Vermont Agency of Transportation Strategic Workforce Plan 2024 – 2025 v.2

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EXECUTIVE SUMMARY

One of the greatest challenges the Vermont Agency of Transportation (AOT) will face in meeting its vision and mission in the next 24 months is to implement strategic workforce strategies that attract, retain, upskill, and engage our workforce. Without a diverse, qualified, and engaged workforce, AOT will be unable to provide the infrastructure and services needed to support the citizens of Vermont. A strategic workforce plan aligns workforce with business strategy, assesses, identifies, and overcomes talent gaps, improves employee retention, and ensures the Agency's human resources are aligned to meet current and future goals.

As with the Agency's Strategic Plan, thoughtful and measurable strategic workforce goals and strategies are needed. With support utilizing the model set forth by the AASHTO (American Association of State Highway Transportation Officials), Strategic Workforce Management Subcommittee, AOT embarked upon the development of a new Strategic Workforce Plan for Calendar Year (CY) 2024-2025.

Several strategic activities have taken place to prepare this report and include:

- Strategic Alignment - assessed AOT's Mission, Vision, and Strategic Plan
- Organizational Review
    - Reviewed key findings from the 2022 employee engagement survey
    - Defined Agency Organizational Culture statement using Strategic Workforce Committee
- Current State and Future State
    - Reviewed employee vacancies, movement, and average time to fill positions, number of new hires, turnover by years of service, average employee age, employees by generation trends, separations, retirements, and projected retirement for most populous classified jobs.
- Gap Analysis – developed and executed an Agency-wide designated manager workshop to review workforce data, provided top 10 workforce gaps and voted on priorities, gathered feedback/agreement, and facilitated breakout sessions to identify strategies to address gaps.
- Address Gaps, the following recommendations have been identified with designated managers in agreement:
    - CY 2024 Implement mandatory monthly employee one-on-one check-ins*
    - CY 2024 Mandatory annual supervisor/manager training requirements
    - CY 2025 Decrease average time to recruit, hire, and fill positions by 10%
    - CY 2025 Supervisors/managers build cohesive teams that support a modern, flexible, and healthy organizational culture leveraging annual training requirements to upskill and provide tools
    - CY2025 Improve knowledge management practices
- Monitor, evaluate, and refine – establish reporting cycle for executive leadership and managers. Maximize the use of Strategic Workforce Committees.

*Mandatory check ins will be optional for Department of Motor Vehicles (DMV)

INTRODUCTION

The Vermont Agency of Transportation (AOT) is responsible for the planning, development, implementation, and maintenance of transportation infrastructure including roads, bridges, state-owned railroads, airports, park-and-ride facilities, bicycle facilities, pedestrian paths, public transportation facilities and services, and Department of Motor Vehicles (DMV) operations and motor carrier enforcement. AOT serves the entire population of the State of Vermont.

AOT's mission is, through excellent customer service, provide for the safe and efficient movement of people and goods in a socially, economically, and environmentally sustainable manner. AOT's vision is a safe, reliable, and environmentally sustainable multimodal transportation system that grows the economy, is affordable to use and operate, and serves vulnerable populations. The Agency Strategic Plan highlights strategic goals and objectives necessary to deliver on this mission/vision today and into the future. The Agency Strategic Plan also identifies specific goals and measures that require action. These actions are critical to the success of our Agency.

DEPARTMENTS AND DIVISIONS

Department of Motor Vehicles
Oversees vehicle licensing, registration, tax, and titling; provides commercial licensing, permitting, and enforcement/inspection services; investigates fraud/violations; provides driver training programs; collects motor fuel revenue.

| $371M Revenue | 1.07M Transactions | 777K Registrations | 193K Credentials Issued (Licenses & ID Cards) |

Highway
Oversees prioritization, programming, design, engineering, and construction of projects on the interstate and state highway system; supports municipal projects; manages the safety and overall needs of the Agency's highway assets – bridges, culverts, signals, signs, pavement, and more – from budgeting and conceptualization through construction and ensuring effective operation.

| 74 Highway Fatalities, 2021 | 310 Major Crashes, 2021 | 325 Miles Paved, 2022 | 56 Construction Projects Completed, 2022 |

District Maintenance and Fleet
Oversees year-round maintenance of the state highway and interstate network, including bridges, signs, and culverts; provides technical assistance to municipalities; procures and maintains the fleet of trucks and equipment; provides technical services including Pollution Prevention and Compliance, and Bridge Maintenance.

| 1.7M Lane Miles Plowed Winter 21-22 | $30.5M Cost of Winter Maintenance | 89 Stormwater Permits Inspected | 81% Plowtruck Availability (Plow/Dump) |

Policy, Planning and Intermodal Development
Oversees state-owned rail lines and airports; supports public transit providers; provides statewide planning and policy support, including research, development review, and outreach.

| 91K Passenger Rail Ridership, Vermont-Stations, FFY22 | 3.54M Public Transit Ridership | $2.2M Aviation Grant Awards FFY22 (Federal Share) | 243 Municipalities Engaged in Regional Transportation Planning |

Finance and Administration
Provides services in contract administration, accounting, budgeting, audit, records management, performance monitoring, hearings, civil rights, labor compliance, training, workforce development, facilities management and logistics, emergency management, safety compliance, and recruitment.

| 424 Number of Transportation Facilities | $1.1B Value of Contracts and Grants | $326M Federal Funds Obligated, FFY22 | 178 New Employees Hired and Onboarded | 13 Completed Performance Engagements |

Note: All data is from State Fiscal Year 2022 (SFY22), unless otherwise noted.
Definitions: FFY refers to Federal Fiscal Year; SFY refers to State Fiscal Year

AOT FACT BOOK 2023

AOT Workforce Challenges

The State of Vermont (SOV) and the Vermont Agency of Transportation face unique workforce challenges. Workforce pressures continue to intensify in our post-pandemic labor market.

Workforce Pressures

↓ Labor participation rate remains low at 63.7%.

↓ Vermont unemployment is extremely low at 2.7%.

↑ Employee turnover increased in FY22 (Fiscal Year) to 13.6%.

↑ Retirement eligibility is on the rise, in FY23 to 11.6% and in FY27 to 23%.

These workforce pressures have Vermont employers competing for the same limited talent pool. The race to secure and keep top talent is at an all-time high. For AOT to meet its mission and vision, a formal strategic workforce plan is required to meet customer demands while supporting the needs of our workforce.

AOT began its strategic workforce planning journey in 2019 with the first edition of a Strategic Workforce Plan. In our post-pandemic environment, as our Agency and workforce have settled into a new "normal", the approach and plan have taken on a more mature and modernized approach.

Utilizing a model developed by the AASHTO (American Association of State Highway and Transportation Officials) Strategic Workforce Management Subcommittee, AOT presents the updated Strategic Workforce Plan. We have trimmed and focused our efforts for greater adoption and impact within our Agency.

State Fiscal Year 2023 Staff

237 Department of Motor Vehicles
519 District Maintenance and Fleet
127 Finance and Administration
319 Highway Division
 75 Policy, Planning, Intermodal Dev

Total 1277

METHODOLOGY EXPLANATION

AOT has adopted AASHTO's Strategic Workforce Management Subcommittee's recommended methodology highlighted below:

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                    │  Strategic   │
                    │  Alignment   │
                    └──────────────┘
   ┌──────────────┐                   ┌──────────────┐
   │   Monitor,   │                   │ Organization │
   │  Evaluate, & │                   │    Design    │
   │    Refine    │                   │    Review    │
   └──────────────┘                   └──────────────┘

   ┌──────────────┐                   ┌──────────────┐
   │  Document &  │                   │   Current    │
   │  Implement   │                   │    State     │
   │     SWP      │                   └──────────────┘
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   ┌──────────────┐                   ┌──────────────┐
   │ Address Gaps │                   │ Future State │
   └──────────────┘                   └──────────────┘
                    ┌──────────────┐
                    │ Gap Analysis │
                    └──────────────┘
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Although every step is critical, to streamline AOT's efforts, some activities undertaken addressed multiple steps in the workforce planning process.

Note: this methodology was based upon the recommendation of the NCHRP Domestic Scan 19-02.

STRATEGIC ALIGNMENT

The Vermont Agency of Transportation (AOT) is well aligned with current workforce performance goals and measurements within the Agency Strategic Plan as highlighted below. It is noteworthy that AOT is only one of a few DOTs in the country that focus on workforce as Goal 1. Goal 5 also highlights the importance of modernization, knowledge management through the development of standard operating procedures, and customer service. Highlights are listed below, the full Strategic Plan can be found at the following link: AOT Strategic Plan_Final - 2023-2025.pdf (vermont.gov)

Vermont Agency of Transportation Strategic Plan 2023- 2025

Mission

Through excellent customer service, provide for the safe and efficient movement of people and goods in a socially, economically, and environmentally sustainable manner.

Vision

A safe, reliable, and environmentally sustainable multimodal transportation system that grows the economy, is affordable to use and operate and serves vulnerable populations.

Strategic Goals and Objectives

Goal 1: Promote organizational excellence by attracting, developing, and retaining a talented, diverse, and engaged workforce.

- By 2025, reduce percentage of turnover below statewide annual year average. (ALL)
- By 2025, increase the annual number of BIPOC and women hired to 17%. (ALL)
- By 2025, increase the percentage of employees who perceive they receive timely and meaningful feedback to 65.7%. (ALL)
- By 2025, increase the percentage of employees who believe they are encouraged to improve service delivery and efficiency to 53%. (ALL)
- By 2025, increase the percentage of employees who agree that AOT is an inclusive work environment to 64%. (ALL)

Goal 5: Modernize and improve government efficiency through innovation, continuous improvement, and quality customer service.

- By 2024, increase the percentage of processes with a Standard Operating Procedure updated according to requirements to 100%. (FAD)
- By 2024, translate DMV-identified documents to 12 languages. (DMV)
- By 2024, investigate the necessary steps for translating DMV documents into American Sign Language and develop a plan to do so. (DMV)
- By 2024, update the webpage on the DMV site so it shows accessibility options for each location. (DMV)
- By 2024, increase the percentage of customers with appointments to be served within 30 minutes of scheduled appointments to 90%. (DMV)

- By 2024, increase the average number of customers who make an appointment for service to 80% for the entire year, which will decrease wait times throughout all locations. (DMV)
- By 2024, increase the number of FAD processes standardized, stabilized, and documented by 5 annually. (FAD)
- By 2025 (and annually thereafter), increase the number of FAD processes improved by eliminating waste and/or improving customer value /service by 10%. (FAD)
- By 2025, complete the implementation of the modernized construction management system. (HWY)

Notes
( ) Indicates the responsible Division or Department
DMV – Department of Motor Vehicles
FAD – Finance and Administration Division
HWY – Highway Division
DMF – Maintenance & Fleet Division
PPAID – Policy, Planning, and Intermodal Development Division

ORGANIZATION DESIGN REVIEW

Employee Engagement Surveys

AOT utilizes a workforce-centric approach to organization design review. The State of Vermont Department of Human Resources (DHR) facilitates a robust online annual Employee Engagement Survey. Activities included a detailed review of calendar 2022 responses as well as the review of data trends over time. The data was compared with previous years and compared with other Vermont State Agencies (SOV). The following data analysis will drive workforce goals, strategies, and measures.

> **70%** of the variance in team engagement is determined solely by the **MANAGER.**
>
> ~Gallup at Work Summit 2023

The 2023 Employee Engagement Survey is slated for release in late May 2023, with results available later in the Summer of 2023.

Key Findings from the 2022 Employee Engagement Survey

- AOT had an adequate participation rate in the 2022 Employee Engagement Survey with participation from the Transportation Divisions at 56.8% and the Department of Motor Vehicles (DMV) at 70.6% participation rate. However, the response rate was 9% lower than the state average for this survey, highlighting the need to consider how to reach more field workers with less access to technology.
- 90.5% of Transportation employees and 91.8% of DMV employees understand their job duties.
- Employee morale increased in the last calendar year by 4% in Transportation to 63.5% and 12% in DMV to 65.6%.
- A solid career path is essential to maintain and grow the workforce. AOT has done an excellent job of increasing employee perception of a solid career path. Employees who believe that the State of Vermont provides them a solid career path increased by 11.3% in Transportation and 8% in DMV.
- AOT has some investments to make in ensuring that employees have a healthy relationship with their supervisors. The following questions reflect the % of AOT employees that agreed with the statement vs. the State average of agreement:

	AOT	State of Vermont	Difference
Supervisor clearly explains my job performance expectations.	71.9%	74.4%	-2.5%
Supervisor regularly provides me with timely and useful feedback.	67.0%	70.5%	-3.5%
Supervisor gives me the opportunity to do my best work.	74.9%	78.6%	-3.7%
Satisfied with recognition received from supervisor.	62.2%	68.8%	-6.6%
Supervisor treats employees fairly and respectfully.	73.4%	78.6%	-5.2%
Supervisor seems to care about me as a person.	72.2%	80.1%	-7.9%
Supervisor provides the help that I need to improve my performance.	66.7%	71.0%	-4.3%
Opportunity to learn and grow professionally.	65.9%	68.8%	-2.9%
Supervisor and I discuss and plan career development.	49.9%	51.4%	-1.5%

- AOT did score above the statewide average on receiving training to perform the job, performance evaluations are completed annually, and the standards used to evaluate my performance are fair.
- Regarding diversity, equity, and inclusion, both Transportation and DMV employees agreed that the State provides enough training programs that promote an understanding of diversity, equity, and inclusion. Additionally, employees of both Transportation and DMV also agreed, higher than the statewide average, that employees from underrepresented groups are encouraged to apply for promotions.

Organizational Culture

Organizational culture is the sum of values, beliefs, practices, and behaviors that contribute to customer service, employee engagement, accountability, and retention. AOT is committed to defining and prioritizing investment in our organizational culture. As such, the Employee Engagement Strategic Workforce Committee engaged in research, conversation with their peers, and observation to define our Agency's aspirational culture. (More information about Strategic Workforce Committees)

The following recommendations were presented and accepted by Executive staff and Designated managers and will be embedded into New Employee Orientation, New Supervisor Orientation, Pathway to Supervision, Transportation Leadership Institute, and other Agency trainings and initiatives:

AOT Organizational Culture

S — SAFETY & HEALTH
We ensure public safety by investing in the psychological and physical safety, health, quality of life, and work life balance of our employees.

P — PROFESSIONAL DEVELOPMENT
We sponsor strengths-based professional development resulting in multiple learning paths and career pathways as an avenue to empower, grow, and retain our workforce.

I — INNOVATION
We support innovation through process improvement, data utilization, continuous improvement, collaboration, and new technologies.

C — CUSTOMER SERVICE
We strive to deliver excellent service every day to every person in every transaction for the greater good of Vermonters.

E — EQUITY, DIVERSITY, AND INCLUSION
We promote workplace respect, civility, and inclusion by building positive relationships through best practices and leading by example.

CURRENT STATE & FUTURE STATE

AOT combined current and future state activities, recognizing investment in our current state would prepare the Agency for the future state.

Below is a summary of data points considered and shared in the current state analysis:

AOT Vacant Positions as of 3/24/23

o Total Vacant Positions: 118

o Permanent Full Time: 93

o Limited-Service Full Time: 25

Average Time to Recruit, Hire, and Fill a Position Fiscal Year 2022

o AOT: 69.7 Days

o State of Vermont: 69 Days

AOT Separation and Retirement 7/1/22 to 3/24/23

o Total Separation: 105

o Total Retirement: 28

AOT Employee Movement 7/1/22 to 3/24/23

o Hires: 117 (On track to have a similar hiring rate as 2022 – 156 total)

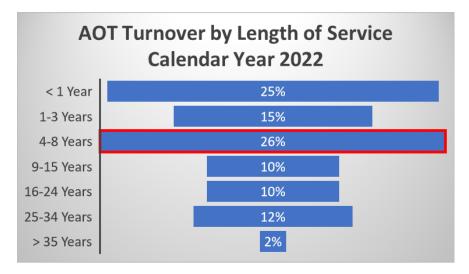o Separation: 105

o Pos/XFR: 35

o Retire: 28

AOT Employee Age Fiscal Year 2022

o Average Age: 45.2 Years

o Average Length of Service: 11.4 Years

o Retirement by Age:

  ▪ 45-54 Years Old: 1.9%

  ▪ 55-65 Years Old: 10.4%
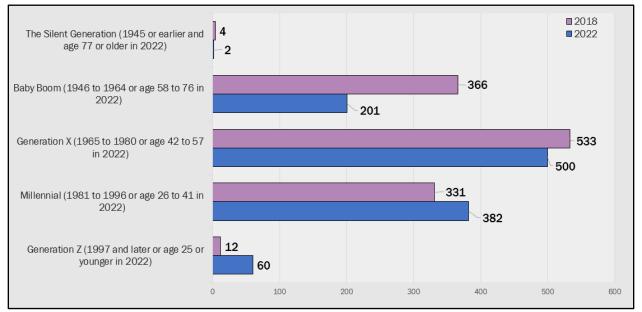
  ▪ > 65 Years Old: 74.5%

Projected Retirement Eligibility for Most Populous Classified Jobs

AOT Job Titles	Total Positions FY 2022	Eligible to Retire FY 2022	Eligible to Retire FY 2027
Transportation Operations Technician I	50	0%	4.00%
Transportation Operations Technician II	107	3.70%	17.80%
Transportation Operations Technician III	76	9.20%	35.50%
Transportation Senior Operations Tech	37	13.50%	21.60%
AOT Technician VI	21	28.60%	42.90%
Motor Vehicle Direct Client Services Specialist I	54	7.40%	16.70%

AOT by Generation Trend

GAP ANALYSIS

In March 2023, AOT developed and executed a 1 hour, hybrid, Agencywide manager workshop to review workforce data, identify workforce gaps, garner feedback/agreement, and have breakout sessions to identify strategies to address workforce gaps. The data was also shared at follow-up meetings with Managers and Supervisors in various Divisions.

Activities included:
- Provide current and future state AOT workforce data trends primarily focused on the current fiscal year, considering data availability:
  - Current vacancy data and employee movement (this fiscal year)
  - State of VT vs. AOT average time to recruit, hire, and fill positions
  - Supervisors, Managers, and Directors hired and general hires and rehires
  - Turnover by length of service
  - Average employee age/retirement age
  - Separations vs. retirements
  - Projected retirement eligibility, 1 yr. and 5 yr. for 6 top populous job titles
  - Employee generational makeup, current state
  - Employee generational trend 2018 to 2022 comparison

Prior to the Agencywide manager workshop, a gap analysis was completed by the Organizational Development Director, Civil Rights Chief, and Director and Deputy Director of Finance and Administration. The ten most significant gaps were identified and presented to all Agency Managers in the March 2023 Quarterly Manager's Meeting.
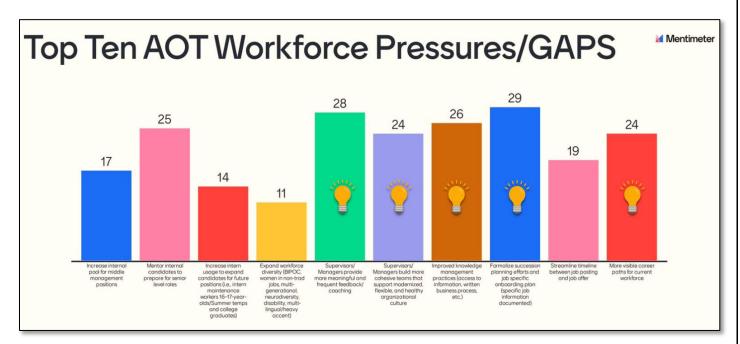
> **AOT managers agreed these gaps represent the most important workforce issues facing our Agency**

Top Ten Workforce Gaps/Pressures (not in ranked order)
- Increase internal pool for middle management positions
- Mentor internal candidates to prepare for senior-level roles
- Increase intern usage to expand candidates for future positions (i.e., intern maintenance workers 16–17-year-olds/Summer temps and college graduates)
- Expand workforce diversity (BIPOC, women in non-trad jobs, multi-generational, neurodiversity, disability, multi-lingual/heavy accent)
- Supervisors/Managers provide more meaningful and frequent feedback/coaching
- Supervisors/Managers build more cohesive teams that support a modernized, flexible, and healthy organizational culture
- Improved knowledge management practices (access to info, written business process, etc.)
- Formalize succession planning efforts and job-specific onboarding plan (specific job information documented, job books, mentoring)
- Decrease the timeline between job posting and job offer
- More visible career paths for the current workforce

Designated Manager Feedback

Utilizing Mentimeter, Designated Managers were asked to vote on their top 5 pressures, with results shown below:

Top 5 Workforce Pressures

At the March 2023 Quarterly Manager's Meeting, Designated Managers were assigned into breakout groups and further unpacked their top 5 workforce pressures and developed potential strategies to address gaps. Below are their recommendations.

Supervisors/Managers provide more meaningful and frequent feedback/coaching

- Training for supervisors to provide productive feedback
- Set clear goals/document
    - Follow up on progress with goals, Individual development plan / career path
- Support check-ins
    - Talk about real goals & challenges / coach based
- Increase the frequency of check-ins
    - Keep a dedicated schedule / formal vs. informal and encourage open conversation
    - Built trust / positive feedback / active listening – encourage conversation

Formalize succession planning efforts and job-specific onboarding plan (specific job information documented, job books, mentoring)

- Knowledge Transfer
    - Documentation / S.O.P.s, what they know and what they do
- Recognize the evolution of duties/responsibilities
- Identify ambitious people and who are likely on their way out
- Utilize double fills / start early / ongoing process

Top 5 Workforce Pressures Cont'd

Improved knowledge management practices (access to information, written business process, etc.)

- Cliff notes version of a management handbook – lots of information during NSO and SSG
- Job Aids – that are developed and vetted by a knowledgeable person
- Bringing an employee with you to show/experience the work/process
- Knowledge transfer tools
- Creating a culture of sharing what you do and learning from others at every opportunity

Supervisors/Managers build more cohesive teams that support a modernized, flexible, and healthy organizational culture

- More in-person visits
- Position-based work flexibility
- More use of "cc" on email for shared knowledge
- Reoccurring team meeting
- Team days

More visible career paths for the current workforce

- Career path coaching – directs & general
  - Individual Development Plans (IDP)
- Features bios – describing "Who We Are"
- Job rotation/shadow
- Visualizing the pathways – what does "lateral" look like?
- Leveraging tuition reimbursement / peer-to-peer coaching/encouragement

2024 and 2025 goals as well as the Strategic Workforce Committees will be leveraged to address each of these top 5 workforce pressures

ADDRESS GAPS

Although Managers and Supervisors agreed that there are many workforce pressures to address, there were also concerns about the bandwidth for additional initiatives. With heavy workloads, competing priorities, higher turnover, and an increase in retirements, pressures have never been greater on Supervisors' and Managers' time. Therefore, a streamlined approach is needed to address gaps. Based upon the need to address a variety of gaps, AOT will roll out strategies in a systematic way.

> **80%** of employees who report <u>receiving meaningful feedback</u> in the past week are **engaged**.
>
> **~Gallup at Work Summit 2023**

Goals and Measures

The foundation of all performance, growth, retention, and engagement conversation begins with a healthy and accessible relationship with one's Supervisor.

Year 2024

GOAL 1: Mandatory Monthly Employee One on One Check-ins

Effective 1/1/24 AOT will require* all Supervisors and Managers to conduct, at a minimum, a monthly, virtual, or in-person, individual check-in with each of their direct reports. In the best interests of the employee and the type of work being performed, many Supervisors and Managers already hold monthly, bi-weekly, weekly, and daily check-ins with their staff. This should not change unless business and support parameters change. The monthly requirement is an initial baseline if not already meeting on a more frequent basis. Although all staff meetings are helpful and efficient to create strong teams, one-on-one time is crucial to establish a relationship, provide effective coaching, and address the growth needs of individuals. *Given current workload pressures from a modernization project, DMV will be optional.

MEASUREMENT: 100% Compliance

To ensure maximum flexibility, each Division will be responsible for reporting the compliance of this mandate monthly. Additional support from the VTrans Training Center (VTTC) will include additional tools such as conversation starters, outlines/scripts, or other tools supervisors may need. All tools will be stored in an online AOT Supervisor Toolkit.

GOAL 2: Mandatory Annual Supervisor/Manager Training Requirements

Effective 1/1/24 AOT will require annual mandatory Supervisor/Manager training which may vary in content and duration from year to year. This is in addition to the Agency requirement to attend New Supervisor Orientation and CAPS Supervising in State Government within six months of hire/promotion.

For 2024, an 8-hour training mandate will be implemented and contain two parts:

- The VTrans Training Center (VTTC) in partnership with the Civil Rights team will develop and deliver a 3.5-hour in-person (hybrid option may be offered) training on performance and coaching feedback to support Goal 1 of mandatory one-on-one check-ins with a diversity lens.
- An additional 4.5 hours of "leadership" training, will need to be completed within the fiscal year, selected by each Supervisor or Manager, and preapproved by the VTTC, based upon their individual needs or interest. Examples of the approved curriculum will be:
  - Completion of an AOT leadership book discussion, offered throughout the year, must attend a minimum of 75% of the discussions.

- o Completion of a CAPS VT Lead or other leadership ½ day or full-day course.
- o Participation in a leadership-focused program, such as the Transportation Leadership Institute (TLI), Pathways to Supervision, or VCPM, with completion required.
- o Completion of LMS eLearning on leadership or communications topics.
- o A variety of suggested training courses will be highlighted in the AOT Supervisor Toolkit.

MEASUREMENT: 100% COMPLIANCE

All training records will be maintained within the Agency Learning Management System (LMS). VTTC will create and distribute quarterly leadership training completion reports by Division within two weeks after the close of the quarter.

Year 2025

Goal 1: Decrease the average time to recruit, hire, and fill positions

Decrease the average time to recruit, hire, and fill positions as compared to the State of Vermont average. Strategies could include:

- Provide hiring manager training, and tools checklists as part of annual mandatory Supervisor/Manager training.
- Phone interviews for applicants who have been cleared by DHR recruitment, but before the position closes.
- Prior to job closing, a hiring panel has been selected, and first-round interview time slots scheduled with second-round interview time slots scheduled as soon as possible.

Measurement: Decrease AOT average by 10% annually

Data will be requested and provided by the Department of Human Resources Recruitment.

Goal 2: Supervisors/Managers build cohesive teams that support a modern, flexible, and healthy organizational culture

VTTC to develop and deliver best practices training to meet the annual mandatory Supervisor and Manager training in connection with Hiring Manager training mentioned in Goal 1 for 2025.

Measurement: 100% compliance

All training records will be maintained within the Agency Learning Management System (LMS). VTTC will create and distribute quarterly leadership training completion reports by Division within two weeks after the close of the quarter.

Goal 3: Improved knowledge management practices

- Determine knowledge management best practices from the AASHTO Committee on Knowledge Management
- Utilize the Learning and Development Strategic Workforce Committee to create tools or learning opportunities for supervisors/managers.
- Provide learning opportunities for employees and leadership throughout the organization.

Measurement:

Establish three new tools/best practices to include in mandatory supervisor training and/or supervisor toolkit.

DOCUMENT & IMPLEMENT STRATEGIC WORKFORCE PLAN

Plan Development	Date
Project Definition	01/16/23
Align Strategic Direction	02/13/23
Conduct Organizational Assessment	03/03/23
Define Current State and Identify Future State	03/28/23
Perform Gap Analysis	04/14/23
Develop Strategies to Address Gaps	05/15/23
Document the Plan and Validate with Divisions	06/15/23
Acceptance of the Plan by Secretary Flynn	06/19/23
Present the Plan at Quarterly Manager's Meeting	06/21/23
Implementation of Plan	07/01/23

Goals to Address Gaps - Year 2024	Date
Implement mandatory Supervisor/Manager 3.5 hours of in-person and 4.5 hours of self-selected learning*	01/01/24
Implement mandatory monthly one-on-one check-ins with all employees	01/01/24
Primary focus of learning will be how to provide employee coaching and feedback and address burnout through a DEI (diversity, equity, and inclusion) lens	

Goals to Address Gaps - Year 2025	Date
Implement mandatory Supervisor/Manager 3.5 hours of in-person and 4.5 hours of self-selected learning*	01/01/25
Decrease average time to recruit, hire, and fill positions by 10%	01/01/25
Implement knowledge management practices	01/01/25
* Primary focus of learning will be on building cohesive teams that support modern, flexible, and healthy organizational culture, recruitment best practices, and knowledge management practices through a DEI (diversity, equity, and inclusion) lens*	

MONITOR, EVALUATE, AND REFINE

A variety of strategies will be utilized to monitor, evaluate, and refine this strategic workforce plan, including:

- Establish reporting cycle for Executive leadership and/or presentations to the Quarterly Manager's Meeting.
    - Quarterly workforce data analytics and emerging trends
    - Quarterly compliance on strategic workforce goal compliance
    - Annual workforce data analytics report/findings
    - Annual employee engagement survey analysis and recommendations
    - Report yearly metrics for the Agency's Strategic Plan
- Work with AOT Workforce Data Analyst to develop and pilot a workforce dashboard to track results.
- Empower Strategic Workforce Committees to develop programming to support the Strategic Workforce Plan goals, strategies, and measures.
- Empower workforce champions and allies within mandatory supervisor/manager training, Transportation Leadership Institute (emerging leader program), Pathway to Supervision, and other programming such as mentoring, job shadow program, and career coaching.

STRATEGIC WORKFORCE COMMITTEES

Background

AOT has utilized Strategic Workforce Committees for several years with the latest recruitment taking place in 2022. Through open recruitment, employees, supervisors, and managers are invited to participate in various committees. These committees utilize results from the employee engagement survey and feedback from other committee members and their teams, to tackle Agency workforce issues and develop suggestions/programs to improve AOT's workplace culture. Each committee has at least one sponsor from Executive Staff. Recruitment takes place every 18 – 24 months. Currently, there are four Strategic Workforce Committees:

Employee Engagement & Retention
Focused on how to increase employee engagement & retention and to make AOT a great place to work.

Learning and Development
Focused on identifying potential gaps in employee learning, development, and customer service needed for their current roles as well as growth into future roles.

Talent Acquisition and Onboarding
Focused on how to brand and market our Agency as an employer of choice, build a robust candidate pool, make the interview and hiring process competency-based and inclusive, and ensure that all new employees receive comprehensive onboarding experience.

Managers & Supervisors
Focused on identifying the tools needed for new and seasoned supervisors and managers to succeed in their roles to provide a productive and supportive climate for their employees.

Each committee meets monthly (virtually via teams), with the potential for future hybrid meetings, with potential tasks assigned between meetings. This is a time commitment of up to 2-3 hours per month, which includes the one-hour monthly meeting. Previous committee members have shared that this was a great investment of time for them professionally to collaborate across our Agency as well as their excitement about the work produced by their committee. Strategic Workforce Committees provide a unique opportunity for employees to have a voice in AOT's work culture, foster individual employee engagement, an opportunity to present to Executive Staff and build connections with others.

A few of the Committees' accomplishments include:
- Updated Individual Development Plan Form (IDP)
- Supervisor language in annual performance evaluation
- *New Employee Welcome* SharePoint site
- Inside AOT Program
- Customer Service Training
- AOT Recruitment Website for external candidates
- ADB (Acronym Database)
- Job Shadow Program
- Recognition, Reward & Innovation SharePoint site

STRATEGIC WORKFORCE COMMITTEES Continued

Activities To Address 2024 – 2025 Strategic Workforce Plan

The annual employee engagement survey launched in late May 2023 with results becoming available mid-Summer. Each committee will evaluate the results of the employee engagement survey and identify tasks/programs that will address identified concerns and support current organizational strengths.

In addition, some activities will be specifically addressed as part of the Strategic Workforce Plan based on the responses provided by Managers and supported by Supervisors during the March 2023 Quarterly Manager's Meeting. With the activities identified below, progress will be made in the Managers' top five workforce pressures:

Employee Engagement & Retention

- Develop strategies to increase the adoption of culture (see Organizational Culture section)
- Identify and develop strategies to improve employee engagement

Learning and Development

- Develop knowledge management strategies and implement a pilot
- Develop career paths utilizing learning opportunities

Talent Acquisition and Onboarding

- Finalize and implement the hiring manager checklist and SharePoint site.
- New Employee survey post probation regarding their onboarding experience.

Managers & Supervisors

- Provide quarterly updates to the SharePoint Supervisor Toolkit
  - Curate new learning topics
  - Assess the effectiveness of mandatory training and make annual suggestions
- Succession planning training and best practices
- Pointers on how to develop effective annual evaluation and/or feedback

APPENDIX

APPENDIX A: INITIAL PROJECT CHARTER

STRATEGIC WORKFORCE PLAN PROJECT CHARTER V2

PROJECT MANAGER	DATE SUBMITTED
Christine Hetzel	4/11/2023
PROJECT OUTCOMES	
Develop and implement a Vermont Agency of Transportation (AOT) Strategic Workforce Plan which aligns and expands upon the Agency's Strategic Plan.	

1.   STEP 1. PROJECT PHASES AND INITIAL ACTIVITIES

Below is a list of proposed phases and activities as of the development of this Charter. It is possible that additional activities will be added as more information becomes available during the execution of each phase.

PHASE	DESCRIPTION
0	**Project Definition – Before you get started.** • Establish sponsor and project team. • Determine if a Strategic Workforce Planning Council (SWPC) should be created for this project and if yes, establish the SWPC. Hetzel to Chair, Valburn to Co-Chair. • Plan and execute SWPC Kick-off meeting. • Create project charter, initial timeline, and communication strategy/plan. • Determine where and if DHR and union participation and/or awareness is needed.
1	**Align Strategic Direction** • Review current workforce performance goals/measurements in Agency's Strategic Plan. • Identify workforce goals, measurements, and data trends.
2	**Conduct Organizational Assessment** • Identify key data points (and trends) in the 2022 Employee Engagement Survey (organizational health assessment) that identify organizational health, DEI, engagement, and retention assessment.

	• Project will include all workforce data, and data for specific job classes by Division, based upon population, turnover, retirement eligibility, etc. as available in the current HRIS system (VTHR). • Review Vermont State Government Annual Workforce Report. • Review MN Human Capital Report. • Review UT Employee Development Report Plan. • Review the AASHTO HR Metrics Report.

3	**Define Current and Future State**
	• Significant workforce analysis, annual and with a five-year trend, should be completed based upon all staff or specific job classes (see previous phase) to include:
	    o days to fill vacancies (possible steps in the hiring process, days vacant, days posted, days from closing to hire)
	    o talent pool
	    o turnover in general
	    o separations
	    o job class
	    o training activities
	    o retirement trends/projections
	    o eligibility to retire 1, 3, and/or 5 years (25 years of service and/or 62)
	    o % completing probationary period
	    o average years of service before departure
	    o exit interview data
	• Look at DEI data – age, race/ethnicity, and gender (Civil Rights have access to the DEI data). Note – we acknowledge that we have gaps in our data, with challenges in access, consistency, and different systems.
	• Review National Institute of Health Gap identification questions.
	    o https://hr.nih.gov/workforce/workforce-planning/gap-analysis

4	**Perform Gap Analysis** • Work with members of the VTrans Training Center, Civil Rights, and Director of Finance and Administration to determine the top ten workforce gaps. • Generate needed data for Manager Strategic Workforce Planning Workshop.
6	**Develop Strategies to Address Identified Gaps** • Develop and execute 1 hour, in-person (with hybrid option) Agencywide manager workshop to review workforce data, identified workforce gaps, garner feedback/agreement, have breakout sessions to identify, and strategies to address gaps. Activities to include:

	- Provide current and future state AOT workforce data trends primarily focused on the current fiscal year, considering data availability: - Current vacancy data - Employee movement (this fiscal year) - State of VT vs. AOT average time to recruit, hire, and fill positions - Supervisors, Managers, and Directors hired - Hires and rehires - Turnover by length of service - Average employee age/retirement age - Separations vs. retirements - Projected retirement eligibility, 1 yr and 5 yr for 6 top populous job titles - Employee generational makeup, current state - Employee generational makeup 2018 to 2022 comparison - Training completion data by Division - Review the top ten workforce pressures/gaps and solicit feedback. - Mentimeter vote on top 5 workforce gaps to identify strategies for gap closure. - Facilitate 5 breakout groups, one for each gap. - Each breakout group identifies gap closure strategies. - Debrief with the larger group, strategies identified. - Consider if we buy, build, borrow, bind, bounce, and balance.
7	**Document and Implement the Strategic Workforce Plan (SWP)** - Compile workshop outcomes. - Identify strategic workforce goals, strategies, and measures. - If further clarity and prioritization is needed work with SWPC or Exec staff. - Develop a draft copy of the SWP, review, and finalize SWP. - Distribute SWP. - Build/expand/market programming identified.
8	**Monitor, Evaluate, Report, and Refine the Strategic Workforce Management Plan** - Establish reporting cycle for Executive leadership and/or Quarterly Manager's Meetings. - Engage employees. - Identify/empower champions and allies. - Connect SWP with Strategic Workforce Committees and determine if any restructuring is needed. Consider assigning certain tasks/targets to various committees.

	• Report on yearly metrics for Agency's Strategic Plan. • Determine if additional strategies are needed.

2.   STEP 2. INTERNAL PROJECT STAFFING

Below are the resources being assigned to this project. Add resources as required throughout the project.

INTERNAL RESOURCES ASSIGNED
Project Sponsor: Director Jayna Morse
Project Champions: Division Directors/Commissioner
Co-Author/Subject Matter Experts: Lori Valburn and Colleen Montague (Civil Rights)
Project Coordinator – Keith McCusker

3.   STEP 3. EXTERNAL PROJECT STAFFING/BUDGET

Below are resources being assigned to this project by Phase. Add resources as required throughout the project as future phases evolve.

PHASE NO.	EXTERNAL RESOURCES ASSIGNED	BUDGET
	No external resources have been identified at this time	$0

4.   STEP 4. OUT OF SCOPE

This project **will NOT accomplish or include** the following:	The following items are not within the scope of this project. • Compensation evaluation (use RFR/job class review process)

5.   STEP 5. PROJECT ASSUMPTIONS

NO.	ASSUMPTION
1	Strategic Workforce Plan will align with Agency's Strategic Plan.
2	Strategic Workforce Plan will not change any existing DHR policies. Recommended changes to DHR policies may be provided to DHR for consideration.
3	All AOT departments and divisions will be represented in the development and/or execution of the Strategic Workforce Plan.

6.   STEP 6. COMMUNICATION NEEDS

COMMUNICATION	AUDIENCE/FREQUENCY/MODE
Sponsor meeting	Project Manager Every other week during employee check-in In-person or TEAMS
Project meetings	Project Manager/Coordinator/Civil Rights Monthly In-person or TEAMS
Reports	TBD on audience and format Quarterly

7.   STEP 7. PROJECT CONSTRAINTS/RISKS

BUDGET CONSTRAINTS	N/A
EQUIPMENT / PERSONNEL CONSTRAINTS	Availability of Project Sponsor and Project Champions during the Legislative Session
	Availability of Managers to attend a 1-hour workshop

8.   STEP 8. PROJECT TIMELINE

PHASE	DESCRIPTION	START DATE	END DATE
0	Project Definition – Before you get started	1/16/23	1/27/23
1	Align Strategic Direction	1/30/23	2/10/23
2	Conduct Organizational Assessment	2/13/23	3/3/23
3	Define Current State	3/6/23	6/1/23
4	Identify Future State		
5	Perform Gap Analysis		
6	Develop Strategies to Address Identified Gaps		
7	Document and Implement the Strategic Workforce Plan	6/1/23	7/1/23
8	Monitor, Evaluate, Report, and Refine the Strategic Workforce Management Plan	Report launch 7/1/23	
9	Due to catastrophic statewide flooding in July 2023, report was changed from fiscal year to calendar year with implementation of mandated activities to 1/1/24.	9/1/23	

9. STEP 9. CHARTER APPROVALS

STAKEHOLDER NAME & TITLE	ROLE OF STAKEHOLDER	DATE SUBMITTED FOR APPROVAL
Jayna Morse Director of Finance and Administration	Executive Sponsor	4/11/2023
Christine Hetzel Director of Organizational Development	Project Manager/Author	4/11/2023
Jason DeForge Workforce Analyst	Data Analyst	4/11/2023
Lori Valburn Director of Civil Rights	Collaborator	4/11/2023
Colleen Montague Incoming Director of Civil Rights	Collaborator	4/11/2023
Keith McCusker Technical Training Manager	Project Coordinator	4/11/2023