



# Work-in-Progress

## Department of Transportation Workforce Planning Project

### **ABOUT THE NATIONAL ACADEMY**

The National Academy of Public Administration is a non-profit, independent organization of top public management and organizational leaders who tackle the nation's most critical and complex public management challenges. With a network of more than 850 distinguished Fellows and an experienced professional staff, the National Academy is uniquely qualified and trusted across government to provide objective advice and practical solutions based on systematic research and expert analysis. Established in 1967 and chartered by Congress in 1984, the National Academy continues to make a positive impact by helping federal, state and local governments respond effectively to current circumstances and changing conditions. Learn more about the National Academy and its work at [www.NAPAWash.org](http://www.NAPAWash.org)

### **BACKGROUND**

The Department of Transportation (DOT) has the mission of serving the United States by ensuring a fast, safe, efficient, accessible, and convenient transportation system that meets our vital national interest and enhances the quality of life of the American people, today and into the future. Through its nine of its 11 Operating Administrations and nearly 55,000 employees, DOT works to maintain and develop the United States' transportation systems and infrastructure.

### **PROJECT DESCRIPTION**

DOT contracted with the National Academy of Public Administration (the Academy) to conduct a workforce planning assessment of mission critical occupations of DOT Operating Administrations.. The Academy is partnering with Management Concepts, a premier firm serving the public sector in the field of talent management, among others.

The assessment will look at the following issues: current staffing and capability gaps; emerging issues requiring new staff capabilities; areas of staffing surplus; hiring and retention issues, and succession planning and strategies. The Academy and Management Concepts will develop a model workforce plan based on the current structure, and will also focus on future requirements. An implementation plan will be provided along with a high-level approach for conducting succession planning.

The study team will receive guidance from a three-member Expert Advisory Group of Fellows and conduct the analysis over a six-month period.

## **EXPERT ADVISORY GROUP**

**Cynthia Heckmann\***, Project Director, National Academy of Public Administration; Former Strategic Advisor, Partnership for Public Service; Former positions with U.S. Government Accountability Office: Chief Human Capital Officer, Deputy Chief Information Officer; Positions in: Health Care Financing Administration and National Institutes of Health, U.S. Department of Health and Human Services.

**Patrick Kennedy\***, Former Under Secretary for Management, U.S. Department of State; Deputy Director of National Intelligence for Management, Office of the Director for National Intelligence (ODNI); Chief of Staff, Transition Unit; Coalition Provisional Authority, Baghdad, Iraq; U.S. Representative for Management and Reform with the rank of Ambassador, United Nations. Former positions with U.S. Department of State: Coordinator for Reorganization of the U.S. Foreign Affairs agencies, Assistant Secretary of State for Management, U.S. Foreign Service Officer.

**Curtis Smith\***, Lecturer in Government and Foreign Affairs, Wilson Center for Leadership, Hampden-Sydney College; Former Malcolm R. Meyers Distinguished Chair in Public Service, Wilson Center for Leadership, Hampden-Sydney College; Adjunct Faculty, School of Public and Environmental Affairs, Indiana University; Director, Federal Executive Institute. Former positions with the U.S. Office of Personnel Management: Associate Director for Retirement and Insurance; Associate Director for Career Entry; Policy Advisor to the Director; Deputy Assistant Director for Pay and Benefits Policy, Compensation Group; Special Assistant to the Associate Director; Legislative Assistant.

**\*Academy Fellow**

### **ACADEMY STAFF**

**Brenna Isman**, *Project Area Director*

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**Hailey Ellsworth**, *Research Associate*

### **MANAGEMENT CONCEPTS STAFF**

**Debbie Eshelman**, *Managing Director*

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