

National Center for Intermodal Transportation
A Partnership Between the University of Denver and Mississippi State

Identification of a Leadership Competency Model
for use in the
Development, Recruitment & Retention of Intermodal Transportation
Workers

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Abstract

The purpose of this research was to determine the competencies that predict highly effective performance in intermodal transportation managers and that will pave the way for development of a core competency model that can be used to recruit, train, and retain effective transportation leaders. Three separate samples were included in this four-phase study that followed leading methodology in competency research (Spencer & Spencer, 1993): 1) an expert panel of 11 human resource managers in transportation, 2) 62 mid-level managers (41 males and 21 females) and 3) 228 manager peers/colleagues. The managers and their peers/colleagues completed the *Intermodal Transportation Managerial Competency Questionnaire* (ITMCQ). Results from the expert panel indicated 9 core competency areas that are th

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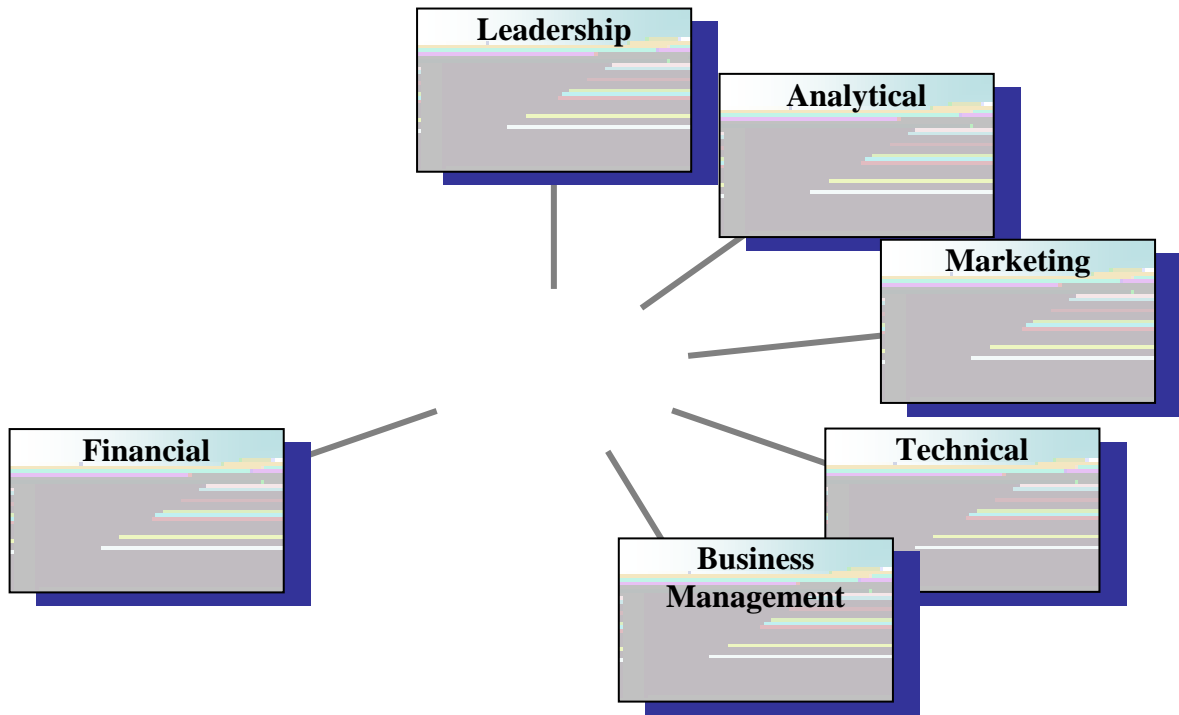
As the demand for transportation continues to increase dramatically amidst the current population boom, an estimated 40 to 50 percent of the existing local, state, and federal
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industries (Ricciardi, 2005; Wang, 2003). Several empirically-based methods have been presented to identify competency models for specific industries (Ricciardi, 2005; Wang, 2003).

Methodology

The Intermodal Transportation Leadership Competency Model (ITLCM) was developed following the rigorous methodology set forth for competency research and modeling methods in the field (Boyatzis, Cowen, & Kolb, 1995; Spencer & Spencer, 1993). The model was developed in four



Discussion

This project aimed to assist current research projects underway by the Transit Cooperative Research Program (TCRP), which is sponsored by the Federal Transit Administration (FTA), as well as other government reports from the U.S. Department of Transportation, the Federal Highway Administration (FHA), and the American Public Transportation Association's (APTA) Workforce Development Initiative. In 2001, the APTA's Workforce Development Initiative identified several critical problems in workforce development in the transportation industry. One of the primary workforce issues identified across several transportation agencies in the report was the deficit in quality managers as a result of the aging workforce and inability of all branches of transportation to attract and train high performing executives. Thus, the aim of this project was to develop a core competency model that could be used to effectively recruit, train, and retain superior leaders in intermodal transportation.

Eleven human resource managers identified 9 core competency training areas for employees in intermodal transportation: Leadership, Analytical, Marketing, Technical, Business Management,



~ Sherry & Durr ~