

Domestic Scan Results

AASHTO HR Conference

San Antonio, Texas

March 25, 2002

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Setting

- The future of the U.S. workforce points to a larger number of jobs with fewer workers
 - The U.S. Labor Department estimates that by 2006, there will be 145 million jobs available and only 148 million people to fill them
 - Departments of Transportation are facing a critical shortage of qualified workers
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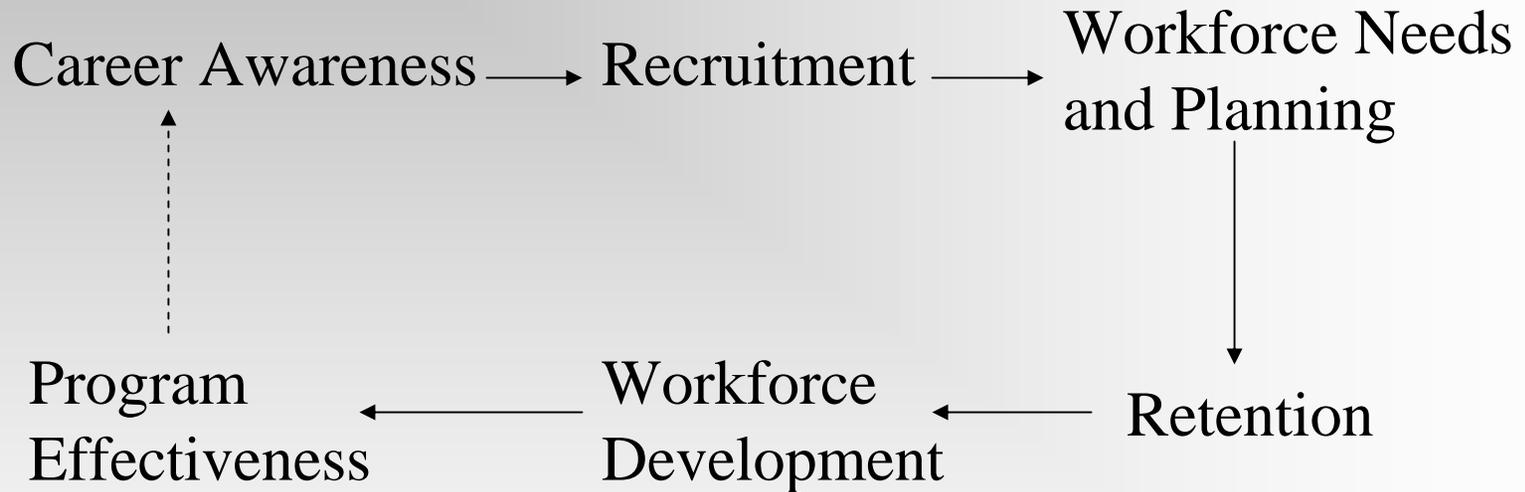
Domestic Scan

- In part due to this situation, the NMSHTD in consultation with the FHWA, the AASHTO Human Resources Committee, the NTTD, and the University of New Mexico carried out a survey called the “Domestic Scan”
 - The purpose of the Domestic Scan is to determine innovative staffing practices in use at State Transportation Departments
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Domestic Scan Survey

- Gathered data on
 - “Employee-career” continuum
 - Innovative human resource practices
 - Funding level and sources of funds for training
 - Responses from 38 states
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Employee-Career Continuum



Career Awareness

Area	Importance (1=Hi; 10=Low)	Effectiveness (1=Hi; 10=Low)	Aspiration (1=Hi; 10=Low)
K-8	6.72	7.59	5.47
High School	4.31	5.84	3.26
Vocational School	4.03	5.90	3.22
Community College	4.00	5.97	3.56
College/University	1.83	3.51	1.78
Welfare-to-work	6.52	7.96	5.89
Program Effectiveness	3.42	5.48	2.64

Implications of Results for Career Awareness

- Career awareness seems to be most important at the college/university level, yet effectiveness is not rated as high
 - The focus on career awareness is on more immediate hires, and at the entry level
 - It is also important to look at untapped opportunities as we go through the results
 - For example, K-8 and Welfare-to-Work were believed to be fairly unimportant components
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Workforce Needs and Planning

Area	Importance	Effectiveness	Aspiration
Current Needs Assessment	2.53	4.97	2.12
Future Needs Assessment	2.42	5.61	2.09
Developing Diversity	2.74	4.24	2.24
Qualifications Profiling	3.33	5.74	2.96
Program Effectiveness	2.43	4.92	1.87

Implications of Results for Workforce Needs and Planning

- All areas of workforce needs and planning were rated relatively high in importance and aspiration and relatively low in effectiveness
 - Aspiration for program effectiveness in the area of workforce needs and planning was particularly high indicating a clear understanding of the difficult future for hiring and retaining employees in state transportation
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Recruitment

Area	Importance	Effectiveness	Aspiration
Needs Assessment	2.97	4.82	2.34
Internal Job Posting	2.06	2.67	1.77
External Job Posting	2.26	3.57	1.91
External Market Sourcing	7.67	7.72	7.50
Applicant Screening	2.36	4.00	1.88
Applicant Tracking	3.27	4.73	2.37

Recruitment (continued)

Area	Importance	Effectiveness	Aspiration
Testing	5.15	5.77	4.76
Interviewing and Selecting	1.79	4.06	1.55
Offers and Acceptance	2.23	4.00	2.20
Entry Level	2.28	4.03	1.87
Mid-career	3.33	4.97	2.87
Sign-on Bonuses	7.95	8.37	5.86
Program Effectiveness	2.49	4.73	2.14

Implications of Results for Recruitment

- Recruitment involves everything done to create a candidate base for open positions
 - For the DOTs, a major issue with recruitment is effectively conveying a message of value of a transportation career
 - It is a well-known concern that the public sector cannot compete with the private sector in terms of salaries and benefits
 - So what can we do to hire the best workers?
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Implications of Results for Recruitment

- States believe that interviewing and selecting was the highest in importance followed by internal job posting, offers and acceptance, and external job posting
 - Internal job posting was believed to be relatively effective, while all other areas were not believed to be highly effective
 - Aspiration levels were high for interviewing and selecting, internal job posting, applicant screening, and external job posting for entry level employees
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Implications of Results for Recruitment

- Needs assessment, in particular, is an area that states believe is an important area, but currently ineffective
 - States do not believe that external market sourcing is important to recruitment
 - States seem somewhat interested in sign-on bonuses, which were not believed to be important or effective, but this area had a relatively high aspiration level
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Workforce Development

Area	Importance	Effectiveness	Aspiration
Prepare Long Range Plans	2.22	5.32	2.14
Identify Training Needs	1.76	3.97	1.54
Design and Develop Training	2.03	3.21	1.61
Outsourcing Training	2.95	3.32	2.47
Evaluate Training	2.22	4.54	1.97
Mentoring	3.43	6.44	2.97
Employee Education/Certification	2.58	3.37	2.18
Program Effectiveness	1.87	3.80	1.67

Implications of Results for Workforce Development

- As we will see, a great deal of funding is devoted to workforce development, thus this area is one in which all items are rated relatively important to the respondents
 - Effectiveness in workforce development is more modest, with long range planning and mentoring being particularly low, especially given the high aspiration rating for in these areas
 - States might do well to consider areas such as mentoring for a means of developing the workforce
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Implications of Results for Workforce Development

- However, some areas rated as relatively important were found to be quite ineffective, such as prepare long range plans, identify training needs, evaluate training, and program effectiveness
 - Program effectiveness appears to be quite important for workforce development, perhaps partly due to more initiatives in this area
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Retention

Area	Importance	Effectiveness	Aspiration
Retention Planning	3.00	6.10	2.42
Retention Analysis	3.17	4.61	2.53
Competition Analysis	4.18	5.48	3.27
Retention Programs	3.28	5.59	2.74
Flexible Work Schedules	3.56	3.94	2.67
Employee Rewards	3.11	4.41	2.59

Retention (continued)

Area	Importance	Effectiveness	Aspiration
Performance Evaluation	2.39	4.47	1.87
Succession Planning	2.55	5.94	2.09
Leadership Development	1.92	4.50	1.60
Program Effectiveness	2.96	4.78	2.21
Work Environment	2.48	4.27	2.20
Telecommuting	6.45	6.86	5.11

Implications of Results for Retention

- Other than leadership development, performance evaluation, work environment, and succession planning, the factors in retention were not rated as particularly important
 - Aspiration levels were quite high for leadership development and performance evaluation with effectiveness quite low for these two factors
 - It appears as if states would, in particular, like to do a better job in leadership development and performance evaluation
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Implications of Results for Retention

- States might do well to reevaluate retention as an area for investigation and concern, since new entrants to the workforce are becoming more scarce
 - Issues such as telecommuting and flexible work schedules were rated relatively low in importance for states, yet these areas are of importance to many of the new workers, especially the relatively untapped market of women
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Implications of Results for Retention

- In addition, competition analysis might be useful in determining how to most effectively retain workers, and could be an important component of retention planning
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Program Effectiveness

Area	Importance	Effectiveness	Aspiration
Program Assessment Tools	3.00	5.77	2.15
Performance Measures	2.29	4.70	1.85
Change Implementation	3.12	5.38	2.65
Quality Initiatives/Programs	3.00	4.63	2.19

Implications of Results for Program Effectiveness

- Performance measures was the only factor rated relatively high in importance for program effectiveness
 - However, aspiration levels of each of the factors was quite high while effectiveness was rated quite low
 - In particular, states would like to have better performance measures, program assessment tools, and quality initiatives/programs
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Percent of Time Spent Annually in Each Area

Area	% of Time
Career Awareness	8.7%
Workforce Needs and Planning	12.4%
Recruitment	27.2%
Workforce Development	30.7%
Retention	12.1%
Program Effectiveness	10.4%

Funding Level Agency Profile

	Mean	Median
Annual expenditures for salaries and benefits	290 Million	147 Million
Total staff	4,700	3,476
Annual expenditures for training	\$2,582,938	\$1,251,132

Funding Sources and Investment for Training

Source	% for employee training	Total \$ amount available (median)	% of total \$ used
Federal – 402	2.3%	\$456,487	70%
Federal – ½ of 1%	29.6%	\$212,500	74%
Federal – state planning and research	2.5%	\$44,000	78%
Other	10.8%	\$154,005	100%
State transp. funds	79.2%	\$855,369	96%
State general funds	24.2%	\$37,458	86%
Other	3.7%	\$362,732	94%

Training Sources

Training Source	% of Total
LTAP	7.2%
State provided	21.0%
Internal	37.5%
National Highway Institute	9.3%
Governor's Personnel Office	6.2%
Private Sector Vendors	26.9%
Other	6.4%

Innovative Practices – Career Awareness

- Arkansas - Department sponsors several weeklong training programs aimed at moving Welfare-to-Work recipients from welfare to highway construction
 - A consultant works with the highway contractors to encourage the use of the on-the-job training program and hiring of Welfare-to-Work recipients
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Innovative Practices – Career Awareness

- Virginia - Civil Engineering Scholarship Program – a 24-month Associate Engineer certificate program
 - Students work with the DOT during the summer and/or semester, and often become strong candidates for employment upon graduation
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Innovative Practices – Workforce Needs and Planning

- Kentucky – Governor’s program to select and expeditiously train recommended minority candidates for management at Kentucky State University
 - Minority Networking Coalition – group composed of various minority groups to promote networking
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Innovative Practices – Recruitment

- South Carolina - Four years ago, Human Resources and the Communication Office worked together to develop a series of recruitment posters highlighting women in nontraditional jobs at the DOT. The posters were distributed to High Schools, Colleges, Technical Schools, Women's Organizations, Job Service Centers and many other recruitment sources.
 - As a result, female utilization significantly improved and continues to do so
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Innovative Practices – Recruitment

- The key to finding successful job applicants is to locate those places that potential employees frequent
 - One Silicon Valley networking company set up a booth to accept employment applications at a San Francisco 49ers home game
 - Cisco sends pizza to university residence halls where students are studying for finals with a note inside the pizza box saying “good luck” and providing a reminder of the Cisco Website
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Innovative Practices – Identify Training Needs

- Pennsylvania – Using a storyboarding technique, high performing incumbent workers are facilitated through a 1 ½ day analysis session to identify the duties and tasks they perform and the skills and abilities needed for the job
 - This information is used for curriculum development and results in a Position Analysis Workbook
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Innovative Practice – Workforce Development

- Kentucky - Educational achievement awards provided of 5% base salary increases for every 260 classroom hours (off clock). The 5% award is also given for the nationally accredited Certified Public Manager certification.
 - Wyoming – Individual career coaching provided to employees requesting a mentor
 - Utah – Mandatory leadership training for all UDOT leaders
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Innovative Practices – Retention

- Many organizations have begun to realize that employees value families and those employers who are willing to cater to the entire family, retain loyal employees.
 - Thus, many employers are offering benefits such as flexible work schedules, domestic partner benefits, adoption assistance programs, and care of sick child services for children who cannot go to school
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Innovative Practices – Retention

- Maryland – 370 positions available for telecommuting
 - Utah – 90% of workforce uses flexible scheduling
 - Kansas – Job sharing
 - Many DOTs offer various reward programs, such as the Meritorious Service Award Program, the Superior Accomplishments Awards Program, and Value Engineering Recognition Awards
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Innovative Practices – Retention

- Experts suggest that the most cost efficient and effective way to convince an employee to remain in his or her job is recognition for a job well done
 - This can occur through empowerment or giving employees the power to make decisions and address problems on their own, or setting a regular time for management to meet with employees to discuss workplace problems and concerns
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Innovative Practices – Program Effectiveness

- Many DOTs use the Baldrige criteria or similar quality initiatives to assess effectiveness
 - North Carolina – Workplace assessment survey of all employees to determine attitudes of employees
 - Montana – Strategic plan guides the organization, performance evaluations have outcome measures tied to the plan
 - Ohio – Developed an organizational performance index
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Recommendations

- First, DOTs need to evaluate the programs currently in place in their organization
 - Are they providing the expected benefit?
 - Could the cost be reduced with the same effect?
 - This will provide a benchmark for deciding upon implementation of new initiatives
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Recommendations

- Gathering data from potential, current and past employees will give direction for enhancing the employee-career continuum
 - Learn about innovative practices at other DOTs
 - Use those ideas which seem to fit with the mission and culture of your DOT
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Conclusions

- The employee-career continuum provides a useful framework with which DOTs can begin to analyze their own organization's human resource practices
 - In today's labor force, standard efforts are not enough - DOTs must begin to take risks and be creative to counteract the coming crisis
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Thanks to all who participated in this important effort!

Questions?

