

# DRISI

CALTRANS DIVISION OF RESEARCH,  
INNOVATION AND SYSTEM INFORMATION

# Research Notes

## Caltrans Succession Planning

Develop a Succession Planning Toolkit

Planning, Policy  
and  
Programming

APRIL 2024

Project Title:  
Caltrans Succession Planning

Task Number: 3462

Start Date: July 1, 2023

Completion Date: June 30, 2024

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### WHAT IS THE NEED?

With the workforce steadily getting older, state Department of Transportation (DOT) leaders will need to introduce workforce strategies that will prepare candidates to fill new openings. Prior work by Caltrans indicated about 10,300 full-time employees (which constitutes about 50% of the full-time workforce) are eligible for retirement.

These impending openings will present a large gap in transportation knowledge and skills required to maintain consistent management, performance and research standards within the agency.

### WHAT ARE WE DOING?

We will analyze previous succession plans from State DOTs and other related organizations. We will then prepare a report on the Caltrans Knowledge Transfer Guideline. Thirdly, we will conduct a peer exchange with industry professionals to develop a Succession Planning Toolkit, and finally, conduct a Caltrans Succession Planning Workshop.

### WHAT IS OUR GOAL?

This project will attempt to identify the state-of-the-art succession planning, knowledge management, current and previously implemented succession plans by transportation agencies to understand best practices for transportation planners. Deliverables include:

- best practices for succession planning in the transportation and supply chain sectors;
- professional perspectives on knowledge management and succession planning from industry professionals; and
- succession planning and knowledge management exercises and organizational frameworks that can serve as a toolkit for implementing succession planning initiatives for Caltrans and other state DOTs.



DRISI provides solutions and knowledge that improves California's transportation system

## WHAT IS THE BENEFIT?

Caltrans and other DOTs will have succession strategies, which will maintain the knowledge, skills and abilities of employees, necessarily to maintain consistent management, performance and research standards within their agencies

## WHAT IS THE PROGRESS TO DATE?

A progress meeting was held on February 13, 2024, introducing the software tool LightCast. The research team was not able to find sufficient material to complete Task 1A/Deliverable 1: "Reviewing the Progress, Success, and Shortcomings", instead, a review of strategies in place at other state DOTs was produced and the research team intends to peer exchange participants about the progress, success, and shortcomings of their succession plans.

On April 4, 2024, an additional progress meeting was held, Caltrans provided to the PI more personnel names for additional interviews to be scheduled. Discussed possible tools to incorporate into the guidebook (Task 2A/Deliverable 2) and a deeper dive into Caltrans' mentorship program and its relation to the agency's succession planning efforts.

The PI and research team are aiming for a completed draft report of the guidebook for review by May 2024. The next meeting is set for May 21, 2024 to report on progress to the panel.

## IMAGES

