

NCHRP 20-68 – “US Domestic Scan Program”

Domestic Scan 19-02 Leading Practices in Strategic Workforce Management by Transportation Agencies

AASHTO leadership has identified workforce management as one of the most urgent issues for today's Departments of Transportation (DOTs). DOTs across the nation have increasingly expressed concerns about sustaining a qualified workforce. Many DOTs are addressing this problem by adopting some aspect of strategic workforce management, such as forecasting, succession planning, training and development, or targeted recruitment. This scan will examine innovative strategic workforce management strategies DOTs are implementing, particularly those activities that can be quickly adopted and implemented to recruit, develop, and retain the workforce they need today and for the future.

The scan team will review such examples as the following activities and seek out others that may be exemplary of leading-edge strategic workforce management: Vermont AOT's training program conducted by a fully integrated HR and Civil Rights team, Washington DOT's HR metrics to assess the success of its innovative modern work environment initiative, Virginia DOT's studies of the future transportation workforce, Alaska DOT&PF's evidence-based leadership development program, CalTrans' mentorship efforts, and Missouri DOT's online learning program designed to provide one-stop shopping for employee training needs. Agencies in Delaware; Pennsylvania; Iowa; Idaho; Tennessee, and Minnesota have examples as well.

The scan team will consider common elements of strategic workforce management, such as skills metrics and forecasting, succession planning, employee development, employee wellness and engagement, employee recognition, recruitment, retention, diversity and inclusion, and change management. Outsourcing of functions historically performed within an agency may also be considered. The team must consider agency cultural differences and the context in which the strategic workforce management is applied.

This scan is anticipated to be conducted as a Type 3- Peer Exchange, and is likely to be integrated with other NCHRP activities related to workforce development and knowledge management. The scan results are likely to be of interest to all of AASHTO committees but particularly to the AASHTO Committees on Agency Administration, Human Resources, Civil Rights, and Knowledge Management, as well as FHWA's Center for Transportation Workforce Development.

Original Scan Proposal Title: Strategic Workforce Management in Transportation

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Execution Schedule

| Milestone | Anticipated Date |
|---|---------------------------|
| Chairs and Team Members Identified | July 2019 |
| Desk Scan Completed | September 2019 |
| Pre-scan Meeting Held | September 2019 |
| Scan Conducted | March 2020 – October 2020 |
| Draft Summary Report submitted by SME | November 2020 |
| Draft Report Delivered to NCHRP and Panel | May 2021 |
| Final Report Delivered to NCHRP | August 2021 |

Estimated Scan Cost: \$400,000
 Anticipated Duration: 2 weeks (type 3 and type 4 scan)

Last Reviewed/Revised April 14,2021