

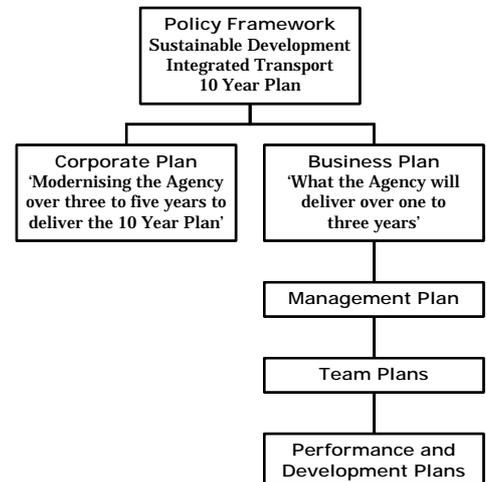
英国・米国の道路行政のマネジメント事例

事例1: 英国道路庁の計画体系(バランススコアカードの採用)

- Highways Agency (英国道路庁)では、政策のフレームワークから個人の達成計画に至るまで、各レベルでの計画によって行政マネジメントを行っている。



<各計画書>



< Highways Agencyに
おける計画体系 >

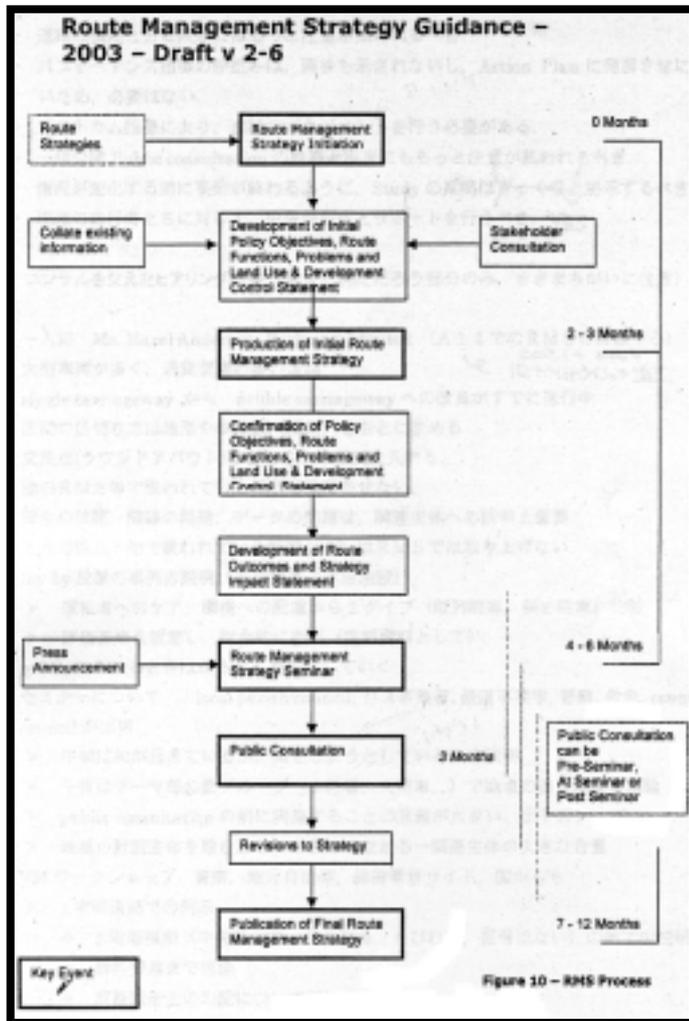


英国道路庁「Business Plan 2003」より抜粋・翻訳
(http://www.highways.gov.uk/aboutus/corpdocs/bus_plan/2003_2004/index.htm)

英国道路庁の「バランススコアカード」 [「business plan 2003-04」より抜粋]

(http://www.highways.gov.uk/aboutus/corpdocs/bus_plan/2003_2004/index.htm)

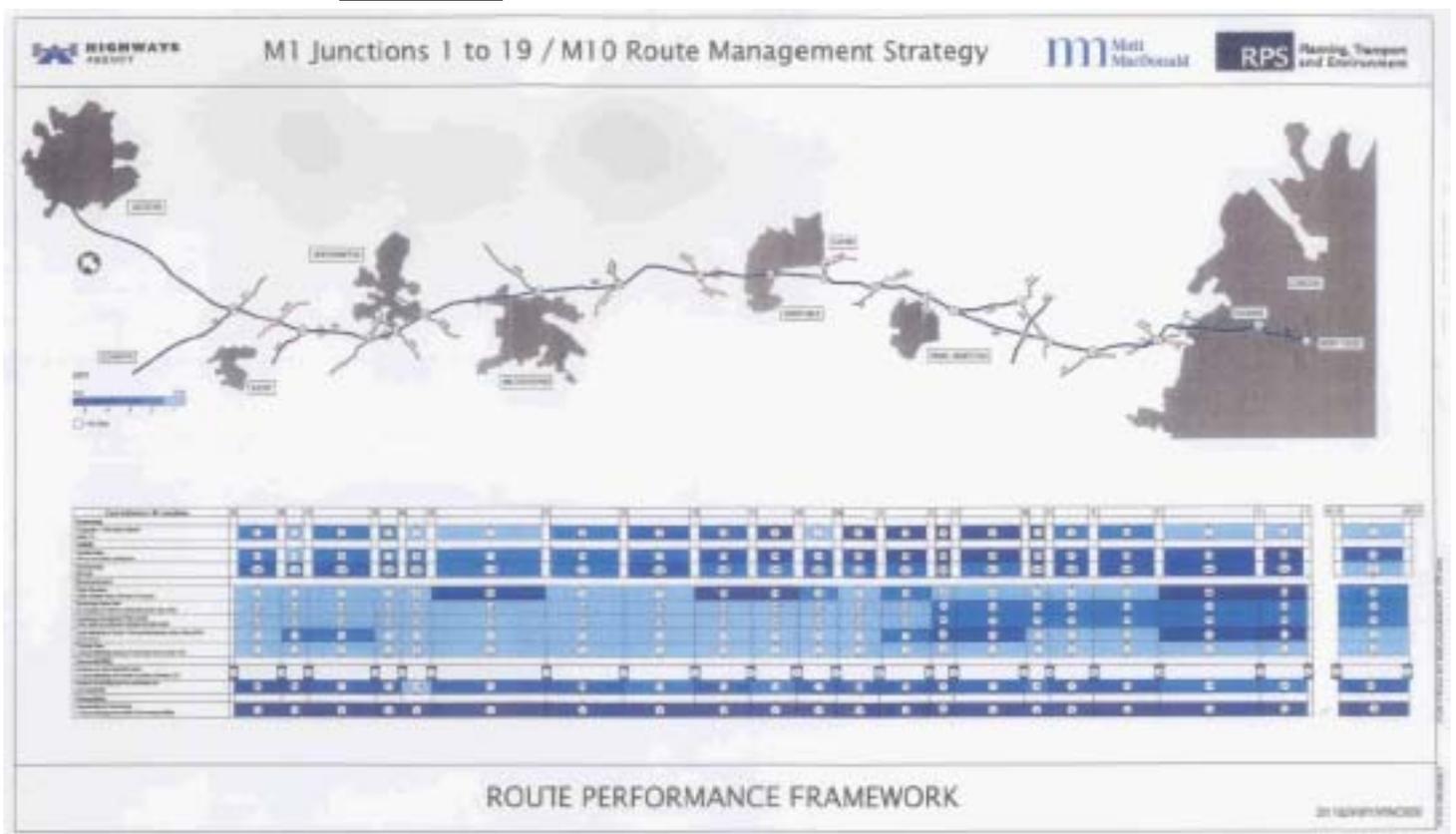
事例2：ルートマネジメント戦略（RMS）



RMSのフロー

英国道路庁資料より

- 英国道路庁（HA）がよりよい計画を立て、戦略的な交通ネットワーク投資ができるように、路線別の計画を立てるプロセス。
- 地方政府の計画、マルチモーダルスタディとの調整を図りつつ、HAの地域代表が策定。



RMSの例（M1：ロンドン～ランカスター間）

英国道路庁資料より

事例3：組織ごとの目標設定(連邦道路庁(FHWA)・フロリダ州交通省)

- FHWAにおいては、各部署(本省各課・リソースセンター・各州事務所)のパフォーマンス計画を記録・共有するシステムを構築

FY-2003 UNIT PERFORMANCE PLAN FOR: FLORIDA

Strategic Goal: Safety

Strategic Objective: Reduce the number of highway-related crashes and their consequences, in terms of fatalities and injuries. The FY 2003 target is to reduce the number of fatalities and injured persons to 1.4 and 107, respectively, per hundred million vehicle-miles-traveled.

National Performance Objective: (Vital Few) Implement national strategies supporting multiple objectives, including an increase in seat belt use.

National Performance Measures: • Increase the number of State highway agencies implementing a high-quality, comprehensive safety plan, based on assessment criteria to be developed in early FY 2003.

Unit Performance Objective: TBD

Unit Performance Objective: The Division will partner with FDOT and other safety organizations to promote and market events of national and regional interest.

Unit Performance Measure: Participate in 2 national/regional promotional efforts.

Activities	Indiv/Team	Lessons Learned	CMS	Mgmt Init.
Promote and distribute materials to support National Work Zone Safety Awareness Week				
Support State's Annual "Stop! Red-light Running" week each January.				

Unit Performance Objective: The Division will partner with FDOT to develop and implement a Strategic Safety Plan

Unit Performance Measure: As a result of this plan, the measured goals are to:

- 1) reduce the rate of fatalities per 100 million vehicle miles of travel. The baseline rate of 2.2 fatalities per 100 million vehicle miles traveled in 1996 will be reduced by 2% each year.
- 2) Reduce the number of highway fatalities.
- 3) Reduce the rate of serious highway injuries per 100 million VMT by 2% per year.
- 4) Reduce the number of serious highway injuries.
- 5) Reduce the number of Heavy Truck Crashes.

Activities	Indiv/Team	Lessons Learned	CMS	Mgmt Init.
Update performance measure as needed.				
Actively participate in FDOT's Strategic Plan Workshop for development of plan				
Actively participate in FDOT Strategic Plan Workshop follow up teleconference for further development of plan				

Unit Performance Objective: The Division will partner with FDOT and other organizations to promote and advance highway related activities and programs that have the most potential to reduce the rate/number of highway related crashes, injuries and fatalities.

Unit Performance Measure: Reduce rate and number of crashes

Activities	Indiv/Team	Lessons Learned	CMS	Mgmt Init.
Conduct study to identify high crash attributes off the state highway system				
Conduct self assessment of FDOT's Safety Processes - Phase II SMS Practices				

FHWA内部資料より・不許複製

FHWAのSUPPS(各部パフォーマンス計画共有システム: The Shared Unit Performance Plan System)

- ・フロリダ州交通省においても、各部局の目標・達成状況がわかるイントラネット上のデータベースを構築

Actual vs. Target: 2002-03

Key Performance Measures

This book displays the Key Performance Measures (KPMs) of the Department of Transportation. The Executive Board has identified 11 KPMs used as the "Dashboard" or key indicators of the Department's overall performance.

6 of the 11 measures are currently defined and displayed here.

Publisher: Admin

Navigation: Home Page, Database Info Links, E-Mail Links, Preferences

Bottom Bar: Admin (Admin)

Actual vs. Target: 2002-03

Employee Satisfaction Measures

Employee Satisfaction Section

- ▼ KPM - Emp Sat Central Office
- ▼ KPM - Emp Sat District 1
- ▼ KPM - Emp Sat District 2
- ▼ KPM - Emp Sat District 3
- ▼ KPM - Emp Sat District 4
- ▼ KPM - Emp Sat District 5
- ▼ KPM - Emp Sat District 6
- ▼ KPM - Emp Sat District 7
- ▼ KPM - Emp Sat FDOT - Statewide
- ▼ KPM - Emp Sat Toll
- ▼ KPM - Emp Sat Turnpike

Employee Satisfaction Links

Employee Satisfaction Reports

KPM - Emp Sat (# DOT - Statewide)

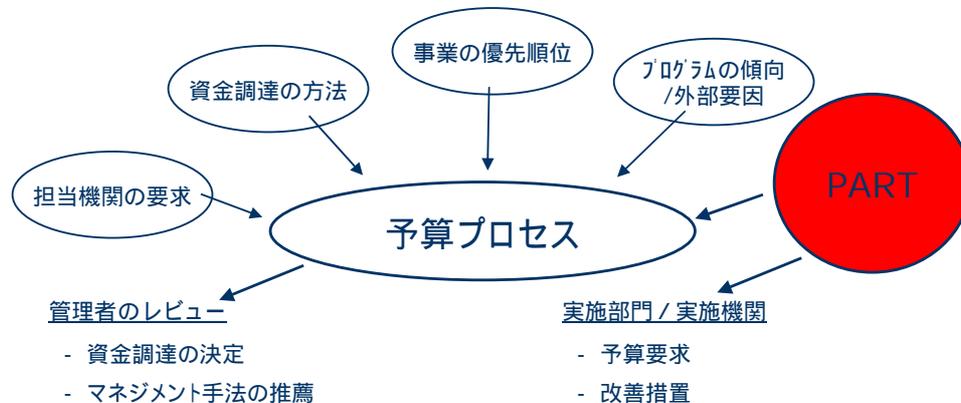
Year	Number
2000	2.25
2001	2.25
2002	2.25
2003	2.25

Year	Percentage
2000	100
2001	98
2002	100
2003	104

0 of 11 Items Admin (Admin)

事例4：大統領マネジメントアジェンダとPART (米国OMB、各省)

- 大統領マネジメントアジェンダでは、 財政マネジメント、 人的資源、 電子政府、 競争資源、 予算と成果の統合を指示。
- PART (Program Assessment Rating Tool) は、 各政府機関の事業を、 目的、 計画、 プログラムマネジメント、 結果の観点から、 評価(レイティング)するもの。



DEPARTMENT OF TRANSPORTATION	
DOT has shown substantial progress in each management agenda area.	
President's Management Agenda	
	Status Progress
<p><i>Human Capital</i></p> <p>DOT has not yet achieved the majority of its measurable results-driven outcomes. DOT's progress score reflects completion of a detailed Department-wide human capital strategy with timelines and specific deliverables, such as the establishment of a Departmental Human Capital Planning Council.</p>	<p>R G</p>
<p><i>Competitive Sourcing</i></p> <p>DOT did not meet the President's annual competitive sourcing goal for 2002 but did develop a comprehensive plan that identifies the positions to be evaluated for outsourcing. DOT will begin subjecting positions to competition to the private sector by late 2003.</p>	<p>R G</p>
<p><i>Financial Performance</i></p> <p>DOT's current financial management systems do not meet Federal financial system requirements. DOT is in the process of implementing a new accounting system – Delphi – which will be set up by the Spring of 2003. DOT received a clean audit opinion in February 2002. In addition, DOT is implementing a recovery auditing program to collect and reduce erroneous contract payments.</p>	<p>R G</p>
<p><i>Expanding E-Government</i></p> <p>DOT developed an IT security program to decrease cyber vulnerabilities by 75%. However, DOT remains red in status because major DOT IT projects remain over-budget and behind schedule, and it has yet to complete a department-wide IT enterprise architecture.</p>	<p>R G</p>
<p><i>Budget and Performance Integration</i></p> <p>DOT issued performance-based 2004 Budget justifications for a number of agencies, and senior management has started using performance data in allocating resources. DOT is continuing to refine its measures to better connect spending to outcomes. Its mission will change significantly with the migration of components to DHS.</p>	<p>Y G</p>
Program Assessments	
<p>Programs reviewed perform above average, in large part because DOT's programs have meaningful performance measures and real data. Results vary among programs, however. The analyses reveal that management weaknesses across programs need addressing.</p>	