



Improve Performance Management Process (A07)

Project Charter
MLT Approved
7/5

SECTION 1: Project Summary

Concept Definition	Improve employee performance management processes and systems to increase TxDOT employee and leadership performance in support of Texas citizens.		
Program	Admin	Project Lead(s)	Kate Canby
Exec. Sponsor	Dee Porter	Sponsor	George Ebert

SECTION 2: Vision Alignment

Problem	TxDOT's current performance management system is complex and employees do not find the process valuable. Individual performance plans are not tailored to levels of responsibility or clearly correlated to measurable expectations that support TxDOT mission, strategy, and goals. Subjective performance ratings, and resulting inequities, hurt employee morale and discourage good performance.		
Goal	Establish a performance management system that objectively measures performance, provides greater accountability, is valued by both supervisors and employees, is simple to use, and is dynamic.	Measurable Benefit Target	
Scope	Includes: - Create standardize performance measures aligned to TxDOT's core values. - Create a system that requires quantifiable performance measures for each employee based on job class and level. - Assessing current PM policies and procedures and to drive changes as necessary. - Create a system that provides incentive for career development. - Review and improve the process for assessing Performance Management at TxDOT. - Review and improve the process for Performance Improvement at TxDOT. - Ensure linkage between Workforce Management process and Performance	Excludes: • Authoring TxDOT's core values • Developing the succession planning process for TxDOT • Involvement in designing or improving disciplinary actions process	
Associated Goals / Visions / Recommendations	Source / ID#	---	
	7	Adopt appropriate management disciplines across the organization and support these with enabling methodologies, tools and training	
	18	Improve management discipline, controls and approaches used in the organization. Hold people accountable for adhering to defined practices, processes, and procedures. Operate with more of a business mindset, bringing transparency to data, processes, standards, and costs internally in a way that helps enable accountability and continuing improvement and efficiency over time.	
148	Establish employee accountability and performance measures for executing within budget limits to help change the cultural mindset and encourage district engineers to choose projects that will allow them to both stay within budget and perform as many high priority projects as they can.		

SECTION 3: Execution Detail

Related Efforts / Risks					
Tailoring	Tailoring Tier	Org Impact	Project Size	Complexity	Execution Risk Rating
		No	Large	High	Medium
Forecasted Milestone Schedule	Phase Completion Tollgate	Date	Approach Overview:		
	Concept Definition	10/1/2011			
	Concept Validation	12/1/2011			
	Design	3/1/2012			
	Build	6/30/2012			
	Implement	3Q2012			
Team Members	Name	Role	Name	Role	
	Kate Canby	Project Leader	Simone Kelly	Change Management Coach	
	Ruben Aguillon		Angela Carrizales		
	Thressa Ali		Julie Durham		
	Lenny Ashcraft		Lourdes Fulton		
	Shelli Belser		Sondra Johnson		

SECTION 4: Change Management Assessment

Audience	Impact	Stakeholder	Concern(s)
Project Sponsor		George Ebert	
Executive Project Sponsor		Dee Porter	