



HR Updates on Workforce Initiatives

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Office of Human Resources

Recruit, Train and Retain – A Focus on Our Workforce

- Our employees are our greatest asset
- The Office of Human Resources is committed to fostering a culture of innovation and collaboration throughout the entire life-cycle

National Workforce Trends

- Increase in number of employees eligible for retirement
- Employees entering workforce today are interested in multiple “careers” throughout their work life
- Decrease in average tenure on job
- Rapid changes in work due to increase in new technologies
- Increase in competition for qualified employees

Impact to GDOT?

- In order to be competitive in today's market place, GDOT must be strategic in how we:
 - Recruit and attract new employees
 - Train and develop our existing staff
 - Successful in current role
 - Prepare for future positions
 - Retain our existing workforce
- Requires targeted workforce planning and development
 - Data driven focus

Data Analysis

- Data analysis provides opportunities for HR to collaborate with GDOT management on workforce planning decisions
 - Forecast retirements and analyze positions with weak “bench strength”
 - Engage in knowledge management activities
 - Coordinate a variety of succession planning efforts
 - Develop specialized recruitment plans

HR's Innovative and Collaborative Approach to Data Analysis

- Partnered with GA Tech in the development of a workforce planning and data tool to leverage and analyze employee data
 - Retirement Projections
 - Knowledge Loss Risk Assessments
 - Network Analyses
 - Succession Planning



Screenshot of Mapping Feature Engineers with PE License



Name	District-Area	Working Title	Tenure at Position	Pay Grade	PE	EIT	Address	<0	0-1	1-3	3-5	5-10	>10
	6-0	Mgr 2, Civil Engineering	1-3	O	Yes		500 Joe Frank Harris Pkwy , Cartersville, GA 30120	0	0	0	0	1	0
	0-0	Civil Engineering 3	1-3	K	Yes		600 West Peachtree NW, Atlanta, GA 30308	0	0	0	0	0	1
	0-0	Program Mgr (Non-IT) 2	1-3	O	Yes		600 West Peachtree NW, Atlanta, GA 30308	1	0	0	0	0	0
	0-0	Sr Mgr 1, Transport Specialist	1-3	Q	Yes		600 West Peachtree NW, Atlanta, GA 30308	0	0	0	0	0	1
	0-0	Transportation Specialist 5	1-3	M	Yes		600 West Peachtree NW, Atlanta, GA 30308	0	0	0	0	1	0
	0-0	Mgr 1, Civil Engineering	1-3	N	Yes		600 West Peachtree NW, Atlanta, GA 30308	0	0	0	0	0	1

Screenshot of Cross Training Module

Cross Training Module

Part 1 - Position Identification

Select Uniqueness Criteria
Basic
Select Criticality Criteria
Basic

District / Area
Working Title

Employees
☐ Show Employees at High-Importance Positions

Absence Impact
3 - High Impact
Position Uniqueness
3 - Unique

Position Criticality
3 - Critical
Resource Availability
3 - High(full support)

Position Evaluation

A radar chart with four axes: Absence Impact (top), Position Uniqueness (right), Position Criticality (bottom), and Resource Availability (left). The chart is a red diamond shape, indicating a balanced evaluation across all four criteria.

Part 2 - Trainer Selection

District / Area
Working Title

Potential Candidate List

Positional Importance
-SELECT
Tenure at Position
-SELECT

Willingness
-SELECT-
Time Availability
-SELECT-

Trainer Evaluation

A radar chart with four axes: Positional Importance (top), Tenure at Position (right), Willingness (bottom), and Time Availability (left). The chart is a red diamond shape, indicating a balanced evaluation across all four criteria.

Part 3 - Trainee Selection #1

District / Area
Working Title

Potential Candidate List

Position Level
-SELECT
Skill Set
-SELECT

Willingness
-SELECT-
Time Availability
-SELECT-

Trainee #1 Evaluation

A radar chart with four axes: Position Level (top), Skill Set (right), Willingness (bottom), and Time Availability (left). The chart is a red diamond shape, indicating a balanced evaluation across all four criteria.

Part 3 - Trainee Selection #2

District / Area
Working Title

Potential Candidate List

Position Level
-SELECT
Skill Set
-SELECT

Willingness
-SELECT-
Time Availability
-SELECT-

Trainee #2 Evaluation

A radar chart with four axes: Position Level (top), Skill Set (right), Willingness (bottom), and Time Availability (left). The chart is a red diamond shape, indicating a balanced evaluation across all four criteria.

Turnover Data Analysis

- Turnover in 2 major program areas
 - Civil engineers – early to mid-level employees
 - Field maintenance staff – high turnover early in career
- Impact of Turnover
 - Loss of institutional knowledge
 - Impact to operations
 - Impact to future applicant pools

Examples of Innovative Training and Retention Strategies

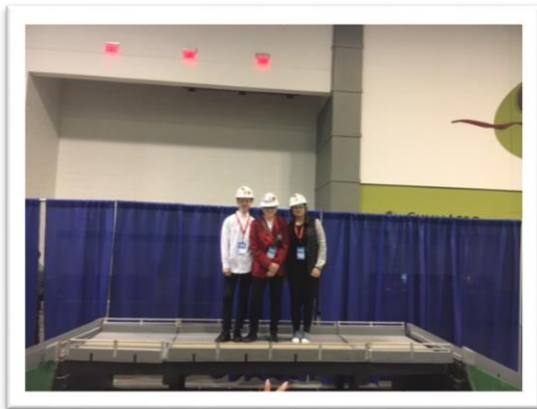
- Field Maintenance Staff
 - Bootcamp for new employees
 - CDL incentive program
- Civil Engineer Staff
 - Road Design's RAPID Program
 - PEDP
- Supervisor/Management Staff
 - Management Development Program
 - Innovative ideas from group projects
 - District Leadership Programs
- Mentoring/Networking
 - GDOTConnect
 - Informal mentoring / job shadowing
- Traffic Operations
 - Innovative software development
 - AUDI
 - Signals
- In-House Academies
 - Foreman
 - Area Manager
 - Project Engineer

Recruitment Efforts

- Areas of focus for specialized recruitment
 - Civil Engineers (CE2s)
 - Construction Management Engineers (CMEs)
 - HERO Operators
 - Maintenance Labor Temps (MLTs) and Equipment Operators
 - Interns and Co-ops
- Developing pipeline of qualified employees is critical to long-term success of GDOT

Recruitment Efforts

- Areas of focus for specialized recruitment
 - College career fairs
 - Community outreach events
 - Military recruitment fairs
 - Partnerships with various public and private sector organizations



College Career Fairs – Spring 2019

- 1/15 – Florida State University/FAMU
- 1/22 - Clemson
- 1/24 – University of South Carolina
- 1/31 – University of Georgia
- 2/5 - Georgia State
- 2/6 - Georgia Southern
- 2/11 – University of Tennessee
- 2/12 - Georgia Tech
- 2/12 – Auburn/Morehouse
- 2/13 - UAB
- 2/14 - Alabama A&M
- 2/19 - Kennesaw State
- 2/21 – University of Alabama
- 2/21 – North Carolina A&T
- 2/27 – University of North Florida
- 2/27 - Citadel
- 2/28 - Tennessee Tech
- 3/5 - Georgia State
- 4/17 - Savannah State

Results of Recruitment Efforts

- Civil Engineers (CE2) and Construction Management Engineers (CME)
 - 2018
 - 91 Contingent offers were made
 - 46 have started
 - 86% of offers come schools where we attend events
 - 2019 year to date
 - 24 Contingent offers made
 - 14 have accepted
 - 92% of offers come schools where we attend events

Recruitment Efforts

- Maintenance Labor Temps and Equipment Operators
 - Partnerships with Districts and local organizations
 - Attends over 200 different events each year across the State

GDOT District 1

- Goodwill Careers, Athens Dept. of Family Services, DOL – Habersham, Gainesville, Toccoa, Cornelia, Berean Christian Church

GDOT District 2

- DOL-Milledgeville, DOL-Newton/Madison, DOL- Augusta, DOL-Sandersville, DOL-Dublin, Chamber of Commerce-Madison, Chamber of Commerce- Covington/Newton, Chambers of Commerce-Sandersville/Washington County, Oconee Falls Technical College, Newton County Community Partnership, One Heart Ministries, Developmental Authority of Washington County, Washington High School-Sandersville

GDOT District 3

- Griffin DOL, West Georgia Tech college, Lagrange DOL, Columbus DOL, Warner Robins job fair, Job Fair DOL Lagrange, Columbus State University Job fair, Fort Benning, HELMS career Center, LaGrange Public Library

GDOT District 4

- DOL-Tifton, Moultrie, Albany, Chambers of Commerce- Albany, Turner Job Corps-Albany, Department of Family and Child Services TANF Program, Fatherhood Program, Chambers of Commerce, Wiregrass Tech, Albany Tech, South GA College, Lowndes County goodwill, Moody Airforce base

GDOT District 5

- DOL-Savannah, Brunswick, Hinesville, Bulloch, Ware, Turner Job Corps, Waycross Vocational Rehabilitation Center, Reidsville Vocational Rehabilitation Center, Goodwill Employment Services-Jesup, Chambers of Commerce, Statesboro Job fair

GDOT District 6

- Cartersville DOL, Carrollton DOL, Job Fair at DOT Cartersville, Goodwill: Calhoun, Carrollton, Rome, Congressmen Drew Ferguson Event

GDOT District 7

- Atlanta Work Source of Atlanta, Georgia Works, Job Corps, Fortis College, Recruit Military, Job Fair at DOT Chamblee, Work Source ATL, DOL Cobb job Fair, Workforce Fulton Job Fair, DeKalb Fatherhood, Goodwill: Southlake Mall, Greenbriar, Congressman David Scott's event, Beulah Baptist Event

Recruitment Efforts

- HERO Operators
 - Hired over 80 trainees since December 2017
 - Targeted recruitment events
 - Recruit Military Career Fair
 - Solider for Life/Military bases
 - Westside Works



GDOT Internship Program

Infusing Change

- Meeting held August 2018 with all of the Interns statewide at One Georgia Center
- Gauge the effectiveness of the program through direct feedback from interns
- Survey was completed using innovative technology
 - “Poll Everywhere” which allows users to text in answers
 - Mad Libs
 - Group exercise



GDOT Internship Program

Infusing Change

- How will providing quality internships infuse change?
 - Creates positive perception of the Department in Universities
 - Assures an experiential learning experience for interns
 - Lays the groundwork for when the interns become full time employees
 - Provides for a better quality relationship with the intern, which will allow them to “Experience GDOT”



Summary

Workforce Initiatives

HR is proud to be part of the team making GDOT better through innovative and collaborative workforce initiatives.

These initiatives take the entire GDOT team - from executive management, to our district engineers, office heads, supervisors, employees and interns – all bringing ideas to the table to make GDOT better and to enhance the GDOT Experience.