Executive Summary

This report summarizes findings from a domestic scan of strategic workforce management (SWM) within transportation agencies and other organizations. The purpose of this scan is to examine innovative SWM practices state departments of transportation (DOTs) are implementing, particularly those activities that can quickly be adopted and implemented to recruit, develop, and retain the workforce they need today and for the future.

SWM is practiced in federal agencies as well as in public organizations. Therefore, the scan investigated these entities for innovative and successful practices.

A scan team consisting of DOTs and the Federal Highway Administration (FHWA) was formed to guide the scan and develop findings, recommendations, and dissemination actions. Scan team members brought to the scan a diversity of experience and knowledge in the related areas of human capital, leadership, workforce management, workforce development, an understanding of DOT management, and knowledge of workforce challenges.

Scan team members met on three occasions over the course of the scan. The first meeting was an organizational meeting to determine what information needed to be collected. The primary output of the meeting was the creation of a set of amplifying questions. The second and third meetings were organized to facilitate information gathering and sharing between the team and invited host agencies.

At the second meeting, held in March 2020, scan team members and host agencies shared their organizations' SWM experience and practices. A third in-person meeting was planned to accommodate private sector host agencies. However, due to the outbreak of COVID-19 across the country, the in-person meeting was conducted virtually. The virtual session was held in October 2020.

In all, scan participants reviewed SWM programs and activities of 12 state DOTs (Alaska, Arkansas, California, Colorado, Georgia, Maryland, Minnesota, Missouri, Pennsylvania, Texas, Vermont, and Virginia), and three private sector companies. The U.S. Geological Survey was invited to participate as a federal agency with a strong history of strategic workforce planning. However, due to the breakout of COVID-19, it was unable to participate.

The scan investigated the following critical aspects of SWM:

- Human capital
- Design and development
- Implementation
- Performance measures/management
- Organizational challenges and opportunities
- Forecasting

- Plan elements

- Resources

The scan also investigated which states have a defined strategic workforce plan (SWMP) versus individual elements of such a plan, and which have implemented innovative SWM practices.

The report includes an SWMP model comprising the most common elements found in SWMPs managed by state DOTs.

This report presents information collected from host agencies concerning SWM activities designed to forecast workforce talent needs; analyze current workforce and talent supply; and develop, implement, and evaluate strategies to close gaps in the workforce.

Presented within the report are findings and recommendations from information gleaned from responses to amplifying questions and from information exchanged at the scan meetings.