SCAN TEAM REPORT
NCHRP Project 20 68A, Scan 13-01

Advances In Developing A Cross-Trained Workforce

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Executive Summary

This report summarizes findings from a scan workshop of cross-training (CT) within transportation agencies and other organizations. The purpose of this scan was to investigate how agencies are using workforce CT as a strategy for enhancing agency efficiency and agility in adapting to changing missions, priorities, and budgets; and conditions under which CT strategies are applicable and appropriate.

A scan team consisting of state departments of transportation (DOTs) and the U.S. Department of Transportation (USDOT) administration staff was formed to guide the scan and develop findings, recommendations, and dissemination actions. Scan team members brought a diversity of CT dissemination experience and an understanding of DOT management and workforce challenges to the table. Scan team members and host agencies met in March 2015 to share their practices. In all, scan participants reviewed CT activities in nine state DOTs (California, Connecticut, Iowa, Missouri, Ohio, Oregon, Tennessee, Utah, and Virginia) and one federal agency (the National Institutes of Health).

Scan participants discussed the following topics:

- **Design/Development**: Tasks or disciplines involved, agency factors precipitating CT, affected job functions, and special labor groups

- **Dissemination**: Level of involvement of leadership and employees

- **Performance Measures/Management**: Program goals and how success is measured

- **Organizational Issues**: Any organizational challenges such as political, cultural or workforce;

- **Resources**: Any resources needed to implement and sustain CT (e.g., financial, management, or employees)

Scan participants discussed CT applications, including:

- **Leadership development** techniques to develop leaders to fill anticipated gaps in critical expertise

- **Cross-utilization** to develop a flexible workforce

- **Informal CT activities** to ensure continuity

- **Job rotation** to ensure sufficient resources for critical functions

Host agencies discussed combining CT activities to develop robust programs that minimize the impact of employee transitions and build a strong foundation for cost savings. Scan team members identified an extensive set of dissemination activities to communicate the findings and support further adoption of CT practices.