

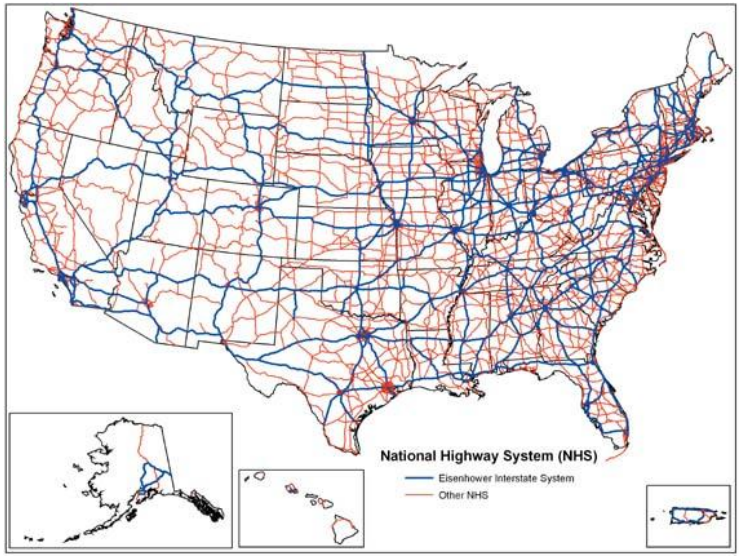
Career Awareness: Second Careers, Career Reentry

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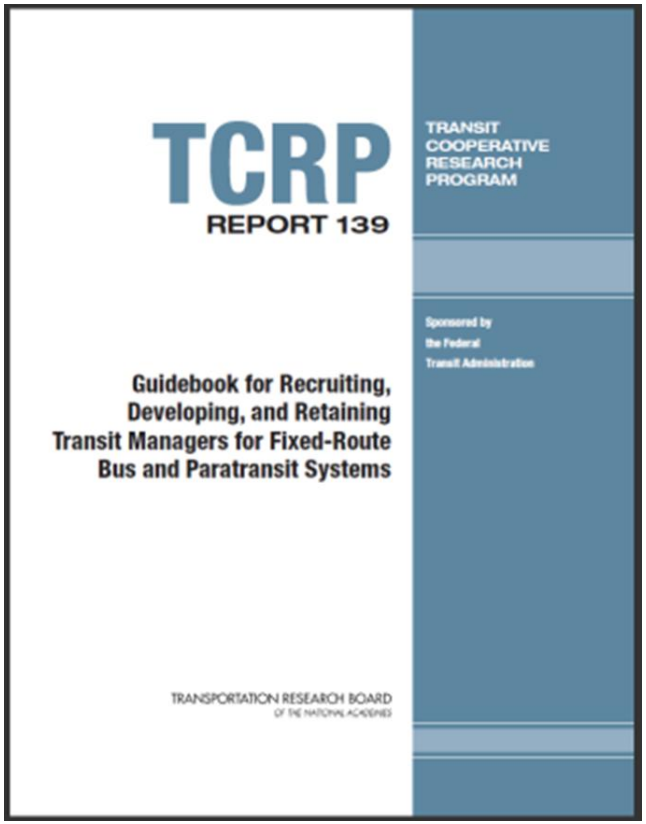
Roadmap

- My perspective
- What has been done to build career awareness?
- How do individuals make career choices?
- How do we attract individuals seeking a career change/transition (especially through key influencers) ?

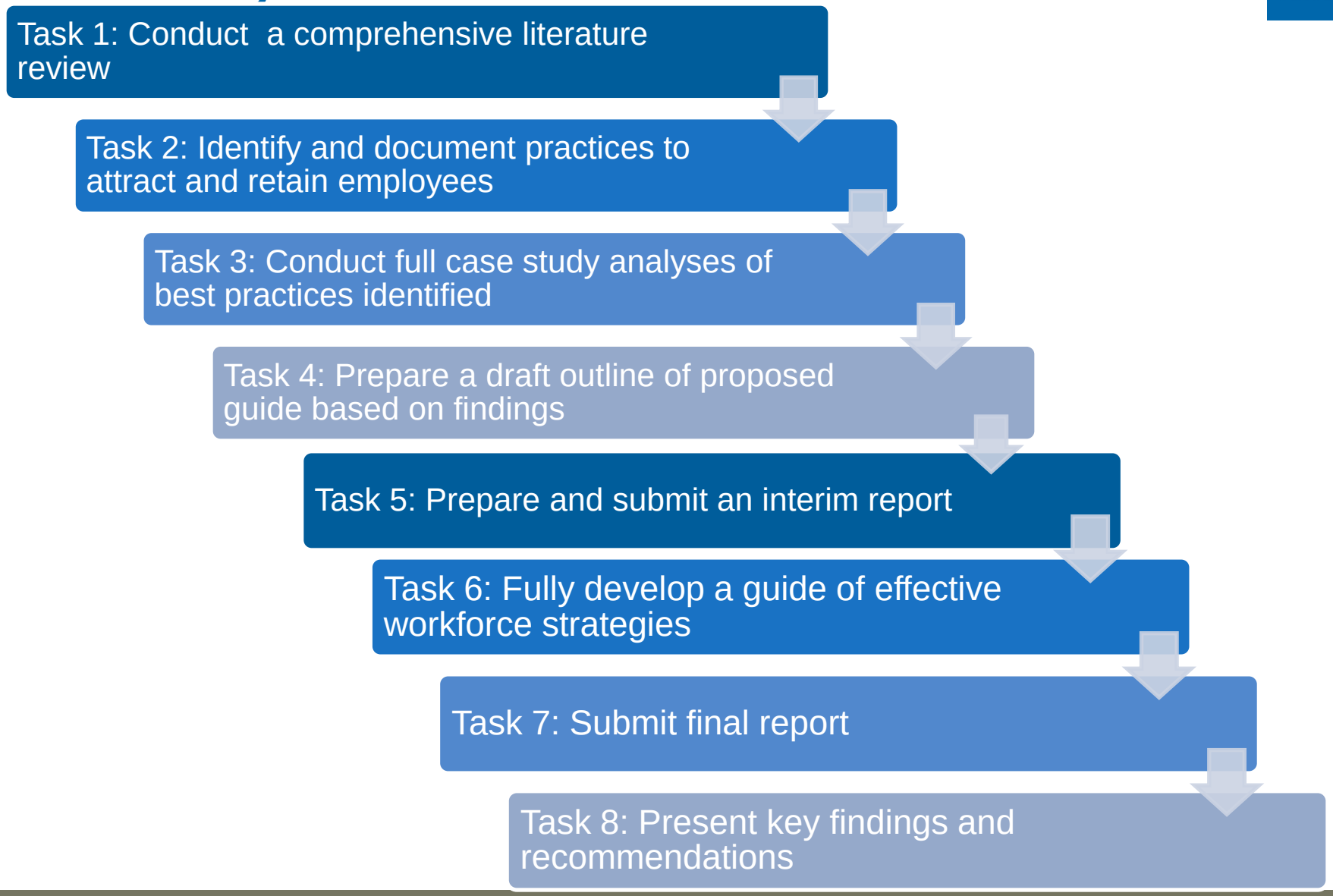


My Perspective

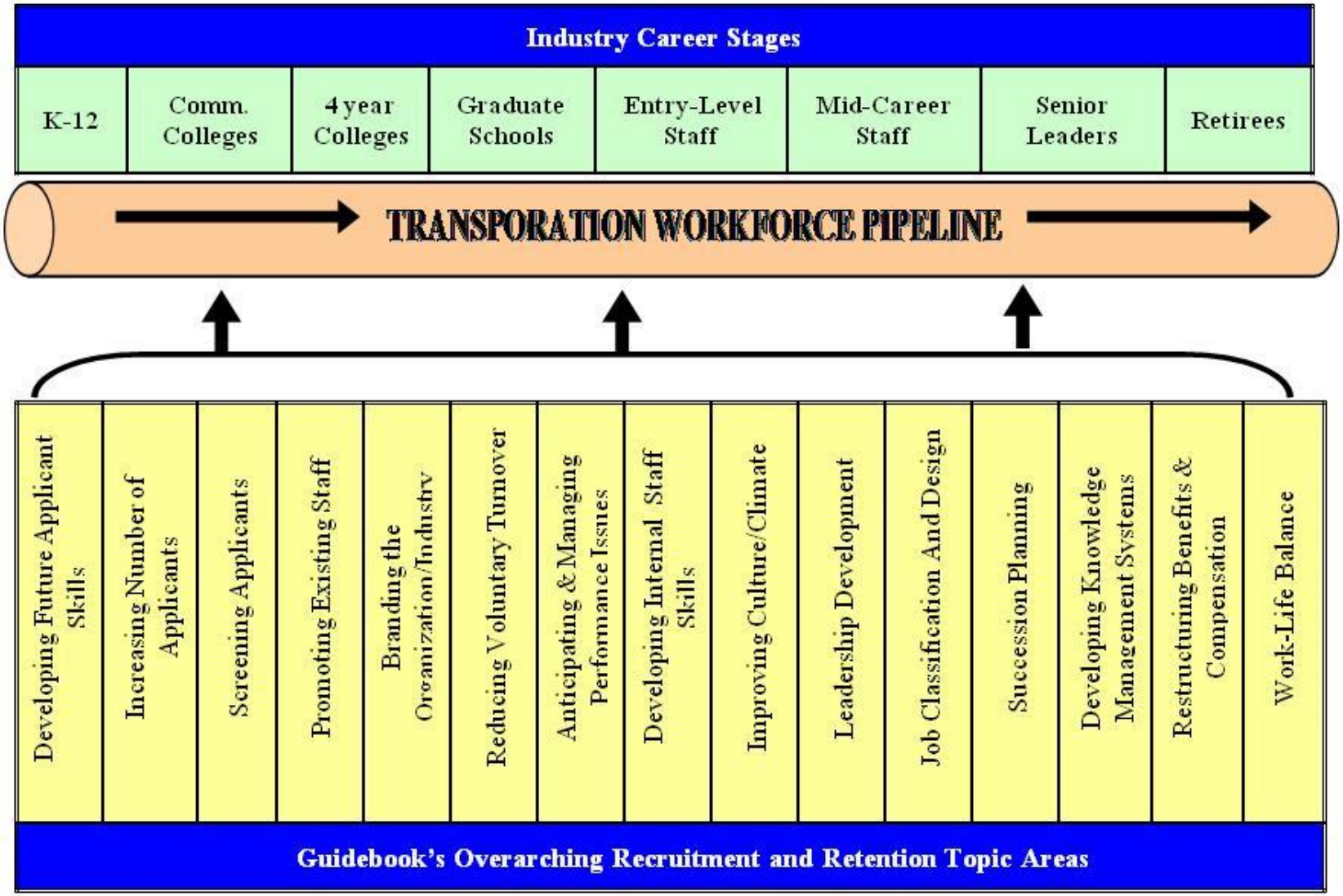
- **Conducted relevant projects :**
  - *NCHRP 20-81: Strategies to Attract and Retain a Capable Transportation Workforce.*
  - *NCHRP 20-86: A*ttracting, Recruiting, and Retaining Skilled Staff for Transportation System Operations and Management.
  - TCRP: Guidebook for Recruiting, Developing, and Retaining Transit Managers for Fixed-Route Bus and Paratransit Systems
  - FDOT: Addressing Construction Workforce Shortages



Summary of Method



Guidebook Organization



What has been done to build career awareness?

Definition of career awareness:

- The degree to which individuals in the target population are aware of the target field as a possibility for long term employment and growth; and knowledge of what they must do to enter and progress in the career field



Goal

- Goal is to increase awareness of and attract more job-seekers to the transportation industry. As a result, these practices help to establish a solid applicant pool of potential employees for available transportation jobs.

What has been done to build career awareness?

Workforce Challenges

- Geographic challenges
- National disasters creating competitive labor market
- Lack of diversity
- Aggressive Recruiting
- Difficulty finding applicants with in-demand skills

Industry Strategies

- Expand the recruiting horizon
- Host career days
- Implement employee referral programs
- Tailor advertising efforts
- Consider non-traditional hires
- Advertise in foreign languages
- Partner with source organizations to increase numbers
- Integrate with source organizations
- Harness technology
- Utilize social networking

What has been done to build career awareness?

Workforce Practice – Kentucky Transportation Cabinet

- Civil Engineering Scholarship Program
- Scholarships given to college students in exchange for a full year of employment for each year of scholarship money received

Workforce Practice – Minnesota DOT

- Community Advisors on Recruitment and Retention Solutions (CARRS)
- Partnerships are formed with minority organizations, which helps the agency recruit and maintain a diverse employee base

How do individuals make career choices?

- Studied Job Choice
  - Intentions to either accept or pursue a particular job
  - Decision to accept or reject a particular job offer
  - Job transition decisions (choice to leave one job and accept another)
  - Decision to apply for a job
- Conducted lit review
  - 24 articles that examined predictors of job choice
  - Two meta-analytic reviews covering 86 studies

How do individuals make career choices?

Job Characteristics	• Type of Work and Work Setting • Flexibility and Autonomy • Financial Compensation and Benefits • Advancement Potential • Perceptions of the Recruitment Process
Personal Characteristics	• Level of Similarity/Fit • Additional Training/ Education
Influence of Others	• Key influencers

How do we increase and leverage career awareness?

- Improve the Message:
  - Go to broader, more competency-based jobs
  - Adjust compensation and benefits to remain competitive
  - Encourage diversity and flexibility
  - Develop career paths that map to training and experience
  - Provide access to relevant T & E

- Improve Messaging
  - Improve branding
    - Intrinsic aspects of jobs
    - Focus on influencers
  - Focus recruitment



Relevant Chapters From the NCHRP Guidebook

3: Developing Future Applicant Skills
4: Increasing Number of Applicants
5: Screening Applicants
6: Promoting Existing Staff
7: Branding the Organization/Industry
8: Reducing Voluntary Turnover
9: Anticipating & Managing Performance Issues
10: Developing Internal Staff Skills
11: Improving Culture/Climate
12: Leadership Development
13: Job Classification and Design
14: Succession Planning
15: Developing Knowledge Management Systems
16: Restructuring Benefits & Compensation
17: Work-Life Balance

Focus on Career Reentry: Recruit from Non-Traditional Sources

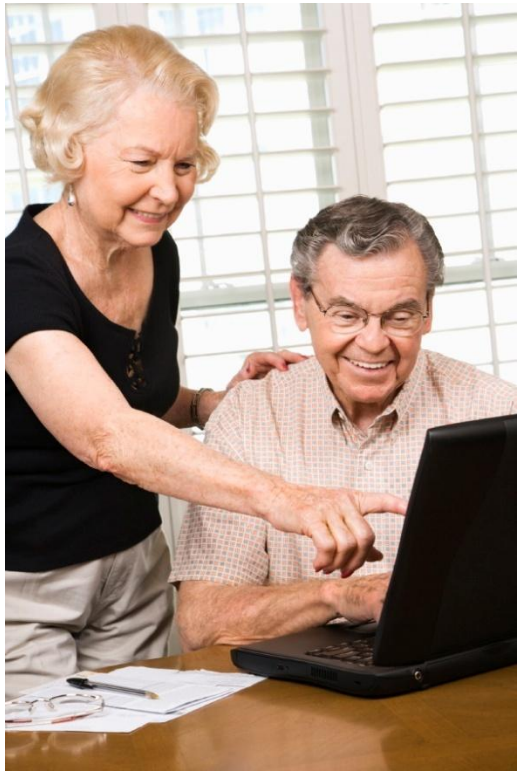
Description: Create recruitment strategies that seek out candidates from non-traditional sources, such as retired military personnel, engineers from the public sector, ex-offenders, or stay-at-home parents, to build a deep and diverse applicant pool.

Example Positive Outcomes: Increases the size and quality of the applicant pool; Bring workers with valuable experience back to the workplace; Provides ongoing opportunities for mentoring

Recommendation Highlights	
Target Career Stage	Mid-Career Staff, Senior Leaders, and Retirees
Human Resource Focus	Attraction and Recruitment
Estimated Time to Implement	3-6 months
Estimated Return on Investment	0-2 years
Primary Targeted Audience	Various , including community or retiree associations, military groups, or professional assoc.

Focus on Career Re-entry: Recruit from Non-Traditional Sources

- Post ads Veteran publications or newsletters (e.g., the Military Officers Association of America's Website [http://www.moaa.org] where employers can post jobs targeting retired officers for free).
- **Example of Effective Program:**
  - **California's Boomerang Program**
  - Centralized database of retired state employees who have an interest in temporary employment within a state agency
  - Any state department can use the Boomerang program to identify potential applicants or employment opportunities



Focus on Career Re-entry: Work-Life Balance

Overview

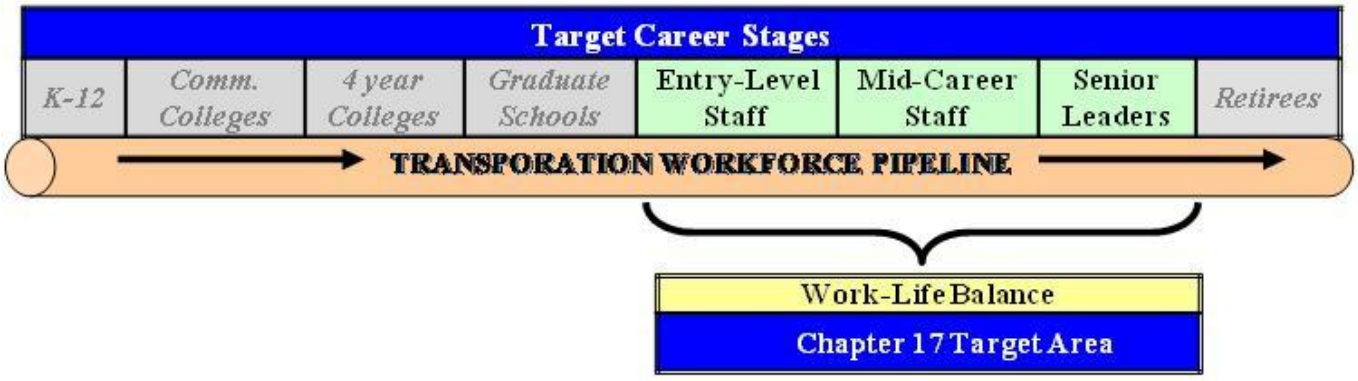
Concept:

- Successful work-life balance helps employees effectively focus on their work since they are not distracted by competing demands.



Definition:

- Involves consideration of creative job arrangements and policies that support employee desires to maintain a healthy work-life balance. The goal of these efforts is to help make organizations more attractive to candidates and encourage retention.



Focus on Career Re-entry: Work-Life Balance

Key Points

Workforce Challenges

- Different career decision making
- Competing on benefits
- Impact of children

Workforce Practice – Federal Highway Administration (FHWA)

- Alternative Duty Location
- Employees operate out of offices in locations that have a low cost of living while working with teams and supervisors in other locations; resulted in a deeper candidate pool

Industry Strategies

- Improving existing work schedule
- Allowing flexible schedules and days off
- Establishing a breadth of policies to support different employee needs
- Allowing telework for high performers

Learn More about Workforce Development Tools



Attend our FREE webinar on May 3.

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