National Operations Center of Excellence

Workforce Development
for the TSMO Community:
An Emerging Strategic Direction

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NOCoE's Inaugural Summit: TSMO Workforce Development

- Genesis of the Summit
- Current State of the Industry
- Issues for the Summit to Address
- Summit Participants
- Emerging Strategic Direction
- Next Steps

Genesis of the Summit

- Workforce capabilities are recognized as an increasingly crucial component of realizing the potential of new ITS technology and TSMO applications

- *September 2015*: NOCoE charged with focusing on TSMO workforce development as the centerpiece of its first strategic work program and Annual summit

Current State of the Industry

Three White Papers in advance of the Summit addressed the following areas:

- Institutional context for TSMO in transportation agencies

- Professional Capacity Building Needs vs. Available Resources

- Recruitment, Retention and Career Development

Issues for the Summit to Address

Competencies, Education and Training:

1. Pre-employment education aimed at producing TSMO generalists

2. Pre-employment education aimed at producing key TSMO-related technical specialists

3. Position and qualifications specifications (KSAs)

4. Employment training programs

Recruitment, Retention and Career Development:

5. Keeping pace with emerging trends in technology/skills

6. Recruitment

7. Career development

8. Retaining top performers

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Summit Participants

- 4 US DOT officials

- 11 state DOT officials

- 2 local agency officials

- 6 representatives from academia

- 4 private sector representatives

- 4 non-profit association representatives

An Emerging Strategic Direction

WORKFORCE COMPETENCIES, EDUCATION AND TRAINING
Priority Action Item Implementation Strategies

1. *Pre-employment education for TSMO generalists and key support specialists.*

    a. Forum of DOTs, private sector, and educators (2*)

    b. Add existing programs and course materials into EKTS (1*)

    c. Curriculum development for educational institutions & training programs (1*)

2. *Position and qualifications specifications (KSAs).*

    a. Repository of similar existing PDs/KSAs; create model position descriptions based on position/function matrix established in previous research. (2*)

3. *Employment training programs.*

    a. Review best practices for TSMO training policies (for new hires, promotions, and transfers); create model TSMO training programs (3*)

*** = Number of Actions Proposed**

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An Emerging Strategic Direction

WORKFORCE RECRUITMENT/RETENTION/CAREER DEVELOPMENT
Priority Action Item Implementation Strategies

4. *Recruitment*

    a. Document public/private entity best practices, including targeting non-CE disciplines and recruitment sources, recruitment "sweeteners" (e.g., signing bonuses). (2*)

    b. Develop a strategy to elevate TSMO visibility as a core transportation function (2*)

5. *Career development*

    a. Document best practices in mentoring, succession planning, cross training, special assignments, and individual career planning for public/private entities. (1*)

6. *Retaining top performers*

    a. Review current practices for rewarding performance (1*)

* = Number of Actions Proposed

Recommendations to the TAC and Board of NOCoE

The Summit Organizing Committee recommends:

- Proposed strategic direction and action items be approved by TAC and presented to the Board

- Assembly of strategic implementation team, headed by NOCoE's Managing Director and Technical Services Manager

- Regularly apprise NOCoE's TAC & Board of progress on implementing the Strategic Direction

  o NOCoE partners (AASHTO, ITE, ITS America, FHWA, TRB) should be integrally involved in the execution of this initiative

  o NOCoE will lead as a **connector** of workforce-related resources and activities

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Next Steps

- TAC & Board affirmed strategic direction in August 2016

- Upcoming newsletters and webinars will be used for outreach and engagement

- Meetings with partner and stakeholder groups to vet recommendations and roles

- NOCoE will continue to facilitate the conversation and serve as a focal point for WFD resources