



Identifying Critical Knowledge Gaps and Assessing Organizational Readiness for Improved Knowledge Management

Problem Description

With over 40% of TDOT's workforce having less than five years' experience with the agency, nearly 20% eligible for retirement, and significant private sector competition for mid-career expertise, it is essential that a robust knowledge management (KM) strategy be developed that ensures success in achieving TDOT's mission now and in the future. The proposed research will provide TDOT with an understanding of its knowledge assets, current KM practices, and organizational culture with respect to KM. The ultimate goal is to enable TDOT to develop a robust and sustainable process for the efficient transfer of knowledge that improves worker retention, technical capacity, KM culture, and continued innovation resulting in successful fulfillment of its mission.

Research Objectives

Specific objectives include:

- Assess each of TDOT's divisions to determine key competency areas required for technical capacity and operational delivery,
- Inventory current KM practices within each division and for the organization,
- Assess cultural readiness for KM,
- Examine employee turnover rates and assess KM's potential to improve retention,
- Develop a diagram of TDOT's knowledge flows (both internal and external), and
- Deliver a final report summarizing research findings and recommending prioritized actions for establishing a solid KM foundation and evolving KM maturity.

Potential Implementation and Expected Benefits

Implementation of the findings from this research are expected to improve TDOT's ability to meet its organizational mission through effective KM. The results should also enable TDOT to establish a robust KM strategy and evolve organizational culture to one where KM is not only expected but fully embraced. This will lead to more efficient onboarding and development of TDOT's talent and may also improve retention by creating a more supportive work environment that values knowledge sharing and catalyzes innovation. The results will add value more broadly through sharing with other state DOTs such as through AASHTO and TRB KM committees.

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PROJECT SCHEDULE:

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