

**NCHRP 20-44(40)**

# **Implementing the Agency Capability Building Framework to Activate Organizational Change**

## **Community of Practice (COP) Meeting #2**

February 29, 2024

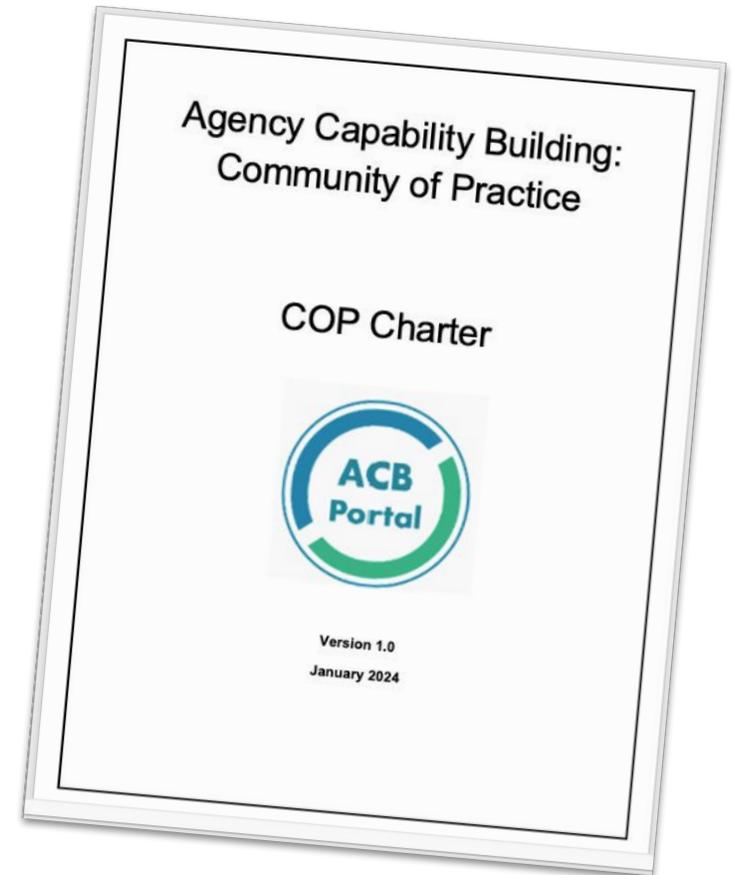


# Today's Agenda

- **Review and Finalize ACB COP Charter**
- **Informational & Promotional Materials**
- **Insights from Committee Outreach and Interviews**
- **Upcoming Activities**
- **Next Steps**



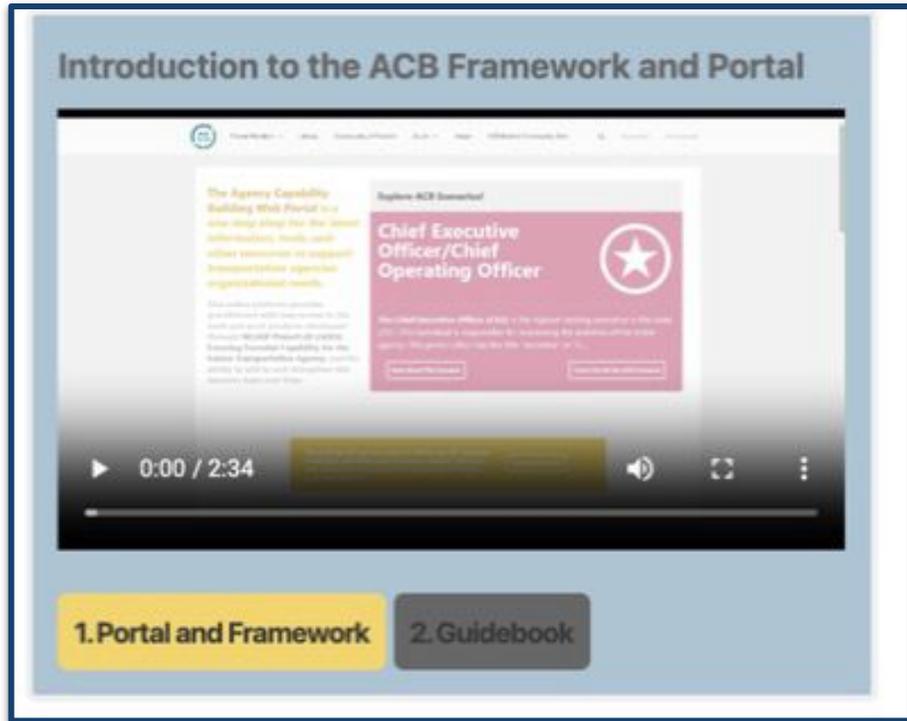
# ACB COP Charter Review & Finalization



# Informational & Promotional Materials



# ACB Portal Updates

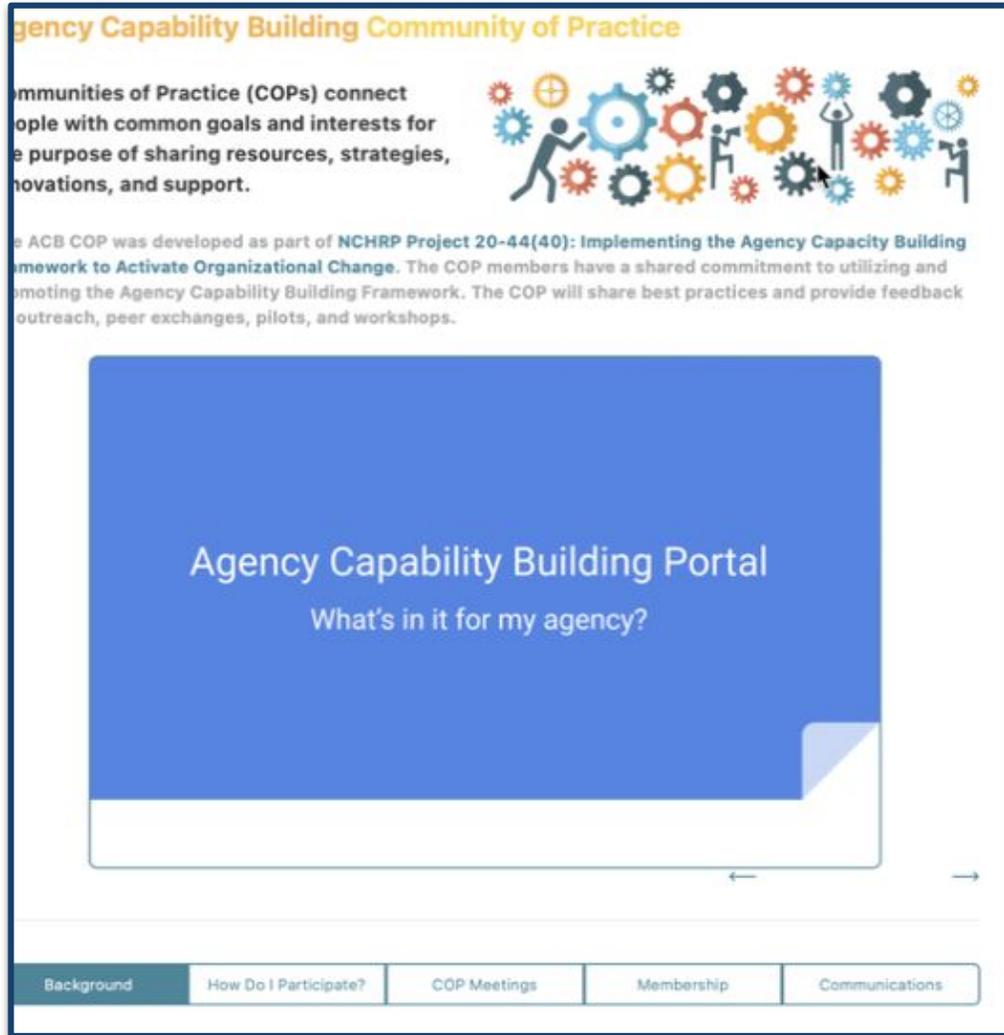


<https://www.agencycapability.com/>

- **Video tutorials**
  - Introduction to ACB framework and ACB Portal
  - Overview of ACB Guidance
- **Portal Content**
  - Publication updates
  - New tools and shared resources
- **Flyers**
  - Background on Agency Capability Building
  - Participating in the ACB COP
  - Call for DOT Participation in Virtual Peer Exchanges



# ACB COP Page Updates



- **ACB COP Page**
  - Background
  - How Do I Participate?
  - COP Meetings
  - Membership
  - Communications
- **Micro-Learning**
  - What's in it for My Agency?
- **Blog posts**
  - Agency Capability Building: Transforming Agencies to Address Future Trends
  - Knowledge Management Community Provides Insights on ACB Framework & Guidance

# Agency Interviews & AASHTO/TRB Committee Input



# Outreach Completed to Date



## AASHTO

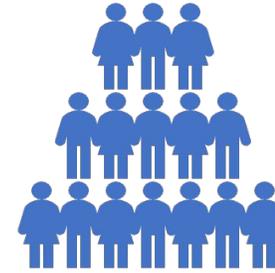
**Committee on Performance-Based Management  
(CPBM) Subcommittee on Organizational  
Management (OM) Mtg**

**Subcommittee on Transportation Workforce  
Management Mtg (Skill Builder)**

**TPM Webinar 19: Highlights from the AASHTO  
CPBM Peer Exchange/Annual Mtg**

**2023 Annual Meeting**

**Committee on Knowledge Management  
(Knowledge Café)**



## TRB

**Standing Committee on Strategic  
Management (AJE10) Mtg**

**Standing Committee on Workforce  
Development & Organizational Excellence  
(AJE15) Mtg**

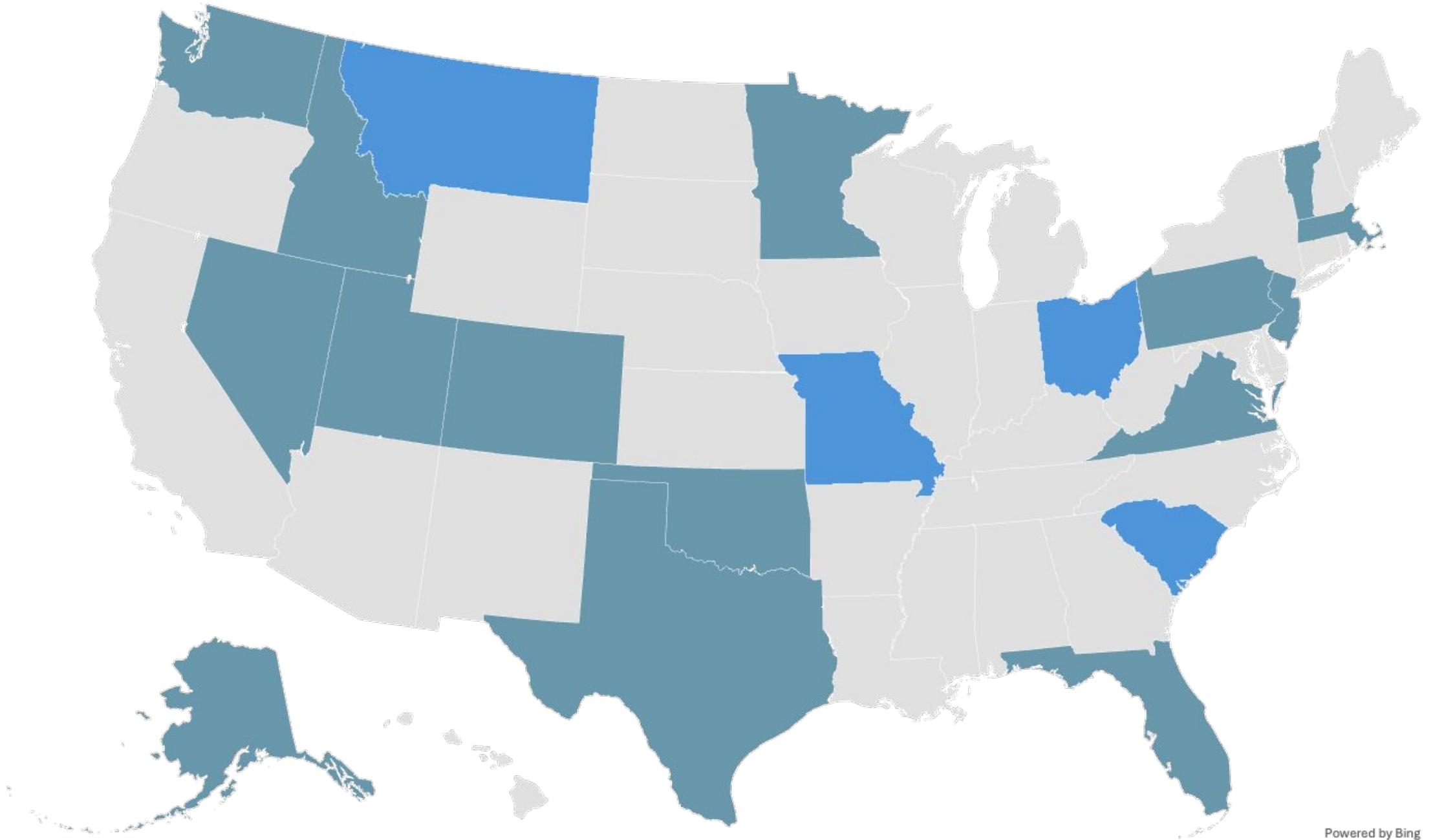
**Standing Committee on Performance  
Management (AJE20) Mtg**

**Standing Committee on Information &  
Knowledge Mgmt Mtg (AJE45)**

**Innovation Community of Practice Mtg**

**TRB Lectern Session 3010: Workforce  
Development: Challenges & Solutions**

# Agency Interviews









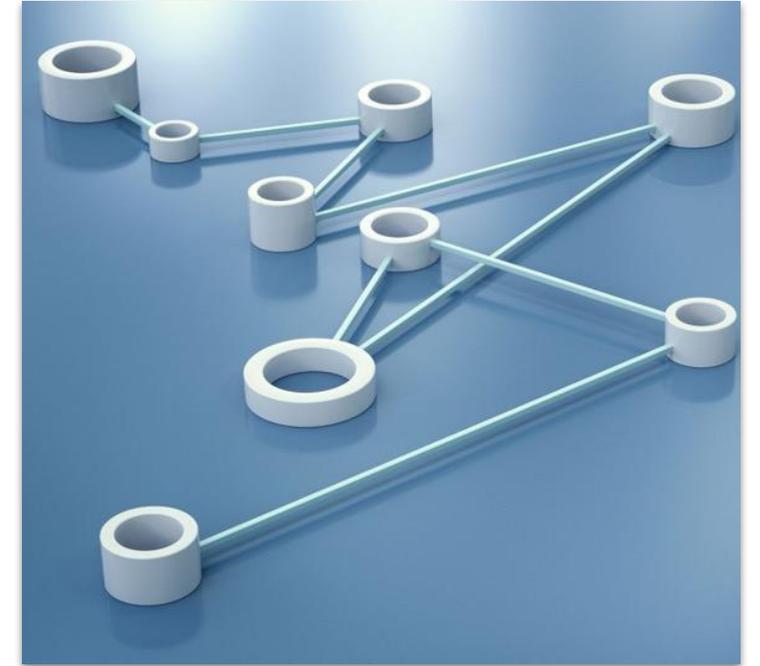
# Workforce Challenges

- **Generational skill set differences**
- **Aging workforce, retirement cliff**
- **Lack of leadership bench strength in newer workers**
- **Fewer candidates in general**
- **Lack of specific skill sets**
- **Competition with private sector**
- **Consultant contractor and employee ratios**
- **Staff burnout**
- **Social shifts due to work from home**
- **Adaptation of workforce to technology**



# Technology Challenges

- **Technologies are changing so fast policies can't keep up**
- **Advancement of artificial intelligence (AI) (with positive and negative impacts)**
- **Technology speeding up and changing the nature of work**
- **Drones and automating the work**
- **Electrification impact on funding/revenues, infrastructure**
- **Cloud technologies and skills**
- **IT governance policies and risks**



# The Agency of the Future: Areas of Anticipated Change

## How Agencies are Preparing for Future Trends

- How the work gets done
- What the organization looks like
- How to use technology
- How transportation is provided for the most vulnerable citizens (ALICE)



*Polling responses from AASHTO Knowledge Management*



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*Polling responses from AASHTO Knowledge Management*





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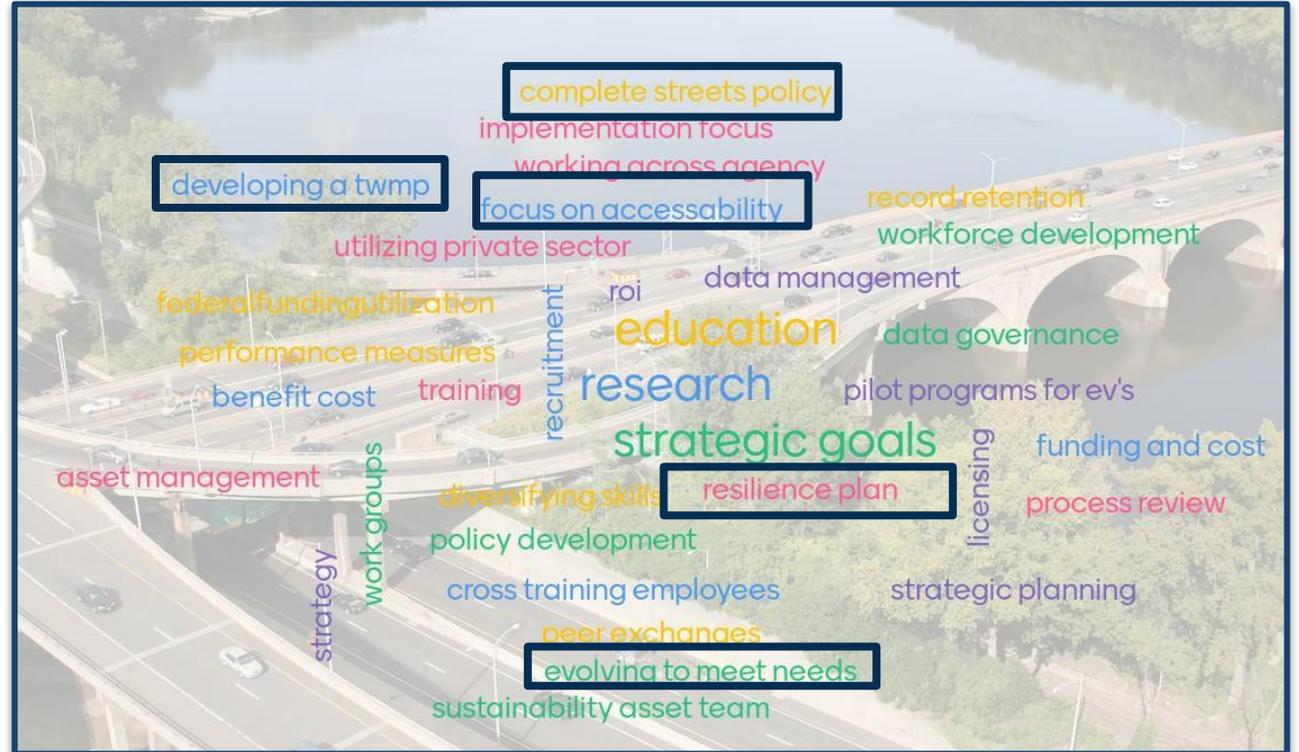
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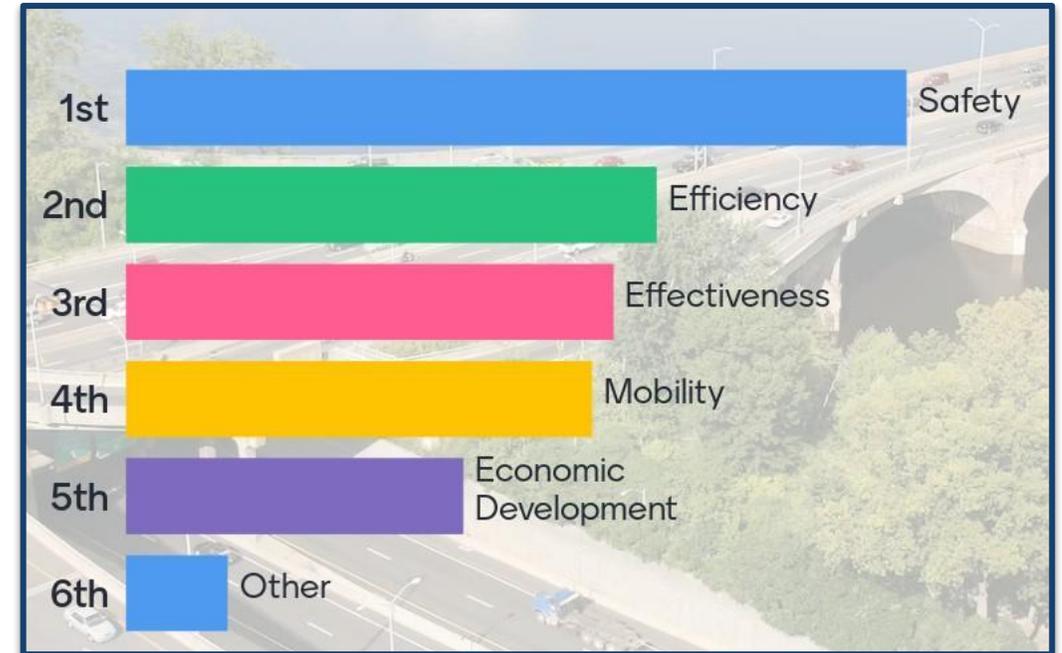


*Polling responses from AASHTO Knowledge Management*



# Critical Strategic Outcomes

- Safety is the primary strategic outcome for most states
- Other important outcomes:
  - Operations efficiency & effectiveness
  - Mobility
  - Economic development/tourism
  - Climate resilience
  - Workforce
  - Technology
  - Communities/ALICE



*Polling responses from AASHTO Knowledge Management*



# Resource Gaps

- Workforce
- Technology
- Funding
- Knowledge management
- Innovation
- Project delivery
- Change management

## What resource gaps are easiest to close?

- Those that can be addressed by money
- Modernizing internal processes
- Leadership and specific reskilling gaps
- Filling (some) specific job categories

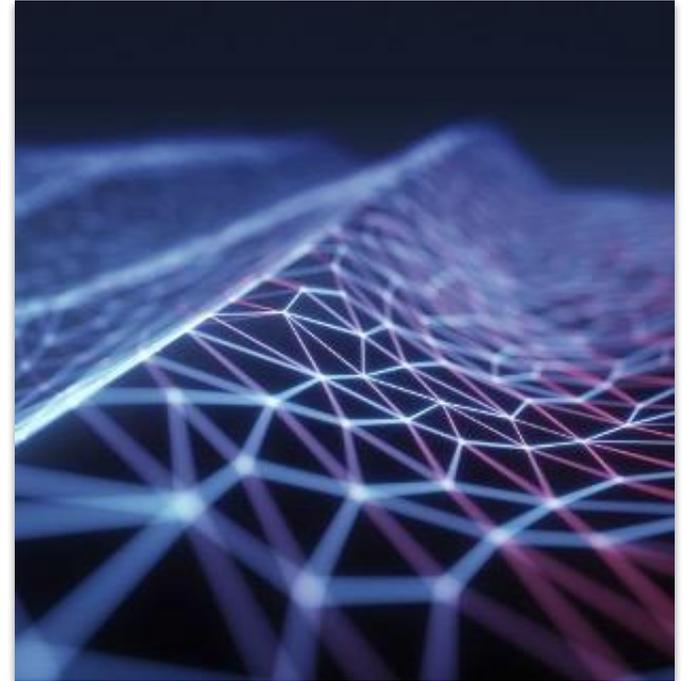
## What resource gaps are most difficult to close?

- Those that cannot be addressed by money
- Politics
- Specific workforce skill sets



# Opportunities for Using Technology

- **Use of AI**
- **Use of social, mobile, and cloud technology**
- **Use technology for public engagement**
- **Data governance, provisioning, & cleaning**
- **Websites, like ACB Portal, Transportation Lean Forum**
- **Technology to support telework**
- **Technology services**



# How Do Agencies Decide on a Strategy?

- **Politics**
- **Costs and funding**
- **Agency**  
**CEO/Commissioner/Secretary/leadership**
- **Path of least resistance**
- **Agency's strategic direction**
- **Based on quantitative or qualitative benefit**
- **Based on organizational unit responsibilities**



# Future Guidance Enhancement Principles



**COME  
TOGETHER**



**BITE-SIZED**



**BEFORE AND  
AFTER**



**KISS**



**Q&A**



# Future Guidance Enhancement Principles



**COME  
TOGETHER**

(Event-based)



**BITE-SIZED**

(Concise)



**BEFORE AND  
AFTER**

(Transferable)



**KISS**

(Practical)



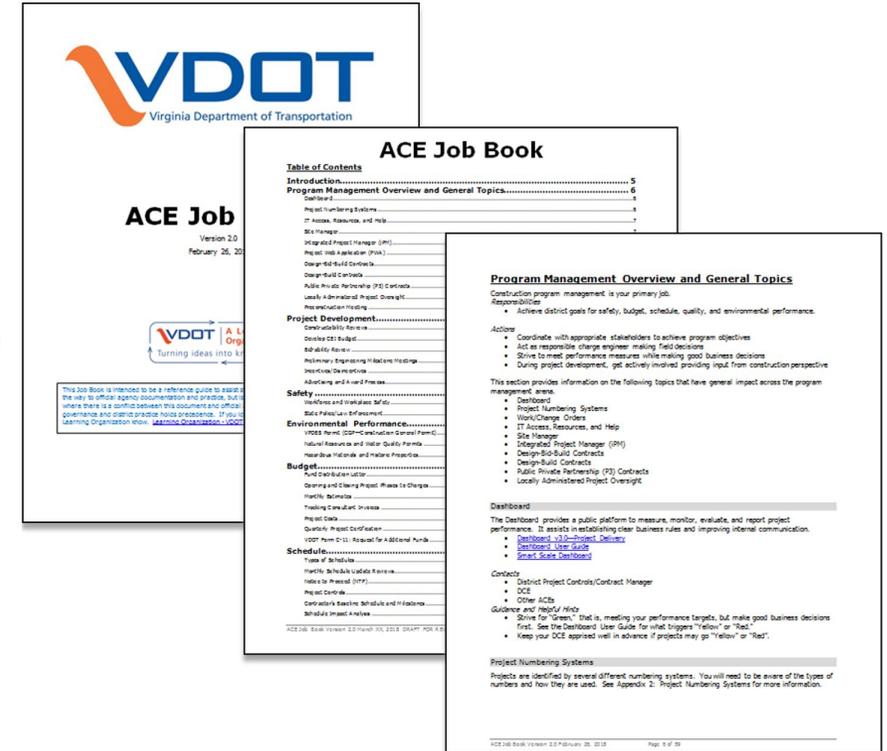
**Q&A**

(User-friendly)



# Workforce Management Noteworthy Practices

- STEM education and outreach (Minnesota DOT)
- Position Control Number Management (Idaho DOT)
- Workforce marketing (Massachusetts DOT)
- Hiring for potential (New Jersey DOT)
- Job Books (Virginia DOT)
- Professionals in Transportation Master's Degree (Florida DOT)
- Employee Recognition Program (Idaho DOT)
- Onboarding Plans (Vermont Agency of Transportation)



# Organizational Management Noteworthy Practices

- Strategic planning initiatives (Texas DOT, Massachusetts DOT)
- Innovation Programs (Colorado DOT, Idaho DOT)
- Efficiency tracking initiative (Oklahoma DOT)
- Business Process Improvement (BPI) Program (Oklahoma DOT)
- Basic Transportation Engineering Training Program (Colorado DOT)
- Maintenance Training Academy (Colorado DOT)

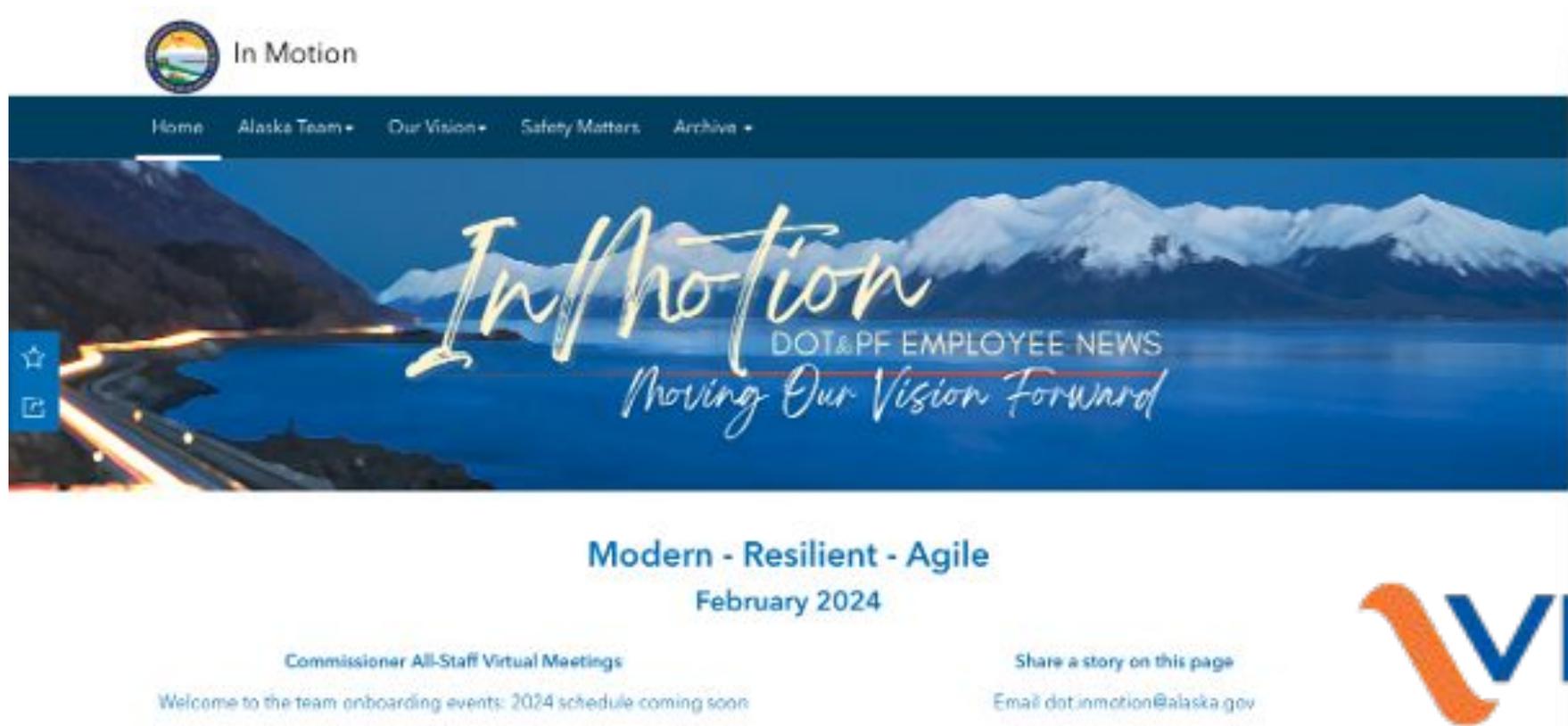


CDOT's Division of Maintenance & Operations Training Academy



# Knowledge Management Noteworthy Practices

- Public-facing “In-Motion” website (Alaska DOT&PF)
- Knowledge Transfer (Washington State DOT)
- Content management strategy (Virginia DOT)



# Partnerships Noteworthy Practices

- Intra-agency shared services to quickly spin up data solutions (Massachusetts DOT, Virginia DOT)
- Transportation Finance Task Force (Massachusetts DOT)
- Tribal Technical Assistance Program (Alaska DOT&PF)



*massDOT*



2023-2027 Strategic Plan  
Strategic Planning Division



# Information & Data Management Noteworthy Practices

- **Using Power BI for Dashboards and data-driven decision-making (Washington State DOT)**
- **Using technology and data to make better decisions (Pennsylvania DOT)**
- **Digital delivery gap analysis (Oklahoma DOT)**



# Future Activities



# Peer Exchanges

How much time would you commit to a virtual peer exchange?

Which themes are of interest to you?

Are you interested in participating?

- **3-4 virtual (2-3 hour) peer exchanges with 3-4 agencies in each**
- **Time frame: Spring 2024**
- **Peer exchanges organized by themes, such as:**
  - **Specific change force(s) and associated needs**
  - **Specific strategy(ies)**
  - **Peer agency types**
- **Agencies will present case examples related to themes**



# Pilots

- 3-5 “deep dive” pilots from virtual peer exchanges
- Time frame: Summer 2024
- Process
  - \* Scoping
  - \* Data collection
  - \* Pilot execution
  - \* Summary of key findings
  - \* Pilot materials published to the ACB Portal



# Workshop

What is your reaction to a full-day session?

Should we coordinate with the Annual AASHTO Meeting (Oct. 29-Nov.4, 2024, Philadelphia, PA?

- **1 in-person workshop (1 day) for 25-30 people**
- **Time frame: Fall 2024**
- **Design after peer exchanges and starting on case examples/pilots**



# Upcoming ACB COP Meetings & Activities



# Next Steps

- **Project team:**
  - Finalize peer exchange participants, dates, and times
  - Plan and conduct peer exchanges
  - Summarize peer exchange results
  - Develop case example template for review
- **Participants:**
  - Participate in peer exchanges
  - Continue to build awareness of the resource base within your agencies
  - Consider contributing to the resources



# Thank You

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