

NCHRP 20-68A – “US Domestic Scan Program”
Scan 12-04 Advances in Transportation Agency Knowledge Management

Description of Scan

Over the next decade Transportation Agencies (STA) will be faced with the challenge of losing a tremendous amount of institutional knowledge due to increased numbers of retirements of long term employees combined with decreases in their staffing levels. As such, there is an increased importance in mentoring and training staff as well as effectively documenting and transferring knowledge to a workforce that is more highly skilled at information retrieval and access. Several agencies such as Virginia DOT, West Virginia DOT Washington DOT and the Federal Highway Administration have begun to formalize their information sharing, coaching, and knowledge management processes to insure that their staffs continue to maintain their proficiency in providing a high level of service within their jurisdiction. However, addressing the loss of a tremendous amount of experience and institutional history and knowledge remains a challenge for many.

The scan team will examine practices in states counties, metropolitan areas and municipalities such as Virginia DOT, West Virginia DOT Washington DOT and the Federal Highway Administration that have had successes. The team will examine topics such as:

- examine successful practices of information sharing, coaching, and knowledge management for staff development
- Identify differing approaches to capturing and providing for information/knowledge needs of various organizational functions such as project management, preconstruction, construction and maintenance operations
- Gather existing documented good knowledge management practices
- Identify additional needs to assure proper knowledge management

The scan team will conduct the study through a combination of site visits and a workshop.

It is anticipated that information documented by the scan team from these agencies would provide other interested agencies with successful strategies for knowledge management that would allow for:

- Earlier, high-performing new employees
- Improved quality of transportation products (infrastructure planning, designing, constructing, and maintaining)
- Less risk to organization due to improved employee understanding of process and policy
- Less turnover due to improved employee competency/satisfaction (improved understanding of role, accelerated expertise, and successful completion and delivery of work products)

Original Scan Proposal Title(s): DSP-13-17 Best Practices in Transportation Agency Knowledge Management

Last Reviewed/Revised January 7, 2012

Scan Team Membership

John Halikowski – AASHTO Chair
Director
Arizona DOT
Director of Research
Arizona Department of Transportation
State Transportation Board
206 South 17th Avenue, Mail Drop 100A
Phoenix, AZ 85007
Phone: 602-712-7227
E-mail: jhalikowski@azdot.gov

Carin Michel
Marketing & Communications Team Leader
FHWA Resource Center
10 South Howard Street, Suite 4000
Baltimore, MD 21201
Phone: 410-962-2530
E-mail: carin.michel@fhwa.dot.gov

Arthur "Turo" Dexter
Knowledge Resources Manager
DOT / Federal Transit Administration (TAD)
1200 New Jersey Av SE, Room E44-446,
Washington DC 20590
Phone: (202) 366-1388
E-mail: arthur.dexter@dot.gov

Maureen L. Hammer, PhD
Knowledge Management director
Virginia Department of Transportation
530 Edgemont Road,
Charlottesville, Virginia 22903
Phone: 434- 293-1987
E-mail: Maureen.Hammer@VDOT.virginia.gov

Becky Burk
Performance Excellence Manager,
Maryland State Highway Administration
Office of the Administrator
707 North Calvert Street, C-400
Baltimore, MD 21202
Phone: 410-545-5691
E-mail: BBurk@sha.state.md.us

Lori Dabling
State Project Manager
Utah Department of Transportation
PO Box 148460
Salt Lake City, UT 84114-8460
Phone: 801-964-4456
E-mail: ldabling@utah.gov

Lee Wilkinson
Director, Operations and Finance Division
Iowa Department of Transportation
800 Lincoln Way
Ames, IA 50010
Phone: 515-239-1340
E-mail: Lee.Wilkinson@dot.iowa.gov

Leni Oman
Director, Office of Research & Library Services
Washington State Department of Transportation
310 Maple Park Avenue SE, Room SC21
PO Box 47372
Olympia, WA 98504-7372
Phone: 360-705-7974
E-mail: OmanL@wsdot.wa.gov

Frances Harrison – SME
Spy Pond Partners
1165R Massachusetts Avenue
Arlington, MA 02476
Phone: 617-500-4875
E-mail: fharrison@spypondpartners.com

Execution Schedule

Milestone	Anticipated Date
Chairs and Team Members Identified	March 2013
Desk Scan Completed	August 2013
Prescan Meeting Held	August 2013
Scan Conducted	November 2013
Draft PowerPoint submitted by SME	December 2013
Draft Report Delivered to NCHRP and Panel	February 2014
Final Report Delivered to NCHRP	May 2014

Estimated Scan Cost: \$125,000 – type 3

Anticipated Duration: 3 days type 3

Last Reviewed/Revised September 16, 2013