

NCITEC Project Summary

Project Title: Managerial Workforce Development and Economic Competitiveness

Principal Investigator: P. Sherry

Start Date: Jan 2012 Completion Date: December 2014

NCITEC Funds: 60,000 Matching Funds: \$65,000

Category (select at least one and at most five categories):

Freight transportation, administration management, education training, safety human factors

Project Description:

The proposed project will estimate the return on investment and contribution to economic competitiveness of the investment in managerial training and development activities for persons in the intermodal and transportation industry. Questions remain as to what type of managerial development activities are most likely to contribute to the overall success of the company and contribute to economic competitiveness. The proposed study will provide an estimate of the change in performance, develop a metric for estimating the change in performance, and provide a model for these estimations in intermodal transportation organizations for others to utilize.

Durr & Sherry (2010) surveyed over 350 managers of a state DOT to develop a competency model for use in transportation. Based on their research they identified a series of key competencies that a manager of intermodal transportation should possess in order to be competitive. The main competencies identified were: 1. Emotional Competence ; 2. Safety Culture; 3. Motivation; 4. Innovation; 5. Communication ; 6. Credibility/Integrity; 7. Conflict Resolution; 8. Decision-Making. These key competencies were significantly linked to ratings of job performance by managers overall. Thus, they were demonstrated to have some relationship to overall success. We will use this measure to assess competence in these areas and estimate change in performance.

The proposed research will attempt to investigate the extent to which managers who have participated in leadership and managerial development activities have gained substantially in their progress over the time. In order to assess these developments a sample of individuals from a large railroad in the Midwest will be examined and assessed to determine the extent to which those who have participated in managerial development programs have indeed developed or enhanced their skills as compared to those who have not participated in development programs.

In order to assess this a sample of approximately 50 managers who have completed training and a sample of 50 managers who have not completed training will be assessed using various tools to determine where they are at the present time. Due to the fact that a true experimental design is not possible in this circumstance comparison to available benchmarks, supervisory ratings, and leadership assessment tools, and structured interviews will be prepared and administered to assess change in overall development.

Since there exists no available benchmark and database on the overall expected level of development and competency to be achieved, the present study will provide important information on the expected return on investment (ROI) from the participation in various training and development activities and assess the overall impact on increased economic competitiveness. The proposed study will provide and estimate in the change in performance, develop a metric for estimating the change in performance, and provide a model for these estimations in intermodal transportation organizations for others to utilize.