



Fact sheet – Management of transport agencies

Number 12, 2015

Part of the [Tranzinfo Hot Topics](#) series, this fact sheet offers a selection of Australasian and international material on the management of transport departments and agencies.

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Performance measurement & management

Covering areas including performance metrics, sustainability, customer service, and safety.

[Institutional architectures to improve systems operations and management](#)

Lockwood, Steve et al., SHRP 2 Report S2-L06-RR-1, 2012

Examination how road agencies should be organized to execute operations programs successfully. Investigates how operations programs fit into the organisation's overall program and considers the organisational culture, leadership and staff training required to promote operations.

[Sustainable practices, performance measures, and management](#)

Transportation Research Record, issue 2271, 2012

Journal issue devoted to the integration of sustainable practices in transport departments.

[Improved services for customers](#)

World Road Association (PIARC), 2012

An overview of the concept of the customer-centred approach and the evaluation of user needs from a transport agency perspective. Includes case studies of a range of road administrations and recommendations for implementing guidelines.

[Releasing the pressure on road agencies](#)

Bengtsson, Kallee et al., McKinsey&Company, February 2011

Identifies weaknesses in the governance models used to run road agencies and the performance metrics they use to monitor themselves.

[Uses of risk management and data management to support target-setting for performance-based resource allocation by transportation agencies](#)

Cambridge Systematics Inc., NCHRP report 706, 2011

Advice and case studies on the use of risk management and data management in support of performance target-setting. Aimed at senior agency managers.

[A guidebook for sustainability performance measurement for transportation agencies](#)

Zietsman, Josias et al., NCHRP report 708, 2011

A practical approach to identifying and applying sustainability-related performance measures in transport agencies and how sustainability can be integrated into an agency's performance measurement system. Examples discussed from DOTs and private industry.

[Guidelines for environmental reporting](#)

Austroroads report no. AP-G70/11, 2011

Summarises the key concepts, purpose, benefits and principles of environmental reporting for road authorities. It also examines current practice in environmental reporting approaches, trends in performance indicators used by member authorities, and the growing importance of sustainability reporting.

[Transportation performance management: insight from practitioners](#)

Cambridge Systematics Inc. & High Street Consulting Group, NCHRP report 660, 2010

Overviews and insights from a selection of US transport agencies who have integrated performance management programs into their key decision-making processes.

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Cambridge Systematics Inc. & High Street Consulting Group, NCHRP report 660, 2010

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Governance

Covering areas including risk management and change management

[Best practices of good governance: institutional integrity](#)

World Road Association (PIARC), no. 2012R17EN, 2012

Contends that the road sector has proven to be particularly vulnerable to corruption. Outlines examples of current policies and practices from an international survey, and presents a model of integrity to counter-act the cycle of corruption together with a set of measures to prevent, detect and punish corrupt behaviour and enforce decisions within an organization.

See also the accompanying [Institutional integrity toolkit](#)

[Enterprise Risk Management for transportation agencies](#)

Curtis, Joyce A. et al., Transportation Research Record, issue 2271, 2012

Presents the results of a comprehensive literature review, a state-of-the-practice survey of 43 U.S. transportation agencies, and seven case studies from leading transportation organizations in Australia, England, Germany, the Netherlands, and Scotland. Provides recommendations for achieving enterprise risk management in U.S. highway agencies.

[Steps to leading change: a transportation agency's business plan approach](#)

Connolly, Kevin, Wolfgram, Laura & Santos, Judis, Transportation Research Record, issue no. 2274, 2012

Shows how John Kotter's private-sector organizational development concepts can be put into practice by a public transportation agency. A reference for transportation professionals whose strategic goal is to lead and implement change successfully within their agencies.

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Knowledge management

Covering areas including data sharing and management of technical knowledge.

[Management of technical knowledge within a road authority](#)

Casey, J., Austroads Bridge Conference, 8th, 2011, Sydney, 2011

A review of the knowledge management strategy of technical knowledge within the RTA NSW.

[Main Roads and local government: conquering the great divide in Western Australia](#)

Woolridge, C., Australian Institute of Traffic Planning and Management (AITPM) National Conference, 2010, Brisbane, Queensland, 2010

Presents the background to the Process Improvement Partnership project between Main Roads western Australia and the Institute of Public Works Engineers (IPWEA) which was designed to share knowledge, documentation and best practices. Reports on progress made.

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Human resources/workforce

Covering areas including workforce capability analysis, attraction and retention of staff, and staff diversity.

[Capability review: Department of Infrastructure and Transport 2012](#)

Australian Public Service Commission, review report November 2012

This review focuses on leadership, strategy and delivery capabilities in the Federal Department of Infrastructure and Transport.

[Attracting, recruiting, and retaining skilled staff for transportation system operations and management](#)

Cronin, Brian, et al., NCHRP report 693, 2012

Guidance to help transportation agencies recruit and retain qualified professional staff in the systems operation and management area.

[Human resources for the future](#)

World Road Association (PIARC), no. 2012R11EN, 2012

Uses case studies to examine recruitment and retention of staff with the skills identified as essential for the delivery of the outcomes and services provided by the road administration.

[Practical resources for recruiting minorities for chief executive officers at public transportation agencies](#)

Washington, E. et al., Transit Cooperative Research Program (TCRP) report no. 148, 2011

Provides resources to assist governing boards of public transportation agencies in the recruitment of minority CEOs.

[Making the QPS an employer of choice](#)

Queensland Government, State of the Service Report 2010

See section on DTMR program to 'grow their own' road designers.

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