

Implementing the Agency Capability Building Framework to Activate Organizational Change

Community of Practice (COP) Meeting #3

July 11, 2024

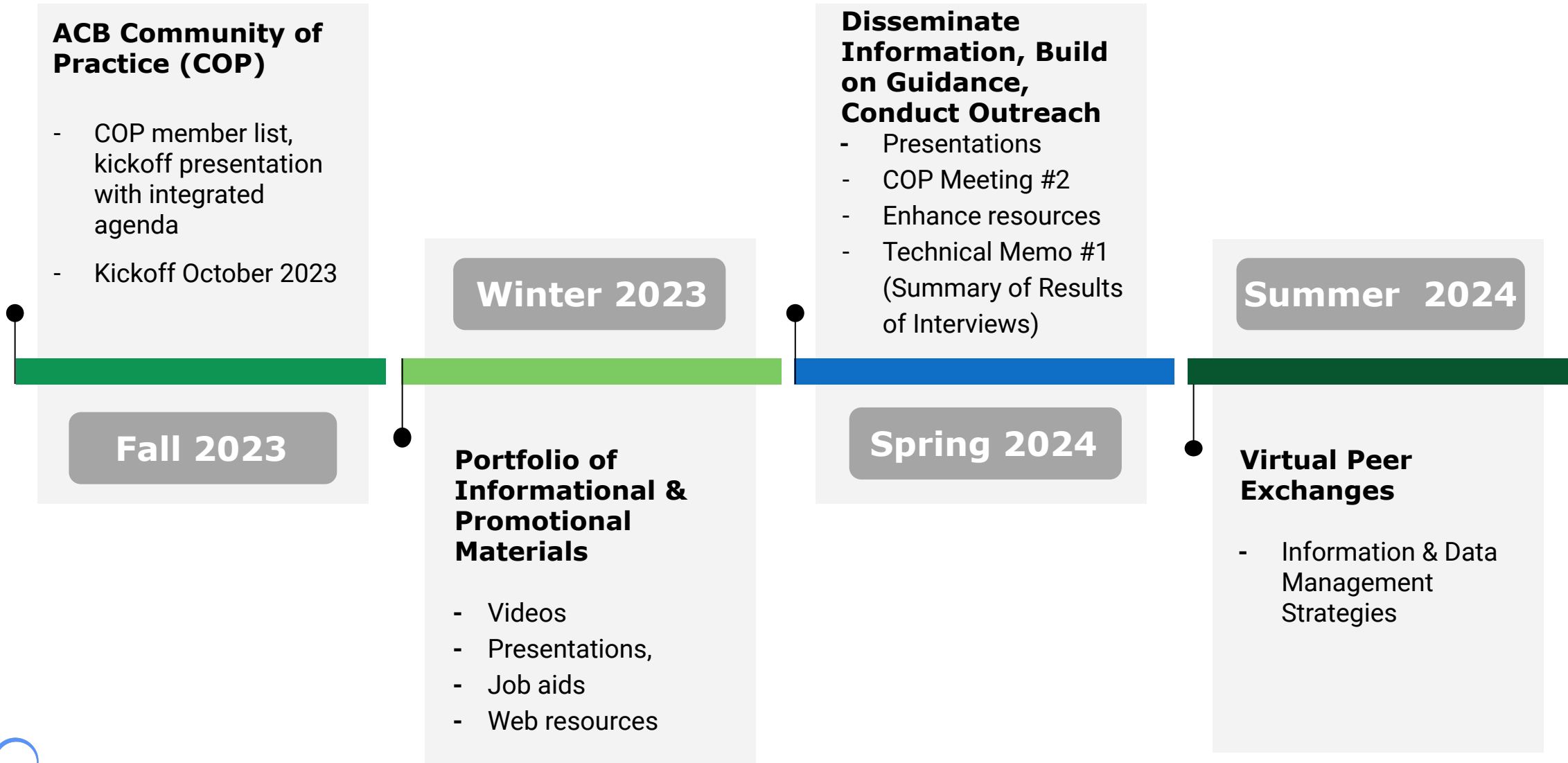


Today's Agenda

- **Where We Are: Completed Project Activities**
- **Insights & Input from First Virtual Peer Exchange**
- **Upcoming Virtual Peer Exchanges**
- **Where We're Going: Future Activities**
- **Next Steps**



Where We Are: Completed Project Activities



Insights & Input from Virtual Peer Exchange #1: Information & Data Management Strategies

July 11, 2024

Virtual Peer Exchange #1 - Information & Data Management Strategies - (COMPLETED Friday, June 28, 2024, 2-4 PM)

- **Topics included AI, data-driven decision making, dashboards, emerging technologies, data literacy, data tools.**
- **State DOT speakers and practices:**
 - **Melissa Thompson, California DOT. 2024 California Transportation Asset Management System (TAMS) — Technology Change Management.**
 - **Susan Thomas, Ohio DOT. Data Literacy Initiative.**
 - **Tara Cullum, Oklahoma DOT. Digital Delivery Pursuit.**
 - **Justin Bruner, Pennsylvania DOT. Using Technology to Make Better Decisions.**



Virtual Peer Exchanges Agenda and Objectives

High-Level Agenda:

1. Introduction to ACB framework
2. Agency presentations on current practices
3. Breakout sessions on needs and strategies
4. Next steps

- **Validate & update ACB Framework in ACB Guidebook**
- **Learn about specific opportunities for capability building**
- **Share & collect successful examples of agency capability building**



Input on ACB Framework

- Change Forces
- Needs
- Strategies

Change Forces

	Technology Advancement
	Legislation, Regulation & Funding
	Workforce Evolution
	Shift in DOT Role & Focus
	Public Expectations

Needs

	Aligning Skills to Needs
	Attracting & Retaining
	Agility & Resilience
	Technology Adoption
	Transparency
	Operations Focus

Strategies

	Organizational Management
	Workforce Management
	Knowledge Management
	Information and Data Management
	Partnerships



What Did We Learn About Needs?

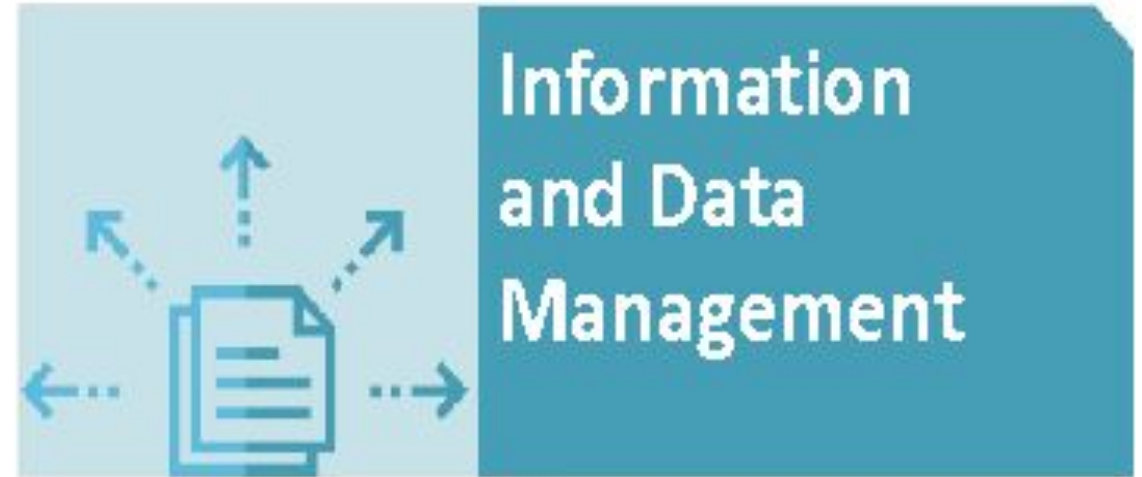
- **Most urgent needs:**
 - Aligning skills to needs
 - Attracting and retaining staff
- **Validated difficulty of needs:**
 - Easiest to address involve money, most difficult relate to people
- **Framework should incorporate:**
 - Training topics
 - Staff engagement

Needs



What Did We Learn About Information & Data Management Strategies?

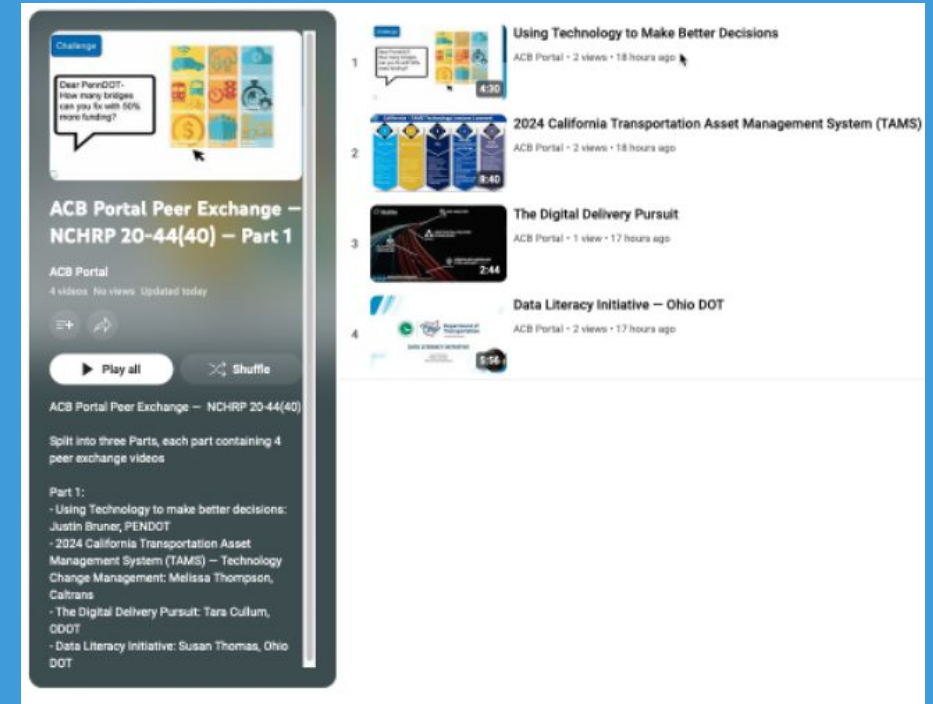
- **Most urgent information & data management sub-strategies include:**
 - IT change management
 - Data literacy
 - Digital delivery
 - Technology for decision-making
- **Framework should incorporate:**
 - Right mix of internal staff
 - Information and data repositories



Highlights of Pre-Taped Agency Presentations

YouTube Channel:

<https://www.youtube.com/watch?v=PJgpALDpgvM>



Discussion Related to Featured Practices

Practice / State	Discussion
Technology Change Management / California DOT	<ul style="list-style-type: none">- What is an adaptive system?- Technology, people and processes together- Clear vision needed- Engagement across the agency
Data Literacy / Ohio DOT	<ul style="list-style-type: none">- What resources are needed for data repositories?- Data-driven decisions- Literacy testing- Training for data users
Digital Delivery / Oklahoma DOT	<ul style="list-style-type: none">- What were key findings?- Discussed meaning of digital delivery- Gap analysis- Digital design squad
Using Technology to Make Better Decisions / Pennsylvania DOT	<ul style="list-style-type: none">- What is the most important capability to launch a successful IT platform?- Context of funding allocations- Legislature questions / business needs



Other Information & Data Management Themes

- **Change Management**
 - Breaking down silos
 - Documenting implementation
 - Right-sizing teams
 - Leadership/agency buy-in
 - Sharing information at different stages
- **Assessments**
 - Planning and executing an assessment
 - Tiered data literacy assessments
 - Threshold levels of proficiency



Other Information & Data Management Themes

- **Artificial Intelligence**

- AI governance
- AI roadmaps
- State policies and risk management

- **Data Governance**

- Interdisciplinary approaches
- Use cases
- Data standards and quality

- **Tools & Resources**

- Support for digital project delivery
- Portfolio management



Peer Exchange Attendees with a Practice to Share

State	Practice
Wisconsin DOT	Data scavenger hunt, Knowledge Owl
Idaho DOT	Data Analytics Team
Massachusetts DOT	Strategic initiatives & teams, chatbots
Oklahoma DOT	Collaborative AI teams
Minnesota DOT	Technology and data management leadership group
Texas DOT	Data management work group, staff data scientist, CIO advisory board
New Hampshire DOT	3D modeling for digital delivery



COP Input on Virtual Peer Exchange #1



Future Activities



Where We're Going: Upcoming Project Activities

Late Summer 2024

Virtual Peer Exchanges (continued)

- Knowledge Management Strategies
- Workforce & Organizational Management Strategies
- Technical Memo #2: Summary of Peer Exchange Results

Workshop

- Workshop at AASHTO Agency Administration Conference (Oct 7-10, 2024), Salt Lake City, UT
- 3-5 Deep Dive Case Studies
- Technical Memo #3: Workshop Summary
- Joint Webinars

Fall 2024 -
Winter 2023

Spring 2025

Final Deliverables

- Conduct of Research Final Report



Virtual Peer Exchange #2 - Knowledge Management Strategies - (Tuesday, July 30, 2024, 2-4 PM)

- **Topics will include knowledge transfer, knowledge collection, and knowledge storage strategies.**
- **State DOT speakers and practices that will be highlighted during this peer exchange include:**
 - **Monica Aleman Smoot, Texas DOT. Risk Management Community of Practice.**
 - **Jay Styles, Virginia DOT. Job Books.**
 - **Jarrold Stanley, Kentucky DOT. Knowledge Management Program.**
 - **Michele Grant and Tammie Rosenow, Wisconsin DOT. Knowledge Owl.**



Virtual Peer Exchange #3 - Workforce and Organizational Management Strategies - (Friday, August 16, 2024, 12-2 PM)

- **Topics will include talent management, process improvement, change management, and the future of work.**
- **State DOT speakers and practices that will be highlighted during this peer exchange include:**
 - **Rena Lang, Montana DOT. Strategic Workforce Plan/Organizational Structure Review.**
 - **Karin Van Dyck, Minnesota DOT. STEM Education & Outreach.**
 - **Gary Vansuch, Colorado DOT. Agency Change Agents & Innovation Challenge.**
 - **Chris Young, Texas DOT. Texas DOT Training Program.**
 - **Tracy Osimboni, Massachusetts DOT. Workforce Tool.**



Upcoming ACB COP Meetings & Activities

- Meeting #4 (November 2024)
 - Case Studies
 - Workshop recap
 - ACB framework adjustments needed
- Meeting #5 (Early 2025)
 - Early draft project deliverables
- Joint Webinars (February-June 2025)
 - Draft & final deliverables

Agency Capability Building Community of Practice

Communities of Practice (COPs) connect people with common goals and interests for the purpose of sharing resources, strategies, innovations, and support.



The ACB COP was developed as part of NCHRP Project 20-44(40): Implementing the Agency Capacity Building Framework to Activate Organizational Change. The COP members have a shared commitment to utilizing and promoting the Agency Capacity Building Framework. The COP will share best practices and provide feedback on outreach, peer exchanges, pilots, and workshops.

Agency Capability Building Portal
What's in it for my agency?

Background

How Do I Participate?

COP Meetings

Membership

Communications

What is the Agency Capability Building (ACB) Community of Practice (COP)?



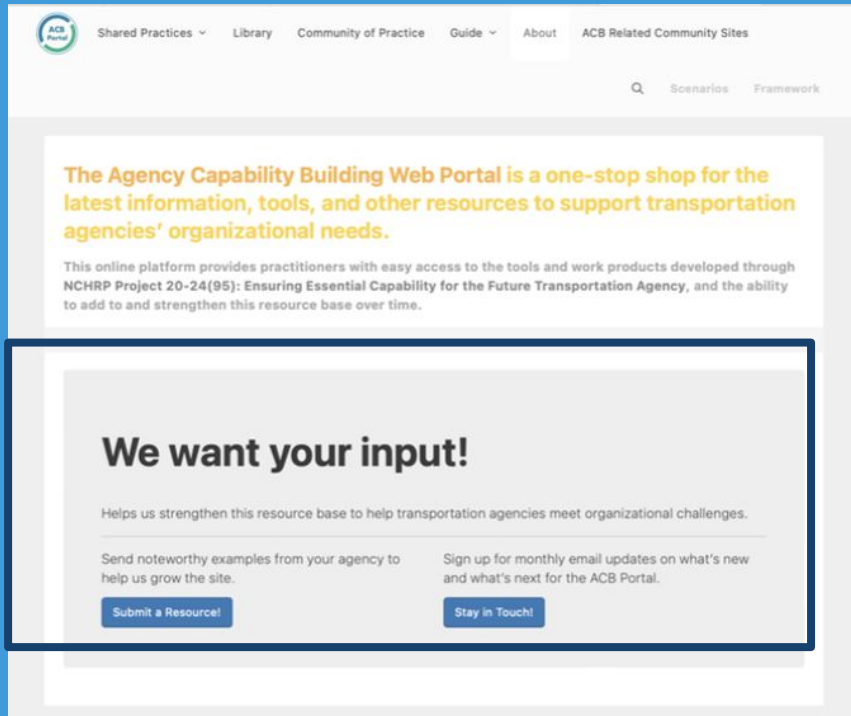
The ACB COP is a special interest group that revolves around a common topic or concern. It provides a platform for exchanging ideas and seeking advice. By participating in this community, members gain access to resources that can increase their effectiveness when handling disruptions and developing strategies to enhance organizational capability.

Active participation in the ACB COP leads to rewards in the form of organizational change activation. Members who engage with the community are more likely to participate in self-documentation, which enables them to share

<https://www.agencycapability.com/community-of-practice/>



Next Steps



- **Project Team:**
 - Conduct Knowledge Management Virtual Peer Exchange
 - Conduct Workforce & Organizational Management Virtual Peer Exchange
 - Summarize results of Peer Exchanges
 - Develop 3-5 case studies
 - Finalize timing of workshop at AASHTO Agency Administration Annual Meeting (October 7-10, 2024)
- **COP Participants:**
 - Participate in peer exchanges
 - Continue to build awareness of the resource base within your agencies
 - Consider contributing to the resources

<https://www.agencycapability.com/>



Thank You

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