



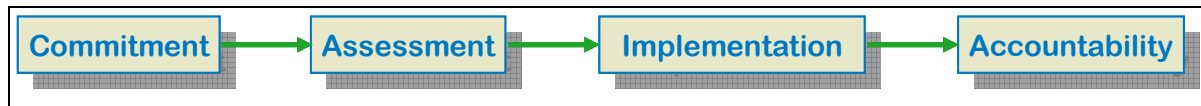
Integrating CSS in Planning and Project Development



CSS Quick Facts – What is CSS Integration?

CSS integration is the comprehensive application of CSS principles to all projects (of any size) and services that DOTs provide to the public. This comprehensive application of CSS represents best practice in transportation decision making. CSS integration ensures that the CSS philosophy is embedded in the day-to-day management and operations of the DOT to achieve a permanent change.

Integrating CSS into day-to-day work activities requires DOTs to identify and manage changes to policies, processes, functional areas, and relationships to align them with CSS principles. Most DOTs have integrated CSS into some projects or services, but rarely is their approach applied comprehensively to all projects and services; or systematic enough to lock in the change over time. Comprehensive CSS integration requires thoughtful planning and implementing. The CSS integration process includes four steps: Commitment, Assessment, Implementation, and Accountability.



The CSS integration process.

Elements of Commitment to CSS Integration

Commitment from DOT senior leadership is needed to integrate CSS into an organization. Visible executive support for CSS integration should come from the full leadership team, including political appointees and the highest level civil service positions. Specific actions related to establishing commitment to CSS integration include: developing a CSS case for change, CSS Vision, and on-going demonstration of commitment.

A CSS case for change describes why integrating CSS is important. It summarizes the benefits of implementing CSS to the DOT, the employees, stakeholders and the public. The purpose of the case for change is to provide reasons why change must occur and inspire people internally and externally to change both processes and relationships to be consistent with CSS principles.

- A CSS Vision describes how the DOT will be different when CSS is fully integrated into decision making and operations. The CSS Vision should be written so that internal and external audiences perceive a clear difference between the current DOT and the DOT that will exist after CSS is integrated fully.
- The case for change and CSS vision show initial commitment, but to support CSS integration over time requires executives to demonstrate their commitment every day. Key ways to demonstrate this commitment include:
 - Resource allocation – providing resources, both time and money to support CSS integration
 - Communication – both formal and informal is needed to reinforce the case for change and vision and to report progress on the overall effort to integrate CSS
 - “Walk the talk” – executives must also demonstrate their commitment to CSS integration through their own actions and decisions
 - Celebrating success – to demonstrate on-going commitment to CSS integration and reinforce positive change toward the new way of doing business.

Elements of a CSS Assessment

All DOTs have integrated some elements of CSS into their organization. It might be an innovative stakeholder involvement process, organization-wide environmental stewardship, or using CSS comprehensively on a small number of high profile projects. CSS integration should be built on a DOT's current activities that are consistent with CSS principles. Therefore, a comprehensive and cross-functional assessment of the current status of CSS implementation is the starting point for integrating CSS into the DOT. The assessment should identify both the

strengths and gaps in current CSS implementation. The information from this assessment is used to develop strategies and action plans. The assessment provides information about:

- The consistency of current processes with CSS principles
- The CSS related skills of the employees
- Current performance metrics and processes that can be used to monitor CSS implementation

The CSS Implementation Guide includes a CSS Department-wide Questionnaire that can be used by DOTs along with a CSS Integration Framework for agencies to use in conducting an internal CSS Assessment. Successful integration of CSS depends on understanding the current status of CSS implementation with the DOT. Whether a DOT is just starting to integrate CSS, or its CSS integration initiative is under way, seeking out opportunities to make positive organizational changes helps agencies to foster successful CSS integration. The organizational self-assessment may be scaled to provide an agency-wide focus or targeted to profile selected organizational units. DOTs can use what they learn about the organizational strengths and gaps to transform the general concepts described in the Integration Guide into a tailored CSS Integration Implementation Plan that best fits their needs.