

**Texas Department of Transportation
Workforce Plan
2009 – 2013**

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Agency Overview

Under the stewardship of a five-member Texas Transportation Commission, the Department of Transportation (TxDOT) oversees all modes of transportation. With its headquarters located in Austin, TxDOT staffs 20 divisions and 7 offices working closely with districts located in 25 geographical locations.

District offices are responsible for transportation planning and development, design, right-of-way acquisition, construction oversight and maintenance. The offices also offer access to local citizens and regional authorities who want to participate in the transportation development process. The divisions and offices form a central resource. They develop and implement policy, manage and/or perform statewide programs and provide other support and services for the districts and the public.

TxDOT's Mission/Philosophy

To provide effective and efficient means for the safe movement of people and the facilitation of trade and economic opportunity.

To maintain and enhance its position as an internationally recognized leader in the research, planning, delivery and maintenance of a world-class multi-modal transportation system.

To identify new ways of financing transportation improvements to ensure that every dollar devoted to transportation goes to addressing five key goals.

- Reduce congestion
- Enhance safety
- Improve air quality
- Expand economic opportunity
- Increase the value of the state's transportation assets

Four Fundamental Strategies

- ▶ Use new financial options to build transportation projects.
- ▶ Empower local and regional leaders to solve local and regional transportation problems.
- ▶ Increase competitive pressure to drive down the cost of transportation projects.
- ▶ Demand consumer driven decisions that respond to traditional market forces.

Five Operational Categories

Plan It: Includes all planning, designing, right of way acquisition for highways and other modes of transportation and transportation research that saves lives and money.

Build It: Includes highway and bridge construction and airport improvements.

Use It: Includes public transportation, vehicle titles and registration, vehicle dealer registration, motor carrier registration, traffic safety, travel information, and auto theft prevention.

Maintain It: Includes roadways, bridges, airports, the Gulf Intracoastal Waterway and ferry systems.

Manage It: Includes central and regional administration, information resources, financial matters and other support services.

Texas Department of Transportation

Workforce Plan

2009 – 2013

Anticipated Changes Over Next Five Years

Historically, the Texas transportation system has served the state well. However in recent decades it has been unable to keep pace with the state's population growth, increased road usage, new trade agreements, changing trends in business practices, and the need for additional funding and revenue sources. The transportation infrastructure, much of it built many decades ago, is now badly in need of rehabilitation and reconstruction. Significant mobility needs are at a critical point, some requiring immediate infrastructure improvements while at the same time promoting long-term economic prosperity, and a sustained ability to provide a safer transportation system and cleaner air to all Texans.

The state's leadership, Governor Rick Perry, proposes several new strategic directions for TxDOT in meeting tomorrow's transportation challenges. Project prioritizing will be at the regional level allowing local leaders to better meet their transportation needs and concerns. Funding new capacity projects will be through toll revenues so that regional and local beneficiaries realize the true cost of highway improvements. The escalating cost of highway construction and automobile fuel has made other modes of transportation more favorable as transit options; therefore, expanding transportation planning will increase into areas such as commuter/freight rail.

The economic prosperity of the state and all Texan's quality of life are inextricably tied to the value and convenience of the state's transportation systems. Infrastructure improvements, whether to the existing systems or through new alternatives, are needed to address congestion, efficiency and safety issues and will promote and sustain job growth in Texas. Texas must have multi-modal transportation systems that can economically move people and goods throughout the state. This is essential to support long-term economic vitality, quality of life, the natural environment, U.S. military preparedness, and to minimize dependency on foreign energy.

The department employs up to approximately 15,000 state workers and exercises control of an \$8.4 billion budget for transportation needs of the state. Emerging technologies, consumer demands for viable transportation options and the necessity for the right mix of workforce skills, competencies and experiences are redefining TxDOT's role and responsibility as the state's transportation leader.

A system whereby the department can develop well-trained and productive employees must include innovative foresight for progressive advancement in acquiring skills, abilities and knowledge competencies. Strategic workforce planning will allow the department to proactively integrate organizational processes that avoid labor surpluses, mitigate talent shortages (panic hirings), and establish opportunities for competent employees to advance.

The following workforce plan examines our current workforce skills level, assesses required future worker competencies and advocates for a progressive succession system, which will enhance the department's efforts in cultivating talent workers capable of meeting the challenges of the department.

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Current Workforce Profile (Supply Analysis)

A. Critical Workforce Skills

The department employs qualified individuals in a myriad of program disciplines. Strong employee competencies are critical to meet ongoing business objectives and goals.

Current critical workforce skills include the following:

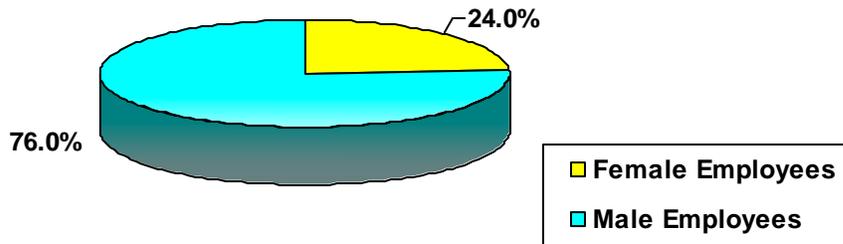
Leadership/Management	Transportation Federal/State Laws	Information Technology
Engineering/Design	Roadway System Maintenance	Finance
Human Capital Management	Aviation/Waterway/Rail Operations	Customer Service Assistance
Environmental/Archeological	Contract Negotiation/Administration	Project Management

B. Workforce Demographics

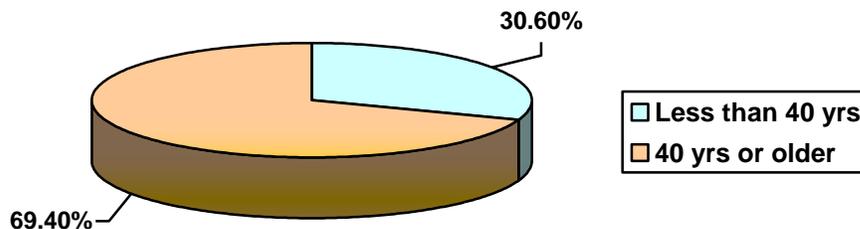
Gender, Age, Diversity

In FY2007 the department employed a workforce population of 14,925 employees. Of the total employees, there were 3,574 females (24%) and 11,351 males (76%). The average age was 44.7 years, and 69.4% of the employees were over the age of 40.

Male and Female Employee Population



Employees Under & Over 40 Years of Age



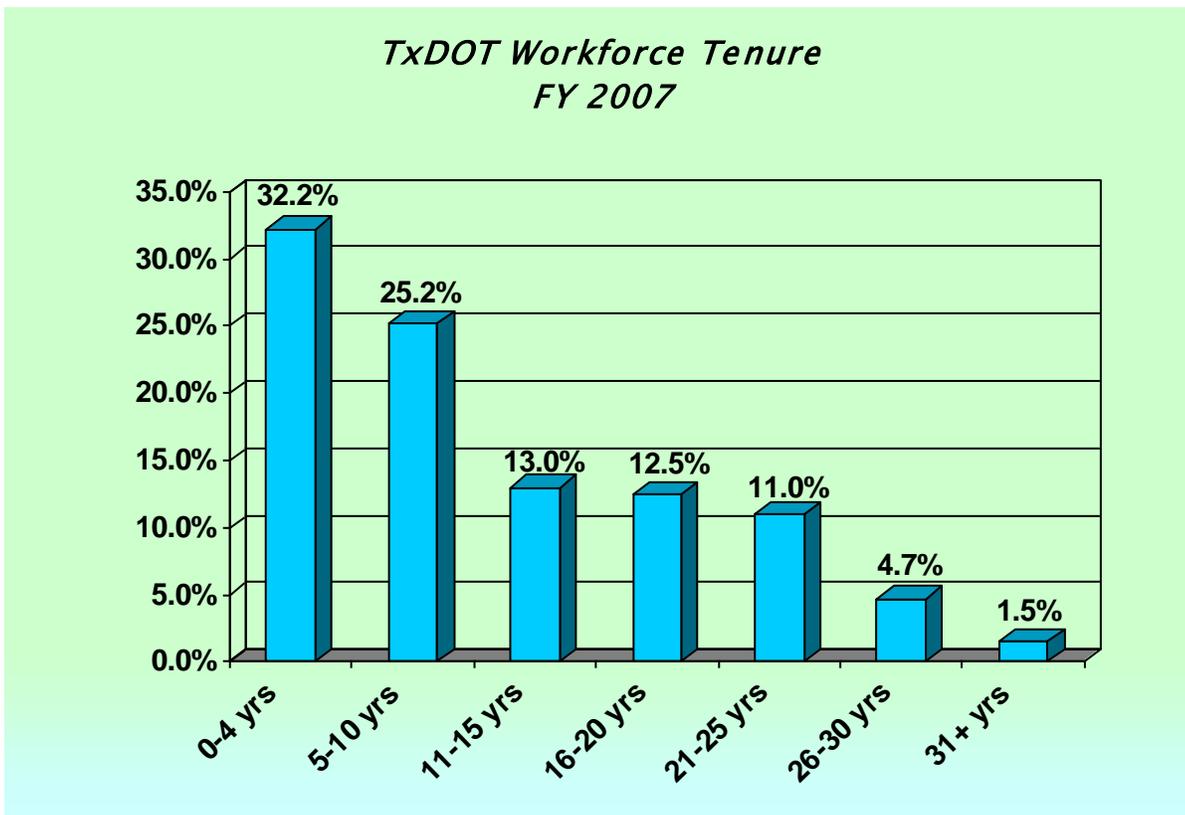
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Tenure

Of the department staff, 8558 (57.4%) employees have 10 years or less department service. There are 1863 (12.5%) employees with 16 to 20 years service while 2571 (17.2%) employees have 20+ years department service. The average length of department service time is 11 years while the overall state government longevity time is 12.6 years.

With slightly more than half of the workforce with 10 years or less department experience, the number of employees who possess the professional expertise and process “wisdom” is in short supply. The data clearly shows the tenure accruing years (11- 20) are represented by smaller groups of employees and gives credence to the prevailing trend that these employees will leave state government to pursue more lucrative compensation packages during their wealth building years.

Worker knowledge and experience development (beyond entry-level and basic process understanding) is the cornerstone to succession planning. Without only serves to further exacerbate the loss of institutional knowledge and expertise as aging department employees retire and younger potential may seek the better offer. It is critical to implement strategies that increase employee job satisfaction, loyalty, and long-term relationships with higher performing employees. Through these strategies the department can cultivate a skilled workforce that is truly subject matter experts and leaders in the transportation field.



Texas Department of Transportation Workforce Plan 2009 – 2013

Job Categories

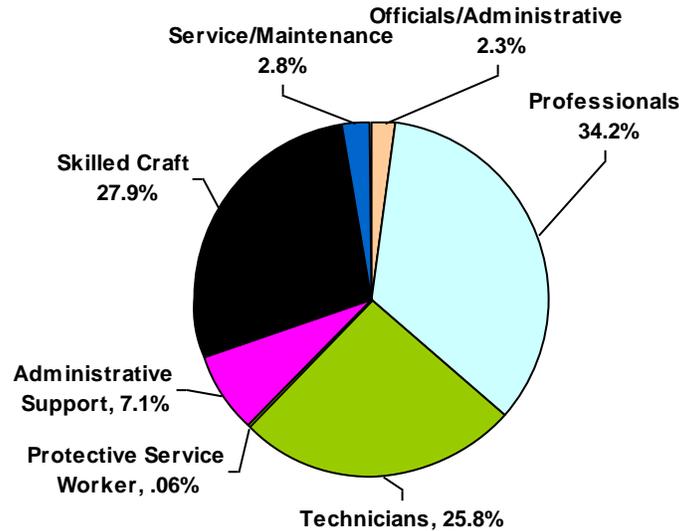
Three main job categories comprise the largest number of department employees. The categories, “Professionals, Technicians, and Skilled Craft,” underscore the broad range of competencies utilized in accomplishing the department’s mission. Department data in most of the job categories reflect comparable to or above statewide workforce statistics.

EEO Job Categories

FY 2007

	White		Black		Hispanic		Asian/Pi		American Indian	
	TxDOT	State	TxDOT	State	TxDOT	State	TxDOT	State	TxDOT	State
Officials/Administrative	85.0%	74.0%	2.7%	6.7%	11.7%	15.6%	.7%	2.9%	0%	.76%
Professionals	68.2%	71.7%	7.4%	8.4%	20.0%	15.2%	4.0%	5.5%	.2%	.78%
Technicians	65.7%	62.1%	8.2%	12.6%	22.9%	20.4%	1.6%	4.0%	.5%	1.0%
Protective Service Worker	56.7%	59.0%	21.7%	16.5%	10.8%	21.9%	0%	.60%	10.8%	.90%
Administrative Support	64.8%	60.2%	9.9%	11.9%	24.2%	24.7%	.6%	2.4%	.2%	.81%
Skilled Craft	64.4%	52.5%	8.6%	6.4%	26.2%	27.4%	.2%	1.8%	.5%	.91%
Service/Maintenance	48.8%	42.4%	11.6%	14.8%	28.5%	28.5%	.6%	1.6%	.5%	.77%

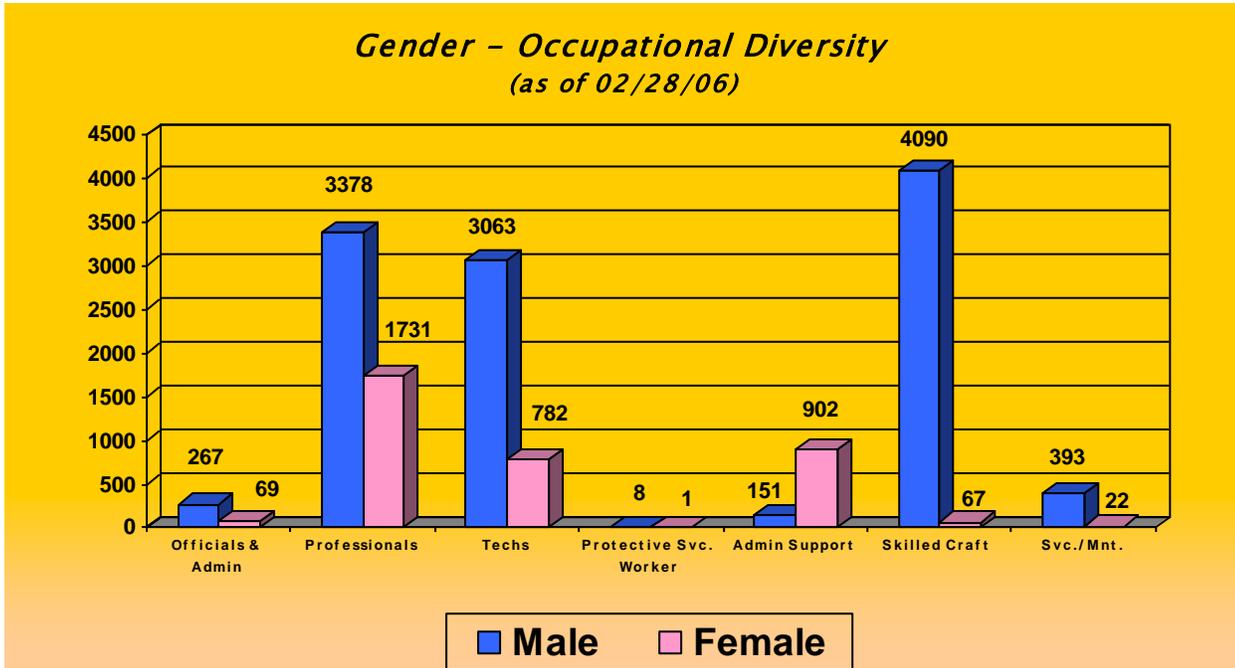
Percentage of Employee Population



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Gender

The department female population is represented mostly in the “*Professional, Technicians and Administrative Support*” job categories. The categories “*Skilled Craft and Service/maintenance*” have historically been occupied by males, and we continue to experience little interest by the female population in this kind of work.



C. Employee Turnover and Projected Attrition

During the last decade TxDOT has enjoyed one of the lowest turnover rates when compared to other state agencies and to the statewide workforce. This has been a testament to its good fortune even though it continued to lose some of its knowledge workers to the private sector.

However, recent data indicates a growing trend of employees with less than four years department service leaving state employment for more lucrative positions in transportation industry-related firms and comparable private sector organizations. In FY2007, approximately 40% of the state workforce turnover occurred in the 16 to 29 years age group, followed by the 30 to 39 age group at 18%.

In June of this year, the Texas Workforce Commission released information about Texas’ April and May jobless rate. The Texas unemployment rate fell to 4.1 percent in May; the lowest point since 1976 and less than the 5 percent rate one year ago. Earlier statewide unemployment rate projections were to remain relatively unchanged at approximately 5.5% through fiscal year 2007. The commission estimated the state’s annual job growth at 2.4 percent which is double the national increase of 1.4 percent. Metropolitan areas such as Midland are reporting 2.6 unemployment rates with the Rio Grande Valley reporting the highest rates of 5.7 percent. Trade, transportation and utilities gained approximately 2,600 jobs. This data illustrates emerging labor market opportunities and reflects Texas’ growth as the next center of trade is strong.

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In the Texas State Auditor’s FY2005 Employee Turnover Statistics report, there was discussion about the inverse relationship between the state’s unemployment rate and state government’s turnover rate. The past five years has shown whenever the unemployment rate decreased, the turnover rate increased and vice versa. Data figures released show statewide turnover has averaged around 18.6% for the last five years.

In an era where more department employees are retirement eligible, fewer workers stay long term with state government, and the attraction of top talent to public service is restrained by limited competitive compensation and benefit packages, these key challenges become heightened by impending labor shortages fueled by a recovering economy. High profile news media coverage of the imminent talent shortage and emerging market opportunities clearly underscores the need to drive and mold an organization strategy for long lasting impact on the department’s workforce. The department, through carefully directed workforce strategies, can position itself for a strong future by attracting and retaining optimal staffing.

EMPLOYEE TURNOVER <u>FIVE-YEAR TREND</u>					
Fiscal Year	2003	2004	2005	2006	2007
TxDOT	11%	8.0%	10%	9.7%	10.8%
All Agencies	18%	42%*	19%	18%	19%

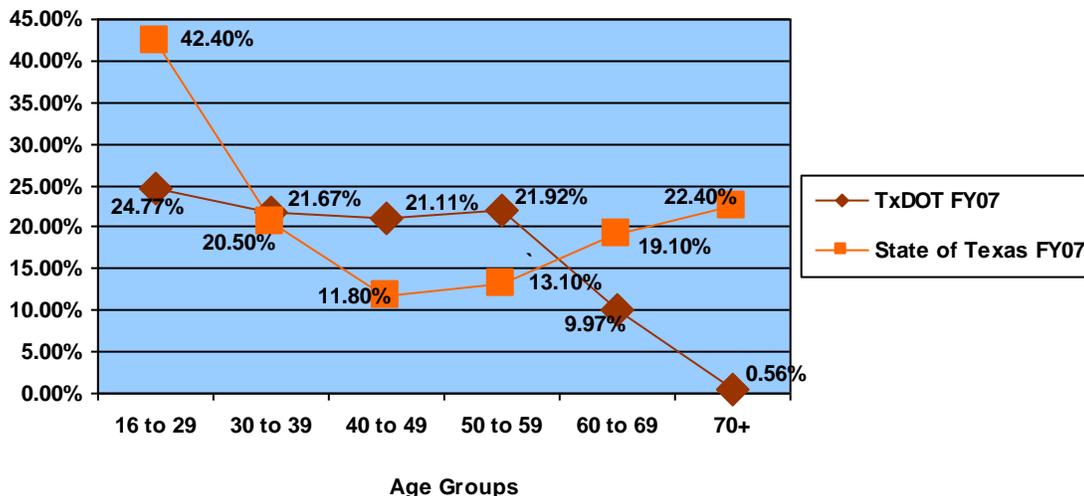
*Note: Impacted by early retirement incentive.

Length of Service

Tenure of Separating Employees Compared to Tenure of All Employees FY2007				
Tenure in Years	# Separating Employees	% Separating Employees	All Employees	% All Employees
0 – 4	861	53.31%	4,803	32.18%
5 – 10	282	17.46%	3,754.5	25.16%
11 – 15	91	5.63%	1,932.8	12.95%
16 – 20	103	6.38%	1,863.3	12.49%
21 -25	105	6.50%	1,646.5	11.03%
26 - 30	101	6.25%	702.8	4.71%
31 & above	72	4.46%	221.8	1.49%
Total	1615	100%	14,924.5	100%

Age

Age of Separated Employees



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Occupations

During the past five the department maintained a consistent cyclical turnover rate.

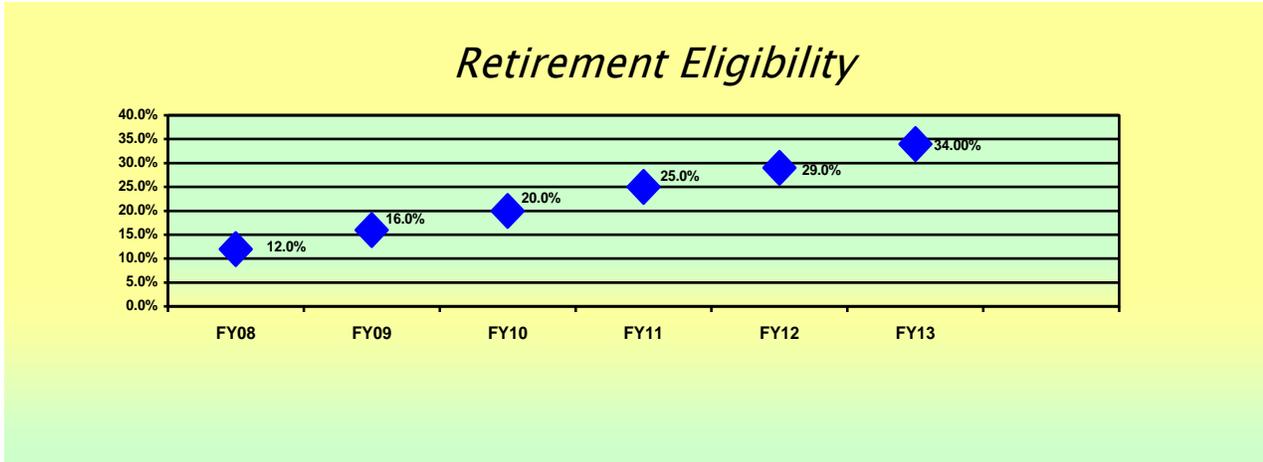
BUSINESS JOB CATEGORIES	FY03	FY04	FY05	FY06	FY07
	%T/O RATE	%T/O RATE	%T/O RATE	%T/O RATE	%T/O RATE
A-EXECUTIVE/ADMINISTRATIVE/CLERICAL/LEGAL	12.1%	8.0%	10.3%	8.4%	10.3%
B-FINANCE/ ACCOUNTING	9.5%	6.6%	6.6%	7.9%	9.1%
C-INFORMATION TECHNOLOGY	7.5%	5.8%	7.3%	8.5%	9.4%
D-ARCHITECTURE	6.6%	2.3%	8.5%	6.1%	5.6%
E-ENGINEERING/ ENGR. SUPPORT	8.6%	6.2%	8.2%	8.4%	9.9%
G-CIVIL RIGHTS/BUSINESS OPPORTUNITY	13.9%	7.1%	14.5%	14.8%	10.2%
H-HUMAN RESOURCES	8.7%	13.4%	8.3%	6.9%	6.3%
I-OCCUPATIONAL SAFETY	8.4%	5.2%	5.0%	1.6%	9.5%
J-GENERAL SERVICES CONTRACTS/PURCHASING	12.1%	8.7%	9.7%	7.0%	9.1%
K-MAINTENANCE/SKILLED CRAFT/FERRY OPERATIONS	13.4%	9.3%	12.3%	11.2%	12.2%
L-LABORATORY/MATERIALS	9.1%	6.8%	11.6%	7.4%	6.9%
M-MOTOR VEHICLE/VEHICLE TITLE & REGISTRATION	14.9%	6.1%	11.4%	9.9%	11.1%
N-PLANNING/ENVIRONMENTAL/AVIATION/PUBLIC TRANSPORTATION/LEGISLATIVE	9.7%	12.6%	12.7%	18.6%	16.0%
P-RIGHT OF WAY	10.8%	7.7%	11.0%	12.9%	13.1%
Q-TRAVEL/ PUBLIC INFORMATION	5.4%	13.1%	10.1%	7.6%	9.8%
V-ENVIRONMENTAL	9.1%	11.6%	18.7%	8.1%	5.6%
Z-NOT DEFINED	28.6%	10.2%	5.3%	15.0%	20.3%
TOTAL	11.0%	8.0%	10.04%	9.7%	10.8%

D. Retirement Eligibility

Turnover due to retirement is important to department operations because of the loss of institutional knowledge and expertise. It also affects the level of succession planning the organization should implement to attract new employees and/or train existing staff in key competencies to assume leadership roles.

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The chart below depicts the actual projected increases in the number of employees eligible to retire. Current data projects that approximately 29% of its workforce will be eligible to retire by FY2012. In FY2007, the average age of retiring employees was 58 years with 23.6 years of TxDOT service time.



Retirees by Job Category

By FY2013 over 30% of department's workforce will be eligible for retirement. This projected retirement turnover will have enormous impact on the department's organizational structure and service delivery.

BUSINESS TITLE CATEGORY	% Eligible FY08 or Before	% Eligible FY09 or Before	% Eligible FY10 or Before	% Eligible FY11 or Before	% Eligible FY12 or Before	% Eligible FY13 or Before
A-EXECUTIVE/ ADMINISTRATION/ CLERICAL/LEGAL	21.86%	23.33%	28.29%	31.98%	33.58%	37.39%
B-FINANCE/ ACCOUNTING	19.78%	21.56%	25.28%	35.17%	33.57%	36.46%
C-INFORMATION TECHNOLOGY	16.77%	17.69%	20.69%	24.43%	29.47%	32.92%
D-ARCHITECTURE	20.93%	22.45%	26.53%	38.77%	43.14%	52.94%
E-ENGINEERING/ ENGR. SUPPORT	15.38%	16.23%	20.25%	24.80%	27.29%	32.33%
G-CIVIL RIGHTS/BUISSINESS OPPORTUNITY	31.03%	34.62%	13.31%	46.15%	46.67%	50.00%
H-HUMAN RESOURCES	24.36%	24.53%	32.10%	35.85%	35.53%	40.79%
I-OCCUPATIONAL SAFETY	30.00%	33.33%	39.68%	42.86%	41.27%	49.21%
J-GENERAL SERVICES /CONTRACTS/PURCHASING	21.97%	25.15%	32.45%	36.30%	36.38%	40.56%
K-MAINTENANCE/SKILLED CRAFT/FERRY OPERATIONS	19.20%	18.23%	22.29%	26.41%	27.11%	31.07%
L-LABORATORY/MATERIALS	16.17%	19.77%	25.29%	29.94%	31.71%	35.67%
M-MOTOR VEHICLE/VEHICLE TITLE & REGISTRATION	27.51%	27.89%	32.11%	36.62%	38.08%	41.80%
N-PLANNING/AVIATION/PUBLIC TRANS./LEGISLATIVE	13.20%	21.32%	25.26%	32.10%	32.16%	36.76%
P-RIGHT OF WAY	21.40%	25.55%	30.84%	36.12%	35.71%	37.50%
Q-TRAVEL/PUBLIC INFORMATION	20.61%	19.89%	26.52%	33.15%	35.33%	43.11%
V-ENVIRONMENTAL	11.67%	12.03%	14.29%	18.04%	20.86%	23.74%
Z-NOT DEFINED/ SPECIAL CASES	13.33%	16.67%	34.78%	39.13%	42.11%	42.11%
TOTAL	15.16%	18.38%	18.97%	23.28%	29.25%	33.54%

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While the supervisory, midlevel and executive employees collectively make up a small percentage of those eligible to retire, eligibility data forecasts the department could experience a 34% turnover rate in all management levels between now and FY2013. And there could be significant supervisory and upper management staffing adequacy issues by FY2011, if succession planning strategies are not executed timely to provide optimum staffing acquisition, training and development.

Percentage of Management Staff eligible to retire within the next five years

MANAGER/WORK LEVEL	FY08 OR BEFORE	FY09 OR BEFORE	FY10 OR BEFORE	FY11 OR BEFORE	FY12 OR BEFORE	FY13 OR BEFORE
SUPERVISOR	21%	27%	33%	39%	44%	51%
BRANCH	19%	23%	30%	41%	48%	56%
SEC/STAFF	22%	27%	33%	42%	51%	59%
EXEC MGR	28%	37%	44%	69%	70%	81%
EXEC DIR	100.00%	100.00%	100.00%	100.00%	100%	100%
TOTAL	12%	16%	20%	25%	29%	34%

Projected Attrition

A review of employee turnover examines the reasons for leaving, length of department service and employment movement within occupational categories. The four-year trend analysis performed using the State of Texas Employee Exit Survey data shows compensation and benefits (28-33%) as the top reasons for state employment departures.

Typically, the department employee exit survey response rate averages about 24% with pay ranking as the number one motivating factor for separation of employment. Also, these same employees tell us they are going to the private sector with possibly a \$5,000 or more increase in annual salary. While the majority of exiting employees state they would work for the department in the future, they cite changes in the compensation and benefits are the areas most in need of improvement.

Turnover in business title categories range from a low 5% to a high 20%, all dependent on various influencing factors such as the employee group size, legislative restructuring and general labor market conditions this past fiscal year. In past the department has done well balancing the retention of core competencies against the normal retirement and attrition. However, the critical workforce will arise as top management and seasoned professionals leave, taking with them much technical expertise and long term organizational knowledge.

As the department examines workforce trends and its needs, the use of technology-driven systems assistance in critical functions will become paramount. Efficient services require employees to possess a wide range of competencies. Future directives will adjust required skills sets and a sound general understanding of the department's mission is essential in accomplishing positive transportation solutions for Texas communities and its citizens.

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BUSINESS TITLE CATEGORY	FY2004			FY2005			FY2006			FY2007		
	AVG	TOTAL	ANN	AVG	TOTAL	ANN	AVG	TOTAL	ANN	AVG	TOTAL	ANN
	O/B	TERMS	T/O	O/B	TERMS	T/O	O/B	TERMS	T/O	O/B	TERMS	T/O
A-EXECUTIVE/ ADMIN/ CLERICAL/LEGAL	1,272.00	102	8.02%	1,310.0	135	10.31%	1,351.5	113	8.40%	1,352.3	139	10.30%
B-FINANCE/ ACCOUNTING	272	18	6.62%	270.3	18	6.66%	277.3	22	7.90%	285.3	26	9.10%
C-INFORMATION TECHNOLOGY	655	38	5.80%	653.3	48	7.35%	670.8	57	8.50%	651.0	61	9.40%
D-ARCHITECTURE	43.5	1	2.30%	47.0	4	8.51%	49.5	3	6.10%	53.5	3	5.60%
E-ENGINEERING/ ENGR. SUPPORT	4,192.80	258	6.15%	4,364.0	358	8.20%	4,548.0	380	8.40%	4,539.8	450	9.90%
G-CIVIL RIGHTS/BUS OPPORTUNITY	28.3	2	7.07%	27.5	4	14.55%	27.0	4	14.80%	29.5	3	10.20%
H-HUMAN RESOURCES	164	22	13.41%	155.0	13	8.39%	160.5	11	6.90%	160.0	10	6.30%
I-OCCUPATIONAL SAFETY	58.3	3	5.15%	59.8	3	5.02%	62.8	1	1.60%	63.0	6	9.50%
J-GENERAL SERVICES/CONTRACT SVCS/PURCH	473.5	41	8.66%	481.0	47	9.77%	503.0	35	7.00%	505.3	46	9.10%
K-MAINTENANCE/SKILL CRAFT/FERRY	5,186.00	483	9.31%	5,455.8	672	12.32%	5,616.5	626	11.15%	5,613.0	684	12.20%
L-LABORATORY/ MATERIALS	368	25	6.79%	350.8	41	11.69%	351.3	26	7.40%	346.5	24	6.90%
M-MOTOR VEHICLE/VEHICLE TITLES & REGISTRATION	342.5	21	6.13%	366.3	42	11.47%	354.8	35	9.90%	343.0	38	11.10%
N-PLANNING/AVIATION/ PUBLIC TRANS/ LEGISLATIVE	293.8	37	12.59%	344.8	44	12.76%	392.0	73	18.60%	401.3	64	16.00%
P-RIGHT OF WAY	233.8	18	7.70%	234.8	26	11.08%	232.8	30	12.90%	237.5	31	13.10%
Q-TRAVEL/PUBLIC INFORMATION	160.3	21	13.10%	157.8	16	10.14%	180.8	14	7.80%	184.3	18	9.80%
V-ENVIRONMENTAL	120.8	14	11.59%	123.0	23	18.70%	136.3	11	8.10%	144.0	8	5.60%
Z-NOT DEFINED/ SPECIAL CASES	29.5	3	10.17%	37.8	2	5.30%	20.0	3	15.00%	14.8	3	20.30%
TOTAL	13,893.8	1,107	7.97%	14,438.5	1,496	10.36%	14,935.0	1,445	9.70%	14,924.5	1,615	10.80%

PLEASE NOTE: State turnover rate is the percentage of full-time classified state employees who voluntarily and involuntarily separate from the State.

* AVG O/B (average on board) is sum of full-time employees active on payroll at the end of each quarter divided by 4.

** ANN T/O is the annual percent turnover for the fiscal year.

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Future Workforce Profile (Demand Analysis)

A. Future Staffing Outlook

A surging population growth in Texas and shifting demographic trends will increase the state's demand for efficient movement of goods and people. Five years ago it was estimated that two-fifths of the state and local government employees would be eligible to retire in 15 years. HR strategists are now predicting that by 2008 a wealth of skills and experience will begin to disappear from the job market.

A workforce crisis may also be triggered by the convergence of two demographic trends: the growing number of aging Baby Boomers exiting and the much smaller available number of younger people who follow behind them. Competition for younger knowledge workers trained in "hard skill" disciplines such as science and engineering will become very competitive in the marketplace. Certain clusters of occupational groups will see a dramatic increase in vacancies due to employee retirements including executive, administrative and managerial occupations. Some of the fastest growing occupations in Texas will require high levels of education and skills while also demanding higher wages. According to the Bureau of Labor Statistics (BLS), professional and technical occupations such as engineers, architects, and environmentalists are expected to grow faster and open more new positions than any other occupations.

Higher-skilled professions will require more education and better communication, math, information technology, and reasoning skills. The department has already identified potential problem in recruiting engineering graduates as the number of students graduating with engineering degrees has been on the decline. Demographics show not only will more skills and education be needed, but that the workforce will be less skilled and less educated due to waning student interest in science and engineering coupled with academia's inability to keep pace with the rapid technology expansion and complexity. Additionally, the hiring of other types of engineers, i.e., petroleum, and higher starting salaries in the private sector, has exacerbated the problem in hiring newly graduated and/or licensed engineers.

B. Gap Analysis

Faced with potential significant changes in the labor market, the department will be challenged to acquire, develop, deploy and retain a competent workforce. The Standing Committee on Training (SCOT) is working towards a comprehensive strategic training program that will address and sustain a management and technical training program. The strength of an engaged workforce is a continual part of any business strategic plan.

Workplace knowledge and skill alignment:

Leadership	International Relations	Information Technology
People Management	Engineering/Design	Roadway Maintenance
Finance/Asset Management	Human Capital Management	Customer Relations Management
Natural/Cultural Resources	Contract Administration	Aviation/Rail/Waterway Operations
Marketing/Negotiation	Project Management	Multimodal Transportation
Research/Development	Government Rules/Regulations	Community/Citizen Outreach
Multi-lingual	Business Acumen	Performance Metrics

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C. Strategy Development

For TxDOT to be competitive in the talent pool market war, a renewed emphasis on employee engagement will be necessary. A recent Deloitte research study asked employees about expectations from their employers. The top three responses were interesting, challenging work, open two-way communication and opportunities for growth and development.

These responses mirror *The Survey of Organizational Excellence*, conducted by the School of Social Work of the University of Texas at Austin during the spring of 2006, which is designed to assist management in analyzing the organization for continual improvement. Survey results also showed fair pay as an area for concern based on low scoring by employees. Scoring levels indicate employee viewpoints regarding the competitiveness of the total compensation package and it also addresses how well the package “holds up” when employees compare it to similar jobs in their communities.

Such responses could become conventional employee attitude, thus the focus of our attraction, motivation, and retention strategies, will be on the flexibility to shift with marketplace demands. Most common retention strategies often fall short of resolving turnover issues and fail to recognize the things that generate the most value and matter to most employees.

Job rotation and cross training programs (in-house talent cultivation) and the feasibility of a succession planning program, an entry-level engineer’s program, and developing career progression models (management, leadership and technical) are all examples of workforce strategies that lend itself to building and strengthening the department’s core business units. A look at certification programs is needed to equip employees with increased skills in the area of project management and other technical areas.

The Standing Committee on Training (SCOT) is dedicated through its efforts to address critical training needs in technical areas. The department should consider adopting a uniform and well communicated plan for the development, tracking, delivery and evaluation of all department training delivered or attended. This measurement allows the department to take a pro-active stance to addressing immediate training and development needs as they occur rather than being reactive to documented trends.

TxDOT continues to work with local Texas Prefreshman Engineering Programs (TexPREP), an eight-week academic enrichment program for middle and high school students, to encourage students to pursue careers in transportation. Also, department personnel work with colleges and universities by providing input into school curriculum development to assure students have the foundation knowledge needed for successful careers in transportation.

TxDOT already offers a range of talent market programs that drives its organizational success through attraction and retention of transportation knowledge-based workers. These programs include accelerated hiring processes, high school/college summer employment opportunities, a balanced work and life environment, flexible work schedules, career development programs, temporary recruitment programs, job rotation/cross training, executive training, tuition assistance, award and recognition programs, recruitment and retention bonuses.

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The department has also joined the ranks of other state transportation agencies in implementing a new initiative called Knowledge Management. This project involves a visionary approach to identifying, collecting and cataloging “legacy and present knowledge” into one repository capable of providing information services through decentralized networks to users.

The idea behind the approach is to provide information tools that capture critical business knowledge while at the same time create an environment which can facilitate learning by employees from in-house professionals, support continued knowledge development and provide a forum for sharing best practices.

If forecast trends hold true and the labor pool begins to tighten, TxDOT will need to assess its competitive position and align its recruiting, hiring and training programs. It must offer competitive salaries and promote employees higher in salary ranges (within budget constraints) to connect employee engagement with business performance. The development and promotion of in-house talent will be essential for long term mission objectives.

Now is the time to establish a career ladder progression for the next generation of TxDOT leadership. Data and demographics can lay the foundation in determining employee retirements and targeted areas for organizational change, and provide the business need for creative recruitment strategies. Competition for the same pool could become fierce between the private sector, government and not-for-profit organizations. Ensuring employee competency readiness from the policy level to the execution level will provide the department with the most productive and efficient workforce.

Attracting and retaining critical work segments in our department will require positioning our agency as top draw in the public sector transportation world. Future employee development programs will have a central focus on maximizing already acquired employee knowledge, skills and abilities and cultivating additional strengths to enhance the full suite of management skills, abilities and technical expertise. Management leadership will push towards stronger analytical and business intelligence capabilities. This means a greater investment in capturing and harnessing information necessary to facilitate decision making processes, financial management, public-private collaborations and customer service.

Integrating staff development with career ladders, advocating work/life balance programs, offering sufficient salaries coupled with pay for performance incentives, as well as supportive employee recognition programs, are all employee-focused recruitment and retention preparedness strategies. New hire quality imperatives and optimum workforce management that dominate the employer-employee work relationship will serve to increase the department’s ability to perform successfully and to meet Texas’ future transportation realities.