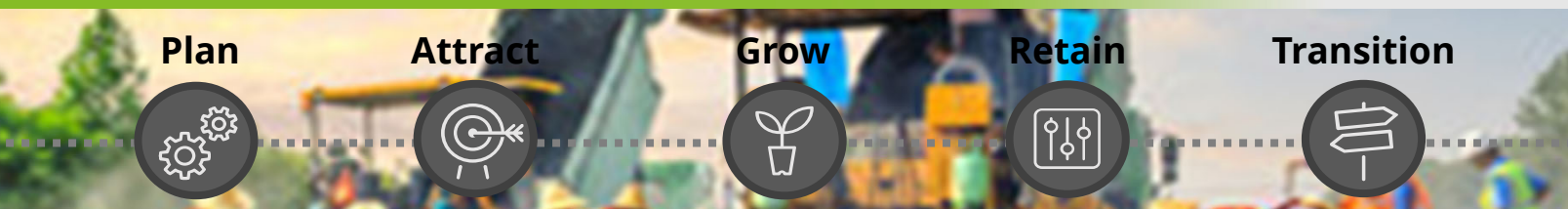


Workforce Transformation for State DOTs

State DOTs face unprecedented industry disruption today and in the coming years. Massive infrastructure investments and behavior changes in the traveling public post-pandemic, coupled with ongoing technological change, is resulting in shifts in the skills and jobs that state DOTs need – at the same time as retirement and attrition increase, making it harder to obtain the right people with the right skills in critical jobs at the right time. To address the present while preparing for the future, DOTs must rethink their short- and long-term workforce strategies.

- ✓ A new reality calls for a **reimagined state DOT workforce**: more **digital**, more **agile**, more **equitable**, and more **eco-friendly**
- ✓ **Behavior shifts** in the traveling public have **big implications** on traditional and innovative infrastructure as well as state DOT **recruitment and retention** strategies
- ✓ **Talent shortages** have been cited as the biggest obstacle to infrastructure over the next three years¹
- ✓ Ongoing **transportation disruptors** that are technological, environmental, societal, and economic, will require state DOTs to **buy, build, or borrow new and emerging skills** across their workforce
- ✓ Up to 47% of US jobs face **automation** over the next 20 years², driving DOTs to reimagine all levels of the work, workforce and workplace, including the **skills they need to do the work**

Deloitte's Approach: Addressing "Cradle-to-Grave" Workforce Issues



- ✓ **PLAN:** Building upon a strong mission & values, DOTs must establish **talent management strategies** that incorporate **DEI, effective learning & development, and workforce planning** that meets market demand.
- ✓ **ATTRACT:** DOTs should leverage their unique value proposition to ensure strong **employer branding** across various candidate access points such as social media, high schools, trade schools, and colleges/universities. Ensuring an effective workforce planning routine, implementing a **passive and active recruitment strategy** for prioritized workforce groups, and maintaining and utilizing **people analytics** will enable DOTs to proactively maneuver through current and future DOT talent gaps. To keep the workforce skilled and ready, **DOTs must buy, build, or borrow skills in new ways** to support the organization, i.e., gig workers and rehiring retirees.
- ✓ **GROW:** Employee engagement and retention begins with a commitment to **employee growth and development**. High-performing organizations build and maintain a competitive workplace culture throughout the entire employee lifecycle beginning with a compelling and culturally-focused onboarding experience. As employees progress in their careers, DOTs must be positioned to provide career pathing, mentoring, ongoing leadership development, and technical training by using technology that keeps employees learning "on-the-go".
- ✓ **RETAIN:** Regular **workplace culture & employee sentiment pulsing** empower employees to partner with leaders as they adapt to ongoing and changing workforce needs. Retention is further achieved by incorporating a **health & wellness strategy into day-to-day DOT life**, providing competitive benefits design, and maintaining sustainable mechanisms to deliver a compensation strategy that keeps up with an employee's cost of living.
- ✓ **TRANSITION:** Succession planning helps evaluate talent pipelines and ensures **the next generation of talent is ready and successful**. As employees work later in life than ever before, DOTs must remain innovative when designing relevant retirement options and benefits.

¹Deloitte Insights "The Future of United States Infrastructure", March 2022

²Carl Benedikt Frey and Michael Osborne, "The future of employment," Oxford Martin School, University of Oxford, September 17, 2013

A Case Study: The VDOT of Tomorrow

Since 2018, the Virginia Department of Transportation (VDOT) has partnered with Deloitte to prepare VDOT employees for the future and understand the future work, workforce, and workplaces of the agency.

The Goal

Two years ago, VDOT prioritized workforce preparedness as a key initiative across the agency. VDOT's leaders established the "VDOT of Tomorrow" program to achieve:

-  Awareness and understanding of **trends & changes** disrupting VDOT's work
-  Identification of **impacts to current work**, workforce, workplace, and technology
-  Reimagining of **the work, workforce, and the workplace**
-  Understanding of leading transportation trends and **workforce best practices**
-  Actionable plan with recommendations to progress toward VDOT's Workforce of Tomorrow, focusing specifically on developing the **skills that their workforce will need in the future**

The Approach

- In **Phase 1**, VDOT identified the five key points of their "North Star" and analyzed how work will start, stop, change, and continue in the short, medium, and long-term
- In **Phase 2**, VDOT gathered inputs through focus groups and leadership interviews to build a set of prioritized initiatives around "what VDOT needs" and "how VDOT should work", along with a detailed plan to implement them
- In **Phase 3 (today)**, VDOT is implementing the initiatives as part of their roadmap:
 - VDOT developed and implemented a future-focused skills survey for employees to assess their proficiency in current and future skill areas
 - VDOT is implementing recommendations to access these skills through hiring, reskilling, or contracting and improve recruitment and retention

The Impact

- VDOT stood up the VDOT of Tomorrow program to **prepare the agency for the future** through launching innovation and data science efforts, standing up a two-way mentoring program, enhancing tech fluency, and more
- VDOT created an Advisory Board and the VDOT Accelerator Network, which are the leadership council and change champion network respectively, to **facilitate change efforts and stakeholder buy in**
- VDOT understands the top critical skills of the future and current/future skill gaps, which enable **strategic decisions to reskill, train, and hire**
- VDOT launched a **pilot reskilling/upskilling program** for employees in Engineering & Construction roles; this program will be rolled out across the agency to **ensure VDOT has the right skills to be successful in the future**

Key Outputs



Future of Work Lab Experiences



Workforce Personas



Workforce Skills Surveys & Inventory



Workforce Development Roadmap



Recruitment & Reskilling Strategies



Organizational Change Management Plan