

# MDOTs Journey to Build and Strengthen the Asset Management Workforce

## Introduction

The Maryland Department of Transportation (MDOT) is continuing to implement an integrated asset management (AM) program across its six modal administrations. The MDOT AM program brings together diverse modes and assets including: rail, bus, highways, aviation, and ports. A centralized and collaborative effort driven through The Secretary's Office has served as a catalyst for a sustainable program that embeds workforce development initiatives and a focus on enhanced culture and organizational alignment. The program seeks to advance business processes, work practices, and technology innovation. Success of the program is dependent upon building widespread support and champions at all levels of the organization.

## What Did We Do

MDOT has emphasized the importance of work teams, one of which is dedicated to improvements in human capital including staffing and resource strategies. The work team scope encompasses defining and implementing overall asset management structure, roles, and responsibilities across the modes including EAM system owners, data management and governance leaders, asset strategy and lifecycle planning managers, and financial planning analysts. Work team efforts will address strategies for recruitment, training, and staff retention to ensure a sustainable future workforce and opportunities for employee development. The work team also provided input into existing outreach and recruitment programs. Addressing the key challenges of technology workforce recruiting will be performed in collaboration with a parallel technology working team.

Some of the key deliverables produced included:

- Initiative Charters and Strategy Documents including one for the Human Capital Work team that included: scope and overview, team members and roles, current and future state, outcomes and metrics, key enablers, and implementation tasks and activities.
- 2025-29 Strategic Asset Management Plan (SAMP) that is the five-year guidance document for MDOTs program and includes strategies, goals, and objectives and incorporates workforce needs and priorities throughout the document.

## What Was the Outcome

MDOT recently finalized the Human Capital Strategy Document along with the new Strategic Asset Management Plan for 2025-2029 (SAMP) that emphasizes the importance of the workforce in advancing the organizations priorities over the next five years. The working teams were an integral part of this SAMP journey and will help MDOT promote a collaborative, innovative, adaptable and engaged workforce. Targeted benefits and outcomes from this effort include:

- Organization and resources that can advance the level of maturity and achieve impactful and transformational change
- Staff and structures that deliver holistic perspectives across operations, maintenance, engineering, business analysis, finance, and technology
- Enhanced buy-in and support with opportunities for employee growth and development and increased career satisfaction

- Additional internal networking and collaboration and sharing of resources between modes

This effort has the long-term commitment and support of senior MDOT leadership and will deliver significant positive impacts to the organization.

### What's Next

Implementation work is ongoing and the work teams are meeting on a quarterly basis to review progress. In addition to the SAMP, MDOT's asset management steering team is also working on developing a more tactical asset management plan that will be a companion to the SAMP and will be published in late 2025. High priority workforce initiatives include: developing a recommended asset management organizational model for consistency across MDOT that will standardize key positions, roles, and responsibilities and support future staffing and recruiting recommendations.

### More Information

Link to Final SAMP: [https://www.mdot.maryland.gov/OPCP/MdDOT\\_samp\\_final.pdf](https://www.mdot.maryland.gov/OPCP/MdDOT_samp_final.pdf)



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