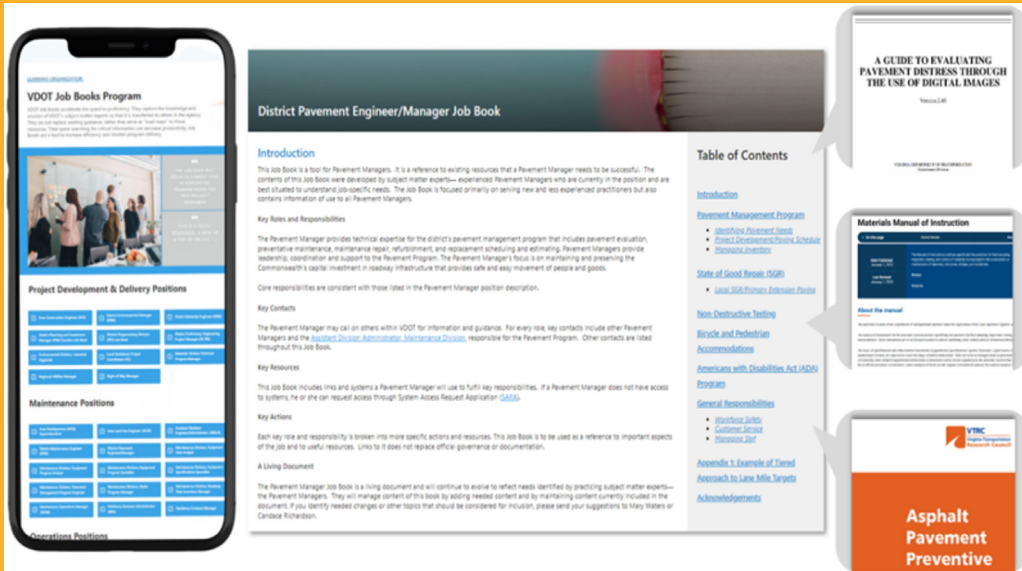


# INNOVATION SUCCESS:

## Capturing Employee Knowledge at the Virginia Department of Transportation



VDOT Job Books Program

63 published Job Books at VDOT

Over 900 positions documented

## CHALLENGE

The Virginia Department of Transportation (VDOT) was experiencing several challenges, such as increased turnover and shifts in its workforce. There was a desire to leverage demographic shifts while maintaining productivity. This led to a pressing need to transfer knowledge to new employees and those in recently created positions, ensuring efficient onboarding and success in their roles.

## INNOVATION

The Job Book Program started in 2016 to transfer knowledge from subject matter experts to new and less experienced employees. A Job Book serves as a documentary mentor for those in the position.

Each Job Book is a "living document," which is updated annually and evolves as the position changes. It is not designed to provide detailed instructions on performing a job, nor does it serve as official corporate governance. Instead, Job Books link to those documents, serving as "road maps" to key resources. Often, resources are hard to find and can be in multiple locations, Job Books gather resources together into a "one-stop shop" for employees and capture valuable tacit knowledge gained through on-the-job experience. Job Books help individuals understand what they need to know, what tools and job aids are available, and who they should collaborate with internally and externally to achieve success. Job Books are available on VDOT's internal SharePoint site and include mobile-friendly technology.



## Job Book content includes:

- Major responsibilities
- Key actions
- Links to resources
- Contacts
- Guidance and helpful hints



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## ACTION

Job Books are prioritized based on several factors, including turnover rates, retirement potential, impact on the agency, agency-wide initiatives, and position stability. State-wide Working Groups (SWGs) within the agency's nine districts and Central Office executives sponsor positions for Job Book development. In advance of developing a Job Book, staff review whether processes need to be improved and/or documented to establish a single best practice for consistency.

Developing a Job Book takes approximately four months from initiation to publication, as detailed to the left.

The Learning Organization surveys job book participants one year after publication to obtain feedback for continuous program improvement.

## RESULT

By the end of 2024, there will be 63 published Job Books at VDOT covering approximately 923 positions. Some of the benefits the agency has realized include:

- Capturing knowledge of experienced practitioners
- Building a bridge between personnel and application
- Providing resources for existing staff, newcomers, and contractors
- Increasing efficiency and improving program delivery

### Lessons learned and continued challenges include:

- Understand the importance of executive support and seek their input in prioritizing positions critical for knowledge capture
- Continuously improve the process based on agency and stakeholder needs
- Create a collaborative platform with draft templates, guidance, and reference tools for participants
- Facilitate Job Book meetings in a way that all members have equal input and buy-in
- Editorial skillset is needed to help capture technical information in easy-to-understand language
- Proper project management is critical to ensure the working group knows who's doing what, when, and how

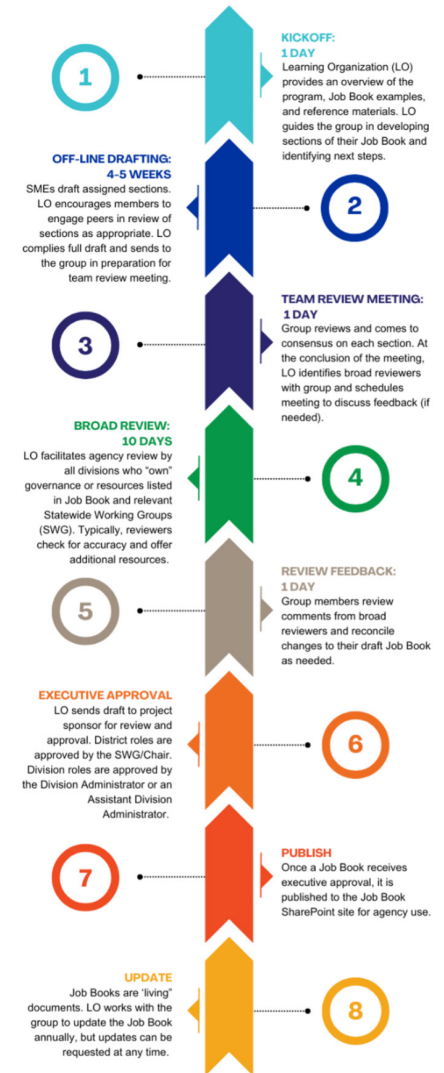
### Next Steps:

Since 2016, the Learning Organization found that Job Books are best suited for high impact section leadership roles with specialized knowledge and/or skillsets. Moving forward, the Job Book Program will focus on section management positions and exclude the following positions:

- Executive leadership due to amount of oversight and current development programs available.
- Entry level positions due to specialized trainings and technical resources currently available.

## VDOT Job Book Development Process

Job Books are an opportunity for subject matter experts (SMEs) to mentor new and experienced staff by sharing knowledge, experience, and lessons learned in an easily accessible format. The steps below detail how Job Books are created (approx. 4 months).



## Links

[Virginia DOT Job Book Program Video](#)

[VDOT District Materials Engineer Job Book](#)

