

# **Promoting Pavement Management**

**Even when people don't  
know they want it**

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# The Best Scenario

- **Top level buy-in**
- **Broad corporate acceptance**
- **Extensive IT involvement**
- **Low-level appreciation of results**
- **Everyone is in the choir**

# **The Reality is Different**

- **Often there isn't much top-level support**
- **Even when there is, there is resistance**
- **Some people know too little**
- **Some people know too much**

Management Sets  
Long-Term  
Pavement Strategy

Annual  
Goals are  
translated  
into  
detailed  
action  
plans

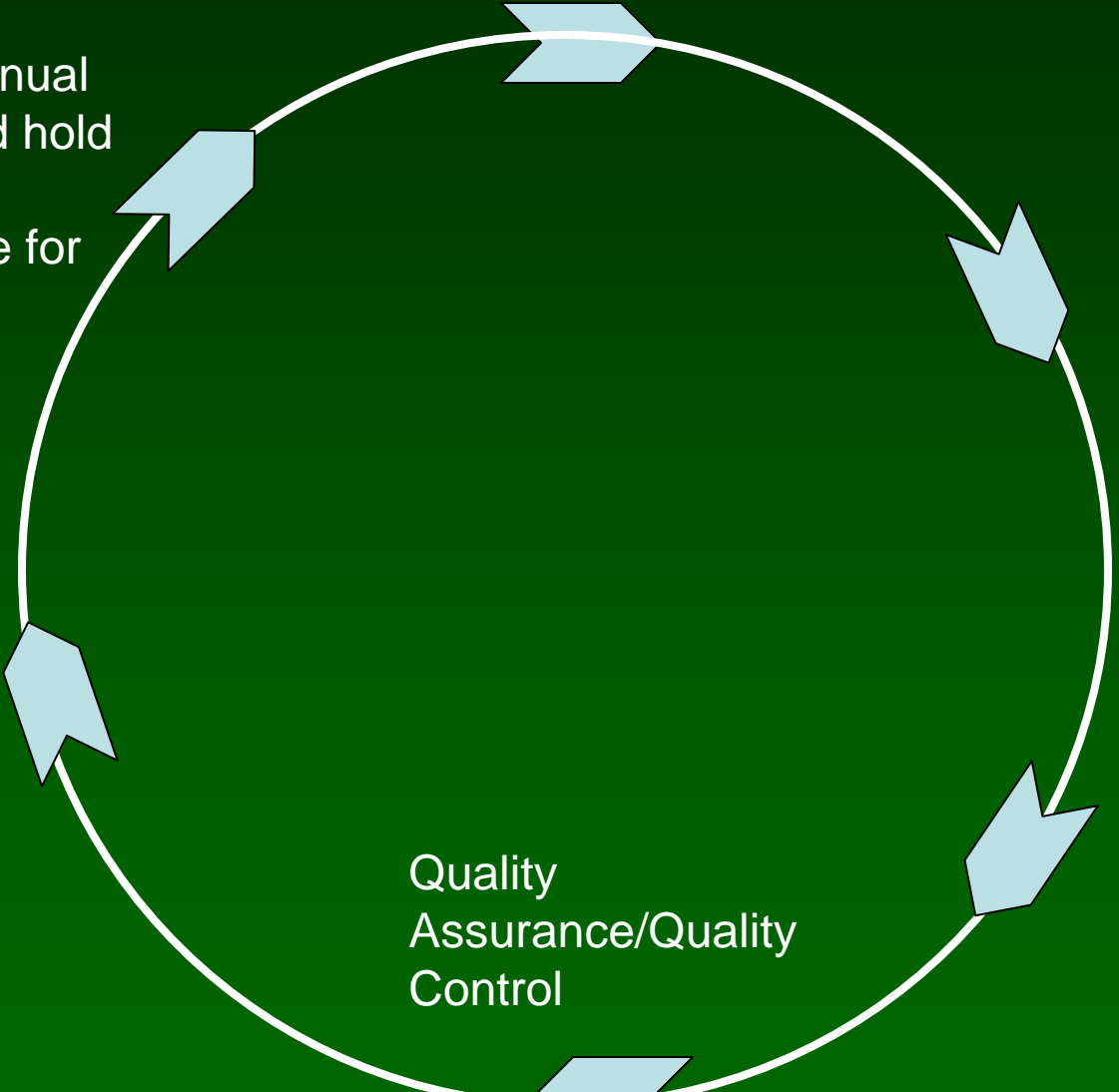
Performance  
Measures  
Reviewed  
Regularly

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Quality  
Assurance/Quality  
Control

Conduct annual  
reviews and hold  
leaders  
accountable for  
conditions

Field condition  
data gathered  
and reviewed



# What If this Doesn't Exist?

- **PMS practitioners need technical and non-technical skills**
  - Group psychology
  - Corporate communications
  - Interpersonal communications
  - Performance management

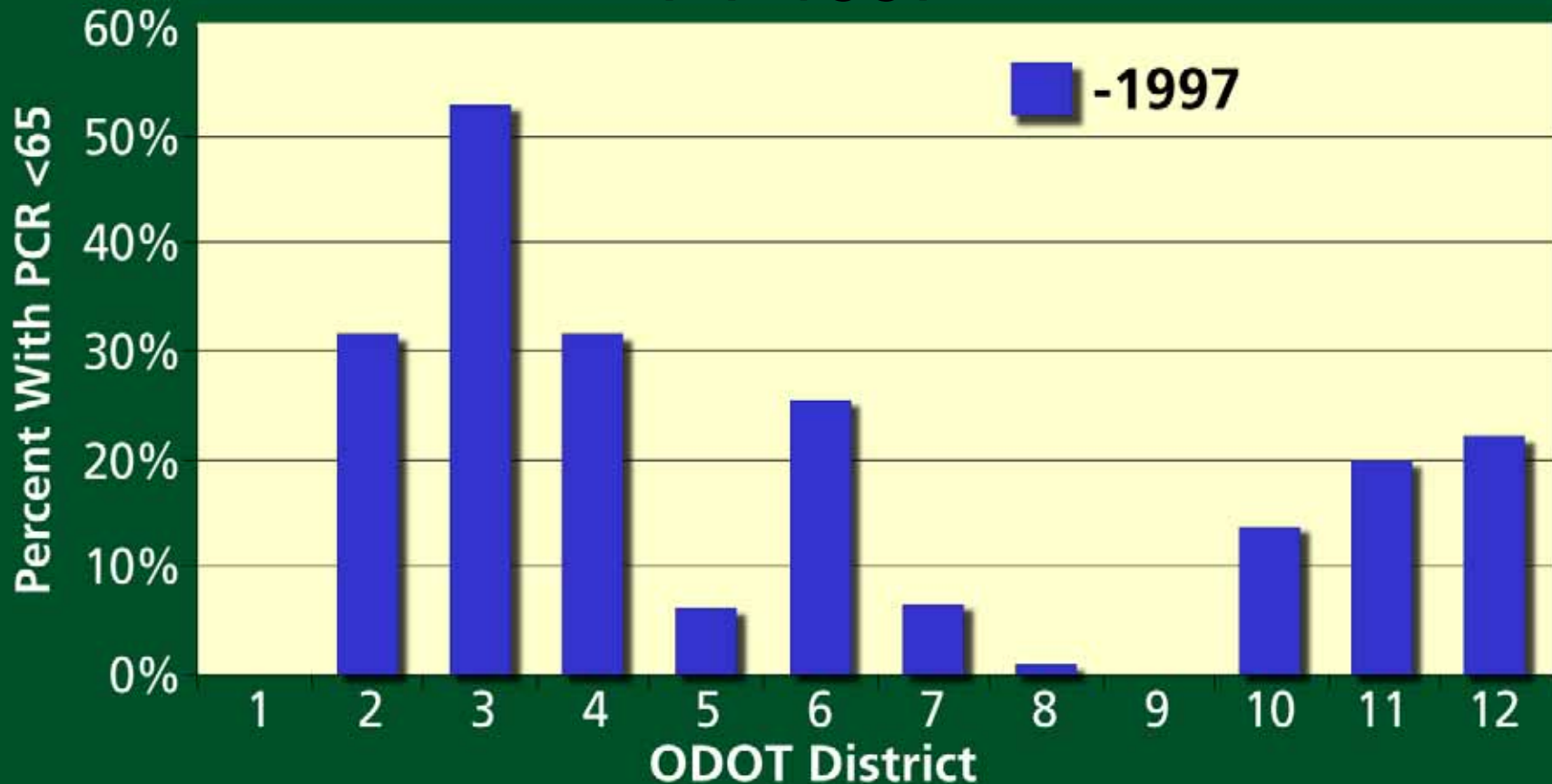
# **Be a Good Stock Analyst**

- Understand the competition for resources that management faces**
- Direct your efforts to saving them money, improving performance**
- Be like a good analyst who can advise them on a winning portfolio of investments**

# Strategies From the Ranks

- **Consensus is better than command and control, anyway**
- **If ‘I know what you know and you know what I know....’**
- **Establish and communicate the baseline of where everyone stands**

# Pavement Conditions Priority System Deficiencies FY 1997

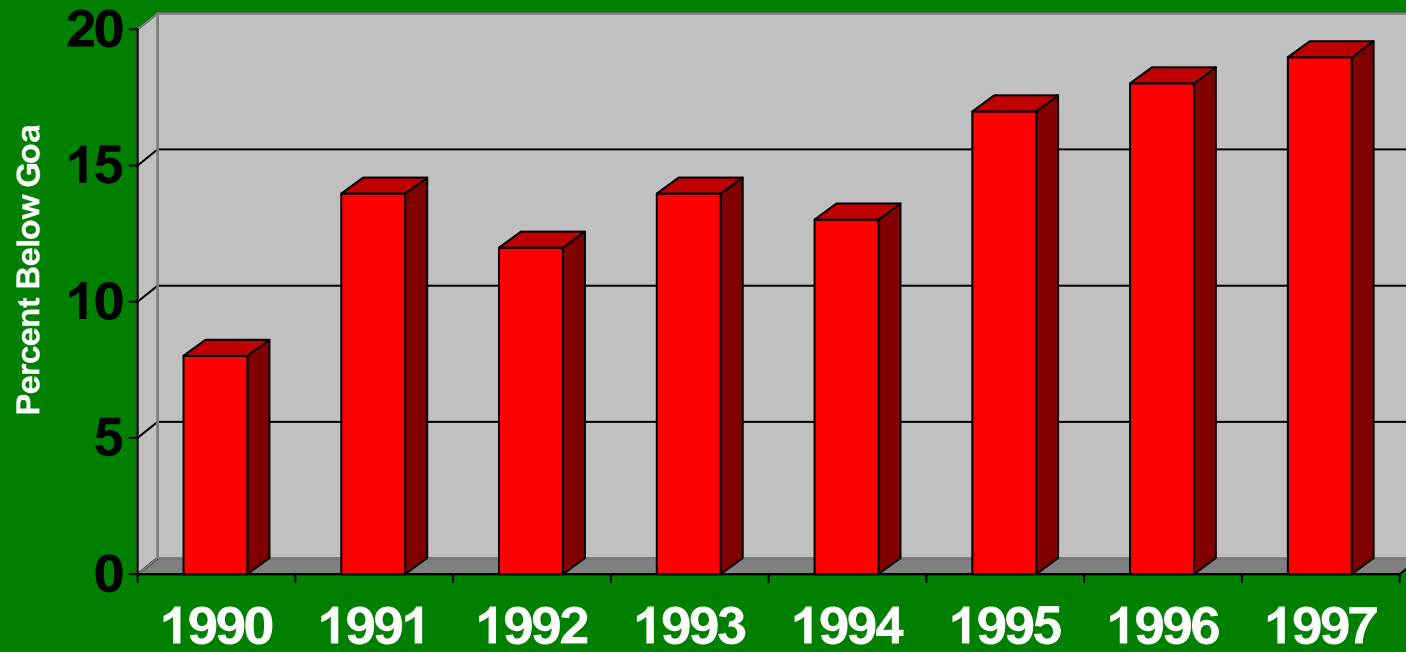


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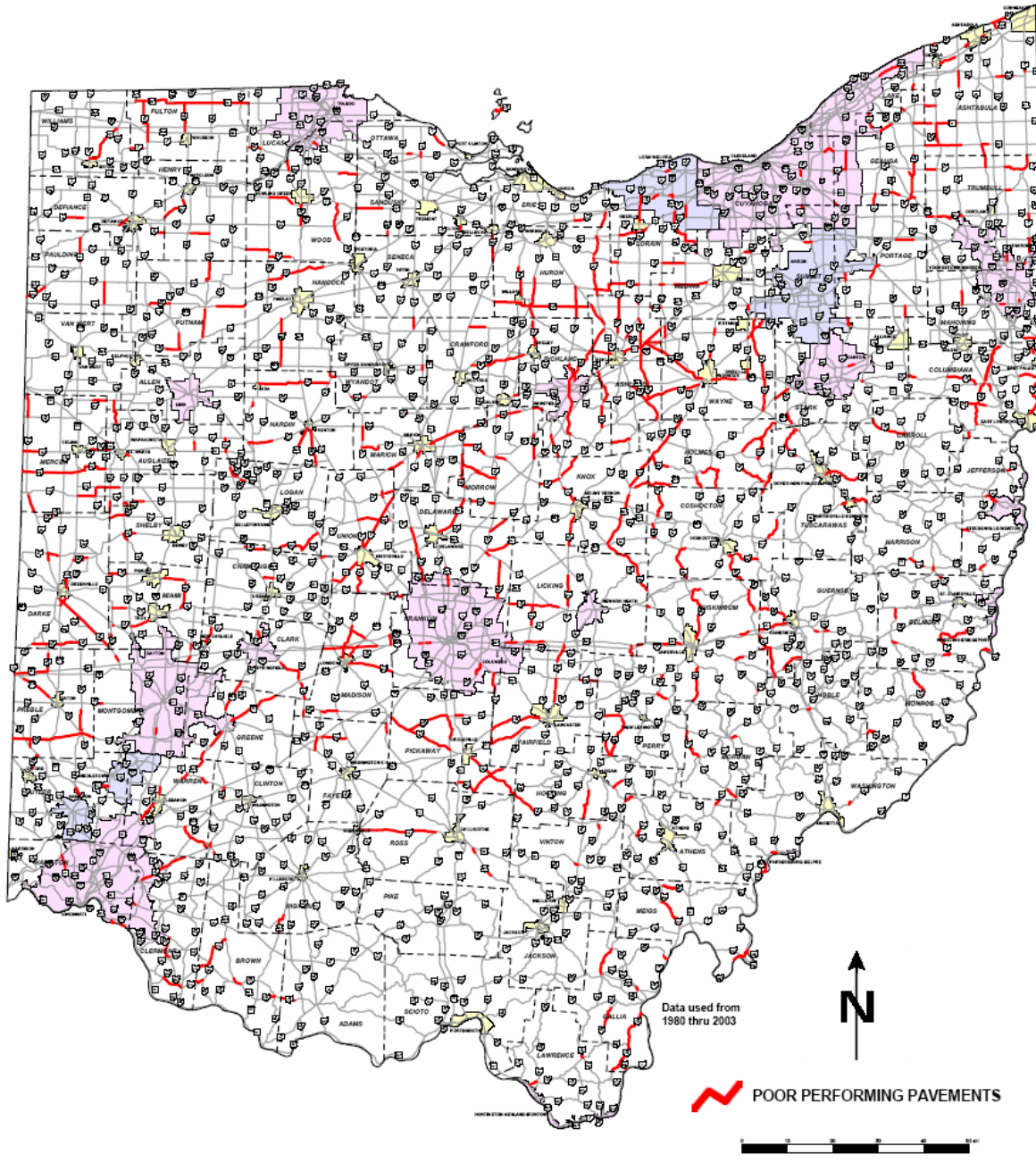
# Trend line 1990-1997

## Freeway Pavement Deficiencies



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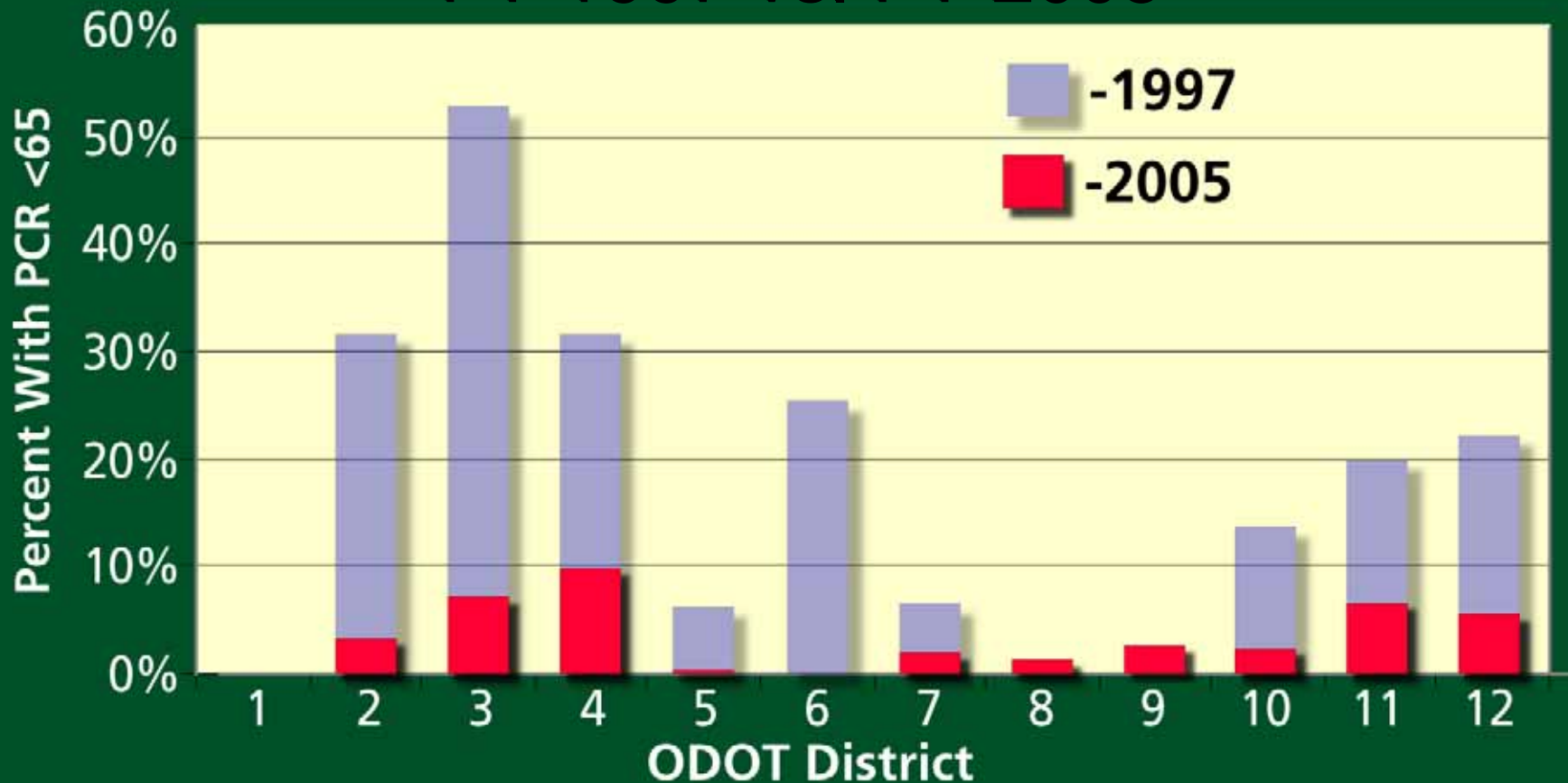
# Poor Performing Pavements, Ohio's 20%



# Pavement Conditions

## Priority System Deficiencies

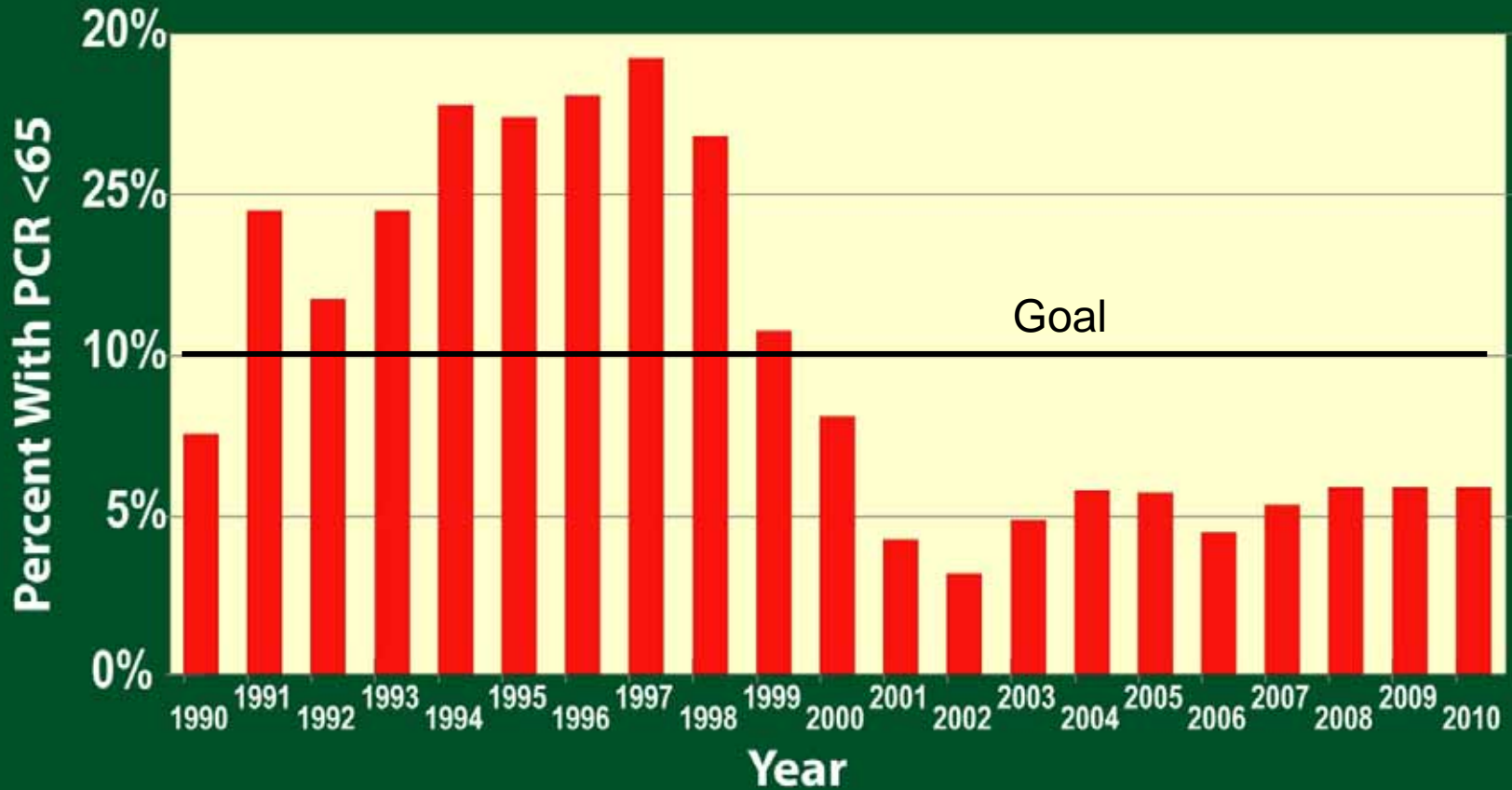
### FY 1997 vs. FY 2005



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# Deficient Pavements

## Priority System 1990 – 2010



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# Get To Know Vilfredo Pareto

- He discovered the rule of 80-20
- 20 percent of your population creates 80 percent of your issues
- Mine your data for these high-value targets
- Poor performing pavements drag down your conditions

# Understand Parochialism

- **Practices vary a great deal**
- **Experience is deeply ingrained**
  - Co-workers
  - Mentors
  - Experiential learning is the most powerful

# **Be a source of perspective**

- Share and promote best practices of their peers**
- Encourage peer exchange and collaboration to spread best practices**
- Be ready to provide data, create exchange opportunities**
- Understand that no one wants to be bad**

# **Learn the Unofficial TO**

- **The unofficial table of organization is more important than the official one**
- **Find and befriend the credible, successful pavement managers**
- **Promote and praise their work**
- **Take the basket off the candles**
- **Use the peer-to-peer network**



# Work Vertically

- **Seek out and engage the planning, design, construction, materials and maintenance people**
- **Ask their advice, let them know they play an important role**

# **Success has 1000 fathers..**

- **Don't just criticize the bad, promote the good**
- **Disseminate information about successful pavement management practices in the department**
- **Give lots of credit and share the success**

# **If the boss is slow..**

- Take him the good news about successful districts, practices**
- Ask him to help thank and commend them**
- Before long he thinks it was his idea**
- Then you are starting to roll**

# Layout a Realistic Strategy

- Offer practical, tangible, achievable strategies for incremental improvement
- Don't shoot the moon – understand incrementalism
- A department-wide strategy often gestates for years

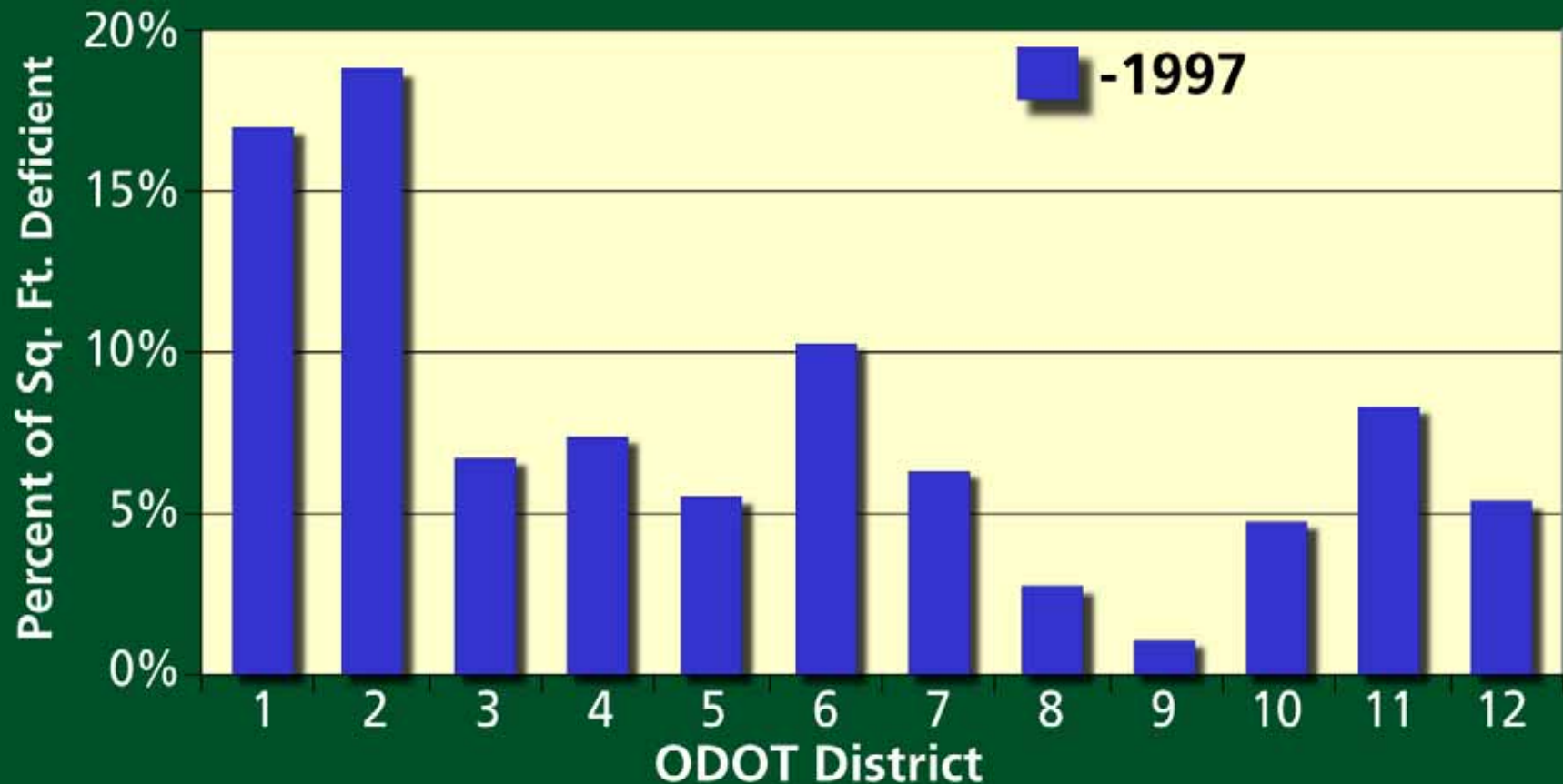
# **PMS Success Starts A Virtuous Cycle**

- Once good practices begin in pavement, they become template for other asset management practices**
- Principles can apply to any asset**

# Bridge Conditions

## General Appraisal Deficiencies

### FY 1997

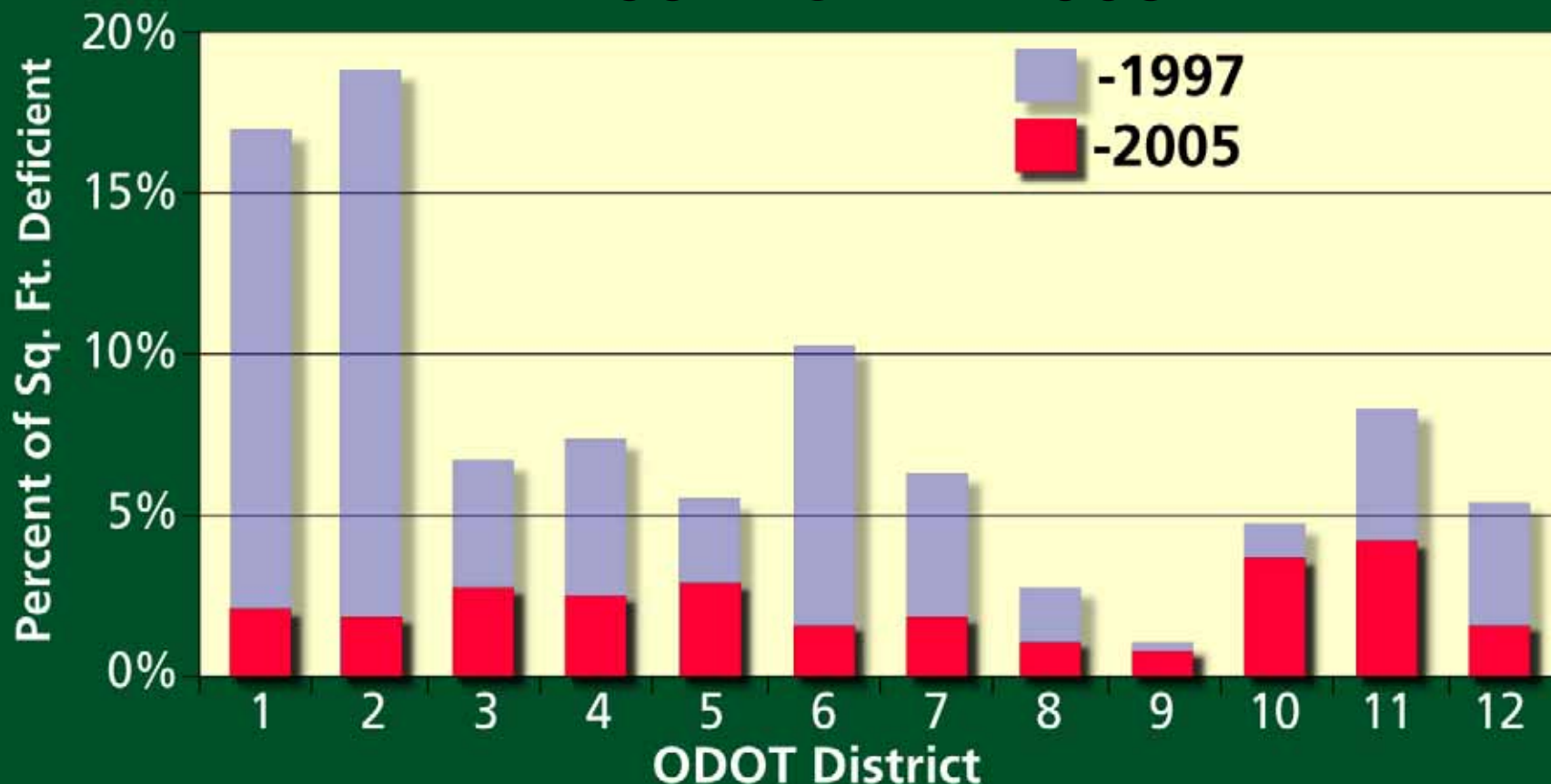


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# Bridge Conditions

## General Appraisal Deficiencies

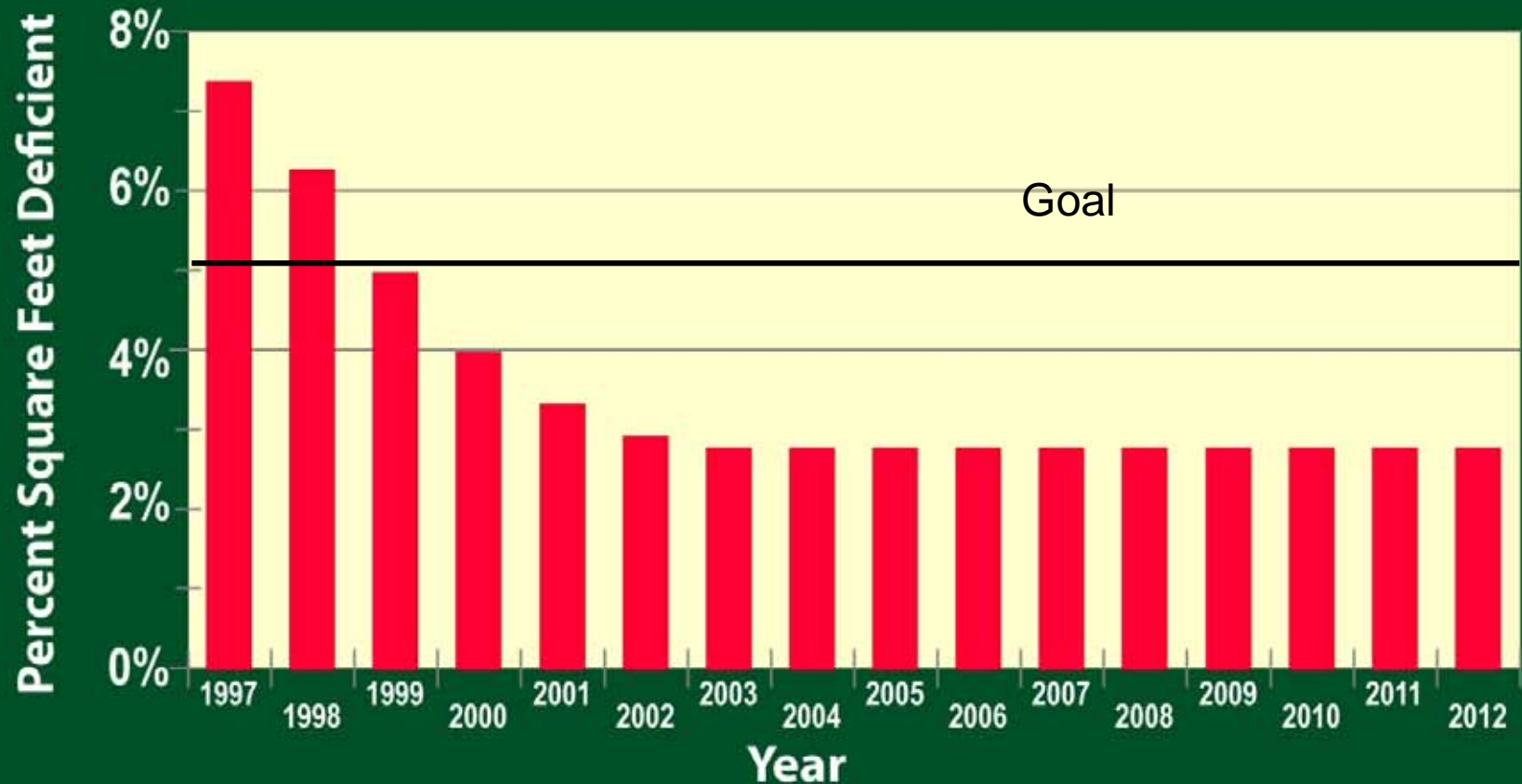
### FY 1997 vs. FY 2005



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# Deficient Bridges

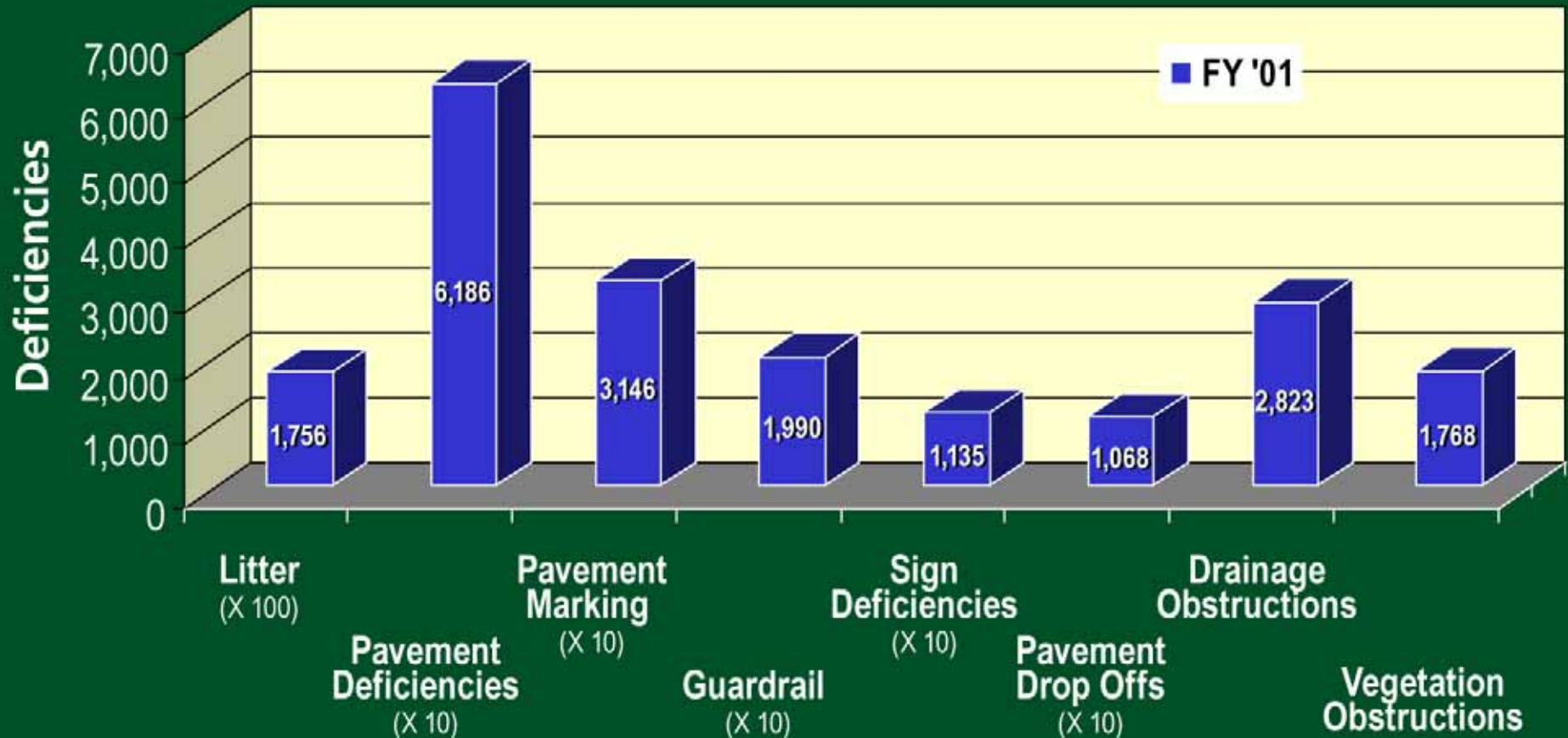
## General Appraisal 1997 – 2012



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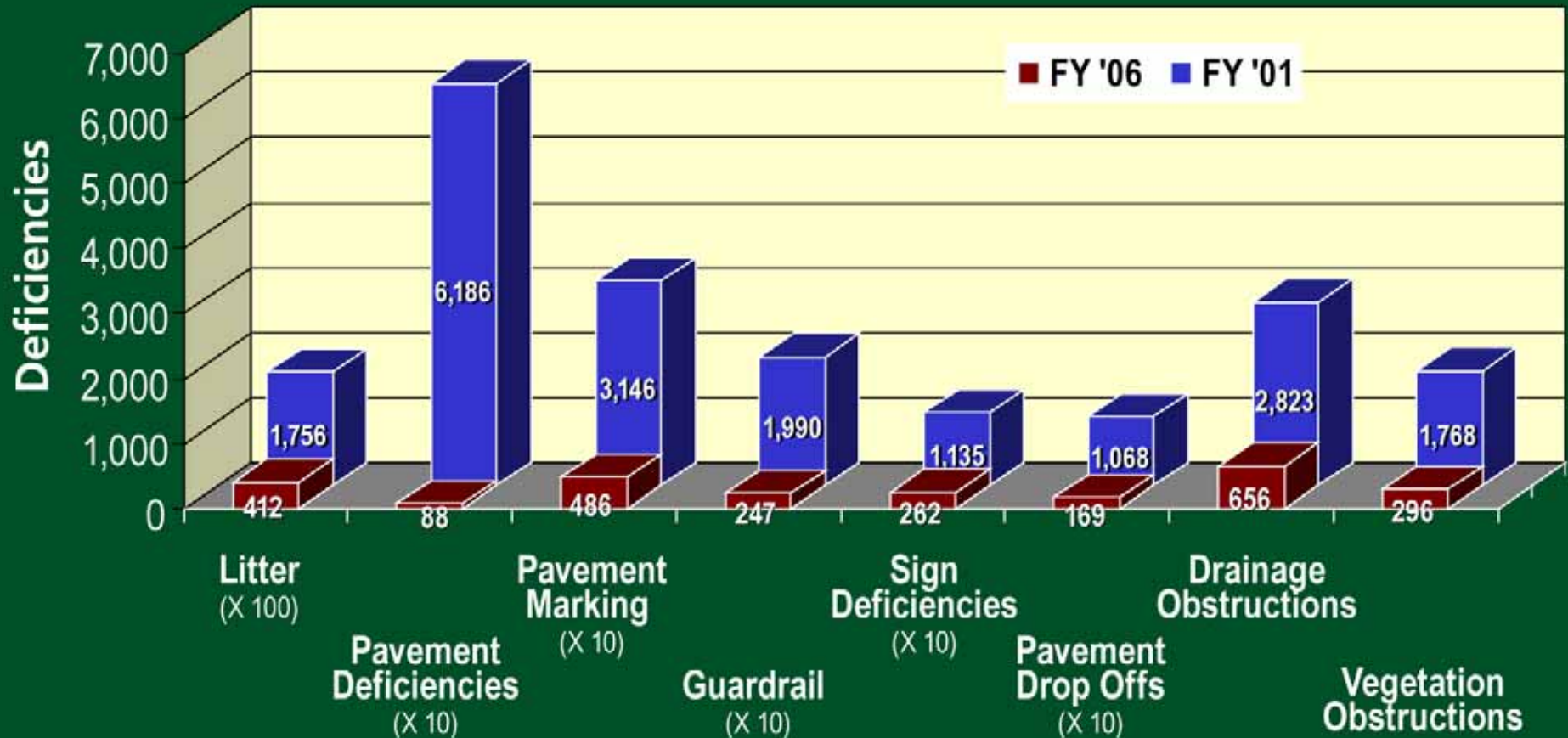
# Maintenance Deficiencies FY 2001



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# Maintenance Deficiencies

## FY 2006 vs. FY 2001



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# Lessons

- **Changing corporate behavior takes a lot of skills**
- **Don't just analyze and criticize, but socialize**
- **Lay out the facts**
- **Seek the 80/20 optimum**
- **Engage vertically in all complementary areas**
- **Understand the power of incremental change**

# Lessons

- **Be quick to praise**
- **Speak to people in their terms**
  - How to save them money
  - How to extend pavement life
  - How to serve the public better
  - Don't make PMS an abstraction

# Conclusion

- **Your technical skills and products are critical**
- **Equally critical is your engagement at all levels to be the hub of a constructive, positive network**