

RESEARCH SUMMARY

Study of Impacts of Technology on the Future Workforce at MDOT SHA

WHAT WAS THE NEED?

Artificial intelligence, robotic process automation, natural language processing and virtual collaboration technologies are transforming the landscape of the office and administrative workforce by automating non-value added, repetitive tasks and processes, as well as supporting remote and flexible work. This has created a shift in two areas: a perceived decrease in workload for these Administrative Assistants (AAs) and a need for business analysts (BAs) in the workforce who can understand the systems and help offices incorporate the systems into their daily work to create efficiencies.

WHAT WAS THE GOAL?

The scope of this study is to provide recommendations on how administrative assistants and business analyst jobs may be redesigned and aligned with technological changes and the job market dynamics and how people, processes and technology may be managed to better meet MDOT SHA's needs.

WHAT DID THE RESEARCH TEAM DO?

The research team reviewed related literature and analyzed job data provided by MDOT SHA and information collected from focus group meetings and one-on-one interviews with MDOT SHA's AAs and their managers. The research team conducted job analysis and identified gaps after assessing MDOT SHA's existing capabilities in terms of office technology infrastructure, AA and BA workforces, and related processes against its mission and strategic plan.

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WHAT WAS THE OUTCOME?

The research team identified five gaps, including recruiting and retention gap, current and future AA job description gap, vision realization gap, and capability gap. To close the gaps, the research team recommended that MDOT SHA transform into a digital office of the future when managing its AA workforce and adopt a Center of Excellence model managing its BA workforce according to the People, Process and Technology model. Specifically, MDOT SHA may start with some pilot projects to automate repetitive administrative tasks and plan to expand its BA workforces. MDOT SHA may allow teams to adopt a flexible work schedule based on both work and worker requirements.

LEARN MORE

The Project Manager in the Research Division will add this information. To view the complete report, click [here](#).

HOW WILL MDOT SHA USE THE RESULTS?

Based on the People, Process and Technology model, the study recommends that MDOT SHA transform into a digital office of the future when managing its AA workforce and adopt a Center of Excellence model managing its BA workforce. Specifically, MDOT SHA may start with some pilot projects to automate repetitive administrative tasks and plan to expand its BA workforces. MDOT SHA may allow teams to adopt a flexible work schedule based on both work and worker requirements.