Workforce Development & Planning

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dot
The Unplayable Piano

KEITH JARRETT
THE KÖLN CONCERT
ODOT Real Estate

Committee on Right of Way, Utilities, and Outdoor Advertising Control Annual Meeting, 2019

Challenges
- Over 50% turnover in the next 5 years
- Highest risk with managers and trainers
- Fiscal constraints
- Staffing level constraints

Real Estate Staff

- Long term
- Retirement Eligible
- 1 year
- 5 years
Solutions

- Engagement
- Online Training
- Practicum
- Shadowing
- Training Manual
Engagement

- Experienced Staff
- Public Servants
- Legacy Building
Online Training

- Developing In-House
- Modules
- 24/7 availability
- No cost
- Prequalification
Practicum

- SMEs
- Short Format
- Specific issue

[ODO Real Estate Practicum Channel]
Shadowing

- Coordination & Support
- Available position
- Interested candidate
- Cross-training
Training Manual

- Developed by Staff
- Practical Guidance
- Living Document

http://b.link/aashto
Discussion

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Workforce Development & Planning

- KYTC Workforce Trends
- KYTC Approaches to Fulfill the Mission
- KYTC Recruitment and Retention
- National Trends & Workforce Research
- Discussion on Consultant Forces
KYTC’s Workforce Trends

KYTC Awarded Construction $ vs Staffing 1990 to 2018
KYTC Workforce Contributing Factors

- Retirement incentives
- Below regional pay and lack of raises
- Declining benefits
- Economic rebound
- Position elimination…like most DOTs
KYTC Attempts to Cover the Work

- Recruitment & Retention
- Elimination of position testing
- ~2008 Reorganization
- Use of Consultant Services
- Salary Adjustments
- 2018 Highway Technician Series
  - Structured Training…stop the knowledge loss
KYTC Recruitment & Retention

• Began 1991: AASHTO Task Force on Recruitment and Retention of Transportation Professionals
• First program of its type in the nation
• Over 70,000 students
Civil Engineering Scholarship Program
- Began in 1948
- Worth up to $51,000
- 80 positions per year
- Summer Internship
- UK, "U"L, WKU or start at KSU, KCTCS, others
- "Guaranteed" Position
- Year-for-year payback or buyout
KYTC Recruitment & Retention

- Civil Engineering Technology Scholarship
  - Began in 2009
  - Up to $18,000
  - 5-10 positions per year
  - Summer Internship
  - BCTC or BSCTC (KCTCS)
  - “Guaranteed” Position
  - Year-for-year payback or buyout
KYTC Recruitment & Retention

Minority Internship Program

- Undergraduate, graduate, or Certificate
- 15 interns max.
- Varying offices and areas
KYTC Recruitment & Retention

- Automotive or Diesel Technology Program (KCTCS)
- Registered apprenticeship program
- 2-year work and school program
- Probationary employment
KYTC Recruitment & Retention

• ROW Agent Internships
  ▪ Revision and restart forthcoming
  ▪ Certification program covered
  ▪ Employment is optional on completion
KYTC Recruitment & Retention

- Professional Development
  - Advanced Leadership Academy
  - Connection with KTC’s Technology Transfer
  - Project Manager’s Boot Camp
  - Policy Manuals
  - Knowledge Portal (forthcoming)
Workforce at DOTs

- NCHRP Synthesis 450 Forecasting Highway Construction Staffing Requirements
  - The average percent change in FTEs per million dollars of disbursement on capital outlay in the responding states is -37.26%
Workforce at DOTs

• Some research...
  - NCHRP Report 685 Strategies to Attract and Retain a Capable Transportation Workforce
  - NCHRP Synthesis 503 Leveraging Technology for Transportation Agency Workforce Development and Training
Use of Consultants

• NCHRP 20-107
  ▪ 39% of projects reported to be understaffed
  ▪ 39% surveyed projects utilized CEI consultants to some extent
  ▪ CEI more commonly used on new road/expansion and bridge rehabilitation projects than other project types
  ▪ Average cost overruns did not vary for CEI use
  ▪ CEI consultants had a statistically significant impact on project schedule performance
  ▪ Projects using CEI consultants had more FTEs than projects that only used agency staff
Use of Consultants

- Effective Utility Coordination: Application of Research and Current Practices
- Consultant-led Utility Coordination

FIGURE 16 Satisfaction with stand-alone consultant-led utility coordination.

FIGURE 17 Satisfaction with consultant-led utility coordination as part of the design consultant agreement.
Use of Consultants

• A discussion…
Committee on Right of Way, Utilities and Outdoor Advertising Control 2019 Annual Meeting

Chattanooga, Tennessee
April 28–May 2, 2019
Workforce Development and Planning
“What if we don’t change at all ... and something magical just happens?”
Definition:

Workforce development, an American approach to economic development, attempts to enhance a region's economic stability and prosperity by focusing on people rather than businesses. It essentially develops a human-resources strategy. Work-force development has evolved from a problem-focused approach, addressing issues such as low-skilled workers or the need for more employees in a particular industry, to a holistic approach considering participants’ many barriers and the overall needs of the region.
Workforce Development and Planning
Succession Planning is a future-focused process that identifies and documents knowledge; shares that knowledge through the development of individuals; and positions MDT and its employees to be prepared for inevitable change.
Succession Planning

1. "You have to have a leadership succession plan.
2. "There's a freeze on hiring, so you'll need to pick someone from your staff.
3. "So, if something horrible happened to you, I'd get a promotion?"
   "This was a bad idea."
Succession Planning is not a proactive methodology to identify talented employees with high potential for promotion and/or management, and to train and equip them to replace an aging workforce that is eligible or nearly eligible for retirement.
MDT’s Future Focus
Sharing Knowledge
Cultivating Talent
Embracing Change
Succession Planning Tools

- Expert Interviews
- Position Specific Worksheets
- Job Shadowing
- Desk Manuals
- Wiki
- Incident Reviews
- Cross-Training
- Boot Camp
- Manager Roundtables
- Knowledge Maps
- Short-term Double Fill
- Job Rotations
- Communities of Practice
- Internships
- Document Repositories
- On-the-Job Training
- Mentoring
- Knowledge Fairs
- Best Practice Meetings & Studies
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Expert Interviews
Short-Term Double Fill
## Position Specific Worksheets

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Job Rotations
Desk Manuals
Internships
Manager Roundtables
Mentoring

WHAT'S YOUR TAKE ON THIS, DILBERT?

WHAT? SORRY. I WAS USING THIS TIME TO THINK ABOUT SOMETHING USEFUL.

MAYBE YOUR BOSS CAN FILL YOU IN.

I WAS BRAIN-GOLFING.
Effective Succession Planning

The Succession Plan

If anything happens to me, Wally will be your leader.

I have a multi-vitamin! Quick, take it!

We’re safe for now. This turned out to be a mixed blessing.
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Succession Planning

YOU HAVE TO HAVE A LEADERSHIP SUCCESSION PLAN.

THERE'S A FREEZE ON HIRING, SO YOU'LL NEED TO PICK SOMEONE FROM YOUR STAFF.

SO, IF SOMETHING HORRIBLE HAPPENED TO YOU, I'D GET A PROMOTION?

THIS WAS A BAD IDEA.
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