



## Best Practices for Hiring, Retaining and Utilizing Minorities and Women

### **Problem Description**

To better assess the state of workforce diversity and opportunities to address diversity challenges, TDOT issued a research contract to the University of Memphis (with subcontracts to Tennessee State University and Vanderbilt University) in December 2018 to examine these issues. The focus of this research was to assess TDOT's goals, challenges, and practices with regard to attracting and retaining diverse talent and to develop a comprehensive framework for successful hiring and retention of minorities and women.

### **Research Objectives**

1. Develop a framework for use by TDOT to hire, retain and develop minorities and women into the workforce.
2. Examine Best Practices for attracting and retaining minority and female employees.
3. Develop a Utilization Plan for obligated funds from FHWA and other primary highway funding programs.

### **Potential Implementation and Expected Benefits**

Developing a specific framework for a talent management program to effectively hire, retain and utilize minority and female employees will help TDOT achieve workforce diversity that will translate into effective delivery of essential services to communities with diverse needs. Implementing the research recommendations will provide information that helps TDOT develop and implement a hiring plan and training programs for underrepresented and underutilized minority and female groups and will enhance the successful tools TDOT is already implementing to achieve its goals and mission.

### **PROJECT NUMBER:**

RES2019-19

### **PRINCIPAL INVESTIGATOR:**

Dr. Stephanie Ivey  
University of Memphis

### **TDOT LEAD STAFF:**

Giuliana Guglielmi  
Human Resources Division

### **PROJECT SCHEDULE:**

December 2018 to  
November 2020