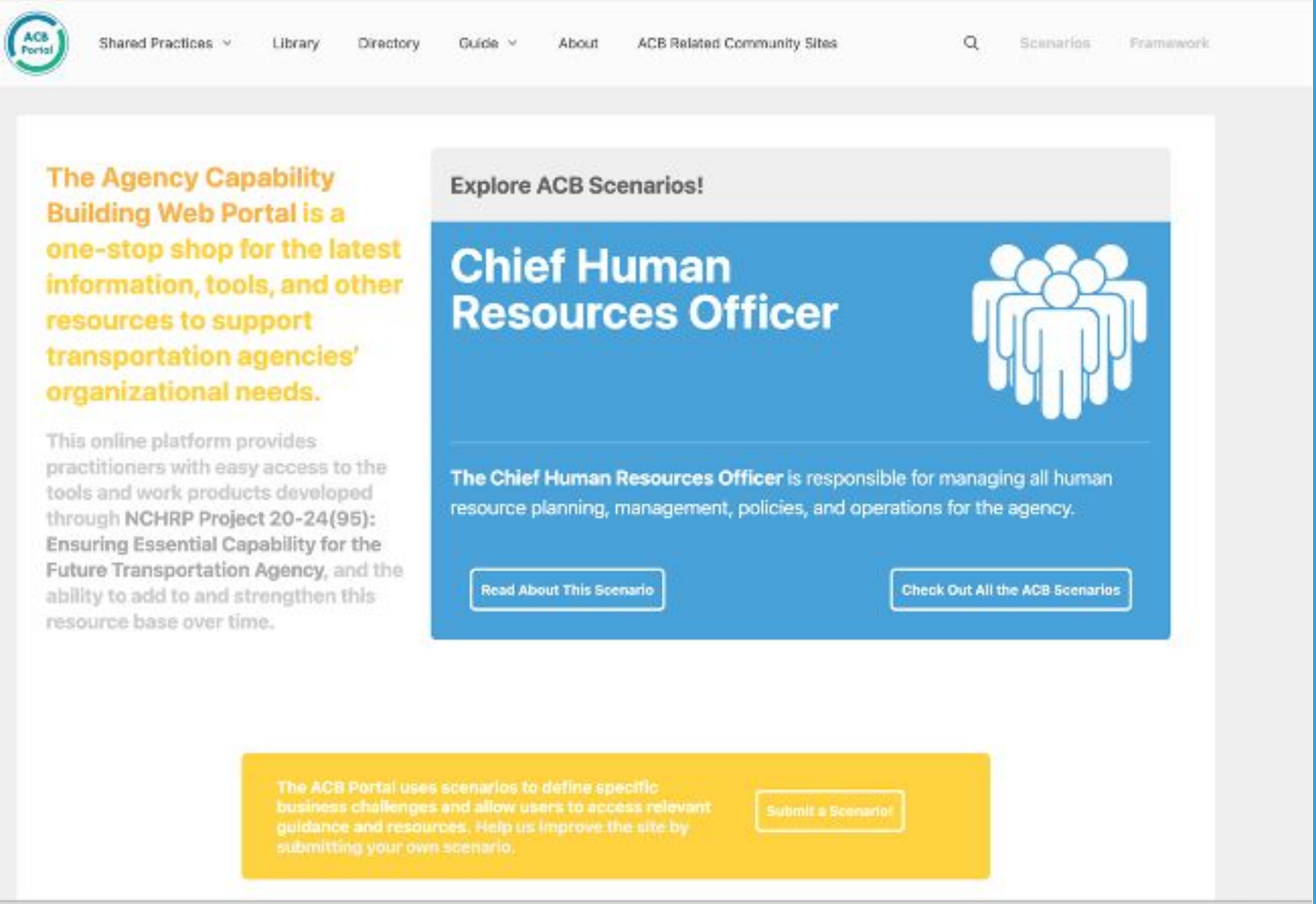
COP Role in Targeted Engagement

Who	What
Transportation Agency Leaders	Build awareness of the use of the ACB framework & portal
Senior Practitioners	Get input on ways to apply the guidance for building capabilities
Community of Practice	Provide input to enhance awareness, engagement, and participation of agencies in ACB base of knowledge

Initial COP Deliverables:

- Charter
- Engagement Schedule

What exposure have you had to the ACB Framework and Portal?



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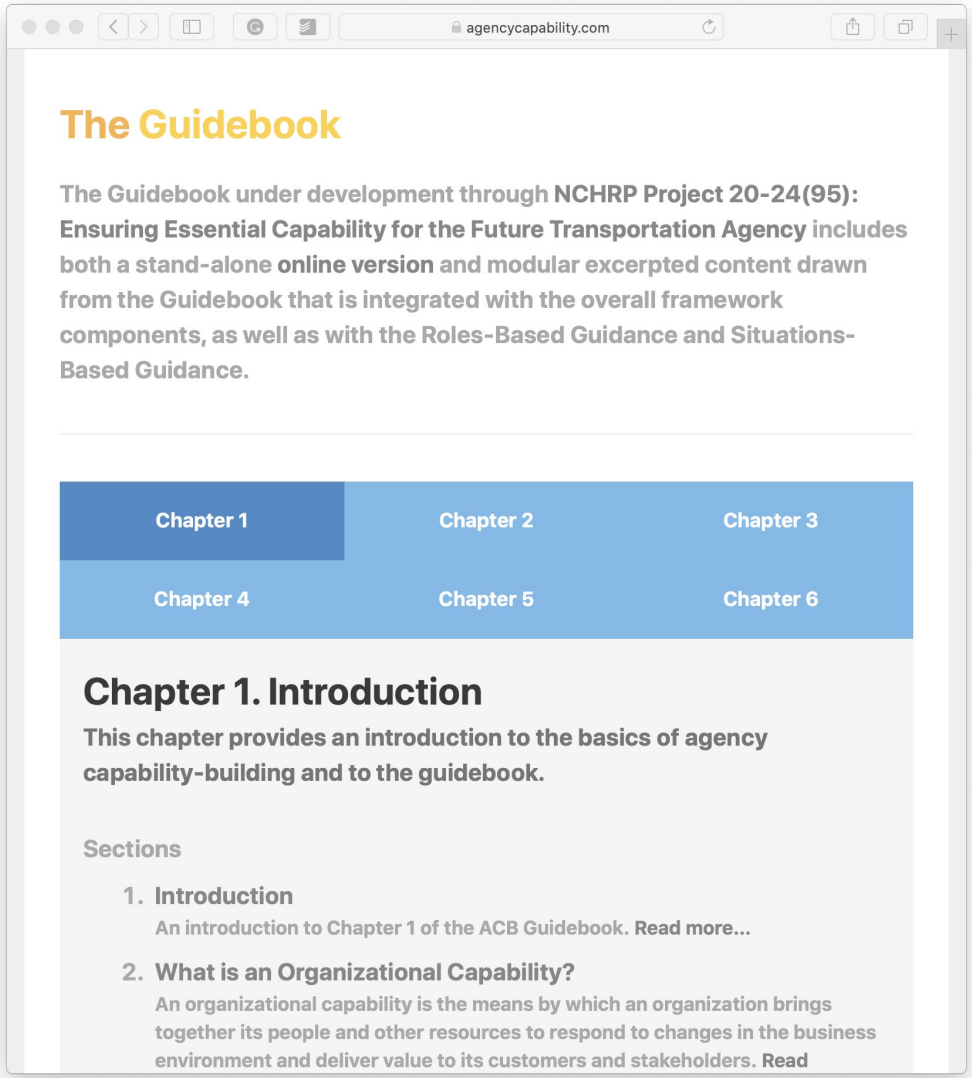
COP Input Needed:

ACB Framework & Guidance

COP Input Needed

- Chapter 1. Introduction
- **Chapter 2. Agency Capability-Building Framework**
- **Chapter 3. Strategies**
- Chapter 4. Role-Based Guidance
- Chapter 5. Situation-Based Guidance
- Chapter 6. Developing an Agency Capabilities Building Action Plan



Change Forces: Internal & External Factors and Trends

POLL Questions: https://www.menti.com/aloh449taed3

- ***Which change force(s) most directly affect(s) your agency's most critical outcomes?***
- ***Rank the most critical outcomes your agency is focused on:***
  - ***Safety, Mobility, Efficiency, Effectiveness, Economic Development, (Open-Ended)***
- ***What change forces are important and missing?***

Organizational Needs: Resource Gaps

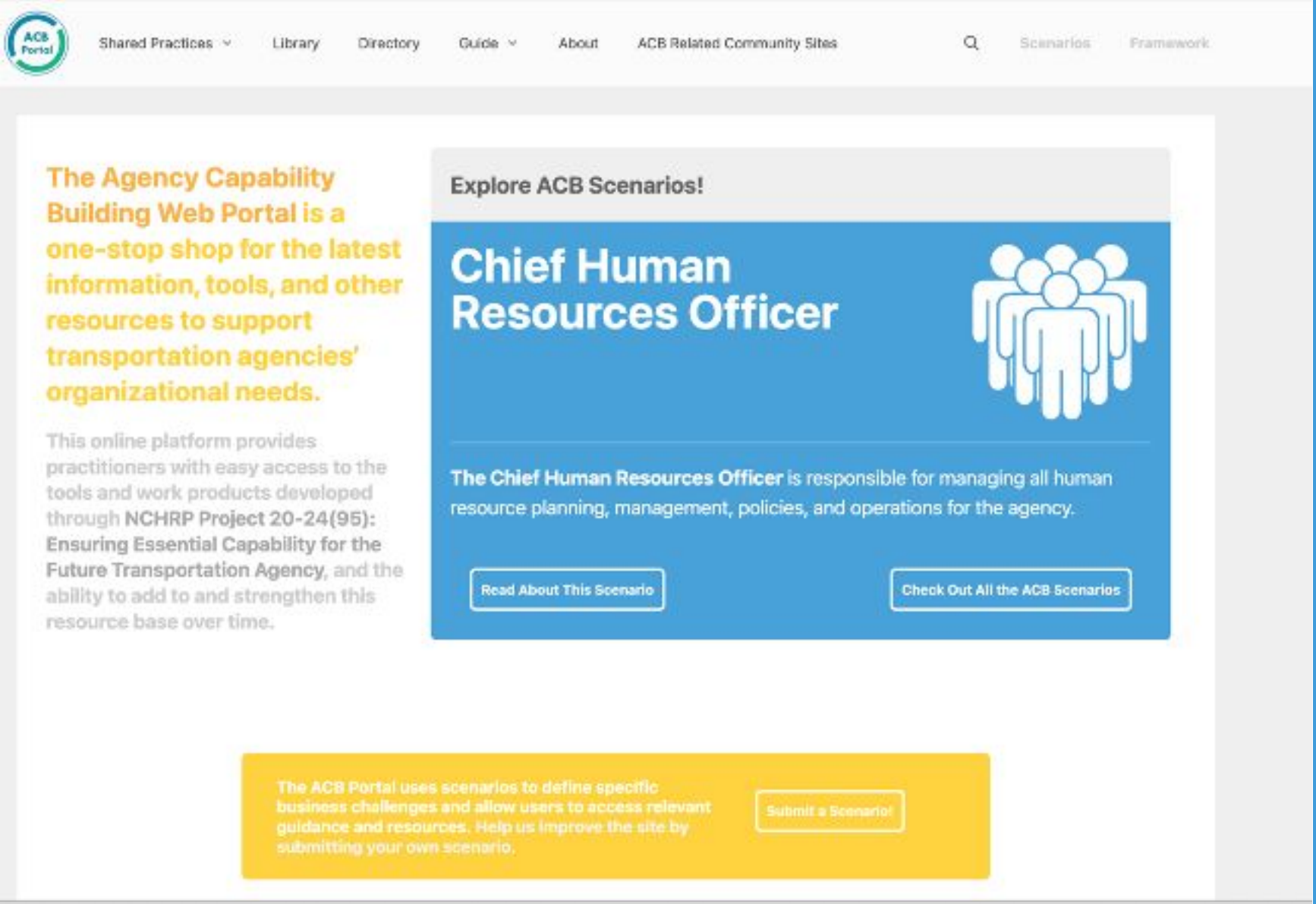
POLL Questions: https://www.menti.com/aloh449taed3

- ***What resource gaps does your agency face in addressing future challenges and opportunities?***
- ***Which are the most urgent?***
- ***Which resource gaps are most easily closed?***
- ***Which resource gaps are most difficult to close?***
- ***What organizational needs are important and missing?***

Strategies: Ways to Strengthen & Build Capabilities

POLL Questions: https://www.menti.com/aloh449taed3

- ***What are your agency's default strategy(ies) for strengthening and building capabilities?***
- ***Which strategy is the most important for your agency to improve?***
- ***What factors influence your agency's choice/use of strategy?***
- ***What other strategies are important and missing?***



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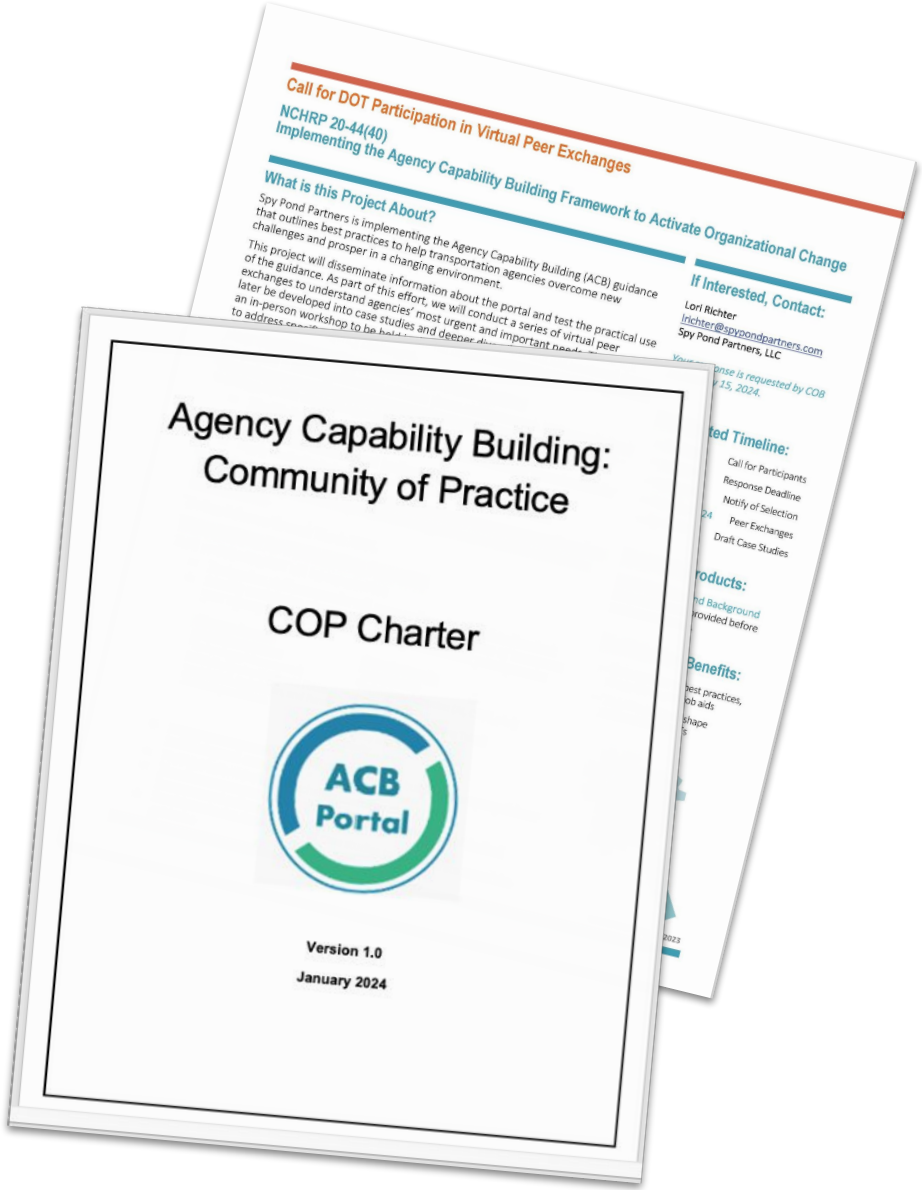
COP Input Needed:

ACB COP Schedule & Activities

ACB COP Meetings & Activities

- COP Kickoff (Today)
  - Kickoff,
  - Feedback on existing guide
  - Team's recommendations for initial outreach blitz
- Meeting 2 (Early 2024)
  - Develop charter
  - Feedback on peer exchanges
  - Feedback on promotional materials



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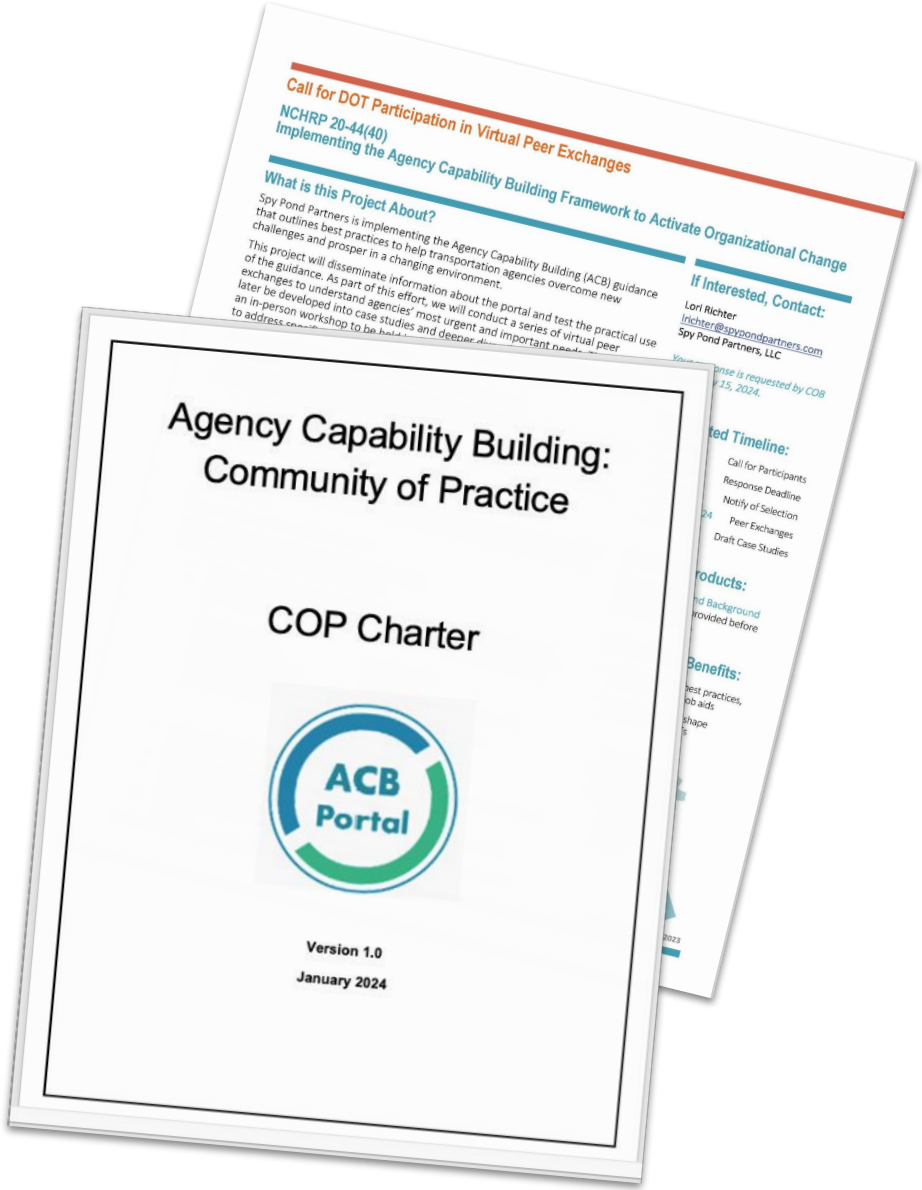
ACB COP Meetings & Activities

- Meeting 3 (April-May 2024)
  - Feedback on pilots
- Meeting 4 (July-August 2024)
  - Feedback on workshop
- Meeting 5 (November 2024)
  - Workshop recap
  - ACB framework adjustments needed
- Joint Webinars (February-June 2025)
  - Draft and final deliverables



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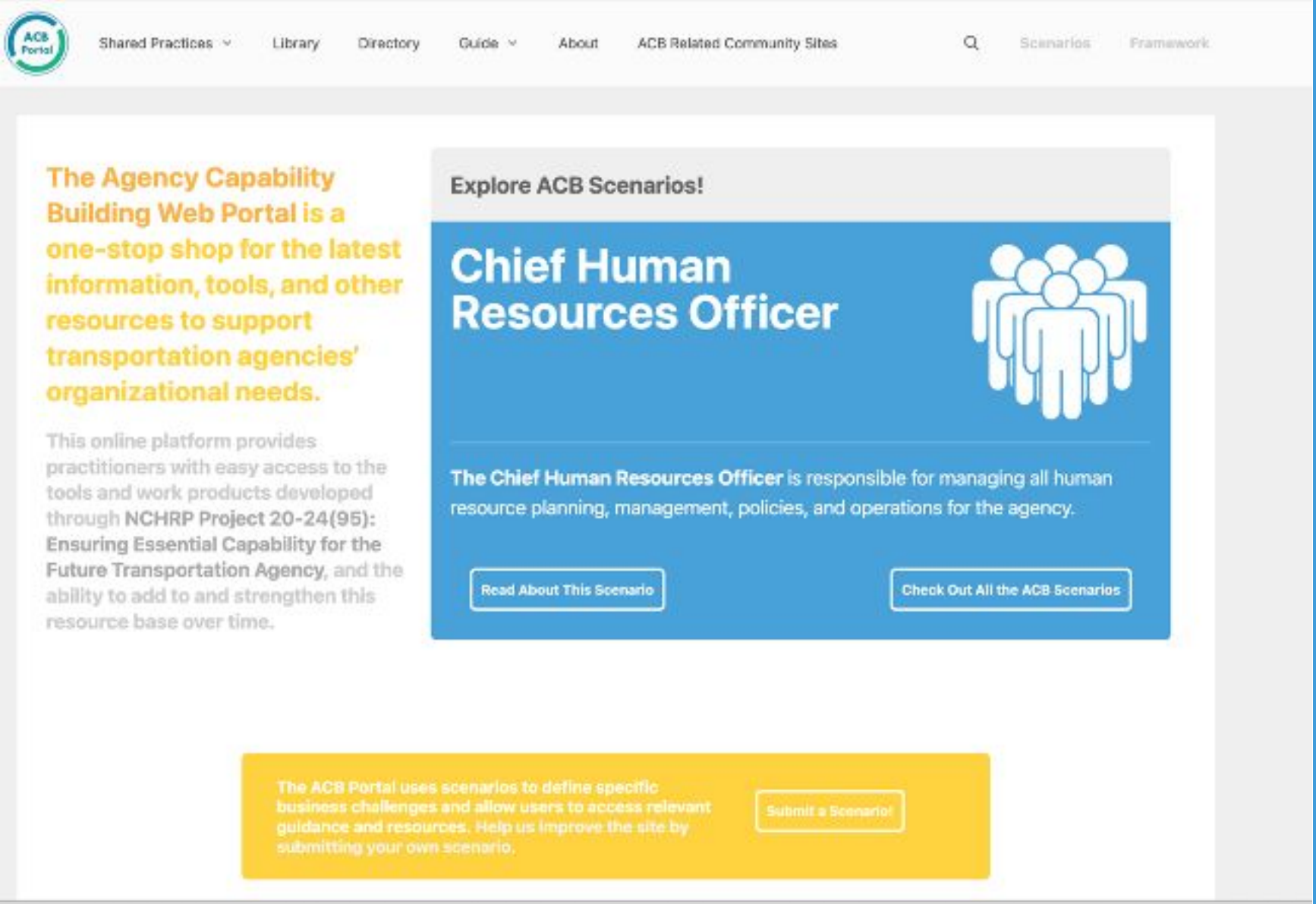
What dates and times are best for bi-monthly ACB COP meetings?



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COP Input Needed:

Stakeholder Engagement

Planned Stakeholder Engagement

COMMUNITY OF PRACTICE (NOVEMBER 2023-JUNE 2025)

AGENCY INTERVIEWS (DEC. 2023 - FEB. 2024)

PEER EXCHANGES (FEB. - APRIL 2024)

PILOTS (APRIL - AUG. 2024)

WORKSHOPS (OCT. - DEC. 2024)

Initial Outreach Completed to Date

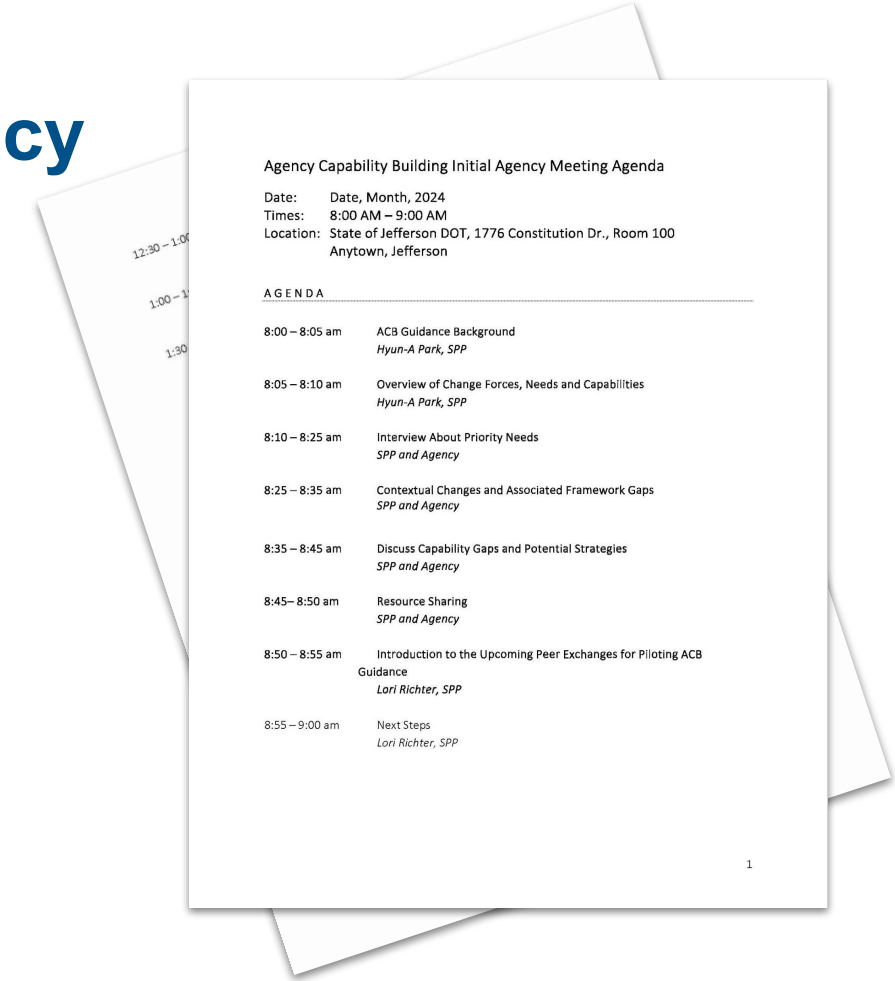
- AASHTO Committee on Performance-Based Management (CPBM) Subcommittee on Organizational Management (OM) Meeting at AASHTO CPBM Annual Meeting (September 12, 2023)
- AASHTO Subcommittee on Transportation Workforce Management Meeting (Skill Builder) (October 24, 2023)
- AASHTO & FHWA TPM Webinar 19: Highlights from the AASHTO CPBM Peer Exchange & Business as UN-Usual Annual Meeting (October 25, 2023)
- AASHTO 2023 Annual Meeting - Promotional Materials (November 2023)

Planned Initial Outreach Opportunities

- AASHTO Annual Meeting *Knowledge Session 1: What's Not to Love: Recruiting a Passionate DOT Workforce & Strategic Management Committee Meeting*
- AASHTO Agency Administration Committee Meeting or Webinar
- TRB Standing Committee Meetings at 2024 TRB Annual Meeting
- AASHTO Human Resources & Knowledge Management Quarterly Meetings or Webinar Series
- AASHTO AAMC 2024 Annual Meeting
- 2024 AASHTO Regional Meetings
- AASHTO Journal Articles
- AASHTO Podcasts

Initial Agency Interviews

- Most critical change forces facing agency
- Priority needs
- Capability gaps
- Potential strategies
- Follow-On Venues to build capabilities
  - Virtual peer exchanges
  - Pilot testing
  - In-person workshop



Agency Capability Building Initial Agency Meeting Agenda

Date: Date, Month, 2024
Times: 8:00 AM – 9:00 AM
Location: State of Jefferson DOT, 1776 Constitution Dr., Room 100
Anytown, Jefferson

AGENDA

8:00 – 8:05 am	ACB Guidance Background *Hyun-A Park, SPP*
8:05 – 8:10 am	Overview of Change Forces, Needs and Capabilities *Hyun-A Park, SPP*
8:10 – 8:25 am	Interview About Priority Needs *SPP and Agency*
8:25 – 8:35 am	Contextual Changes and Associated Framework Gaps *SPP and Agency*
8:35 – 8:45 am	Discuss Capability Gaps and Potential Strategies *SPP and Agency*
8:45– 8:50 am	Resource Sharing *SPP and Agency*
8:50 – 8:55 am	Introduction to the Upcoming Peer Exchanges for Piloting ACB Guidance *Lori Richter, SPP*
8:55 – 9:00 am	Next Steps *Lori Richter, SPP*

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For more information or to self-nominate:
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contact@agencycapability.com

Media Options for Considerations

- **Flyers**
- **Carousel and/or infographic on social media**
- **One-page job aids**
- **Testimonial videos (lessons learned, success stories)**
- **Micro-learning**
  - Short how-to videos
  - “Cliff Notes” type interactive summary
  - Short targeted articles
  - Case studies
- **Communication blog**

POLL Questions: https://www.menti.com/aloh449taed3

- ***Which media options appeal most to you?***
- ***What media options are important and missing?***

Additional ideas for broad future outreach?

POLL Questions:

https://www.menti.com/aloh449taed3

Next Steps

- **Project team:**
  - Stand up ACB COP page on ACB Portal
  - Summarize input from today's meeting
  - Schedule upcoming COP Meetings
- **Participants:**
  - Review ACB Portal & framework
  - Review draft ACB COP Charter in advance of next meeting

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Thank You

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