

Operations Framework

CORE FUNCTIONS	KNOWLEDGE, SKILLS, AND ABILITIES BY POSITION	
SENIOR MANAGEMENT		
Policy and Strategic Considerations	Policy Development Operating Practices Standards Vision Development Think Strategically, Act Tactically Strategic Thinking (focus and direction for vision) Performance Management (goals, objectives, scorecard) Creative/Innovative Understanding Risk Management Business Process Management - Including Organizational Change Management Change Management	Private Sector Relationships Interjurisdictional Coordination (Goals, etc.) Communications/Interpersonal Skills (dumb it down) Results Driven - Decision-making with Limited/Incomplete Information Understanding of Organizational Culture Driving Change/Leading Change Coalition Building Outreach/Marketing Customer Service Consensus Building
Program Planning	Program definition, development & design Budgeting, Funding Administration Organization & staffing Data management & evaluation ConOps Performance Management (3 or 4 metrics) Knowledge of & how to work with the planning process Including relationship to operations	Coalition Building (eg. Coordination & partnerships) Link between operations & planning Impacts of Policy and Plans on Operations Linkage between politics and the planning process (Overcoming the Barriers, Influence Dynamics of Process)
Systems Development	Business Case (initiation) Cross Departmental Coordination	Legislative/Budgetary Authorization Budget Allocation/Management
Project Management	In-house/Outsourcing Performance Measures (Development and Operational)	Policy, legal and institutional issues
Real-time Operations	Strategic Development	
Real-time Traveler Information	N/A	



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	PROGRAM PLANNING & PROJECT MANAGERS	TECHNICAL SPECIALISTS	OPERATIONS MANAGERS
Systems Development	Business Case (PM Charter Doc) Concept of Operations Planning Requirements Analysis Design Development Integration and Testing Implementation Operations and Maintenance Disposition (of old stuff)	Planning Requirements Analysis Design Development Integration and Testing Configuration Management	Concept of Operations Requirements Analysis Integration and Testing Implementation Operations and Maintenance
Project Management	Coordination Schedule Budget Procurement Development oversight Resource Management Risk Management Stakeholder Collab/Coordination Asset and Configuration Mgmt. Quality Assurance Performance Measures (Development and Operational) Contract Administration Policy, legal and institutional issues	Coordination Asset and Configuration Mgmt. Quality Assurance Performance Monitoring	Coordination (Internal/External) Human Resource Planning Resource Management Risk Management Operational Perf. Measures Legal and institutional issues
Real-time Operations	Planning for Incident Mgmt, Field protocols & proc. (FITM Plans) Safety Planning/Funding for Maintenance and Asset Management (devices, systems software, computers, telecommunications, life cycle) Work Zone /Traffic Control Planning/Funding Customer Service Planning - Interjurisdictional Coordination NIMS/ICS (Incident Command System) – a requirement Contract Administration Traffic Engineering Principles Plan Review of construction documents for operations considerations (public & private) Security – critical infrastructure Legal and Institutional Issues	Safety Maintenance (asset management, devices, systems software, computers, telecommunications, life cycle) IT Hardware/Software Work Zone /Traffic Control NIMS/ICS (Incident Command System) Statistical Analysis Traffic Engineering Signal Timing ITS Devices – CCTV (installation, policy on use)/DMS/HAR/Meters/Detectors Plan Review of construction documents for ops considerations (pub & private) Security – critical infrastructure	TMC mgmt & staff activities Field Service Patrols Implementation of Incident Management, Field protocols & procedures (FITM Plans) Safety (incident scene, TMC, coop planning) Work Zone /Traffic Control Budget Control Contract Administration Implementation - Interjurisdictional Coordination NIMS/ICS (Incident Command System) Situational Analysis - Interpretation Traffic Eng. Principles Signal Timing Legal and Institutional Issues Special Event Management



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	PROGRAM PLANNING & PROJECT MANAGERS	TECHNICAL SPECIALISTS	OPERATIONS MANAGERS
Real-time Traveler Information	Continuity of Operations 511(Real Time) Travel Times Private Sector Agreements (exclusivity rights) Data Performance Measures Funding – Resources? Customer Service – Public Relations - Marketing Legal and Institutional Issues Strategic Development	Continuity of Operations 511(Real Time) Archived Data Travel Times Devices/Media to convey Info – Distribution Channels Data Performance Measures Marketing	Continuity of Operations Media Coordination Distribution Devices Planned Events – Scheduled Incident Travel Times Data Performance Measures Coordination Public Relations

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CORE FUNCTIONS	KNOWLEDGE, SKILLS, AND ABILITIES (KSAs) BY POSITION	
TMC Technician and Field Personnel		
Real-time Operations	Situational Analysis - Interpretation Traffic Engineering Use of ITS Devices/Tools/Applications Customer Service Relationship Building Follow Standard Operating Procedures (SOP) NIMS/ICS Hazmat Awareness Computer Skills Map Reading Skills Communications/Radio Etiquette Departmental Knowledge (who to call) Knowledge of MUTCD Security – critical infrastructure System Troubleshooting Special Event Management Crisis Management Dedication – willing to go the extra mile	Work Zone /Traffic Control Incident Traffic Control Situational Analysis - Interpretation Customer Service NIMS/ICS Quick Clearance Techniques Hazmat Awareness Computer Skills Communications/Radio Etiquette Relationship Building Multiagency Coordination First Aid/CPR Blood-borne Pathogen Training Knowledge of MUTCD Inspections - construction Security Portable device deployment/ programming/troubleshooting
Real-time Traveler Information	Media Coordination Distribution Devices Software for Controlling DMS Travel Times Reliability – clear and concise Devices/Media to convey Info – Distribution Channels Public Affairs Coordination (SOP)	Travel Times Reliability Public Relations

