Agency Administration Management Committee (AAMC) Business Meeting
2019 AASHTO Agency Administration Conference
May 7, 2019
Baltimore, MD

Note: Due to technical difficulties experienced with the conference line, participation in meeting was limited to those on-site.

I. Welcome and Introductions
   a. Vice Chair – Laura Mester, Michigan DOT
   b. Secretary – Amanda Holland, Office of Management and Budget, State of Alaska

II. Update from the Joint Task Force on Managing the Impact of Digitalization on the DOT Workforces
   Amanda Holland, Committee Secretary
   Report out:
   - AAMC perspective on JFT DIG – See handout at the end of the meeting minutes
   - NCHRP funding available for similar issues - AAMC is encouraged to look for research needs related to agency administration
   - In-person meeting/workshop being held May 8 and 9, 2019 in Baltimore
   
   Discussion:
   - Workforce cuts across all committees - regardless of AASHTO committee structure (provide quick overview structure)
   - AAMC and four committees focus on internal operations of the state DOTs (other committees focus more on products of the state DOTs)
   - Committee strategic plans are on the AASHTO website so committees can see what others are doing and identify opportunities for cross-over collaboration efforts.
   - Opportunity for AAMC to focus more activity there and to offer deliverables/tools that state DOTs can use

   All NCHRP workforce management work has been shared by Andy Lemer, TRB, and is available here.

III. Committee Updates
   a. Knowledge Management – Victoria Sheehan, Chair
   - Officially converted three task forces into subcommittees (1) Strategic Communication; (2) Website; (3) Research
   - Conference agenda reflects need for educating DOTs on KM - what is it, why is it needed, how do organizations start and/or enhance their KM efforts
- Producing white papers on business case for KM - many new CEOs who may find the business case helpful to understand how KM fits into their agencies
- Need more attention paid to metrics - how to measure success in KM
- Partnering with TRB KM task force on providing webinars, resources, and materials
- Research statements developed - e.g., cybersecurity
- TRAC/RIDES program report out - attached to KM committee - working to identify ways to further support TRAC/RIDES program
- More states use TRAC than RIDES - how can we increase RIDES program participation?
- Victoria on 2019 Spring meeting agenda (Park City) for "What is Knowledge Management - and why should I care?"

b. Human Resources – Lee Wilkinson, Chair
- Hosted first-ever round table at Franklin AASHTO meeting - topic was HR
- Four goals in strategic plan - assigned each goal to a regional representative and they have begun working on the goals
- Offered/offering 3 webinars - 2 done, over 100 attendees - last webinar to be scheduled
- Metrics survey - finding out what HR metrics DOTs are using - will use to set benchmark HR metrics
- Salary survey – anticipated late May 2019 (available for download at AASHTO Bookstore).
- Conference agenda focused on workforce and the future of work
- In the process of filling the Region 1 rep position
- Leadership team meets monthly to monitor progress and discuss strategic plan and action items
- Most active year for HR committee in several years - benefit from AASHTO restructure and strategic and action plan

c. Civil Rights – Greg Davis, Chair
- Draft of strategic plan is finished - hope to approve draft at business meeting May 8
- MAASTO regional rep role was vacant (filled in June 2019 by Kim Watson, Ohio)
- Monthly steering committee meetings held by phone
- Newly created DBE program policy task force
- Promoting more peer exchanges between state DOTs
- Challenge - incorporate what we do in civil rights arena into DOTs and AASHTO committees - how can civil rights work with state agencies to improve state’s ability to meet DBE goals
- Challenge - meeting requirements for new types of projects - FHWA just released a new handbook for alternative procurement methods
- Challenge - coordinating/adjusting to new AAMC meeting - typically have different focus every other year - regional meeting years focus on higher level training, off-years focus on general training
- Focusing on more knowledge transfer due to upcoming retirements
- Encouraging new civil rights dot employees to be active on the national level, getting them involved early
Discussion:

- Might be good to look at civil rights every other year focus - could be mirrored in other committees - this could help people to attend the most beneficial training - maybe have one year provide more robust training, etc.
- People are missing some of the presentations because the committees overlap - pros and cons of consolidated meeting

IV. Finalize Committee’s Strategic Plan

Discussion:

- Wanda: More audit focus needs to be incorporated into strategic plan. Perhaps Goal 3
- Lee: In the key performance metrics, perhaps there’s an audit fit.
- For further discussion: bring Audit into AAMC conference
  - Internal/External Audit: if not co-locating conference, chair or vice-chair or liaison should attend AAMC meeting.
  - Jenet Adem, Committee on Internal/External Audit liaison, provided audit perspective to Clarisse to incorporate to AAMC strategic plan.

V. Development of 2019-2020 Action Plan

- Need to discuss with AAMC chair
- What goals do we want to focus on this year? - from the strategic plan
- Partner with other committees to see if there is an opportunity for collaboration - e.g., HR committee metrics and strategic goal #2 in AAMC

VI. 2020 Conference

Discussion about joint sessions and session planning:

- KM committee conflicted - like joint sessions but also want time for KM specific sessions - many overlapping committee members
- Recommend more joint sessions in 2020
- HR committee plans to extend conference time in 2020 to allow more time to find balance between multiple committees meeting together
- Offer sessions multiple times so people have more than one opportunity to attend certain conferences
- What do the joint sessions need to look like? – how to make applicable to all committees?
- Conference planning - facilitate calls between committee chairs to work out together what the joint sessions should look like
- When agenda gets to certain point, pass it out and have people indicate which sessions they would go to? Help find out which sessions people would be most interested in
- Need to start planning process much earlier
• Can do content planning independently of the location planning - this allows for more planning and prep time for each committee and more time to find presenters/presentation topics
• AAMC sponsored joint session or hosted session?
• Share value of AAMC and look at topics beyond/outside the four committees
• Need to step up our game on the general sessions

VII. Other Business
VIII. Adjourn

AAMC Perspective on the Impacts of Digitalization on State DOT Workforces

AAMC General Purpose Statement
The Agency Administration Managing Committee shall focus on the internal administration of the Member Departments, including general administrative topics, workforce development, civil rights, internal and external audit, personnel and human resources issues, as well as the new priority topic of knowledge management. The committee will ballot policies and technical documents developed by the committees that report to it. The Internal and External Audit, Human Resources, Civil Rights, and Knowledge Management Committees will report to the Agency Administration Managing Committee.

AAMC Strategic Goals
Goal 1: Workforce Management
Collaborate to develop a comprehensive approach to what the transportation workforce needs to look like in the future, and identify trends and methods for closing any gaps

Goal 2: Key Performance Metrics
Establish key performance metrics within each of its committees that can be used across the state DOTs

Goal 3: Research and Technical Support
Develop research projects in emerging transportation administration and management issues to delineate best practices that exist in public and private organizations

Goal 4: Coordination and Communication
Collaborate with AASHTO committees that share similar goals to work together towards shared goals and reduce duplicative efforts

Goal 5: Administrative Leadership

We all recognize we are at an inflection point of transportation. Technology is changing fast, the way we do our jobs is changing, climate is changing, the demands of mobility are changing, and the way we operate our transportation systems is rapidly changing.

Carlos Braceras, AASHTO President
Operate as a forum where state DOTs can come together and discuss issues that are impacting DOTs

Impacts of Digitalization on DOT Workforces
The Agency Administrative Managing Committee recognizes two primary focal points related to the impact of digitalization on DOT workforces: (1) organizational readiness; and (2) resource availability (e.g., external job market, COTS, etc.).

Organizational Readiness
State DOTs need to accurately access their individual organizational readiness for digital transformation:

- Organizational culture – set of shared values and norms that controls organizational members’ interactions with each other and with people outside the organization
  - Shaped by people inside the organization, ethics of the organization, employment rights given to employees, and type of structure used by the organization
  - One indicator of organizational culture is a shared common vocabulary – on the most basic level, an agency must be having the same conversation about how and why something should be done in order to begin transformational change

- Collaborative engagement – move from conversation to action by gathering allies, conducting research, developing partnerships

- Organizational alignment – agency commits to vision and objective(s), planning and resources required to carry out the transformational change
  - Example: develop enterprise architecture around the digital transformation initiative using business model

- Willingness to Operationalize – final state of readiness where transformation occurs
  - Example: digital transformation projects are planned and carried out within regular schedules for planning, budgeting, execution, and monitoring

We can’t solve problems by using the same kind of thinking that we used when we created the problems in the first place.

Albert Einstein
RESOURCES AVAILABILITY

Data is a global hot topic and as such, state DOTs have obvious, and some not so obvious, considerations. At the forefront are technology, organizational structure, and workforce challenges. State DOTs know they need to develop new skill sets, establish data governance, upgrade/replace technology, attract qualified candidates, etc.

State agencies also need to take into account the systems they use that are managed by other entities at the State or even Federal level and identify how those systems may impact digital transformation efforts.

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