

Strategic Plan for the Committee on Human Resources

As approved by the Strategic Management Committee, September 22, 2018

Goal 1: Develop recommendations for talent management strategies

The Committee on Human Resources will collaborate with its member departments to develop a comprehensive approach regarding talent acquisition, on-boarding, mentoring, retention of employees, and diversity and inclusion.

1.1 Talent Acquisition

Collect a variety of practices for the talent acquisition of employees to include ideas, like advertising, the use of social media, development of recruitment tools, career fairs, internships, etc.

1.2 On-boarding

Collect a variety of strategies for on-boarding of employees, including the use of technology, E-verify, and first day strategies

1.3 Mentoring

Collect a variety of strategies and tools used by member states regarding the mentoring of their employees

1.4 Retention

Collect and develop a tool box of ideas from member states regarding the retention of their employees, including ideas related to teleworking, educational assistance, training, work-life balance, community involvement, etc.

1.5 Diversity and Inclusion

Collect strategies, tools, and training from member states regarding diversity and inclusion practices to include reflecting diversity in our workforce, developing cultural competence, identifying barriers to employment, and incorporating into our processes and systems

Implementation Actions:

- Re-institute an HR tool box of ideas and best practices to be hosted on the AASHTO website. It is preferred this will be located so that it is easily accessible to all AASHTO committee members.
- The Human Resources Committee will collect from its members, as well as other private sector or governmental resources, best practices related to recruitment, on-boarding, mentoring, and retention. This information will be

made available to all AASHTO committee members in the HR Toolbox hosted on the AASHTO website.

Goal 2: Collaborate with AASHTO Committees to Develop a Coordinated Workforce Development Strategy

The Committee on Human Resources will collaborate with the AASHTO Committees to develop a coordinated workforce development strategy to include both technical and employee development training courses.

2.1 Conduct Roundtable Meetings with AASHTO Committee Leadership

The committee will hold roundtable meetings with the leadership from the various AASHTO Committees to develop a coordinated workforce development strategy.

2.2 Provide learning opportunities for the AASHTO HR Community

The committee will coordinate learning opportunities for AASHTO HR Community members throughout the year and at the annual AASHTO event. This may be in the form of collaborative sharing of best practices or supported by outside vendors to help the community to keep pace with emerging trends in the area of human capital.

Implementation Actions:

- With the intent to expand the discussion and the collective knowledge of AASHTO members regarding workforce development, the Committee on Human Resources will host round table discussions at the annual AASHTO Spring Meetings. The leadership of each committee will be invited to participate in these discussions.
- The relevant information from these roundtable discussions will be posted in the HR Toolbox on the AASHTO website.
- The AASHTO HR committee leadership will coordinate training events throughout the year and coordinate the agenda for the annual AASHTO meeting.

Goal 3: Develop Research Projects for Best Practices in Workforce and Succession Planning as well as other emerging strategic human resource issues

The Committee on Human Resources will evaluate concepts for research and submit research proposal to delineate best practices that exist in public and private organizations for workforce and succession planning and other emerging human resource issues.

3.1 Submit research proposals for consideration in the areas of workforce and succession planning as well as other related strategic human resource issues.

It will be of value to state transportation organizations to not have to reinvent the wheel as they address workforce and succession planning as well as other emerging human resource issues.

Implementation Actions:

- The Committee on Human Resources will annually evaluate ideas for research that will have value to the AASHTO community in relation to human resource issues.

Goal 4: Determine Key Human Resources Metrics and collect Annual Data from Member States

The Committee on Human Resources will determine the key strategic human resource metrics, define those metrics, and then collect annual metric data from all member states, publishing the results along with the Annual Salary Survey.

4.1 Determine and define the human resources metrics

The committee will commission a task force made up of committee members to determine what the metrics are. Additionally, they will define what those metrics are so states will all report the data using a common approach.

Implementation Actions:

- Initially collect workforce demographic data from member states on the following:
 - Number of full-time, part-time, temporary, seasonal employees
 - Number of employees eligible to retire in 1, 3, and 5 years
 - Age breakdown of employees
 - Age breakdown of new employees
 - Number of employees with 5 years or less experience
- Create a task force to develop the HR metrics to be collected, definition of those metrics, and a process for collection of the data
- Report annually to the Committee on Human Resources and the Committee on Agency Administration