You may have noticed a new look to the newsletter this edition. That is not all that has changed! Missouri LTAP is thrilled to have Shelby O’Keefe as a member of the team. Shelby is a graphic designer and has been helping update the look of Missouri LTAP’s marketing materials, logos, and much more. Missouri S&T refreshed their brand in early 2016 to include an updated color palette, new slogan, a reimagined web interface, and much more. We decided it was an excellent time to freshen our look, which had remained unchanged for nearly 10 years. It was important that our marketing materials remained recognizable while incorporating the new University colors and a modern feel. In addition, we updated the MO LTAP Scholars logo to reflect the name change from last year along with a simplified yet recognizable look. We hope you like our updated look while still receiving the same great training and resources.
Hello everyone!

It has been a busy spring for the Missouri LTAP staff and me. We held nearly 50 classes all over the state in just the first five months. Several were requested by agencies in an effort to have their employees recognized in the MO-LTAP Scholars Program. There are now 266 Level I graduates and 21 Level II graduates. In addition to providing training, we spent time updating the look of MO-LTAP. Recently Missouri S&T refreshed their brand, so we felt it was an excellent time to update our logo and other marketing materials. See the front page for more information on our fresh new look. We also held our spring Advisory Committee meeting on April 28 in Rolla. The MoDOT district ambassadors were invited as an opportunity to become better acquainted with committee members and share in program updates and discussions as well as see a preview of two new MO-LTAP classes, Drug & Alcohol Awareness and Violence in the Workplace. Ms. Robin Shepard, an instructor with our program for nearly ten years, provided an overview of both classes and demonstrated the effects of drug and alcohol use with hands-on instruction. Everyone had the opportunity to play simulation goggles and see first-hand the quality training Shepard provides for MO-LTAP. These classes have since been offered in Springfield and the St. Louis area and will be scheduled for the fall as well.

Warmer weather is here and with it comes road improvement projects and other necessary maintenance. Summer is always a busy time for maintenance crews across the state. As is custom, MO-LTAP holds fewer trainings during the summer months in response to the busy schedules of local agencies. However, please remember that it is a great time to call and schedule training at your agency on short notice. Most of our instructors have more availability due to fewer scheduled classes and are willing to teach your crew in the comforts of your own shop. So before our instructors get busy again traveling the state this fall teaching various LTAP classes, consider holding a class at your agency on a topic that is relevant to your summer projects. A refresher course on topics like work zone and flagger training or mower safety can be a productive way to give your employees a break from the summer heat.

The Short Span Steel Bridge Alliance (SSSBA) workshop that I mentioned in the last newsletter is scheduled for November 30 to be held at the Courtyard Marriott in Columbia. The workshop will provide practical information on the safe and cost-effective design, detail, fabrication, and installation of short span steel bridges (under 140 feet). It will include information on standardized designs developed by the bridge industry with input from the National Association of County Engineers (NACE) and the Federal Highway Administration (FHWA) and cover the following topics: case studies, innovative designs, coating solutions, and continuous/multi-span bridge options. There will also be a panel discussion on steel bridge design with time for questions. Watch for registration information in the third quarter newsletter.

As we head into the summer months, please keep safety in mind on your summer projects and remember that we are only a call or email away to provide training and resources for your employees.

Best wishes,

Heath Pickrell
Director, Missouri LTAP
IMPROVING WORK ZONE SAFETY: 10 TOP 10 THINGS YOU NEED TO KNOW

by Kelly Kramer, CECD, HEM

IN 2014, nearly 100 roadway construction and maintenance workers in the U.S. died from accidents in work zones. California, Illinois, Texas, and Florida had the most fatalities.

Companies that employ workers on or near publicly traveled roadways know that safety is of utmost importance. Following the best practices for work zone safety outlines in these 10 tips will help keep employees safe.

1. FOLLOW AN APPROVED TRAFFIC CONTROL PLAN: An effective, approved work zone traffic control plan should be implemented if hazards cannot be removed from vehicle hazards by closing the road or utilizing physical barriers.

When developing the plan, remember that eliminating a hazard is the best control method. Rethinking employee exposure can often be the right choice, rather than trying to work around a hazard. Options for eliminating exposure might include closing a roadway entirely or placing physical barriers around the site to protect personnel.

If a hazard cannot be avoided, the work zone traffic control plan must use best practices to reduce possible problems, including signage, flaggers, lighting, and other means.

Each state has its own laws regulating employees in work zones, so be sure to follow local regulations. For example, the Pennsylvania Department of Transportation Publication 213 offers traffic control plan diagrams for many common traffic situations.

2. TRAIN EMPLOYEES: RETTEW’s Safety Consulting group performs numerous audits of roadway contractors. The team regularly identifies work zones that have not been designed correctly, or have untrained workers in the construction area. In these instances, authorities will often stop work from continuing because of these deficiencies.

As with work zone design, most states have specific requirements for worker training. Before spending time in an active work zone, an employee must be trained to identify what hazards are present and the best way to control them. Regulations also require ongoing or refresher training, typically every three years.

3. FOLLOW THE LATEST APPLICABLE STANDARDS: Staying up-to-date on ever-changing regulations and updating safety standards is an important priority if employees will be in a work zone.

Each state updates its regulations periodically and provides resources on those changes. Workzonesafety.org (owned by ARTBA’s Transportation Development Foundation) maintains a comprehensive list of work zone requirements that is updated regularly as each state’s guidelines change.

4. MINIMIZE TRAFFIC DISRUPTIONS: According to the Occupational Safety and Health Administration (OSHA), 70 percent of worker fatalities in work zones are caused by motorist intrusion. If traffic volume within and near a work zone is reduced, workers’ exposure to such incidents will also statistically decrease. If possible, perform work during “off-peak” times of each day or season to help reduce fatalities.

5. INSPECT WORK ZONES FREQUENTLY: Work zones are dynamic, subject to changing traffic and weather conditions and other factors. Traffic control devices are frequently moved, blown over, blocked by equipment or materials, or mistakenly removed or stolen from the work zone.

Because of these variables, it is imperative to inspect the work zone frequently enough to ensure proper traffic control design is in place. Repair or replace damaged or disrupted traffic control devices. Work zone personnel must also look for evidence of confusion by motorists and make improvements as needed.

6. PROMPTLY REPAIR/REPLACE DAMAGED TRAFFIC CONTROL DEVICES: People need adequate warning of danger for their senses to respond with the proper reaction. For motorists, critical seconds pass from when a problem is first spotted to their execution of safe steering and braking maneuvers. This is particularly true in circumstances outside normal driving conditions. Traffic control devices, particularly those issuing warnings, should convey easy-to-understand messages placed far in advance of any change in road or traffic patterns. These signs must remain visible and well-maintained at all times.

7. REMOVE/OVER COVER UNNEEDED TRAFFIC CONTROL DEVICES: Just as important as signaling there is an active work zone ahead, safety personnel should also avoid confusing motorists with outdated or wrongly placed traffic control signs and devices. Leaving such items in place when they are no longer needed might encourage drivers to dismiss the notification and cause them to disregard other important warning signs as well.

8. PROPERLY INSTALL AND REMOVE TRAFFIC CONTROL DEVICES: Setting up or tearing down a work zone can create uncertainty among motorists. There is also increased exposure to workers during such transitions, as they are likely to be moving about on an unprotected roadway.

To alleviate this, workers should place the advanced warning signage first, and then complete installation of traffic control patterns. The advanced warning signs should also be removed last after restoring the regular traffic pattern. This keeps motorists informed about possible workers on the road until the change is completed.

9. VIEW THE WORK ZONE FROM THE USER’S PERSPECTIVE: Even when a complex traffic control plan looks thorough and practical on paper, workers arriving at the site may realize other variables are still in play. Those uncertainties, such as hills, turns, or blind spots, might require further customizing the traffic control plan to help motorists and workers stay safe. If modifications are made, it’s best to increase spacing distances and place additional traffic controls.

10. DOCUMENT EVERYTHING: Documentation is critical to operating a safe business and reducing liability if an accident does occur. Employers should have photographs taken before work begins, throughout the project, and after completion. Documented inspections can help increase the safety of the worksite and protect the business.

Work zones carry real risks. If not controlled with best practices, there can be significant negative consequences for workers and employers. But risk can be reduced by taking the time today to assess regulator guidelines, employee training levels, and the condition and effectiveness of equipment. If not, the consequences could be deadly.
NATIONAL NETWORK OF TECHNICAL ASSISTANCE PROGRAMS
BOLSTER LOCAL ROAD SAFETY EFFORTS

By Janet Leil | New Jersey Local Technical Assistance Program Director at Rutgers, the State University of New Jersey

In summer 2011, the National Local Technical Assistance Program Association (NLTAPA) Executive Committee formally endorsed the FHWA strategic focus on safety and accepted the Association’s role as a leader in local road safety. In a move to strategically manage LTAP/TTAP Center safety efforts, NLTAPA and FHWA agreed to bring greater alignment in their work to enhance both individual centers and the program as a whole. NLTAPA is committed to its role as a primary partner in reducing deaths on our nation’s local and rural roads.

In 2011, the National Local Technical Assistance Program Association (NLTAPA) Executive Committee formally endorsed the FHWA strategic focus on safety and accepted the Association’s role as a leader in local road safety. In a move to strategically manage LTAP/TTAP Center safety efforts, NLTAPA and FHWA agreed to bring greater alignment in their work to enhance both individual centers and the program as a whole. NLTAPA is committed to its role as a primary partner in reducing deaths on our nation’s local and rural roads, and fully recognizes the challenges that local agencies face in this area.

One of the first actions that FHWA and NLTAPA took was to combine their individual safety groups into a jointly directed effort whose mission is to provide local, rural, and tribal road agencies with the safety training, materials, knowledge and technical assistance needed to reduce fatalities and injuries on their roads. What this means in days to day activity is that there is a concerted effort to bring safety resources from both the FHWA Office of Safety and the Resource Center safety team, as well as partners such as ARTBA, American Public Works Association, American Association of State Highway and Transportation Officials, and National Association of County Engineers, into the hands of the LTAP/TTAP Center customers. The joint program delivers safety tools, technical publications, technical assistance, and training materials to LTAP/TTAP Centers, where they can in turn reach tens of thousands of people every year. Safety training accounts for about 40 percent of all LTAP/TTAP training conducted annually. While the majority of these workshops are work zone and worker safety-oriented, 11 percent is constituted by roadway safety topics. In 2014, LTAP/TTAP Centers provided more than a million participant hours of training to over 175,000 local, rural, and tribal road practitioners through nearly 2,000 workshops.

LTAP/TTAP Centers are supporting their local agencies with more than training. Efforts to boost the capacity of local public works and engineering departments are occurring through some very innovative activities. Nearly 20 centers are engaged in road safety audits, and more than half of the centers are conducting site visits to local departments to help identify and solve local safety problems. These are tremendous contributions in many small towns across rural America, where public works and road crew personnel are often minimal.

There are some great examples of where LTAP/TTAP Centers have been able to create programs that complement the capabilities of their local agencies. Working with their state DOT and FHWA Division, the Connecticut LTAP implemented two “Circuit Rider” outreach programs in the past two years to assist local agencies. Two dedicated personnel, a Roadway Safety Circuit Rider and a Traffic Signal Systems Circuit Rider, allocate a considerable amount of time working in the field with municipalities identifying and addressing roadway safety issues to help cities and towns develop operation and maintenance plans to optimize their traffic safety.

Similar programs exist in other LTAP/TTAP Centers. In 2014, the Washington LTAP Center provided training and technical support to counties to develop local road safety plans. In Washington state, developing a local road safety plan was a requirement for eligibility for County Safety Program (CSP) funds, part of the local share of the federal Highway Safety Improvement Program. Washington LTAP provided summary data for each county in the state to both prioritize crashes by severity and type, and to provide comparisons to other county roads statewide. The Center also conducted workshops to increase understanding about local road safety plan content, and partnered with the FHWA Data and Analysis Technical Assistance Program to provide three training sessions on the Systemic Safety Project Selection Tool. The Center then provided local technical support and content review to help counties finalize their plans. Ultimately, 31 of 39 counties completed a local road safety plan in 2014, without any additional funds provided, and 30 of those counties received funding from the CSP program.

Identifying troublesome locations where safety countermeasures can be implemented is another area where centers have come to assist locals. Not only is access to crash data an issue for many local agencies, but having the means to use that data to conduct solution-oriented analysis is another void centers can help to fill. About 65 percent of centers are able to access road safety data for their locals, and more than a third of centers are involved with data analysis and problem prioritization. Some LTAP/TTAP Centers, including Illinois, Kansas, Utah, New Jersey, and Louisiana, are working to solve the challenges of collecting crash data and conducting objective crash analysis on local road networks as a service to their local agency customers. Looking at data for hot spots or locations for implementing systemic safety improvements is critical in the decision making process for local agencies.

Across the country, and certainly within tribal jurisdictions, LTAP/TTAP is looking at ways to spread the safety message. Introducing the Highway Safety Manual and reinforcing the Manual of Uniform Traffic Control Devices are practices occurring in almost every state, providing local agencies with the “how” and “why” to keep roadway users safe. Centers act as a national network to share information, and they are able to coordinate safety messages among their constituents through their role as a trusted resource that understands local agencies. Thus, it is often the LTAP/TTAP Center that is able to bring together transportation professionals from different disciplines in order to address safety concerns at the local level.

If you are interested in learning more about the LTAP and/or TTAP Center that serves your area, please visit LTAP.org and use the center locator tool. LTAP Centers operate in all 50 states and Puerto Rico, and seven TTAP Centers serve regional tribal governments, all of which participate in some combination of safety activities.
A FORMER U.S. PRESIDENT (who shall remain nameless) was once asked by a reporter if it was all right for his cabinet members to accept gifts from lobbyists. He answered by stating that it was not all right for his cabinet members to break the law. The ethical issue raised by the reporter's question was avoided when the President gave a response in legal terms. Some would argue that any gift, no matter the size or nature, is inappropriate when exchanged between a government official and a citizen whose occupation is centered on influencing government officials to act in favor of their client's interest. Most laws that attempt to address ethical issues surrounding gift giving set limits on the gift and call for its disclosure, thereby indirectly implying that the size of the gratuity is proportional to an individual's susceptibility to influence. Thus the complex relationship between government officials and their constituents who seek favor is narrowed down to a dollar limit on gifts, which totally misses the mark.

When people behave badly, there is a tendency to try and prevent a recurrence of that bad behavior by passing a law to make it clear that it is unacceptable and will result in definite consequences to the bad behavior because they will now be aware that it has negative consequences. In reality, the bad behavior was more than likely exhibited by a minority of people, and the majority avoided it before it was made "illegal" because of their basic beliefs and values. The minority that behaved badly may have done so for a variety of reasons, but whatever those reasons were, they overrode some basic value that society deems essential to social order and human coexistence. As a result, passing a law to try and govern human behavior seldom deters a minority of folks who will continue to behave badly, but in a more circumspect way. Or, as Plato put it, "Good people do not need laws to tell them to act responsibly while bad people will find a way around the laws."

Ethical behavior is situational; laws and codes are categorical. Those who have been exposed to ethics seminars at work (usually taught by attorneys) find that they tend to emphasize them to avoid doing the wrong thing rather than how to select the right course of action from several acceptable alternatives. Prioritizing values is a necessary part of deciding what the "right thing" to do is in any given situation. As public works leaders we need to recognize that our employees face ethical dilemmas and need occasional guidance to keep from making poor choices. Providing this guidance, both by example and through frank and honest discussion, is a key leadership role.

Ethical dilemmas generally fall into two categories — personal cost dilemmas and conflicting values dilemmas. Personal cost dilemmas are usually the result of an individual feeling that doing the right thing may have negative personal consequences. These consequences may include loss of friendship, reputation, or even one's job. Resolving these dilemmas can often involve putting honesty and professionalism ahead of loyalty and compassion. It can also involve going against the prevailing "organizational culture" and resisting peer pressure. Usually the "right thing" to do is obvious to anyone with a moral compass, but the higher the cost, the greater the difficulty of doing it.

In the resolution of personal cost dilemmas it is helpful if an atmosphere of trust exists within the organization. As leaders we can develop this trust by setting an example of doing the right thing when we are under pressure. More importantly, we can encourage open dialog with our employees by having an open door, an open mind, and an open heart. Personal cost dilemmas can be dealt with more effectively if employees feel that they can bring them up without being judged or lectured to. Making the right choice is easier if employees feel both validated in terms of the difficulty in arriving at the right choice and supported in the execution of it.

Conflicting values dilemmas involve more than one legally acceptable alternative that requires us to prioritize our values. In the case of decisions affecting the custodianship of public infrastructure, it can be argued that the standard for selecting the best alternative action should be that which optimizes the use of limited resources to effectively manage the design, construction and maintenance of that infrastructure. As a result, values such as professionalism, competence, honesty and trustworthiness may need to take precedence over compassion, loyalty and friendship. While the public and our organizations' policy makers may place a high value on responsiveness and customer service, the long run we will be judged more on how effectively we preserved the assets that are in our care, than how quickly we responded to complaints.

The current trend is to implement new processes and technologies to provide a higher level of sustainability. This is an admirable goal and speaks to some of humanity’s noblest values. However, there is on occasion strong pressure to do this in areas where there is a lack of research that will prove these strategies are effective in the long run. When it comes to environmental cleanup, the cost of removing the last increment of pollutant may far exceed the benefit. Nevertheless, new regulations are constantly being promulgated without the accompanying funding to implement them. This creates a dilemma for local governments dealing with a limited budget. Choosing the right thing to do by emphasizing professionalism, competence and cost benefit can be viewed as inflexible, unreasonable or insensitive.

In an atmosphere of "political correctness" it may take a certain amount of moral courage to point out that the emperor is not wearing any clothes (because he can’t afford them). As leaders in the field of public works we owe it to the public to do our best with the limited resources and time we are given not only to achieve the “greatest public good” but also to help define it in practical terms. It means applying the excerpt below from the APWA Standards of Professional Conduct on a daily basis, and making sure our employees see it as more than just a nice aphorism with little relevance to their daily decision-making.

I will strive to plan, design, build, maintain and operate public infrastructure in a manner that respects the environment and the ability of government to adequately preserve these assets for succeeding generations.

John Lisenko can be reached at lisenko@comcast.net.
SMARTER WORK ZONES

USING STRATEGIES TO MINIMIZE DELAYS, MAXIMIZE SAFETY AND MOBILITY

Many transportation agencies are applying smarter work zone approaches to optimize motorist and worker safety and enhance mobility. The Vermont Agency of Transportation, for example, is using queue warning systems on I-91 bridge replacement projects in Brattleboro and Hartford and on an I-89 bridge rehabilitation job in Waterbury.

The New Jersey Department of Transportation will assess the effectiveness of a variable speed limit system on a 10-mile stretch of I-295 as it approaches the I-295/I-76/Route 42 Direct Connection project, which is under construction in Camden County. Radar detectors will report traffic speeds and vehicle volume by lane in real time. Based on reported data, the control system will automatically trigger messages on portable signs.

The Pennsylvania Department of Transportation developed guidance for using sequential lighting, traveler information and advanced queue warning systems on multilane roads. The agency’s first dynamic advanced queue warning system was deployed in 2015 on a preventive maintenance project on I-80 in Clarion County.

The Michigan Department of Transportation set up the I-94 Corridor Operation Partnership to coordinate projects and minimize travel delays on the 275-mile interstate corridor across southern Michigan. As a result of the partnership’s efforts, project scheduling improved, construction and design staff worked together to accelerate construction and the agency scheduled more work during off-peak travel times.

The Washington State Department of Transportation facilitates a collaborative project planning process that includes short, mid and long-term information-sharing with local and regional agencies. Short-term coordination efforts, which focus on construction over the next three months, provide a convenient way for maintenance staff to schedule work during already planned lane closures to expedite work, reduce traffic impacts and save money.

This article is by the Center for Accelerating Innovation/Federal Highway Administration.

LEARN MORE ABOUT SMARTER WORK ZONES

The Smarter Work Zones Innovation Deployment Team offers technical assistance and training, including Web conferences, workshops and peer exchanges. For help, contact team leaders Paul Pisano and Jawad Paracha of the FHWA Office of Operations.

View Smarter Work Zones, an EDC presentation on project coordination and technology application strategies and case studies.

PROJECT COORDINATION RESOURCES

See FHWA’s Work Zone Project Coordination page for examples of how cities and regions have collaborated on projects.

Learn about WISE: Work Zone Impacts and Strategies Estimator software, a second Strategic Highway Research Program product that helps planners and engineers reduce work zone impacts.

TECHNOLOGY APPLICATION RESOURCES

See FHWA’s Work Zone ITS and Technology page for information on using various types of ITS in work zones. Read FHWA’s Work Zone Intelligent Transportation Systems Implementation Guide for key steps in deploying ITS in work zones and Mitigating Work Zone Safety and Mobility Challenges Through Intelligent Transportation Systems for case studies on how agencies are using ITS in work zones.
HOW TO TALK TO SOMEONE significantly younger or less experienced than you are

By Jeff Havens, owner of The Jeff Havens Company
Keynote Speaker, 2015 APWA Snow Conference

ALAS, YOU PROBABLY WORK WITH PEOPLE a whole lot younger than you are. Your agency, in its depressingly finite wisdom, gave these children a chance to play at being grown-ups. They haven’t been working for very long—a couple years maybe, possibly even less—and their inexperience offends you. They think they know everything, when in fact their ignorance of how things really work is so vast they should be constantly embarrassed by it. But nothing embarrasses them, does it? They could trip over the legs of their baggy pants and fall face-down in the atrium of your building, and they’d probably just take a selfie of it and post it to their social media sites before bothering to stand up—or pull their pants all the way on again.

However, in all likelihood you’re going to be stuck with them for a while. Young people have the supremely annoying habit of not recognizing when they’re not wanted, and many of them have fallen prey to the siren call of a paycheck and the things it allows them to purchase. They’ll be working right next to you until the siren call of retirement becomes too powerful to resist any longer.

Now you’re welcome to hate these people for the rest of your career. You can roll your eyes at their misplaced enthusiasm, grumble about their idiotic ideas, and seethe quietly as they consistently fail to talk about their minor aches and pains. You can exclude them from sitting at your lunch table and accidentally forget to invite them to happy hour after work. If you wish to end your professional career as a semi-recluse, it’s completely within your power to do so.

But if you want to act like the grownup you’ve pretended to be for so long, here is a step-by-step process to help you bridge the gap between you and anyone significantly younger.

STEP 1: EXPECT SOME IMPATIENCE FROM THEM
Young people have forever been impatient, and new employees—especially good ones—are naturally eager to prove themselves. This is a quality you had as well when you were their age, although most of us eventually forget that we were ever impulsive and headstrong 22-year-olds. (“Surely I wasn’t this bad!” Yes, you were. So was I.) If you expect your inexperienced juniors to behave with the calm temperance that is really only honed in the crucible of experience, you’ll enter your conversations with them preparing to be frustrated. If you accept their impatience as a natural quality of youth, you’ll be better able to address and ultimately change it.

STEP 2: TEMPER THEIR IMPATIENCE BY SHOWING THEM WHY THEY NEED TO SLOW DOWN
Young people will not enter their professional lives with an instinctive understanding of how your culture and processes operate, so you’ll need to show them. There are several ways to do this—explaining your own path of career advancement and highlighting how long it took to go from where you began to where you are now; explaining why your sales cycle takes as long as it does, or why design specs need to be reviewed five times instead of two; explaining why it took three years to fully overhaul your intranet—and you should do all of them as often as you can think to do so. You’ll notice a lot of explaining on your end, and there’s really no way around that. If you wait for them to figure it all out on their own, you’ll both end up frustrated at how long it’s taking. The more you explain, the less frustrated they’ll be at the way things currently work.

STEP 3: EXPECT THEM TO BECOME FRUSTRATED, AND EMPATHIZE
As soon as any of us realizes that something is going to take longer than we thought it would, we all tend to get frustrated. (If you don’t believe me, try making it through a major home improvement project sometime without cursing at a single one of the unexpected problems that will surely pop up.) Which means your younger and less-experienced colleagues will almost certainly view your attempt to reign in their expectations with some irritation. This is natural, and you’ve felt the same way yourself. So let them know you understand their frustration and that you’ve felt it too. Will it completely eliminate their frustration? Of course not. But it should calm them down enough to listen to reason.

STEP 4: POINT OUT THE POSITIVE ELEMENTS OF EVERY IDEA BEFORE FOCUSING ON THE NEGATIVE ELEMENTS
If a younger colleague is complaining about the antiquated nature of one of your existing processes, you’ll get a lot farther by first highlighting the various benefits to using it than you will by railing at the complainer for 13
COLLEAGUE TO ADDRESS THE ISSUES BROUGHT UP

your're going for.

a conversation than an argument, which I assume is what

impractical, finding anything good about it will make the

having a problem in the first place. Similarly, if a new hire

communication smoother than a knee-jerk rejection.

STEP 5: POINT OUT THE POTENTIAL PROBLEMS

At this point you’ve told your younger colleagues what

empathized with their frustration, and stoked their egos by acknowledging the merits of

their own way of thinking. Now it’s time to highlight

drawbacks, which either means suggesting that their

experienced doesn’t have to be difficult. It just becomes

them up for a while.

Talking with someone significantly younger or less

experienced doesn’t have to be difficult. It just becomes
difficult sometimes because we expect everyone to

behave exactly like we do. Trust me, I wish everyone did

improved culture. If they do what you’ve suggested, they’ll

be put on notice of the potential problems, which will probably both

of you. If they do what you’ve suggested, they’ll be

demonstrating an admirable dedication to a cause and

may end up devising a fantastic solution (although you

might have to repeat Steps 4-6 a few times). And if they

don’t do it, then you’ll be able to point that out to them

the next time they start complaining, which should shut

them up for a while.

encourage her to do so once she’s figured out how to

address your thoughtful and considered objections to

it. If some punk 23-year-old has listened to everything

you’ve said and still thinks it’s unfair that he hasn’t been

promoted six months into his career, push him to come

up with a plan for accelerated career advancement

others can get on board with. You’ll be putting all the

responsibility on them, which will probably both

of you. If they do what you’ve suggested, they’ll be

demonstrating an admirable dedication to a cause and

may end up devising a fantastic solution (although you

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Talking with someone significantly younger or less

experienced doesn’t have to be difficult. It just becomes
difficult sometimes because we expect everyone to

behave exactly like we do. Trust me, I wish everyone did

exactly what I wanted them to. But if that were the case, I

might not have a job anymore. Hmmm.

Please visit our website for other training courses:

www.moltap.org

MO LTAP SCHOLARS PROGRAM
A Training & Recognition Program

About The Program

The primary purpose of the MO-LTAP Scholars Program is to recognize

skilled transportation and public works personnel in local agencies throughout

Missouri. The program is intended to enhance the skills of all those involved in

the maintenance, delivery, and management of local transportation

infrastructure. Training is aimed at increasing each participant’s technical,

management, and supervisory skills depending on the program level. Electives can be

selected to meet the individual’s area of responsibility. Special emphasis will be

given to safety in the workplace as well as in the field and in the development of

a local transportation system. The program will allow participants to attain

three levels of achievements: Level I, Level II, and Level III (Leadership &

Workforce Development). Participants will be required to meet the requirements for Level I before completing Level II; however, Level III is a stand-alone track.

Getting Started

To register, available on the Missouri LTAP website (www.moltap.org). There is

no registration fee for the program, but there is a fee for each class, which

varies for each class. Classes are offered on an ongoing basis at various locations throughout the state. Contact Missouri LTAP for classes in your area or see the

training calendar online.

Recognition

Certificates will be awarded by the Missouri LTAP Director to those

individuals who successfully complete the requirements of the program during

awards ceremonies held at various conferences throughout the state and/or at ceremonies held at the graduate’s place of employment.

having a problem in the first place. Similarly, if a new hire

comes to you with an idea that you think is ridiculous or

impractical, finding anything good about it will make the

conversation smoother than a knee-jerk rejection.

STEP 6: EMPOWER YOUR YOUNG OR INEXPERIENCED

COLLEAGUE TO ADDRESS THE ISSUES BROUGHT UP

in Step 5.

And now it’s time for action. If your inexperienced

colleague is hell-bent on pursuing her great new idea,
The Missouri Department of Transportation is responsible for managing realty assets owned by the Missouri Highways and Transportation Commission. Realty assets are periodically reviewed to determine if they are essential to current operations, or are expected to be in the near future. When realty assets are no longer essential to operations, they may be made available for sale to the public.

VISIT: www6.modot.mo.gov/PropertyForSale

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2016 MML Elected Officials Training Conference
June 9 - 10, 2016 | Columbia, MO

2nd Friday’s - Asset Pavement Management & Horizontal Directional Drilling
June 10, 2016 | 8 - 4pm | St. Louis, MO

National Ride to Work Day
June 20, 2016

FHWA EDC Exchange: Smarter Work Zones
June 23, 2:00 - 4:00 pm ET

TRB Webinar: Introduction to Structural Design of Buried Bridges
June 23, 2:00 - 4:00 pm ET

JULY | IMPAIRED DRIVING ENFORCEMENT CAMPAIGN

Federal Lands Highway GRS-IBS Showcase
July 12, 2016 | Spearfield, SD

38th Annual ICEA Mid-Year Conference
July 14, 2016 | Ames, IA

2016 National LTAP/TTAP Annual Conference
July 12 - 22, 2016 | Madison, WI

NaCo’s 81st Annual Conference & Expo
July 12 - 22, 2016 | Long Beach, CA

Drive Sober or Get Pulled Over Campaign
July 19 - August 5

2016 MO Water/Wastewater Annual Conference
August 9 - 10, 2016 | Columbia, MO

APWA Public Works Expo
August 28 - 31, 2016 | Minneapolis, MN