

## Succession Planning and Diversity

Oregon Transportation Commission

### Introduction

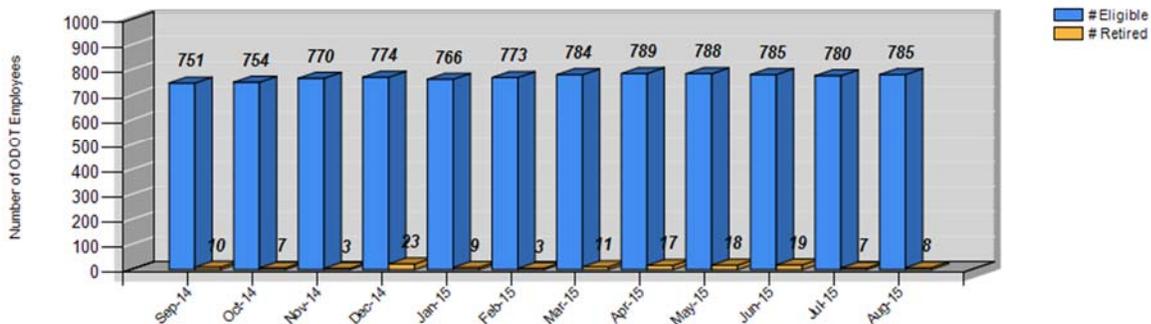
As a strategic business partner, HR's support and consultation services provide the needed balance between agency and individual employee needs. We share information, provide training, tools, and encouragement in support of the agency's goals and objectives. Our primary objective is to lead the agency's efforts in attracting and retaining a diverse and competent workforce.

Over the past few years the HR branch has done internal and external research to determine how we can best serve the agency. Our findings indicate we can best leverage our resources by investing in managers, helping them to develop strategic plans for succession planning, build bench strength, and engage their employees. We must further bring attention to diversity and inclusiveness in our approach to building and sustaining ODOT's most valuable resource, our employees.

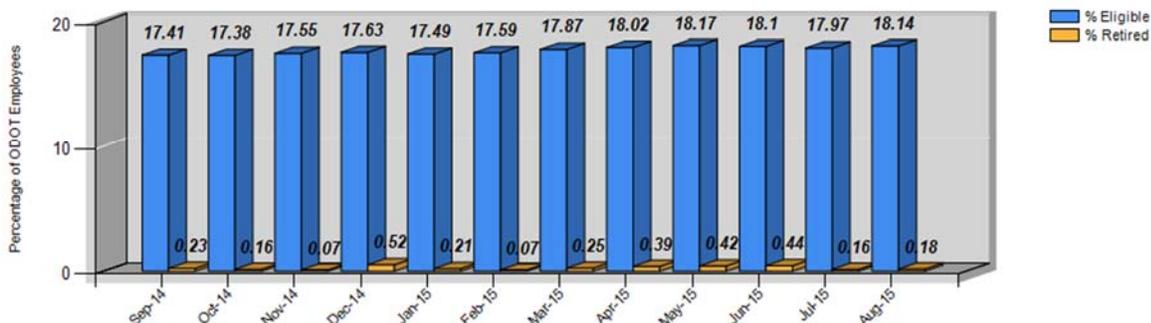
### Succession Planning

The available workforce is changing. Baby boomers are beginning to leave the workforce and the generational groups that follow them place different transactional values on their relationship with their employer. The following charts show the eligible and actual retirements by employees at ODOT. The numbers clearly demonstrate that we are on the brink of significant change.

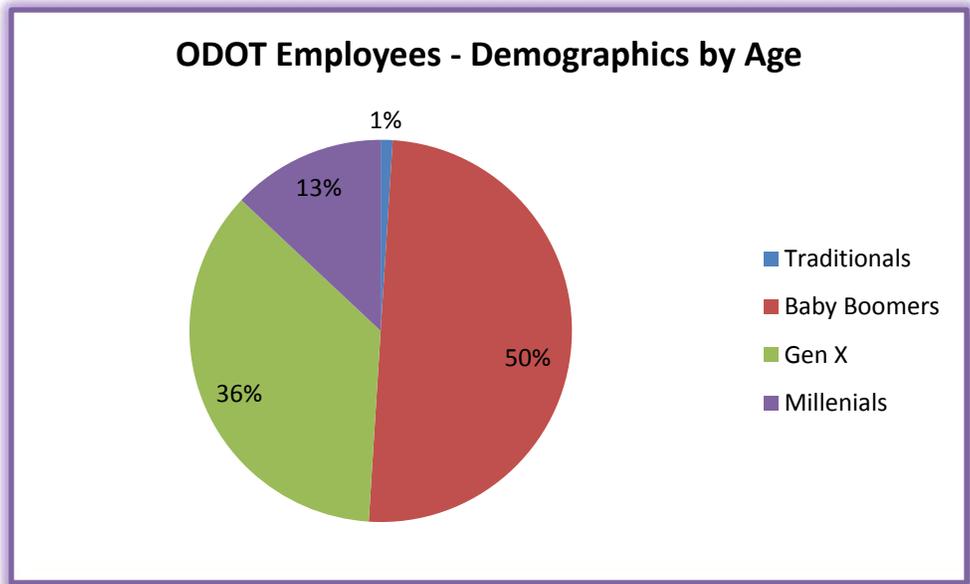
Total Number of ODOT Employees Eligible for Retirement Compared to Number of Employees Who Retired  
September 2014 - August 2015



Percentage of ODOT Employees Eligible for Retirement Compared to Percentage of Employees Who Retired  
September 2014 - August 2015



There are currently four generations of employees working together to achieve the Agency’s mission of providing a safe, efficient transportation system that sustains the lives of Oregonians and the communities in which they live.



Working effectively with the different generations presents the need for information, training, and tools for managers. The work of HR helps managers engage and retain employees represented in all generations.

#### Engagement & Retention

The primary finding of research regarding employee engagement is that employees don’t leave companies, they leave their managers. Managers are the key to employee retention so it’s important to invest in our management corps by developing their leadership and management skills.

ODOT’s HR Branch develops and presents training for managers and future leaders such as People Skills, Crucial Conversations, Crucial Accountability and, beginning in 2016, Situational Leadership. We partner with and support the efforts of the Highway Division and others engaged in developing leadership skills through regional leadership academies, the Transportation Leadership Academy and Transportation Leadership Institute. ODOT has provided leadership and support to the multi-agency ASCENT program for several years. The ASCENT program provides a 360-degree feedback tool and helps participants create a greater sense of purpose and vision as they return to the workplace.

Employee engagement surveys can help agencies see areas where they are doing well and areas that may need some improvement. In 2013, we conducted an employee engagement survey to develop a baseline for the agency. The survey asked questions related to employee experiences with agency leadership, supervision, empowerment, rewards and recognition, training and development, and the agency mission. The survey results were generally quite positive. We found that employees were particularly pleased with the amount of training and tools provided to complete their work. They believe they are achieving something meaningful in their work and they understand the agency’s mission and how it connects to their work. And, we noted that

along with most other agencies and companies who conduct engagement surveys, we have an opportunity to improve in the areas of communication and employee recognition. Each division took a look at their specific results and working with employees took actions to address areas of concern. In October 2015, we will conduct a similar survey that will help us determine how the actions taken in response to that survey may have worked to improve employee job satisfaction and engagement.

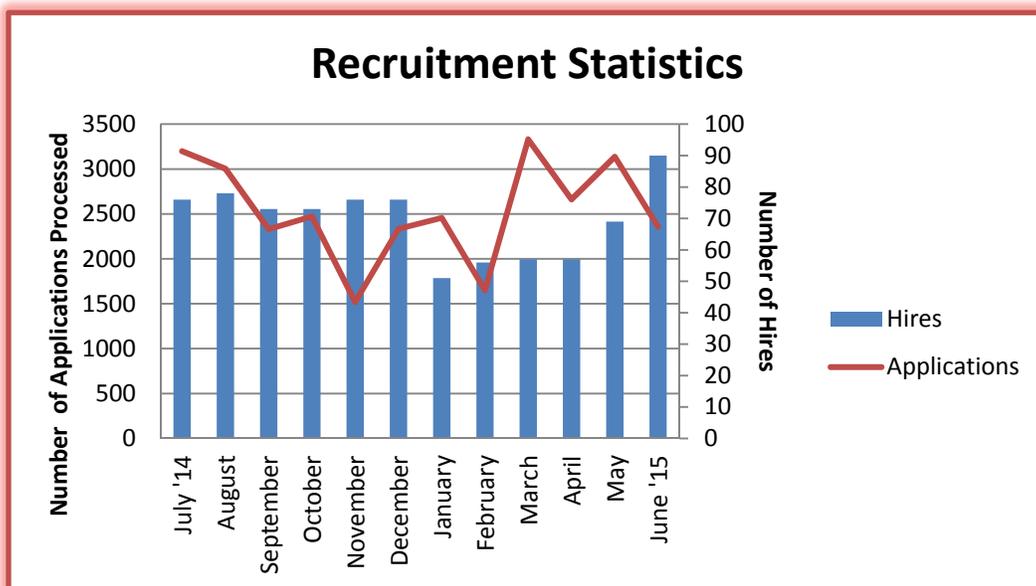
Attracting New Employees

ODOT’s recruitment team supports and guides the agency in attracting and selecting suitable candidates for jobs within the organization. Recruiters provide professional expertise and best practices to management regarding customized sourcing alternatives to attract candidates via outreach, social media, print and radio advertising, and other measures.

We stepped into today’s technology over the summer as we opened a Twitter account for recruiting. **@OregonDOTJobs** is up and running and will become an increasingly valuable tool for recruitment in coming months.

We are also beginning to proactively explore an untapped candidate source, the “passive” job seeker. A recruiter takes the time to conduct online research or review previous applications for potential candidates whose skills would be beneficial in current vacancies. This is becoming an extremely fruitful way to find great candidates. ODOT’s recruitment team is already seeing the benefits of this recruiting method.

In addition to new marketing methods, ODOT’s recruitment team continues the daily work of screening application materials for suitability and forwarding candidate lists to hiring managers. Recruiters provide guidance to managers on selecting panels, interview questions, and applicant scoring. The following chart reflects the number of applications processed compared to the number of hires:





The Oregon Management Project

Providing stability in leadership helps ensure uninterrupted delivery of services. In addition to our proactive internal support of the Agency’s managers ODOT’s HR Branch is an active participant in the statewide Oregon Management Project being led by the Department of Administrative Services.

The Enterprise Leadership Team representing the twenty-five largest agencies in the state asked the Department of Administrative Services to look at the state’s classification and compensation system for state management. The current system is outdated and creates problems such as compression and compensation that do not align with the market. This project offers an opportunity to evaluate and

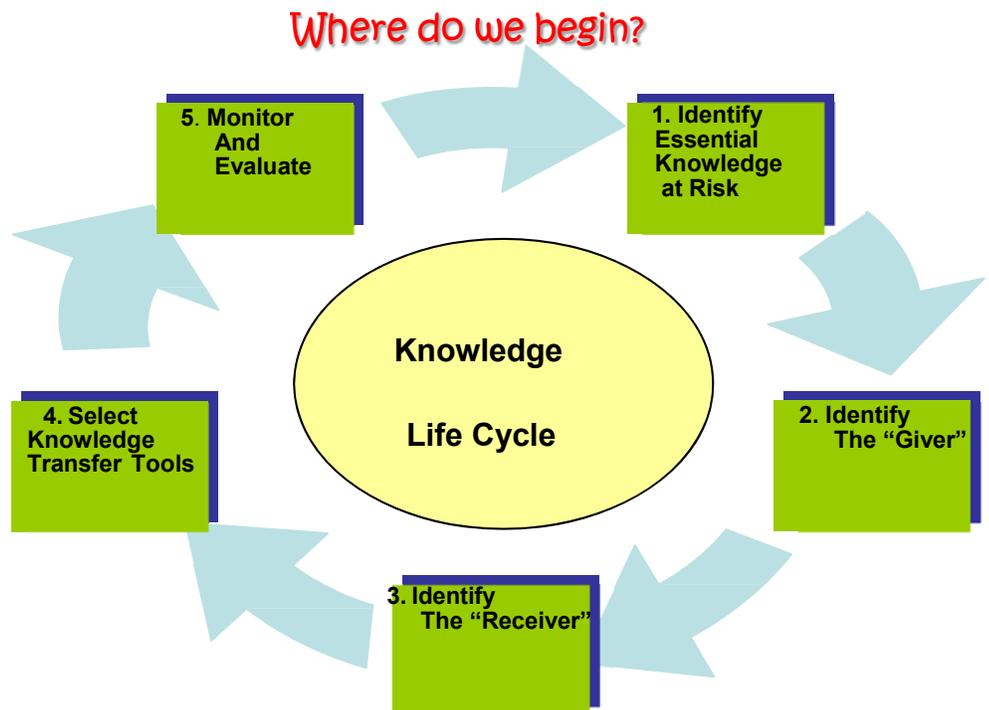
recommend a new compensation philosophy incorporating internal and external equity components and the State’s ability to compensate managers appropriately.

Over the past two years, ODOT staff participated in subject matter expert meetings to develop or identify job families that fit the work done by our managers. This summer ODOT’s classification specialist completed the allocation of more than 360 supervising manager positions into those job families.

The project is currently transitioning between allocating supervising management positions into specific job families and updating the market study and associated costs regarding implementation.

Knowledge Transfer

The transfer of knowledge from tenured employees to those coming up through the ranks of our workforce ensures preservation of institutional knowledge saving both time and resources. This work encourages employee engagement as individuals realize their career plans and aspirations within ODOT. The HR Branch is developing tools and training to help agency leadership plan strategically for the future and build bench strength for critical positions.



The model above was shared recently with the Highway Division’s Transportation Maintenance Managers as a tool for identifying areas of concern and implementing a strategic plan to address bench strength.

Training and tools to work through this process will continue to roll out during the next year from HR to support the business needs and priorities and address the changing demographics of ODOT’s employees.

Diversity Accomplishments

The diversity of our workforce is engrained in our agency mission and values. Honoring and respecting individual differences ensures that people from diverse backgrounds have opportunities to work for ODOT.

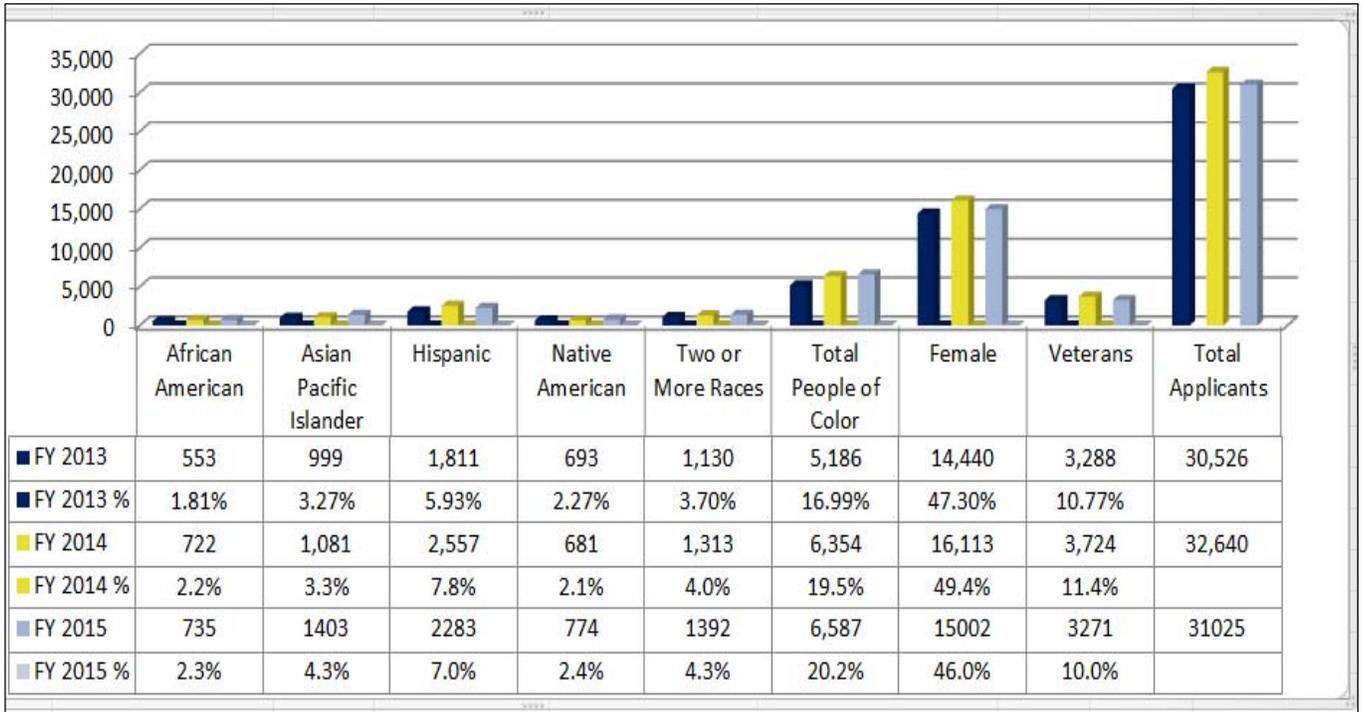
Several years ago HR leadership developed a cultural competency training program. Three training modules, delivered primarily via a cadre of trained ODOT employees, take employees through progressively more thoughtful discussions about diversity awareness and inclusion. A recent survey demonstrated that these trainings have had a positive effect. Culturally competent managers and employees can create a welcoming and inclusive environment for new employees and current coworkers.

The agency’s Council for Diversity and Inclusion is currently led by Director Garrett. The council supports managers in furthering the agency’s goals and creating a diverse workforce. The Council provides oversight and support to geographically situated Diversity Action Teams that share information and develop cultural activities or events at the local level.

In regard to our Affirmative Action Plan Goals, ODOT has continued to make progress in the past year. The following chart shows areas of growth as well as opportunities for improvement.

Goal	EEO-4	2014	2015	2015-2014 Difference	Status
Increase number of people with disabilities.	A - Officials and Administrators/Executive	9	7	-2	
	B - Professional	58	57	-1	
	G - Skilled Crafts	11	9	-2	
Increase the number of women.	A - Officials and Administrators/Executive	97	99	2	
	G - Skilled Crafts	74	71	-3	
Increase the number of historically under-represented minorities.	B - Professional	103	111	8	
	G - Skilled Crafts	68	78	10	

The following chart shows the diversity of applicants to ODOT job postings. Despite a slight decrease in the total number of applicants, there is a slight increase in applications from people of color.



### Diversity Research

HR is currently doing research regarding potential disparate impacts to people from diverse communities applying to work at ODOT. Tracking diversity candidates through the application and hiring phases is facilitating a better understanding of how the workforce is established. This work is being augmented by review of exit surveys from employees who leave the agency voluntarily.

Efforts to reach out to diverse communities occur through initiatives such as the maintenance trainee, graduate engineering, and college internship programs. Recruiters also attend career fairs at higher learning institutes and in diverse communities. Participation by ODOT staff in AASHTO TRAC and RIDES programs at the high school, middle school, and elementary school levels, also promote interest in careers at ODOT.

### Conclusion

HR, as a strategic business partner, supports the agency's needs and priorities that fulfill the mission of providing a safe and efficient transportation system to Oregonians. Two areas identified as crucial to the success of ODOT are effective succession planning and attention to sustaining the diverse and talented workforce. We have introduced training, information, and tools to agency managers to support the continued delivery of the agency's mission.