



TDOT's Approach to Staffing

July 26, 2018

Joe Galbato, Deputy Commissioner/Chief Financial Officer

Environment 2011/2012

- Previous hiring freeze
- Optechs – our lowest level field employees
- Total TDOT headcount had dropped from ~4,500 in 2007 to ~3,700 in 2012
- Consulting at \$71M in 2007 ~~\$12M~~ in 2012
- Director's salaries all over the board
- Turnover was bleak

So... What Do You Do?

- Knee jerk reaction
- History

TDOT's Path

- Governor's **TEAM Act** (2012)
 - Allowed State agencies to hire, fire, and pay appropriately
 - Mercer Salary Study

TDOT's Path

- **IT overhaul**
 - Agile
 - Internal vs. Shared Service Model
 - Cutting edge development
 - Attracting IT professionals

TDOT's Path

- **Top to Bottom initiative**
 - Construction/Maintenance merger
 - Revising job titles, classes, qualifications for ~2,200 positions
 - 1,500 employee responses
 - 400 face to face interviews

TDOT's Path

- **Implementing Top to Bottom**
 - Increased job requirements for all in construction/maintenance
 - Aided 173 employees to obtain GED's
 - Construction and Maintenance – CDL requirement
 - Compared Mercer Study to equivalent pay in Metro Areas
 - Pay adjustments put in place

TDOT's Path

- **Recruitment**
 - College visits
 - GTA's
 - Internship program
 - Rapid Hire

TDOT's Path

- **Continuing Education**
 - Senior Management Training
 - Online Civil Engineer Masters program
 - FE Review program
 - ReConnect Certificate
 - Minerals Technology Certificate
 - LITMOS

TDOT's Path

- **Other**
 - Inmate training
 - Succession planning

Results

- 2007 → ~4,500 employees, \$71M in consulting
- 2012 → ~3,700 employees, \$127M in consulting
- 2017 → ~3,900 employees, \$73M in consulting
- Net TTB Savings at \$42M (recurring)
- Turnover dropped from 14% to 10%

Results

- Operations entry level salary increased from \$18K to \$31K
- Operations staff returning
- 40 more engineers on staff
- 100 graduates of TDOT ReConnect



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