

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



3 | PUBLIC
TRANSPORTATION
SYSTEMS



RUNS THE LARGEST
FERRY SYSTEM IN
THE NATION WITH
24.2
MILLION
PASSENGERS A YEAR



7,000
EMPLOYEES

18,600

LANE MILES OF STATE
HIGHWAYS OPERATED
AND MAINTAINED





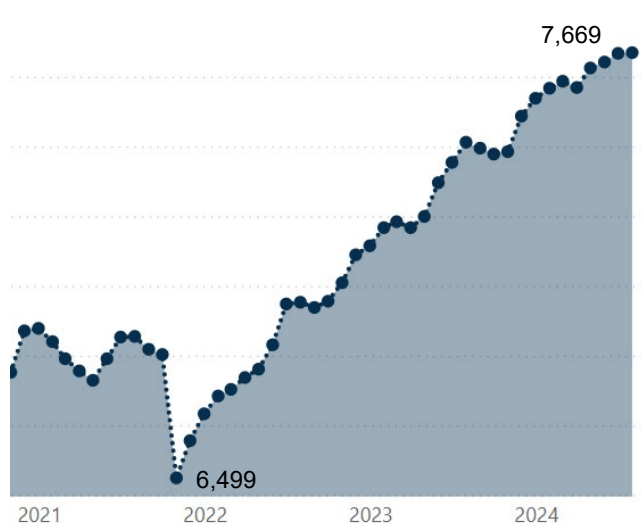
Goal Definition

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

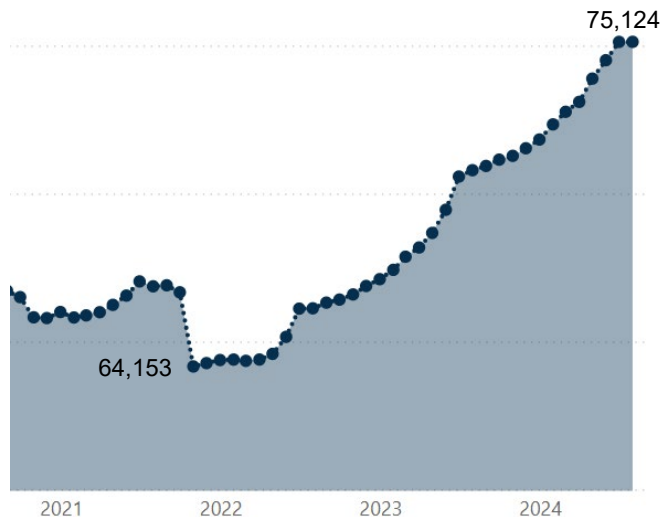


Workforce Levels

WSDOT



Enterprise



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

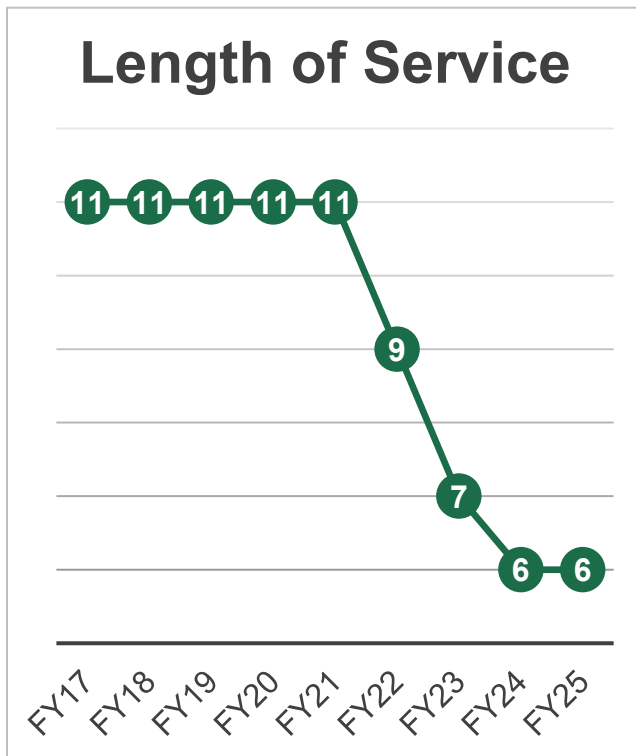


WSDOT Workforce Growth

- 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.



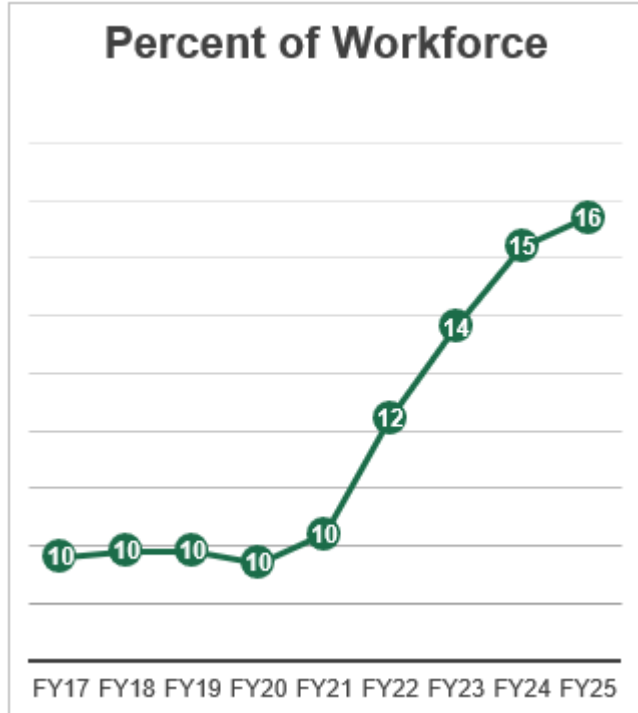
Engagement: 2 or less years of service

Key Drivers of Engagement ▾

Impact	Name	Responses	Distribution	2024 WSDOT Overall
	I feel valued as an employee at my agency/institution.	555	<div><div>79%</div><div>12%</div><div>9%</div></div>	71%
	I feel as if I belong at my agency/institution.	557	<div><div>81%</div><div>12%</div><div>7%</div></div>	75%



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.



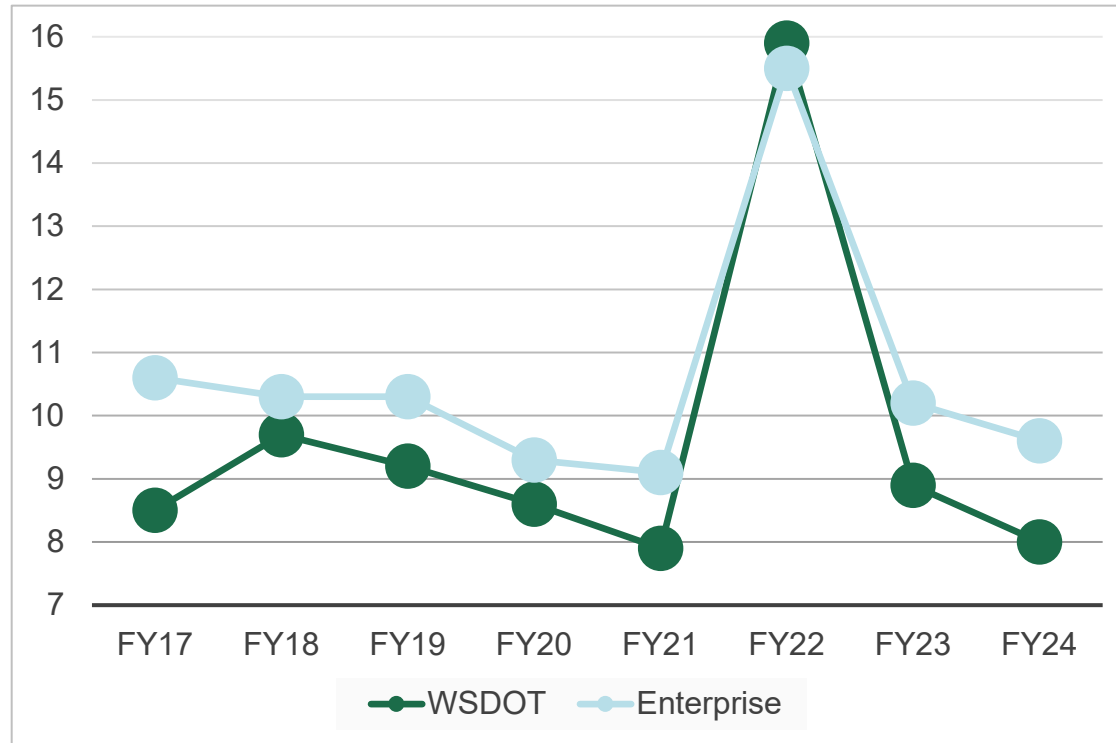
Engagement: 2 or less years of service persons of color

Key Drivers of Engagement ▾

Impact	Name	Responses	Distribution	2024 WSDOT Overall
	I feel as if I belong at my agency/institution.	122	<div><div></div><div>84%</div><div>7%</div><div>9%</div></div>	75%
	I feel valued as an employee at my agency/institution.	122	<div><div></div><div>80%</div><div>11%</div><div>8%</div></div>	71%

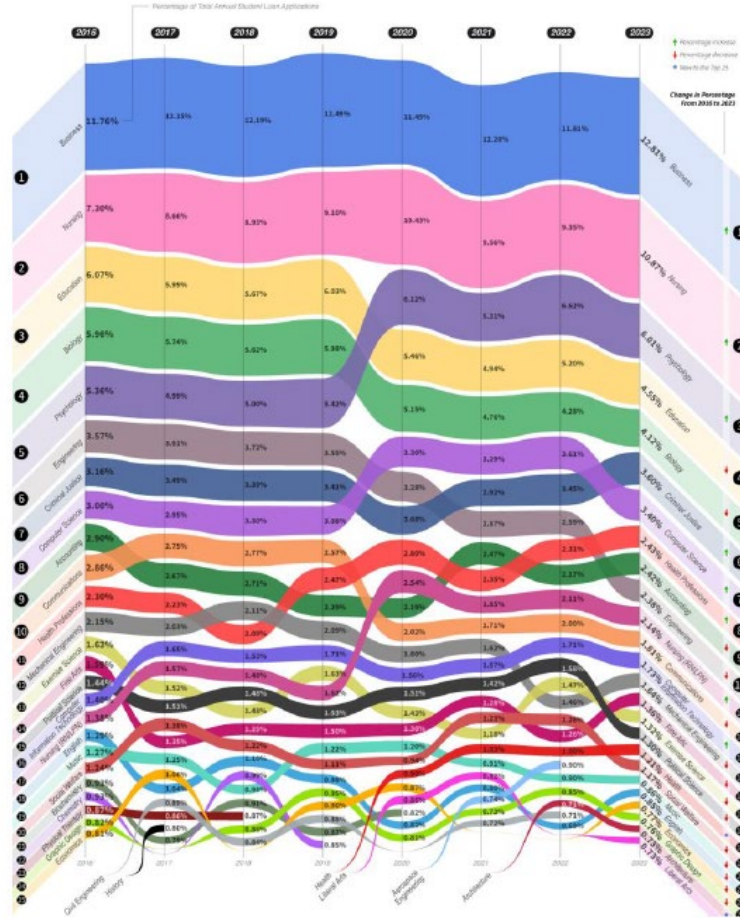


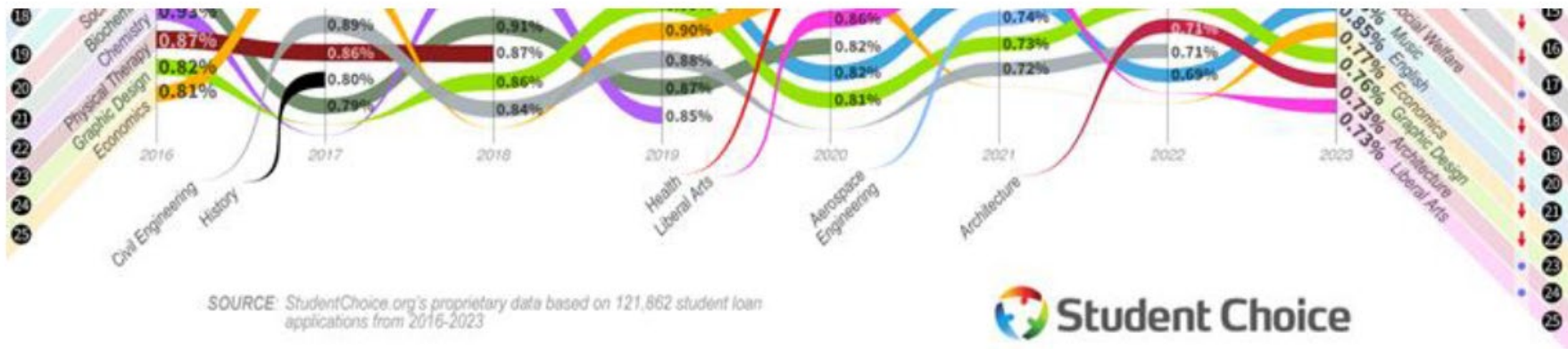
Turnover Rates by Fiscal Year



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

Based on an analysis of 121,022 undergraduate student loan applications submitted from 2016 to 2023.





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



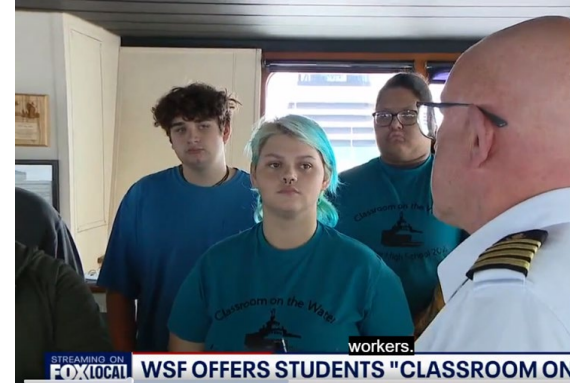
High school to HIGHWAYS



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





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

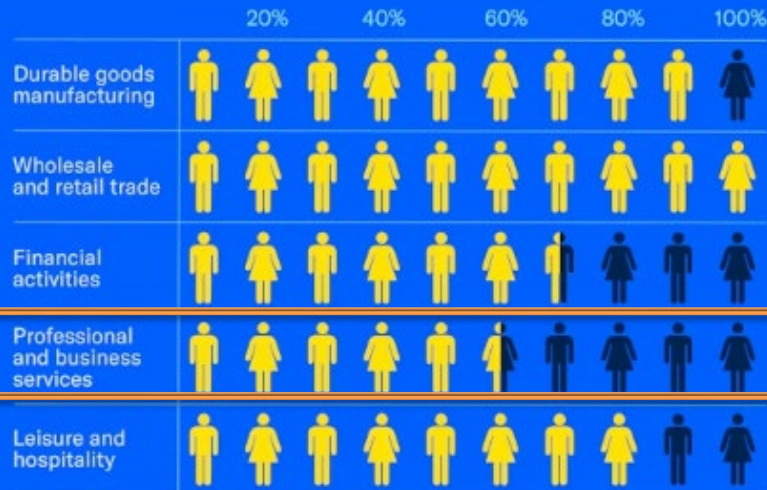
Labor force shortage by industry

August 2024

● Available workers

● Unfilled job openings

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



Professional and Business Services

55%
availability



U.S. Chamber of Commerce

Labor force shortage by industry

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



Wholesale and Retail Trade

100%
availability



An abstract, colorful illustration featuring several hands in various colors (yellow, orange, blue, red) interacting with mechanical parts like gears and a wrench. The style is modern and graphic, with bold lines and a vibrant color palette. The hands are positioned as if working together on a complex task, symbolizing collaboration and labor.

Gig economy

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".



A background image showing three children sitting on the floor, each focused on a mobile device. The child in the foreground is a girl with long dark hair and glasses, wearing a grey shirt. Behind her is a girl with braided hair in a pink shirt. In the background is a boy with curly hair in a white shirt. A large, semi-transparent white circle is overlaid on the left side of the image, containing the title and list.

Gen Alpha

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

2010

Gen Alpha

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- Marketing: In situ

The iPad was
launched

Instagram was
created

“App” was the
word of the year



In situ Marketing

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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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

Radio

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

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



A decorative graphic on the right side of the slide. It features a large black hexagon at the top left, with two smaller white hexagons above it. A line connects the bottom of the large black hexagon to a large white hexagon on the right. Inside the white hexagon is a faint illustration of a hand holding a pen, writing on a piece of paper.

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