Updated ADA Training Being Offered by MoDOT and MO-LTAP

It is important for agencies to stay informed of the current ADA guidelines and the implications they have on local public projects. Therefore, ADA training is being offered in partnership with MoDOT and instructed by Ron Effland, P.E., Non-motorized Traffic Engineer for MoDOT Design Division. Because ADA impacts local projects, this is a key class in MoDOT's Local Projects Administration (LPA) training program. This is also a Road Scholar Level II class.

The class provides participants with a basic understanding of ADA information needed to construct sidewalks and curb ramps on public rights-of-way that are compliant. The class briefly discusses laws relating to accessibility and published guidance; however, the MoDOT ADA checklist is the basis for the updated class. The focus is more on constructibility and compliance issues and less on the legal background. The MoDOT ADA Checklist has been recommended as a FHWA Best Practice for ADA projects and is now used on LPA projects as well as on MoDOT projects. Attendees will view photos of real-life examples of good and bad ADA installations. They will be encouraged to ask questions in open discussions on topics such as mobility aids and their operational space requirements. Accessible route components such as sidewalks, curb ramps, detectable warnings, handrails, crosswalks and pedestrian controls at signalized intersections will also be covered. Handouts will be provided that include ADA requirements and information covered in class for reference later. Please contact the MO-LTAP office for upcoming ADA classes in your area.

Missouri “Show-Me” Road Scholar Program Deadline

Last year Missouri LTAP announced an expanded Road Scholar Program. The structure of the program was revised and broadened to better serve participating agencies and their employees. Because of the restructuring, we have allowed some flexibility in using classes as Level I electives that were previously open electives or ones that were Level I but are now Level II. We did this to allow agencies adequate time in transitioning to the new structure. This has allowed agencies with participants only needing one or two more electives time and flexibility to complete Level I. Please note that the deadline to have Level I completed under the transition period is June 1, 2014. From that point forward, the new structure will be used solely. Exceptions will no longer be made for Level I classes. Only classes under the new Level I structure will be used for credit.

The requirements for Level I remain the same. All three core classes are required. They include: Basic Communication Skills, Work Zone Safety & Flagger Training and Workplace and Job Site Safety (Worker Safety). Any five of the electives can be completed. They include: Basic Math Skills, Bridge Management and Maintenance, Chain Saw Safety, Chip Seal/Asphalt 101, Culvert Installation and Maintenance, Defensive Driving, Equipment Operation and Safety, Gravel Road Maintenance, Motor Grader Skills, Snow and Ice Control, and Tractor Mower Safety.

Level II classes are focused on advanced maintenance topics and allow participants more flexibility. Classes are not broken into core and electives classes. Instead, any eight classes can be completed. The current classes offered include: ADA Training, Communicating in the Workplace (Advanced Communication Skills), Bucket Truck Operation & Safety, Bridge Incident Inspection, Community & Media Relations, Confined Spaces, Construction Documents 101 - Reading Blueprints & Deciphering Specs, Intelligent Compaction: Understanding the Technology, Improving Performance (continued on page 4)
Greetings from Missouri S&T in Rolla. The entire MO-LTAP staff wishes you the best in the New Year. Yes, another year has come and gone. With it comes the chance to look back on 2013. It was another busy year for MO-LTAP training. We offered a total of 162 classes last year, which was an increase from 134 classes in 2012 and 111 classes in 2011. This doesn’t include the 35 Hazmat Awareness and Chemical Suicide Prevention classes taught by the Missouri Emergency Response Commission (MERC). These 8-hour classes are offered to the local agencies that we serve at no cost. Both classes are recognized as either Level I or Level II electives in the Road Scholar Program. We trained a total of 6,469 people last year. We offered several new classes, which included Communicating in the Workplace (Advanced Communication Skills), Comprehensive Winter Planning, Construction Documents 101, and Fall Protection & Personal Protective Equipment. The Road Scholar Program continued to grow. Several new Level I graduates were recognized at awards ceremonies held at various agencies throughout the state. These included, in order of award, Platte County, City of Houston, Boone County, City of Concordia, City of Fulton, City of Mexico, Joplin Special Road District and City of Jackson. We now have 136 Level I graduates.

One of our projects in 2013 was the development of a series of eight posters that were sent to each county. The focus of the posters was to share information on training topics covered in MO-LTAP classes and advertise the resources and training available through MO-LTAP. In addition, we also promoted MO-LTAP by attending conferences and meetings throughout the state. Some of these included the APWA Missouri Chapter, MAC, MACCTO, MML, TEAM and Traffic & Safety conferences. We also held Advisory Committee meetings on April 18 and November 22 in Rolla. Highlights from the fall meeting are included in an article in this newsletter.

We have several plans for 2014 to expand the program. We hope to increase participation in Level 2 and 3 of the Road Scholar Program with expanded class offerings. The new classes include Bucket Truck Operation & Safety, Confined Spaces, Introduction to Materials: Concrete, Asphalt & General Materials, Forklift Operation & Safety, and Trenching & Shoring. You’ll notice that most of these are advanced worker and equipment safety training, which are all part of the Level II. We also plan to promote level 3 classes, which focus on leadership training through management and workforce development, by publishing a brochure outlining each class. We plan to send it to consulting firms, city and county clerks, and other local government administrators. Our intent is to offer more advanced level classes in 2014. Finally, we will be mailing one copy of the entire poster series in an 11x17 format to each city agency throughout the state.

2013 proved to be another year for growth in terms of training offered and agencies served. We look forward to serving these agencies and others in expanded areas. As always, my staff and I continue to work hard to meet the needs of local agencies and look forward to providing the best training and resources possible. Please let us know if there is a training you would like to see in your area.

Best wishes,

Heath Pickerill
Director, Missouri LTAP

Missouri LTAP Advisory Committee Meets

The Missouri LTAP Advisory Committee met on November 22 at Missouri S&T Havener Center for its fall 2013 meeting. The intent of the committee is to evaluate the performance of the program and offer suggestions on providing the best services possible. The committee is made up of selected county commissioners, MoDOT and FHWA representatives, and individuals from various public agencies throughout the state. Nine committee members attended along with the LTAP staff. Those members included Larry Benz, Patrick Bonnot, Mike Geisel, Stuart Haynes, Sean McGonigle, Bonnie Prigge, Bill Stone, Marc Thornsberry, and Skip Wilson. MO-LTAP was represented by Heath Pickerill, Director, Kristi Barr, Program Coordinator, Doreen Harkins, Administrative Assistant, and Nicole Annis, Graduate Assistant. See the complete list of committee members on the back page of this newsletter.

The meeting included updates on current or recently completed projects and a summary of 2013 center activities. A total of 162 classes were offered, which was an increase from 134 classes in 2012. A total of 6,469 people attended training throughout the year. New classes offered included Communicating Effectively in the Workplace (Advanced Communication Skills), Comprehensive Winter Planning, Construction Documents 101, and Fall Protection & Personal Protective Equipment. Utility Road Zone Training was also offered in partnership with MoDOT in the northwest district. In addition, a chip seal showcase was offered in three locations, which included Lebanon, Jefferson City and Chillicothe. The partnering program with MoDOT included a one to two hour classroom discussion led by Mike DeGraff with Vance Brothers Asphalt and a two hour on-site demonstration. The showcases were free to local agencies. Finally, there were several new Road Scholar Program Level I graduates in 2013 bringing the total to 129. There are now 404 participants representing 46 agencies.

A few of the discussion highlights from the meeting included training plans for 2014, the National LTAP/TTAP Conference being held in St. Louis July 21-24, and some new training ideas. Some of the new classes planned for 2014 include Bucket Truck Operation & Safety, Confined Spaces, Introduction to Materials: Concrete, Asphalt & General Materials, Forklift Operation & Safety, and Trenching & Shoring. MO-LTAP will also partner with MoDOT to offer a right-of-way training. A few of the suggested topics for future training included blood borne pathogens, lockout/tag out, and low cost improvements for rural roads.

The meeting concluded with closing comments from each committee member. Several members commented on the increase in training numbers for 2013. It was also suggested to increase the number of consulting firms, city and county clerks, other administrators and private agencies that are contacted as a way of promoting the upper levels of the Road Scholar Program. A copy of the minutes can be found under the About Us >> Committees link on the website, www.moltap.org. The next meeting will be held in spring 2014. If anyone has an interest in serving on the Advisory Committee, please contact Heath Pickerill at pickerillh@mst.edu or 573-341-7637. For more information on Missouri LTAP please visit the MO-LTAP website.

Missouri LTAP wishes to thank Mr. Phil Broyles and Mr. Larry Frevert for their dedication to and serving on the MO-LTAP Advisory Committee. Both recently announced they would be stepping down as they look forward to retirement in the near future. Their experience and knowledge has been extremely valuable. The entire MO-LTAP team greatly appreciates all they’ve done to promote and strengthen the program. Please see page 5 for more information on their service to the Advisory Committee.
Missouri "Show-Me" Road Scholar Program Deadline


The following MERC classes can be counted as an elective for either Level I or Level II: Hazardous Materials Incident Response or Chemical Suicide Response. Both of these classes are offered by MERC at no charge.

The requirements for Level III (Supervisory Skills) are the same as Level II. Any eight classes can be completed. The current classes offered include: Asset Management & Cost Accounting, Emergency Management for Public Works Officials, Enhancing Cooperative Work Relationships, Grant Writing, Human Resource Management, Legal Aspects of Supervision, Project Planning and Management, and Supervisory Communication Skills. Classes that may be offered in the future include: Bridge and Culvert Hydraulics; Culvert Design & Drainage; Innovative Financing, Intergovernmental Relations, Managing Employee Performance, and Traffic Design.

Participants are still required to complete Level I before receiving recognition in Level II; however, Level III is a stand-alone tract focusing on supervisory skills and can be completed without completing the first two levels. The cost of training in 2014 remains the same as last year. Training for local government agencies is $35/person for Level I classes; $25/person (includes lunch) for Level II classes; and $15/person for Level III classes. Level I classes are held from 10:00 AM – 4:00 PM. Level II and Level III classes are held from 10:00 AM – 5:00 PM.

Please note that non-government entities such as consultants and vendors are always looking for the best prices to save taxpayers money. U.S. Communities allows for participants to utilize contracts between vendors and other government agencies and nonprofit organizations that have already been put into place to purchase materials such as office supplies, office furniture, office machines, technology products and solutions, electrical and telecommunication equipment, maintenance and hardware supplies, playground equipment, and auto parts. This results in a reduction of cost by combining the purchasing power of public agencies nationwide.

"U.S. Communities continues a competitive bid process or the county would not be able to use them," said Jackson County Purchasing Supervisor Barbara Casamento. "We use U.S. Communities in situations where they have obtained a quantity discount that would save the county money. Because U.S. Communities is part of large group of government entities, the quantity discount is higher.

Currently, there are 55,000 registered agencies, educational institutions and nonprofits that utilize U.S. Communities contracts to procure more than $1.4 billion in products and services annually. During just the two first quarters of 2013, 31 Missouri counties used the program to purchase a total of $1,762,069. The most used suppliers in the last quarter for Missouri counties include Premier/US Food Service, Haworth, Home Depot, Ricoh and CARQUEST.

Buchanan County uses Graybar for telecommunications and electrical parts and CARQUEST for auto parts, but they use Ricoh the most.

"The program is easy to use and speeds up the purchasing process," said Buchanan County Purchasing Agent Kim Hartman. "U.S. Communities saves valuable tax dollars and the vendors are eager to help. We probably save 20 percent." The competitive bid contracts can also be used for federal grants. To make the process easier, U.S. Communities also offers online shopping for many of the government suppliers.

"We love cooperative contracts," said Laura Merriman, a buyer for Greene County. "The necessary steps are already done that are required by state legislation to bid out. They save us ad costs and the time it would take to create new contracts."

There is no fee for participants to use U.S. Communities. Instead, suppliers pay a one percent administrative fee which funds the program.

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Cooperative Contracts Can Save Time And Money For Counties

The Missouri LTAP staff met with its MoDOT ambassadors on December 4 in Rolla. The MoDOT Ambassadors represent each of the seven MoDOT districts and provide MO-LTAP with a direct link to the local agencies and customers within each district. They help communicate information as well as provide feedback on the customers’ needs. They find out what types of programs are necessary, how well existing programs are received, and help make introductions between the LTAP staff and county commissioners and other pertinent local government officials. Six ambassadors attended along with other MoDOT staff. The ambassadors included: Elquim Auala (Southeast), Jenni Jones (Central), Darby Logan (Northwest), Marsela Ward (Kansas City), Greg Wilhelm (St. Louis), and Chad Zickefoose (Southwest). Other MoDOT staff included: Bill Stone, Research Administrator. MO-LTAP was represented by Heath Pickrell, Director; Kristi Barr, Program Coordinator, and Nicole Annis, Graduate Assistant. Ambassadors that weren’t able to attend include: Ronald Wain (Northeast), Don Knapp (Central), and Chad Zickefoose (Southwest). Heath Pickrell opened the meeting by welcoming everyone.

The Missouri LTAP MoDOT Ambassadors Meeting then gave an update on the activities of the past year, which included a summary of the training held, upcoming classes scheduled, and other projects that were completed. The ten five trainings on the local traffic practices manual was completed in 2013. Manuals are now available to share with local agencies in each district or can be downloaded from the MoDOT website. In addition, MO-LTAP developed a series of posters that were sent to every county. 11x17 posters will be mailed to every Missouri county in October. Several posters will also be provided to each ambassador for them to pass along to the local agencies with which they communicate.

Each ambassador then had an opportunity to give an update on their district. The focus for many has been the coordination of Local Programs Administration (LPA) projects. The group also discussed giving packets of MO-LTAP information to the MoDOT area engineers and ideas for new classes. These included right-of-way training, CPR training, and blood borne pathogens. The meeting concluded with closing comments from each attendee. Everyone agreed that it was a worthwhile meeting and looks forward to meeting next year.

Larry Frevert, P.E., 2007-08 APWA National President, served on the MO-LTAP Advisory Committee since 2009. He worked in the public sector for 36 years, 17 with MoDOT in the Jefferson City, Joplin and Kansas City Districts as well as at Headquarters and 19 years for the City of Kansas City, MO in Public Works and Parks and Recreation. He has since worked in the private sector for the past eight years with Burns and McDonnell, HDR Engineering and TREK Design Group. Frevert served on the APWA National Board of Directors from 2002 to 2009, including serving as National Treasurer in 2005-06 and National President in 2007-08. He chaired the APWA National Engineering and Technology Committee in 2001-02 and various other committees and task forces over the years and currently chairs the Professional Development Committee. He has received such awards as APWA Top 10 Public Works Leader of the Year in 2012 and APWA Public Works Accreditation, June 2013.

Phil Broyles, P.E., Director of Public Works for the City of Springfield, served on the MO-LTAP Advisory Committee for 10 Years. He retired from MoDOT after 30 years before beginning his career with the City of Springfield. While at MoDOT, he spent 20 years in the Springfield District office, served as District Engineer in the Northeast District in Hannibal, and completed his career with MoDOT in Jefferson City as the Director of Operations. Broyles holds a Bachelor of Science Degree from the University of Missouri-Rolla (Missouri S&T). He is a member of several professional and technical organizations including the American Public Works Association (APWA), National Society of Professional Engineers, Institute of Transportation Engineers, and the Transportation Engineers Association of Missouri. He has received such awards as APWA Top 10 Public Works Leader of the Year in 2012 for Missouri Chapter and St. Louis Metro Branch, OCITE Ozarks Chapter Transportation Professional of the Year in 2012 and APWA Public Works Accreditation, June 2013.

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A public works organization is made up of many enterprises comprised of people and processes organized to efficiently deliver service to our customers at a prescribed level of service for the lowest cost possible. As a public works leader, we must be able to fully understand our operations and factors that impact them. Why is that, you ask?

Public works organizations have never been known to be staffed or funded to appropriate levels, especially in the last several years. We tend to get the balance of funding that is available after other “more important” organizations get funded (e.g., police, fire). While I do not question the importance of these other organizations, imagine them executing their missions without proper roads to get their destination, or sufficient water to put out fires. What happens to public safety when streetlights are not properly working, or when signals are not repaired in a timely manner? Public works organizations have a significant impact on the quality of lives of the residents of the community we serve. That being the case, why aren’t we getting funded as appropriately as other groups?

Frankly, one of our major issues as public works officials is that we simply do not know how to tell our story in such a compelling way. We simply believe that our mission is to serve and not celebrate the good work we do. Before I offend some of you, I am well aware that there are some in leadership positions that have mastered the art of compelling presentation, but you have to admit that these individuals are few and far between. So, what are the steps needed to prepare and tell a compelling story?

There are some key foundational steps that we must fully appreciate to ensure that we set our story in a positive light. The following steps support our ability to paint the picture.

Budget

An itemized estimate of expected expenses based on projected revenue for a defined period of time (e.g., fiscal year) which allows for a plan of operations. While many of us work in a governmental setting, that is not an issue as budgets are a mandatory requirement to spend public funds. How well do you understand your budget? Do you understand the assumptions upon which it is based (e.g., revenue)? Do you understand the process and interworking of your budget and how to track expenditures against it, or is this simply another document that is provided to you by the budget office and you never look it again until the next year?

Budgets are generally based upon a set of assumptions related to projected revenue—especially when dealing with enterprise or internal service funds. While your expenditures may be in line with the approved budget, tracking revenues and comparing with the projected revenue assumptions of the original budget are critical to ensure a healthy fund balance. Since many public works operations are dependent on a dedicated source of funding (e.g., Solid Waste, Water, Wastewater, Fleet), you must ensure that sufficient revenue is being collected to allow for the level of expenditure. Depending on the source of the funding, these revenues may not fluctuate within the year or may change monthly. This is why it is critical to rack the revenues on the same frequency as you generally do with your budget. This will allow for what I refer to as the Trifecta Management Process. This process helps a public works manager to be able to properly evaluate their operations in the short term and the impact it will have on its long-term viability.

Finance

The management of revenues and conduct of transactions that impact the monetary resources of the organization (public funds). While, in many agencies, the function of finance is handled within the finance department, we as public works leaders must have a basic understanding of the process and the various reporting mechanisms undertaken. This will give us an insight into lingering issues that need to be addressed. While I am not advocating that public works leaders should go out and become CPAs, you should have sufficient knowledge of the subject in order to ask the appropriate questions and make the right decisions in a timely manner.

Creative Leveraging of Resources

While many of us have heard the phrase doing more with less, it is incumbent on us to be able to effectively manage our financial and human capital resources and leverage them in a manner that allows us to efficiently and effectively serve our community. This can be achieved through cross training of staff and elimination of silos that historically existed. As an example, in the solid waste field, you may train your equipment operators on the various pieces of equipment that exist across the operation vs. simply having those who operate Auto- loaded Side Loaders, Front Loaders, or Roll-offs. This allows for more flexibility in the operation.

I do not suggest that such leveraging of resources is simple to do; on the contrary, it is much more difficult. However, mastering such a skill requires a creative ability to manage the resources and provide the necessary training and support to maintain a safe operation in the process.

This talent must also transcend across other departments and agencies. As public works leaders, we must be able to identify the resources we need and be willing and able to acquire them in non-traditional ways. Perhaps an inter-governmental agreement (IGA) with other neighboring agencies can help you get the resources you need in a timely manner with minimal costs. While business owners have learned to creatively leverage their available resources, we in the public sector must adopt a similar mindset and gain such skills in order to be prudent public trustees.

Putting It All Together

Minding all these details and thinking creatively at the same time surely seems overwhelming. However, it does not need to be if you can succeed in developing and managing the basic systems and processes (Best Practices) that effectively carry out the mission, strategy, and goals of the organization. As a public works leader, your primary purpose is to be the chief architect of your entire operation; to simply be the author of your own story.

On a typical day, you design, develop, oversee, monitor, and evaluate the systems and processes that make your organization run efficiently, create value for customers, and result in a healthy sustainable enterprise. It is hard work and if everyone could do it, managers would be obsolete. As a leader of the organization, you must do more than simply follow orders and perform assign tasks. Building a high-performing organization requires a different skill set altogether. If you don’t have the personality or desire to do this, you should find a different field.

Your primary role is to get the best people you can on the team and polish their skills in order to create operational excellence through systems and processes that will deliver the highest level of service possible for the least amount of cost. When you can do this in a sustainable manner, you will have achieved your goal.

Residents, as well as elected officials as their representatives, expect their government to serve them in the best way possible. It is how the residents feel about your operation as a whole that matters most. Everything about your operation is what they are evaluating you by. As chief architect, your entire operation is your focus, and it must be exceptional throughout. Creating effective business systems and processes will make your organization exceptional, and keep your customers happy which in turn keeps you employed!

The Story

If you followed the recipe, you have a foundation to be able to put together an interesting story that captures everyone’s interest—a story that can help sell your cause (provide the highest service delivery possible for the level of funding authorized). Armed with facts about service delivery levels, and customer satisfaction, supported by accurate and timely financial information that supports true operational costs, with a little taste of what you can provide you will improve your odds of getting your requests approved.

Even if the sky is falling, you must be prepared to tell the whole story, provide all the ingredients and the options. Provide the decision makers with the story and alternate ends (effects of budget on service levels) and you will have served your organization well regardless of the final results.

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Resources: APWA Reporter, December 2013
Workforce Development

Orientation, Training, Mentoring and Professional Development

Maher Hazine, P.E., PWLF
Retired Director of Public Works, Ogden, Utah; Member, APWA Small Cities/Rural Communities Committee

What is the difference between an average or even a good organization and a great one? What is it that makes a high-performing, self-directed team? Why do some organizations fail in the face of adversity while others thrive? After all, we all live with the same external regulations and mandates. We all live with the same realities of budget constraints and at times political misdirection that dilutes our focus and efficiencies. We all have access to the same technologies, equipment and knowledge base. After decades of experience I firmly believe it’s the people that make the difference. More specifically, it’s how we treat the people. I think we all can agree that we try to hire the best people that we can but the reality is that we are not all “A-Players.” Yet we have a plethora of examples where great companies achieve extraordinary results with ordinary people. How do they do it?

One can quickly point to organizational culture. Organizations that set high expectations have a much better chance at achieving a higher level of performance than those that do not expect more of their people. This is the result of an environment that is self-filling prophecy. You never get more from your people if you expect less. But expectations alone are not enough either. That is just dangling a carrot from a stick in front of the donkey. If the donkey never gets a bit of the carrot, eventually it will stop pulling the wagon. The old Theory X or “KITA” style of leadership does not work either. Coercion and treats will not produce quality work. So what does it take to get extraordinary performance out of ordinary people?

To begin with it starts with relationships. Relationships are the basis for organizational culture. If you want a great culture you start by building great relationships. I am not talking about the touchy-feely human relationship programs of the 70’s. I am talking about developing a strong bond built on mutual understanding and trust between leader and employee. Employees must believe that their leaders have their best interest at heart.

So many organizations measure results based on numbers gained from performance measures. Performance measures don’t produce results, people do... or don’t... if you think of your organization as a fruit tree, we tend to measure success by the number and quality of fruit the tree produces. If all we do is spray for bugs on the fruit and ignore the roots, we will never achieve the quality results we seek. We have to nourish the roots first, then check the harvest. Our people are our roots and the real source of quality work.

Where does this process begin? It begins with the hiring process or more specifically with the orientation process. Most organizations make job offers by phone or letter usually done by the HR department. In my opinion, the offers should come from the hiring leader. That offer is the first step in building a relationship between leader and employee. This step is quickly followed by an orientation process and again it is usually conducted by the HR department. It mostly consists of filling out paperwork, watching videos on sexual harassment and getting a copy of or training on the organization’s policies and procedures manual that consists primarily of the “Do’s and What Not’s” of the organization.

How many new hires are assigned a Buddy that is a coworker who makes a call to the new employee and introduces him/herself and welcomes the new hire onboard? A Buddy that will meet the new hire at the door on the first day and walks him/her through the process, introduce her to her coworkers, show him where things are located and spend their first lunch period together. Does your orientation process continue past filling out a W-4, copies of benefits and checking off the “Do’s and What Not’s” of the company’s policies?

During the first year, a new employee usually has a list of training assignments they must complete to pass from new guy to valued employee. That list is usually routine; after all, they have to be equipped in skills and knowledge to accomplish the mission. The first year is critical but not the end game by any means. As you continue to build a relationship with each employee you will find out what motivates them and, no, it is not the same for every person. As a leader, you strive to find each individual’s strengths and passions. If you match you to the organization’s needs you can build both individual goals and an annual training plan to support meeting those goals for both the employee and the organization. Think of the strengths, passions and needs as concentric circles. Where those circles intersect is the individual’s sweet spot and the area that will build team bench strength for the organization. This will also be highly motivating to the employee. Imagine an organization that cares about the individual’s passions and forges those strengths into the overall improvement of the team. Fredrick Herzberg, the “Father of Job Enrichment,” would be delighted.

As employees progress or fail to progress, the next phase of leadership is mentoring. This phase actually breaks down into two phases. The initial phase is coaching. This is about improving job performance and once again, how and what you do depends on your expectations and level of experience the employee has. Certainly we should not have the same set of expectations for a rookie as we do for a seasoned veteran. This requires us as leaders to set clean and meaningful expectations for behavior and performance. We must ensure that these expectations are clearly understood by the employee. When an employee fails to meet those expectations what usually happens is they are the subject of some form of discipline or punitive action. This rarely improves overall performance. In fact, it is most assuredly counterproductive and creates an atmosphere of fear in the organization that will significantly diminish the performance of the entire organization. What employee will use their discretionary effort to go the extra mile if they fear reprisal for making a mistake? What needs to happen is a process of “Positive Discipline” where the leader sits down with the employee and reviews the expectation and compares it to the actual outcome. What went wrong? Why did it go wrong? What needs to happen next time? What does the employee need to do to improve their performance? What are you the leader willing to do to help the employee reach those goals? When will those steps be completed? What follow-up will occur to ensure progress is being made? This will build a stronger relationship and replace fear with trust, the fundamental element all leaders must have to be effective.

Enhancing Cooperative Work Relationships:

The following are workforce development courses recently developed and now being offered by Missouri LTAP. All three are Road Scholar Level III classes and cover specific leadership topics. Watch for these classes in your area on the training calendar at www.moltap.org.

Asset Management and Cost Accounting:

Asset Management and Cost Accounting: stresses the importance of tracking an agency’s expenditures. It is intended to give supervisory and management personnel the tools necessary to operate a department efficiently. If a department is going to run efficiently, good records are important. It is difficult to say whether money is spent wisely unless one knows where the money is spent. Purchases must be governed by past experiences and not by spur-of-the-moment decisions. Attendees will learn how to develop work within the confines of a good budget.

Human Resource Management:

Human Resource Management: covers proper hiring procedures, discusses sexual harassment in the workplace, and outlines proper procedures for reprimanding an employee as well as the importance of proper documentation leading up to employee dismissal. It also covers the importance of using employees in jobs best suited for them. Attendees will learn to identify personal skills of individuals, how to recognize certain personality traits the importance of assigning the right people and the correct number of people to various job assignments, and how these can be accomplished through the use of personnel evaluations and performance reviews.

New MO-LTAP Leadership Classes

NEW MO-LTAP Leadership Classes

The following are workforce development courses recently developed and now being offered by Missouri LTAP. All three are Road Scholar Level III classes and cover specific leadership topics. Watch for these classes in your area on the training calendar at www.moltap.org.
The Bucket Truck Survival Guide - In 5 Steps

Bucket trucks come in various sizes, but their main goal is to make your job easier and safer by lifting you to those hard to reach places, usually too high for traditional ladders. Although in most cases a Bucket truck is safer than a ladder, there are still some risks involved if not operated properly and that was how the Bucket Truck Survival Guide was born. But maybe I should go back just a bit. Maybe you don’t even know what a bucket truck is. If you have ever seen the utility company, typically the telephone and electric company, working at the side of the road chances are they are using a bucket truck. Or you may have even seen someone using the same type of truck when removing a large tree from their property. Essentially, a bucket truck, also known as a cherry picker, boom lift, man lift, basket crane or hydraulic ladder is a type of aerial work platform that usually consists of a bucket at the end of a hydraulic lifting arm. Usually this piece of machinery is attached to a truck. Hence a Bucket Truck.

The following list of safety guidelines should be taken into consideration whenever operating a bucket truck.

Part 1 - Pre-Safety Check

Following these 5 simple steps, and with proper use, a Bucket Truck can be much safer than using a typical ladder to reach those hard to reach places.

Part 2 - Parking

It is essential to park on level ground when using a Bucket Truck. You will also have to pay attention when it comes to different weather conditions. Parking on the snow or ice is much different then parking on solid ground. Even in the summer months, ground area may be soft, so make sure you are aware of the conditions, as soft ground, such as mud or snow may cause tipping if the truck is not properly parked.

Part 3 - Fuel

As the trucks engine can power the hydraulic lifting arm you should ensure that the tank is full of fuel before heading out on a job. If there is an auxiliary motor to power the lifting arm you must also ensure that motor has plenty of fuel.

Part 4 - Emergency Operation

There may be a time when the lifting arm could malfunction. It is always a good idea to familiarize yourself the emergency procedures. If the lifting arm fails to retract you need to know exactly how to lower the bucket if the power system malfunctions.

Part 5 - Post-Safety Check

After you have finished for the day you should do another safety check ensuring all the same things as you did on your Pre-Safety Check. Also it is a good idea to keep the truck free of debris and cover the bucket when it is not in use.

Author’s Resource: Corey Rozon is a freelance writer from Ottawa, Canada. This article about digger derrick trucks and bucket trucks was written with the help of i80 Equipment.

Intelligent Compaction: Understanding the Technology

This EDC Exchange will focus on real world examples of where Intelligent Compaction (IC) has been used by contractors. Local public agencies can benefit from this technology by adapting IC roller retrofit kits to existing vibratory rollers. It gives the local public agency the opportunity to upgrade their existing fleets and take advantage of this technology. The implementation of this technology and the availability of retrofit kits make using IC more affordable to everyone. Compaction is one of the most important processes in roadway construction. It is needed to achieve consolidation and uniformity of the materials, which in turn better ensures a stable base platform and pavement surface. Construction materials possess optimum densities that ensure adequate support, stability, and strength. Achieving uniform compaction consistently is extremely important. Current processes using conventional compaction machines may result in inadequate and non-uniform material compaction, which can be one of the major factors that result in premature failure in pavements. IC helps to overcome this.

IC refers to the compaction of road materials, such as soils, aggregate bases, or asphalt pavement materials using modern vibratory rollers equipped with an integrated measurement systems (high precision positioning systems, accelerometers, and onboard computer reporting systems) to provide feedback to the roller operator. By integrating measurement, documentation, and control systems, the use of IC rollers allow for real-time feedback to the contractor of the compaction process. IC rollers maintain a continuous record with color-coded plots that include the number of passes, stiffness values, temperature, frequencies, amplitude, and roller speed as well as the location of the roller drum.

Please join the Federal Highway Administration, the Missouri Local Technical Assistance Program Center and the Missouri Department of Transportation for a presentation on the Intelligent Compaction: Understanding the Technology via a live webinar on March 26, 2014 from 1:00 pm to 3:00 pm Central Standard Time.

The following are locations for your participation:

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THE EMPLOYEE WORKZONE

Improving Performance

Hesh a N. Gamble, P.E., PTOE
County Engineer, County of Greenville, South Carolina; Member, APWA Leadership & Management Committee

You are an idiot! "I don't care what you think; we are doing it my way." ‘No one asked you for your opinion.” ‘This is your first and last warning.” ‘You're the worst employee I've ever had!”

Unfortunately, many of you may have had the opportunity to hear such phrases, or worse, in the workplace. I have had the privilege of leading a large group of men and women early in my career. I say lead and not supervise because a leader motivates, inspires, and empathizes with those that follow him or her. This is done by promoting an employee's strengths and cultivating their weaknesses. If improving performance is the goal, one could try the method at the beginning of this article; however, I doubt they would be successful. Improved performance is best obtained when a leader treats everyone with firmness, fairness, and compassion.

Firmness
1. The rules must apply at all times
2. The rules must be applied equally to everyone

Fairness
1. Provide the rules in a manner so that everyone knows what they are
2. The rules must be applied equally to everyone

Dignity
1. Recognize that most people work hard, want to excel in their position, and humiliation does not encourage anyone to improve
2. Remember that respect is reciprocal

Compassion
1. Discipline must fit the infraction
2. Recognize mistakes and errors as teachable moments

There is no magical formula to improving performance. The workplace is filled with imperfect people; therefore, the workplace will be imperfect. There will always be varying degrees of knowledge, skills, and abilities. Mistakes will be made. However, despite all of that, a leader, unlike a supervisor, is able to take all of these factors into account and mitigate them to yield the best performance out of an organization.

Below are 10 ways to effectively improve employee performance:

1. Set clear expectations. Clearly identify your objectives to the employee and make sure they understand what is expected of them. This may include providing a list of job duties, expected milestones and reviewing the organizational goals. Make sure the employee knows your vision and goals.

2. Constructive criticism. Provide feedback to the employee after any incident that may occur in a respectful manner that adds value.

3. Performance Improvement Plan. This is a way to formalize a plan to improve on deficiencies. Performance Improvement Plans should be used to handle specific problems and should always include a timeframe for the improvements to be made along with a consequence if the improvements are not satisfactory.

4. Be consistent. Always be available as a resource so that the employee will come to you for guidance in situations. Be transparent and share information about the big picture for your department and the organization. Transparency increases the employee’s sense of ownership.

5. Provide additional training. Find creative ways to provide additional training in areas you know the employee may be weak, including local seminars, webinars and local technical schools. Cross training and informal coaching/mentoring are usually easy and low or no-cost options.

6. Recognition for a job well done. Always take advantage of any opportunity to recognize successes on the job. Your recognition lets them know their hard work is appreciated and acknowledges their efforts. Incentive programs can be an effective way to provide formal recognition or simpler options such as employee luncheons, picnics or “fun days” are also effective. The Leadership & Management Committee is always looking for article submissions to its “Recognize Your Leaders” series; this would be a great way to recognize a hardworking employee.

7. Teambuilding. Teambuilding within your department and within the organization builds trust between employees and allows personal connections to be made, which encourages better performance.

8. Accountability/Self-assessments. Let employees tell you what their strengths and weaknesses are and how they can improve. Encourage employees to strive for excellence by using these assessments to grow and develop their skill sets.

9. Solicit feedback. Solicit feedback from the employee about the organization and your department and use it to improve the work environment and/or processes. Encourage innovation amongst employees, which could improve processes. When employee feedback is considered, it shows a commitment and they in turn begin to feel committed, which leads to improved performance.

10. Show personal interest. Find out what motivates the employee to perform and what makes them tick. Provide opportunities if possible that encourage their interest and this will help them perform better overall.

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Resource: APWA Reporter, December 2013

Orientation, Training, Mentoring and Professional Development

(continued from page 11)
you are at least three to four years behind the eight ball! This builds a stronger team and the bench strength an organization needs to go from good to great. There is one more reason to have a mentoring program; Douglas M. Lawson said, “We exist temporarily through what we take, but we live forever through what we give.”

So what do you need to do to be a mentor? The following:

1. Make People Development your Top Priority. Remember no one has ever changed the course of history by doing nothing. They did something large, something small, something novel, something repetitious. Make sure you recognize the custom, the innovation, the personal growth.

2. Limit Who You Take Along. Use the Pareto (80/20) Principle. Look at your top 20 percent of employees and search for those who are looking for opportunities. Not everyone is.

3. Develop Relationships Before Starting Out. People follow their leaders first. If there is no relationship or a poor one, they will not follow you very far.

4. Give Help Unconditionally. If you go into it with the expectation of getting something out of it other than seeing your mentee grow you will be disappointed.

5. Let them Fly With You For A While. Never work alone. It will guarantee success.

6. Put Fuel In Their Tank. People will not get far with fuel and that means resources for their continuing growth. Share what you know.

7. Stay With Them Until They Can Solo Safely. Tell them what needs to be done. Do it and let them watch. Let them do it and you observe. Once they are ready, let them solo.

8. Clear Their Flight Path of Obstacles. Provide a clear set of directions. Without a flight plan they will get lost. Guide them through the bureaucracy. To succeed the mentee will need a community. Provide it for them. Don’t give them busy work. If you want them to do a good job, give them a good job to do. Communicate honestly. An agenda not properly communicated will hinder the mentee’s success.

9. Finally, Help Them Repeat The Process. Credibility is built over time and it’s a key factor in developing a future leader in the organization.

Conclusion

Years of experience has taught me that to build a high-performing team you need to begin and end with building relationships. You have to know them individually to know what motivates them. They must be equipped to meet the requirements of high expectations. You must have an atmosphere of trust over peace. You accomplish that by removing fear from the organization. Be fair and consistent by providing help and coaching to all team members. Build a career path from bottom to top and be an active mentor to those with growth potential.

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Resource: APWA Reporter, December 2013

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About LTAP
LTAP is comprised of a national network of centers - one in every state, Puerto Rico and regional centers serving tribal governments. The LTAP centers enable local counties, parishes, townships, cities and towns to improve their roads and bridges by supplying them with:
- a variety of training programs
- an information clearinghouse
- new and existing technology updates
- personalized technical assistance
- newsletters

Through the core services, LTAP centers provide access to training and information that may not have otherwise been accessible. Centers are able to provide local road departments with:
- work force development services
- resources to enhance safety and security
- solutions to environmental, congestion, capacity and other issues
- technical publications
- training videos and materials

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Pottawattamie Regional Planning Commission
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MoDOT

Online Training Resources

National Highway Institute

Web-Based Training
- Administrative Record #142062

Web-Conference Training
- Implementation of LRFD Geotechnical Design for Bridge Foundations #132083

Instructor-Led Training
- An Overview of the Railroad-Highway Grade Crossing Improvement Program #33097
- Introductions to Federal-Aid Right of Way (ROW) Requirements for Local Public Agencies (LPA) #341050

Contact: www.nhi.fhwa.dot.gov

Institute of Transportation Engineers

ITE’s Online Learning Gateway offers transportation professionals the opportunity to earn professional development hours and to gain current, relevant training. ITE’s online courses are primarily geared toward transportation practitioners, designers and planners. Costs vary and are reduced for ITE members. Courses are available online at any time. ITE’s courses cover pedestrian facility design, capacity and safety analysis at signalized intersections, site impact analysis and traffic signal needs determinations.

Contact: www.ite.org/education/olg.asp

CIT Examination Date

CTE Consortium for ITS Training & Education

CTE provides more than 30 online courses providing advanced transportation training for transportation technicians and professionals. CITE also offers online certificate programs in Intelligent Transportation Systems (ITS) Project Management, ITS Systems and Traffic Engineering & Operations. Topics include:
- Systems Engineering
- Corridor Management
- Deploying ITS
- Intermodalism
- Telecommunications Technology
- Road Safety Audits
- Traffic Signals - Traffic Flow Theory

Contact: www.ctexourism.org

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Registration for Classes
To register for a training course, please fill out the information above, indicate which class you would like to begin and list an attendee. Fill out a separate form for each class you would like to attend and fax all pages to Missouri LTAP.

Course Date:
Course Name:
Course Location:
Attendees: (Name & Title)

Need Training But Don’t Have the Budget to Pay for Travel Expenses?
We can train your employees on location for a minimum of 20 people. You can invite other interested agencies in your area if necessary to meet the minimum. Call and discuss your training needs with our staff. Call Us To Find Out More!
Unscramble the tiles to reveal a message

Hint: Famous Line for Famous Things

GE IPS TATEGIANCOFDS
OTRIOFLEDHEETEDUN
ALLELTHEFLAMEA

MoDOT Cooperative Procurement Program

Become part of the joint purchasing program with MoDOT to purchase procurement items at MoDOT’s rates. Contact us to receive a Coop packet on how you can become a partner.

Call: 573.341.7200
Email: kristib@mst.edu
Website: www.moltap.org

Unscramble each of the clue words
Use the letters in the boxes to unscramble for the final message

RETWEAH
ROSTM
NIRA
DANTOOR
HIAL
MDU

NACo Webinar: Green Technology - How Tech Enables Counties to Invest in Renewables
February 27, 2PM EST
Sheriff’s Spring Conference
March 3 - 5
Lake Ozark, Missouri

NACo Webinar: County Health Rankings & Roadmaps - What’s New in 2014?
March 20, 2PM EST
NACE Conference & Expo 2014
April 13 - 17
Baton Rouge, Louisiana

2014 Annual NACo Conference & Expo
July 11 - 14
New Orleans, Louisiana

2014 APWA International Public Works Congress & Expo
August 17 - 20
Toronto, Ontario

2014 North American Snow Conference
May 4 - 17
Cincinnati, Ohio

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