

# Workforce Development

## Focus on Recruitment & Retention

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MAKE YOUR MARK ON THE FUTURE OF TRANSPORTATION!



**3,300**  
**BRIDGE**  
**STRUCTURES**  
OWNED AND MAINTAINED

**3** TALGO TRAIN SETS IN THE  
AMTRAK CASCADES FLEET



WHILE MANAGING THE PALOUSE RIVER  
AND COULEE CITY RAIL SYSTEM

**18,600**

LANE MILES OF STATE  
HIGHWAYS OPERATED  
AND MAINTAINED



RUNS THE LARGEST  
FERRY SYSTEM IN  
THE NATION WITH

**24.2**

MILLION



PASSENGERS A YEAR



**3**

PUBLIC  
TRANSPORTATION  
SYSTEMS



**7,000**  
**EMPLOYEES**



### Goal Definition

Be an employer of choice, creating a modern workforce while attracting and retaining quality workers to deliver our legislative, regulatory, and service requirements

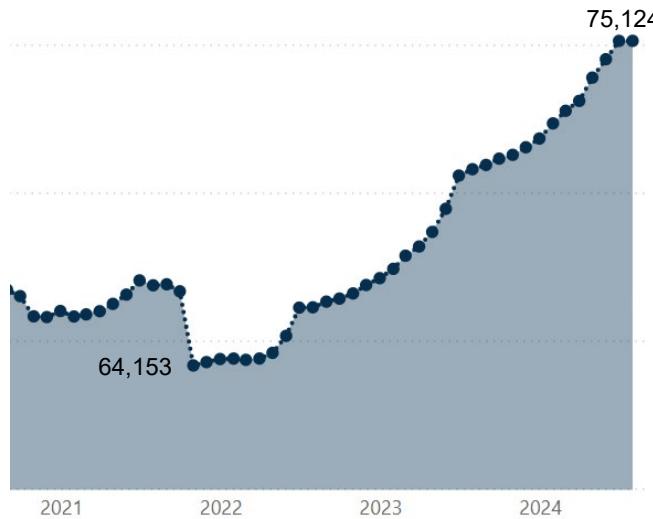


# Workforce Levels

## WSDOT



## Enterprise

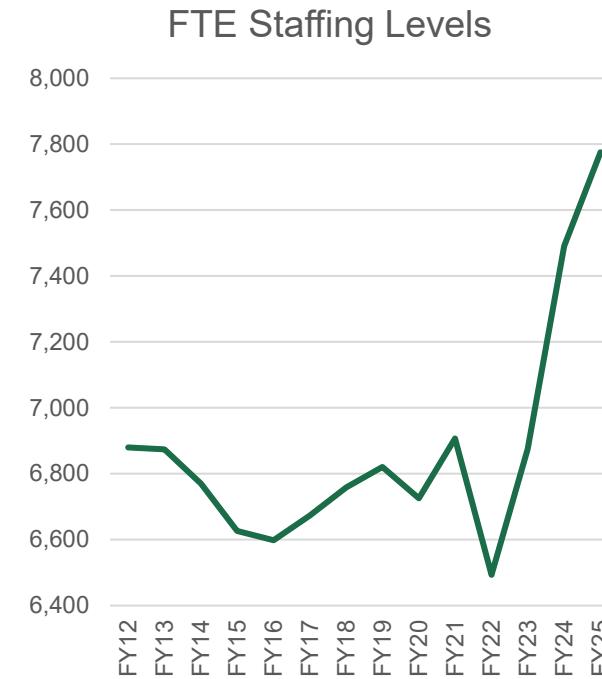


From October 2021 to June 2024, WSDOT workforce increased by 18% and the Enterprise increased by 17%.

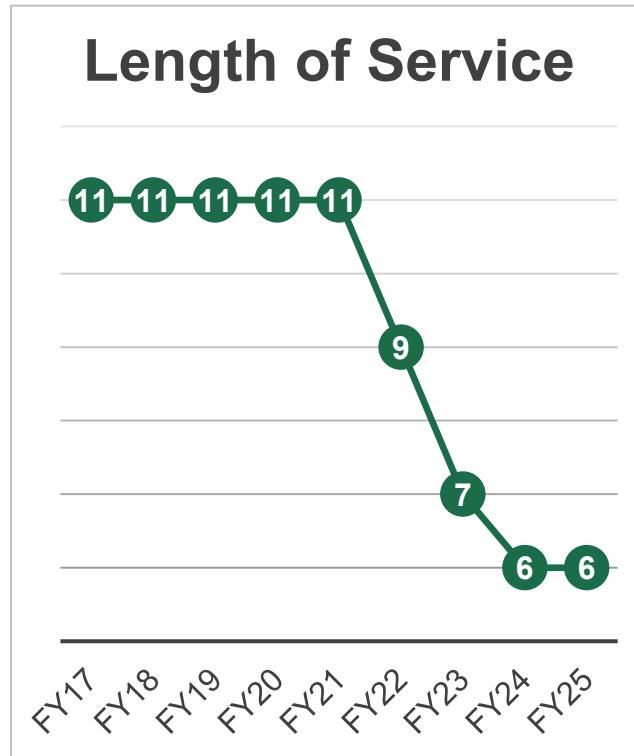


# WSDOT Workforce Growth

- Looking back several fiscal years, there is no precedent matching the rate of workforce growth we have experienced.
- As a result, we have seen significant shifts in our workforce profile with respect to:
  - Years of Service
  - People of Color
- Remaining the same is the percentage of males to females (approximately 25% of staff identify as female).



# WSDOT Median Length of Service



As of August 2024:

- 37% of our workforce have been in their current appointment for one year or less.
- 57% of our workforce have been in their current appointment for two years or less.
- 20% of our workforce have been in their current appointment for five years or more.



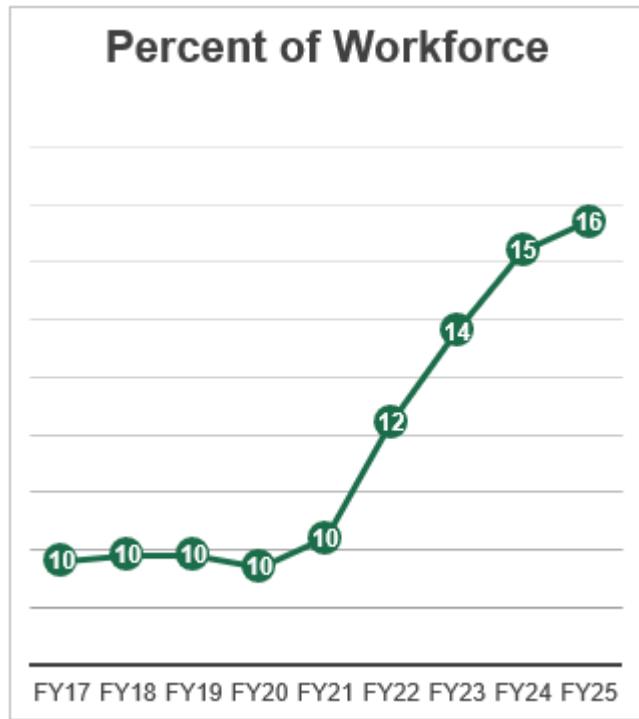
# Engagement: 2 or less years of service

## Key Drivers of Engagement

Impact	Name	Responses	Distribution	2024 WSDOT Overall
	I feel valued as an employee at my agency/institution.	555	<div style="width: 79%; background-color: #28a745; height: 10px; display: inline-block;"></div> 79% <div style="width: 12%; background-color: #ffc107; height: 10px; display: inline-block;"></div> 12% <div style="width: 9%; background-color: #dc3545; height: 10px; display: inline-block;"></div> 9%	<b>71%</b>
	I feel as if I belong at my agency/institution.	557	<div style="width: 81%; background-color: #28a745; height: 10px; display: inline-block;"></div> 81% <div style="width: 12%; background-color: #ffc107; height: 10px; display: inline-block;"></div> 12% <div style="width: 7%; background-color: #dc3545; height: 10px; display: inline-block;"></div> 7%	<b>75%</b>



# WSDOT People of Color



For WSDOT employees with two or less years experience, 1 of 4 identify as a person of color.

For WSDOT employees with five or more years state service, 1 of 7 identify as a person of color.



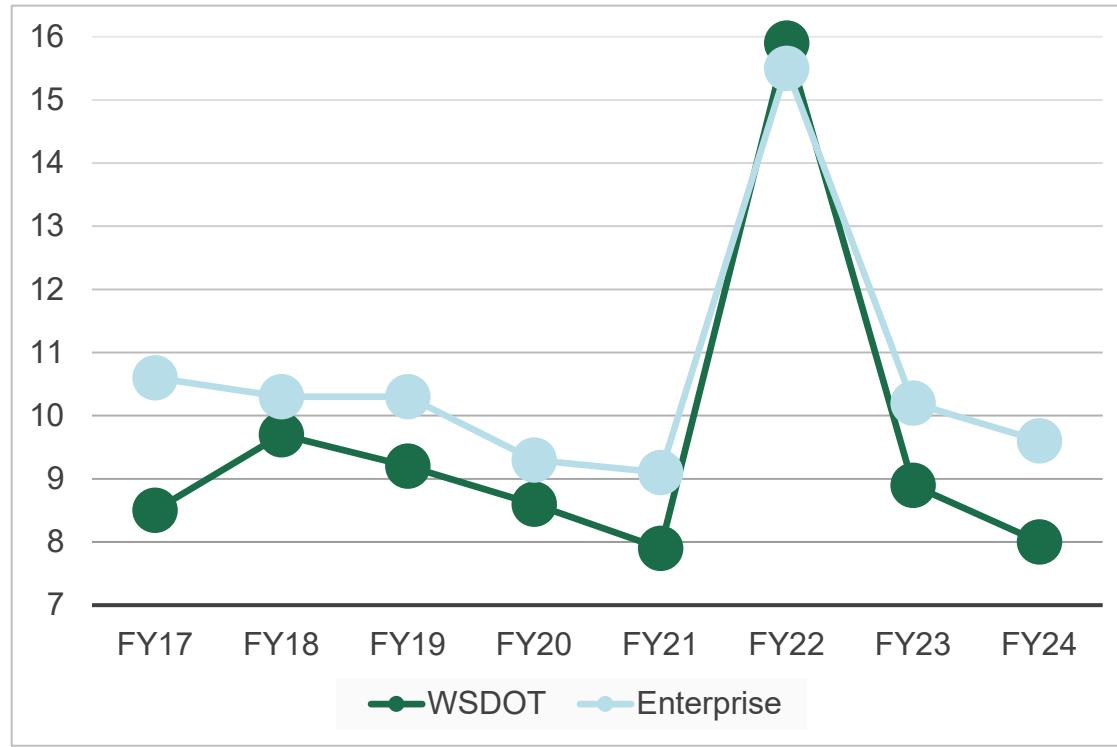
# Engagement: 2 or less years of service persons of color

## Key Drivers of Engagement ▾

Impact	Name	Responses	Distribution	2024 WSDOT Overall
	I feel as if I belong at my agency/institution.	122	<div style="width: 84%; background-color: #28a745;"></div> 84% <div style="width: 7%; background-color: #ffc107;"></div> 7% <div style="width: 9%; background-color: #dc3545;"></div> 9%	75%
	I feel valued as an employee at my agency/institution.	122	<div style="width: 80%; background-color: #28a745;"></div> 80% <div style="width: 11%; background-color: #ffc107;"></div> 11% <div style="width: 8%; background-color: #dc3545;"></div> 8%	71%

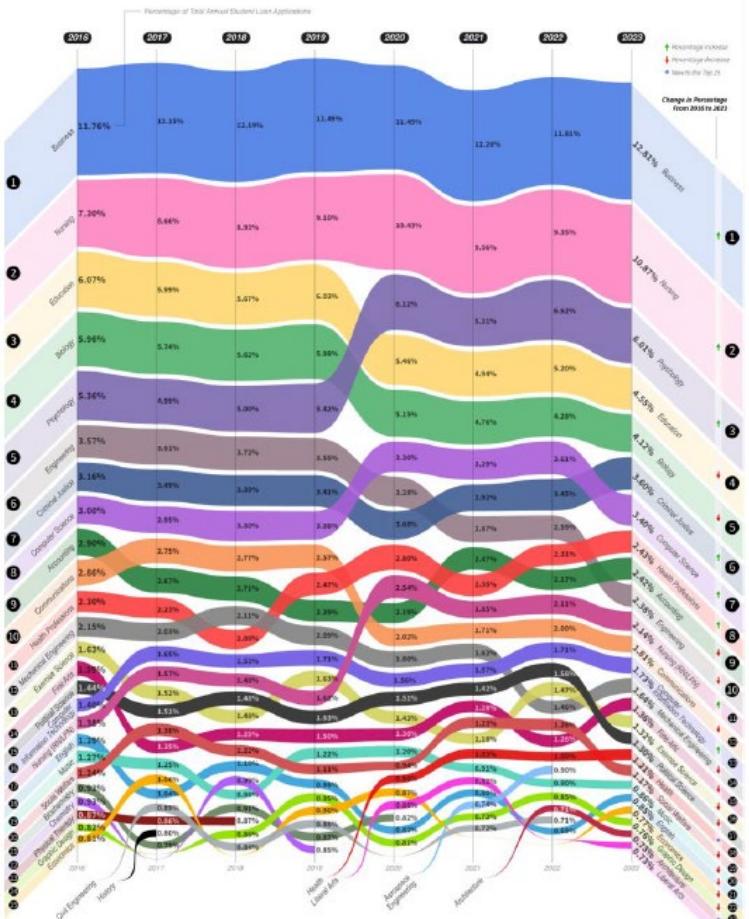


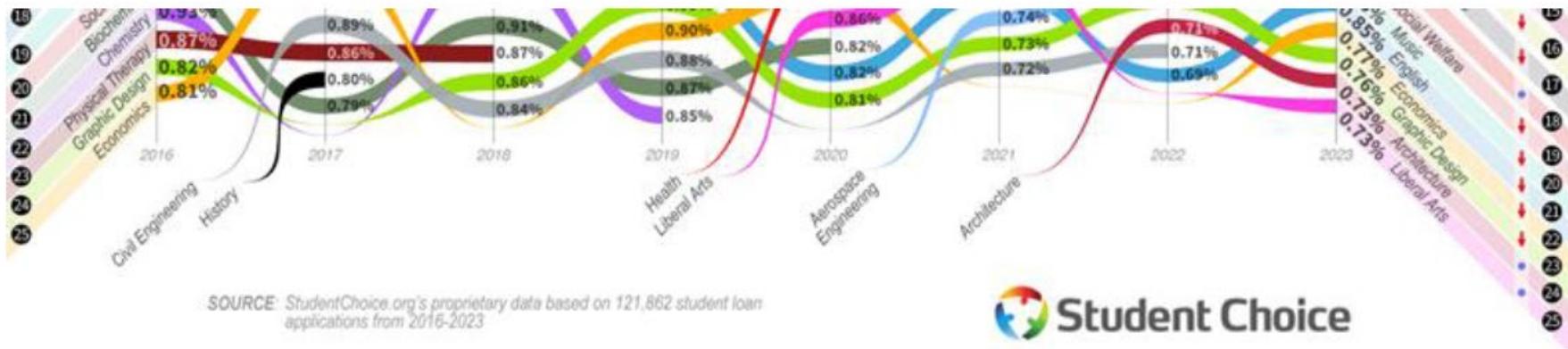
# Turnover Rates by Fiscal Year



# HOW HAVE THE TOP 25 MOST POPULAR COLLEGE MAJORS CHANGED OVER TIME?

Based on an analysis of 121,862 undergraduate student loan applications submitted from 2016 to 2023.





 **Student Choice**



# In-training Programs



- Permanent positions WSDOT uses to define training steps to train employees to successfully perform the full-scope and responsibilities of the position.
- Each “in-training” position must have an approved in-training plan.
- Offers flexibility and career path development.
- Two career paths:
  - Qualified applicant (with requisite knowledge and experience) hired at goal class
  - Applicant (with partial requisite knowledge and experience) hired at a lower level and into an in-training plan



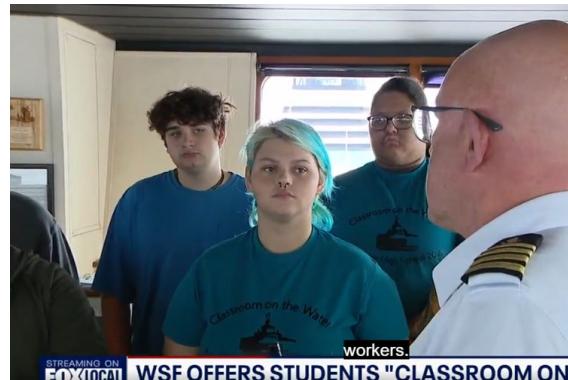
# High school to HIGHWAYS



# H2H: Civil Engineering Technician



# Classroom on the Water



- Partnership with Maritime Highschool
- Allows students to expand their knowledge they are learning from their coursework – map and navigational skills, engine room, crew operations, emergency situations



# UW Fellowship Program

**W** CIVIL & ENVIRONMENTAL ENGINEERING  
UNIVERSITY *of* WASHINGTON





**YOU  
BELONG  
HERE**

WSDOT CULTURE OF BELONGING



# **The labor force is shrinking!**



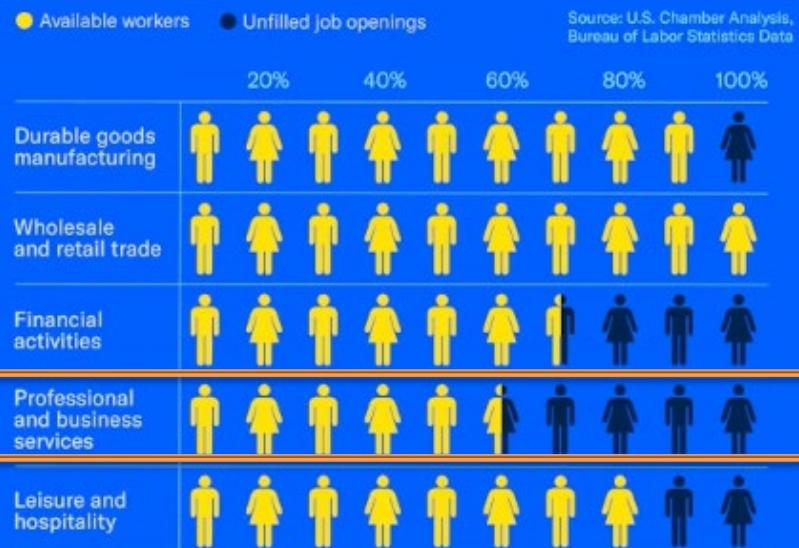
According to the U.S. Chamber of Commerce, there are nearly 7.7 million job openings in the United States – but less than 7.1 million unemployed workers.



U.S. Chamber of Commerce

## Labor force shortage by industry

August 2024



### Professional and Business Services

**55%**

**availability**



Source: U.S. Chamber of Commerce, America Works Data Center 20

U.S. Chamber of Commerce

## Labor force shortage by industry

August 2024

● Available workers   ● Unfilled job openings

Source: U.S. Chamber Analysis,  
Bureau of Labor Statistics Data



### Wholesale and Retail Trade

**100%**  
availability





## Gig economy

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A labor market that relies heavily on temporary and part-time positions filled by independent contractors and freelancers rather than full-time permanent employees.



How many  
**generations** are in  
the current labor  
force?





**Can you name  
the five  
generations  
in the current  
labor force?**

Traditionalist  
*Silent Generation*  
(1925 -1945)

Baby Boomers  
(1946 -1964)

Generation X  
(1965 -1980)

Millennials  
(1981 - 1996)

Generation Z  
(1997 - 2012)



# Generations in the workplace

<u>Traditionalist</u>	<u>Baby Boomer</u>	<u>Generation X</u>
Invention of the radio	The Civil Rights Act of 1964	The introduction of pagers and cell phones
Invention of the telephone	The Vietnam War	Latch-key kids
The Great Depression	Space Travel	Personal computers
Attack on Pearl Harbor	The invention of the television	The Challenger space shuttle disaster
The Korean War	Increased purchasing power via credit cards	Rising divorce rates and influx of single-parent households

Source: Knowledge City® Learning Solutions



# Generations in the workplace

<u>Millennials</u>	<u>Generation Z</u>
9/11 terrorist attacks	Smartphones
Introduction of the World Wide Web	Terrorism and war
Social Networking	The 2008 Great Recession
On-demand entertainment & handheld devices	Mass shootings
24/7 global marketplace (online shopping)	The coronavirus pandemic



Source: Knowledge City® Learning Solutions



What is the  
name of the  
**newest**  
**generation**  
following Gen  
Z?



# Generation Alpha

Term coined by **Mark McCrindle**, founder of the Australian consultancy firm McCrindle Research

"It conforms to the scientific nomenclature of using the Greek alphabet instead of the Latin alphabet and there was no point in going back to A, after all they are *the first generation born fully into the 21st century* and therefore they are the start of something new, not a return to the old".





# Gen Alpha

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- Birth years: 2010-2024
- Iconic Cars: Autonomous vehicle
- Iconic Toys: Fidget spinners
- Musical Devices: Smart speakers
- Marketing: In situ



Gen Alpha

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2010

The iPad was  
launched

Instagram was  
created

“App” was the  
word of the year

- Birth years: 2010-2024
- Iconic Cars: Autonomous vehicle
- Iconic Toys: Fidget spinners
- Musical Devices: Smart speakers
- Marketing: In situ



# In situ Marketing

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**in-situ** *adjective, adverb* 1. in place or position; undisturbed 2. in a localized state or condition



This marketing rule  
determines that a  
prospect needs to “hear”  
the advertiser's message  
**at least this many**  
**times** before they will  
take action:





This term reflects a person's **feelings or perspective** relating to a company's hiring process.





## **Talent Pipelines Focus**

### **Analyze applicant pools and use varied recruiting methods to find exceptional talent.**

- Build an employer brand that positions WSDOT as a desirable place to work for future generations in the labor force.
- Build Diverse pools of qualified applicants; maintain diversity throughout the recruitment process.
- Increase employee retention in key entry level classifications, to include TE2, HMW2, OS/AB.





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## Radio

Also used terrestrial and streaming radio outlets for advertising as well.

Recent ad campaign for Washington State Ferries with Pandora and Spotify.



## Mass media

WSDOT launched two television media campaigns in 2022:

- ✓ 50% of web traffic to our careers page was sourced from a King5 campaign venues.
- ✓ 5% uptick in diversity amongst applicant compared to previous year



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