VTRANS TRAINING CENTER

The VTrans Training Center provides a wide variety of transportation and DMV related safety, technical and development learning opportunities for AOT employees and municipalities.

VTrans Training Center

1716 US Route 302
Berlin, VT 05633-5001

Phone 802-828-3768

VTTC PROGRAMS

SAFETY

Safety is part of AOT's strategic plan: "The safe and efficient movement of people and goods." The Safety Branch follows the approach of Behavior-Based Safety (BBS). It is the "application of science of behavior change to real world safety problems." BBS "focuses on what people do, analyzes why they do it, and then applies a research-supported intervention strategy to improve what people do".

- Maintain management commitment to employee and worksite safety
- Foster accountability for all employees to work safety
- Encourages employee involvement in safety analysis and process improvements
- Investigate incidents, accidents, and near misses to determine root cause and future injury prevention
- Offer a suite of education and training programs for employees
- Revisit and evaluate current practices to improve safety outcomes
- Provide oversight of safety inspections in the field
- Ensure compliance of federal and state safety regulations
- Provide first responder assistance during emergencies

SAFETY AUDITS AND JOB SAFETY ANALYSIS

The safety team ensures compliance through field visits, while providing assistance and advice. Safety team members consciously focus on partnership as a source of knowledgeable support to keep employees safe. The team provides field visits and investigates accidents, both at AOT facilities as well as at worksites. Reports, recommendations, and requirements are provided.

VTRANS SAFETY GOVERNANCE COMMITTEE

The purpose of this committee is to assist in governing and overseeing the enterprise's safety matters. It aims at developing and maintaining an effective safety and health program and includes the following objectives:

- Managers are committed to making the program work
- Employees are held accountable for following safe work practices
- Employees are involved in the program
- Employees know how to identify and control hazards
- Employees know how to investigate near-miss incidents and accidents
- Employees and managers are educated and trained in safe work practices
- Managers review the program regularly

SAFETY TRAININGS

   All trainings strive to mimic participants' daily tasks to include exercises and activities that help the participants to practice safe behavior. Several trainings are offered for new employees to ensure common language and understanding.

Training Numbers

Branch	Trainings Offered in 2018	Numbers of Participants in 2018
Safety	116	1577

Training seats provided in 2018	Total
Blood Borne Pathogen	55
CDL Reasonable Suspicion	44
Chainsaw Operations	46
Confined Space	53
Construction Safety Awareness 55 (CSA)	85
Electrical Safety	54
Fall Protection	102
Field Safety	8
Fire Extinguisher Safety	141
First Aid CPR AED	338
Flagger Certification	134
Forklift Operations	24
Lock Out Tag Out (LOTO)	133
Meth Lab Awareness	104
Mine Safety & Health	16
Silica Competent Person Train-The-Trainer	38
Trenching & Shoring Safety	9
Work Zone Flagger	133
Working Over Water (WOW)	60
Grand Total	1577

Division	Total
Aviation	1
Central Garage	64
Finance & Administration Division	9
Maintenance & Ops Bureau	1416
Program Development	81
Rail	6
Grand Total	1577

VERMONT LOCAL ROADS

ABOUT THE PROGRAM

The Vermont Local Roads program (VLR) provides assistance to municipal highway departments and town governments to improve their road networks by providing training, technical assistance, communication tools and information exchange.

- Mission: To foster a safe, efficient, and environmentally sound surface transportation system by improving skills and increasing knowledge of the transportation workforce and decision makers.
- Vision: Improve the quality and safety of the surface transportation system through collaborative partnerships, training, and information exchange.

PROGRAM SERVICES

Training Examples

Branch	Existing	New in 2018
Vermont Local Roads	First Aid/CPR/AED Introduction to Welding Processes Occupational Safety & Health Administration (OSHA 10) Pavement Management & Maintenance Roads Roundtable/Municipal Roads General Permit (MRGP) Trenching & Shoring Work Zone Flagger	Beaver Management Computer Basics III Municipal Bridge Management Roadside Vegetation Management Skills for Leading Across Generations Snow & Ice Traffic Calming Working over Water (WOW)

ADDITIONAL WORKSHOPS

Vermont Local Roads serves their customers need for training and will continually provide training upon request.

Vermont Local Roads works to provide workshops located around the state keeping the commute reasonable. Some courses will be held each year and moved around the state accordingly.

Workshops were held in regional locations around the state, utilizing almost exclusively municipal property.

Sample locations:

- Ascutney
- Barnard
- Bennington
- Bridport
- Burlington
- Cambridge
- Charleston
- Dummerston
- Fairlee
- Hinesburg
- Middlebury
- Orleans
- Springfield
- Wallingford
- Williston

The quality of our workshops is vitally important. Therefore, at least one VLR staff member is present at every workshop.

Training Numbers

Branch	Trainings Offered in 2018	Numbers of Participants in 2018
Vermont Local Roads	76	1067 (944 municipal employees and 123 VTrans & ANR employees)

TECHNICAL ASSISTANCE

VLR responded to over 100 technical assistance requests via formal requests, email, telephone, listserv, and website.

Technical assistance topics include:

- Learning management system assistance
- Material specifications
- Project planning, permitting and construction
- Request for Proposal assistance and reviewing
- Right of Way statute for mailbox policy
- Temporary traffic sign specifications

PARTNERSHIPS

- National Local Technical Assistance Program Association (NLTAPA)
- Center for Local Aid Support (CLAS)
- Regional Planning Commissions (RPC's) & Road Foreman Groups
- Vermont League of Cities and Towns (VLCT)
- Better Roads Program (BR)
- VT Department of Environmental Conservation (DEC)
- VT Municipal Highway Association (VMHA)
  And others

ROAD MAP FOR 2019

- Training will be provided to municipalities on the use of the Learning Management System.
- Continue to build and provide relevant curriculum to fill knowledge gaps in the municipal workforce.
- VLR will work with the foreman group leaders to provide training, discussion and networking.
- Collaborate with VT DEC on the Municipal Roads General Permit and provide workshops that pertain to the upcoming changes.
- Assist NLTAPA conference committee with preparations for the 2019 National Conference that will be held in Stowe, VT in August of 2019.
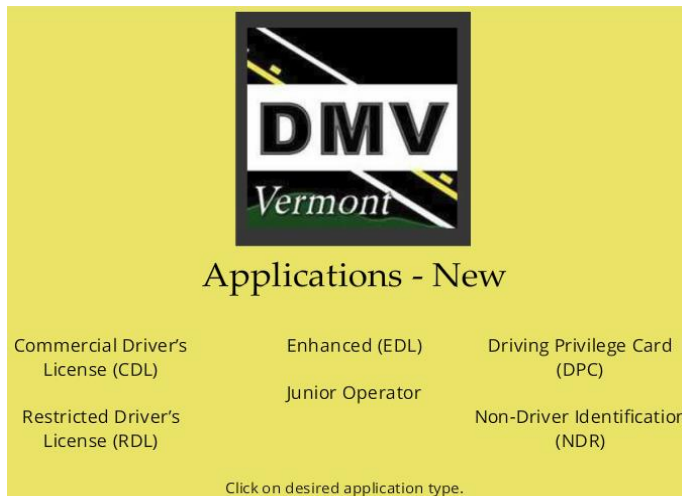
AGENCY-SPECIFIC TRAINING

Training, the effort to gather job-related knowledge, skills, and behavior, is directly connected to workforce productivity and employee retention.

DEPARTMENT OF MOTOR VEHICLES TECHNICAL BRANCH

The Department of Motor Vehicles (DMV) Technical Branch launched during the second quarter of 2018. DMV's management and employee feedback was essential in the selection and development of the first projects completed.

A 'Motor Vehicle Customer Service Specialist Training Checklist' was created in order to streamline the order of training and to ensure consistency of information throughout the state DMV branch offices as well. This is embedded in an Excel workbook that outlines each of the items on the checklist in detail.

An important follow-up to the checklist is an eLearning that was created for processing license transactions and loaded into the Learning Management System (LMS). This module is interactive and meant to be used in conjunction with on-the-job training.

ROAD MAP FOR 2019

- Create assigned training for new employees onboarding
- Complete eLearning modules for registration transactions
- DMV Credentialing System: Create test scripts develop training plan
- Create training plan for DMV new fuel tax system and point of sale system

TECHNICAL AND DEVELOPMENT TRAINING

Leaning and development strategies add value to the organization and its employees in the following ways:

– Assist new employees to become fully productive as quickly as possible
– Address current skills gaps in our workforce
– Prepare employees for future promotional opportunities
– Stimulate employee commitment to AOT
– Boost employee retention

Training Numbers

Branch	Trainings Offered in 2018	Numbers of Participants in 2018
Technical & Development	161	1641

Training Examples

Branch	Existing	New in 2018
Technical	Adobe Acrobat Pro DC Asset Management for Central Garage Basic Welding Practices Bridge Washing Computer Basics I-III Contractors Workshop Game of Logging (GOL) Level 1 - 3 Introduction to Bridge Welding Municipal Bridge Maintenance & Management Pavement Management & Maintenance Rivers & Roads Tier II - III Roadway Fundamentals Snow & Ice Traffic Incident Management Systems (TIMS) Winter Maintenance Work Zone Traffic Management	Culvert Design (NHI) Excavator Operator Training Intermediate Oxy Acetylene Welding Intermediate Stick Welding Metal Inert Gas (MIG) Mondays MIG Mondays Level 2 Contract Admin Second Tier Selection
Development	Change Management Fundamentals Change Management Level II Engaging Your Audience with Finesse Grammar Essentials Interviewing & Hiring New Employee Welcome New Supervisor Orientation Pathway to Supervision Skills for Leading Across Generations Strengths Training Workplace Civility and Understanding & Overcoming Bias in the Workplace	Organized, On Time and Productive Power BI Skype for Business Effective Business Communication & Grammar Essentials

JOB DEVELOPMENT PLANS

Job Development Plans identify needed competencies for each position, required competency levels, and possible paths to develop competencies needed at certain levels. Competencies mapped to learning topics is underway and will increase the value to Job Development Plans and increase the understanding of how an employee can move through a Job Class series.

Expected Competencies by Position Title
Transportation Journeyman Maintenance Worker

A = Awareness = An employee with little to no previous experience. Has basic knowledge of subject ares. Performs his / her activities under direct supervision.

Q = Qualified = An employee with experience and knowledge within the subject area. Able to solve or resolve problems relating to the subject area. Employee is specifically tasked under general supervision.

C = Competent = An employee with specialized knowledge and experience in the subject area. Able to identify existing and predictable issues. Has authority and responsibility to take corrective action.

Category	Competencies	Level of Awareness	Explanation of Awareness Level
EMPLOYEE DEVELOPMENT			
Employee Development			
	Computer Skills	A	Basic knowledge and use of commonly used office software packages, outlook, can sign into VTHR to view paycheck
	Cultural Competency	Q	Leverages diversity to maximize workplace efficiency. Is aware and manages explicit and implicate biases.
	Communication	A	Actively listens and checks for understanding.
	Conflict management	A	Listens and communicates respectfully.
HEALTH & SAFETY			
Personal Safety			
	First Aid	Q	Demonstrates the basic rules and procedures of first aid, CPR/AED. Uses proper supplies and procedures.
	Blood Borne Pathogens	A	Avoids and protects self against BPs. Follows the organization's required protocol for BPs when exposure occurs.
	Personal Protection Equipment	Q	Knows when PPE is necessary, requirements, limitations and proper care.
	Ergonomics	Q	Identifies parts of the body that get injures at work, as well as uses preventative measures.
Workplace Safety - General Industry			
	Confined Space	Q	Applies the OSHA confined space regulations for the entrant and attendant levels.
	Electrical Safety	A	Identifies the three common root causes for just about any electrical accident.
	Emergency Procedures	A	Applies emergency response rules and regulations including locations of kill switches, first aid and unsanitory wash stations.
	Hazardous Materials	Q	Differentiates between hazardous and non-hazardous chemicals and waste.
	Work Site Hazard Assessment	Q	Is able to identify, control, and communicate safety hazards in the workplace.
Construction Safety			
	Trenching and Shoring Safety	Q	Implements controls by applying required safety rules and regulations.
	Fall Protection	Q	Is able to address and resolve fall protection issues, including inspection, design and implementation.
	Hand and Power Tools	Q	Uses the right tool for the right job safely.

INDIVIDUAL DEVELOPMENT PLANS

In 2018, 158 employees completed their Gallup Strength Assessment and were guided in understanding and applying their strengths consciously. The VTTC supported 15 AOT teams during the hiring process, facilitated Korn Ferry Competency Card Sorts and assisted in competency-based question development.

Individual Development Plans help employees to identify and structure next steps, developmental goals, or paths to fulfill expectations described in an annual performance document. This document guides focus areas for an employee's growth. The VTTC leverages this form in training such as Pathway to Supervision and in one-on-one coaching sessions.

Example of Individual Development Plan

Individual Development Plan

Name:	Current position:	Manager:
My top strengths:	My long range vision for my career:	Desired outcomes for this IDP:

SMART development goal:	Competencies or skill to be developed:	Actions/strategies for development:	Criteria for measuring success:	Talents or strengths to aim in development of this area:
Priority #1				
Priority #2				
Priority #3				

EMPLOYEE RETENTION

Employee Retention is one of VTTC's focus areas. Due to a changing workforce and changing work environment, employee retention is one of the most important modern workforce challenges. To build on existing initiatives, the VTTC will send targeted newsletters to all AOT employees, provide additional information for supervisors, or support specific groups if the data suggests a need. In addition, an Employee Recognition initiative will ensure that existing efforts are aligned and spread across the Agency.

> Statistically, the #1 reason employees leave their job is related to supervision.

> Research suggests that employees leave their jobs every five years.
> Over their life-span, employees change their job nine times.
> One third of newly hired employees estimate that they will leave within a year.

Initiatives in 2018 to increase Employee Retention:

- Telework Guidelines: The VTTC created a document with guidelines for all employees and supervisors covering applicability, the policy, necessary forms, or points of contact.
- Supervisor Toolkit: Managers and supervisors have the most consistent impact on employee engagement, morale, and productivity. In order to support all supervisors, the VTTC will partner with other parts of AOT to provide hands-on information through trainings, guidelines, checklists, and newsletters. This initiative is expected to have a positive impact on employee retention, productivity, and employee engagement.
- Exit Interviews: Following a research project with the University of Vermont, AOT now conducts Exit Interviews. Results are gathered quarterly by the Department of Human Resources (DHR) and analyzed by the VTTC in order to proactively adapt programming.

Separations in 2018   298 (including temporary employees), 168 (without temporary employees)
Workforce 2018   1284 (including temporary employees), 1196 (without temporary employees)
Turnover of 2018   10.00% (without temporary employees), 11.30% across State Government

ORGANIZATIONAL DEVELOPMENT

Strategic workforce initiatives take a village to succeed. Vision and support from Executive Leadership to prioritize a culture that finds, supports and grows its workforce is a key component to success. Educating managers and supervisors of the importance of an inclusive, safe, and innovative environment where employees and customers are highly valued is an important piece of this complex puzzle. Agency ambassadors and a wide variety of statewide partnerships across a variety of disciplines are critical. Sound workforce management practices are also crucial to success. Understanding and tracking workforce data provides us with factual versus anecdotal details about where our Agency has strength in its approach to the workforce and where gaps exist that need further attention.

STRATEGIC WORKFORCE PLAN AND SUBCOMMITTEES

During the past several months, the VTTC collaborated with the Civil Rights group to create a Strategic Workforce Plan for the next two years. The Strategic Workforce Plan was developed to. The plan is meant to

- Ensure effective talent management practices are in place.
- Support the Agency's mission to "Provide for the safe and efficient movement of people and goods."
- Achieve organizational excellence.
- Highlight specific goals and objectives necessary to deliver on this mission today and into the future.
- Address specific actions being taken to achieve the Agency's Strategic Plan and, in particular, the Agency's Strategic Goal regarding the workforce.
- Acknowledge new trends in the working world, impacts of generational change, modern workforce, and digitization.
- Be tracked and statistically analyzed to follow a data-driven – initiatives will be watched by subcommittees which will represent the Agency in all its facets.
- Entail a summary of AOT cultures and current focus areas, statements on AOT's status regarding those focus areas, strategies to maintain and improve current programing including KPIs to track performance.

DATA AND REPORTS
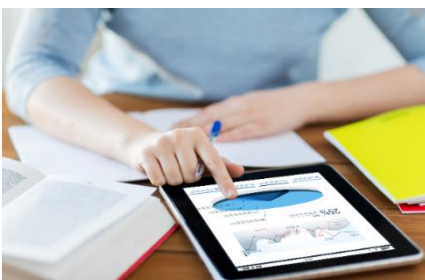
As mentioned above, the VTTC now focuses on a data-driven approach which accounts for all existing as well as any new initiative. In the Strategic Workforce Plan, all strategies and therefore all initiatives are connected to three to five KPIs to ensure all projects being tracked in their progress. The software used to provide on-demand data is Power BI; all data will be sent to AOT's Performance Team.

SUPERVISOR TOOLBOX

Statistically, the #1 reason employees leave their job is related to supervision: "People don't leave companies, they leave supervisors". Managers and supervisors have the most consistent impact on employee engagement, morale, and productivity. In order to support all supervisors, the VTTC will partner with other parts of AOT to provide hands-on information through trainings, guidelines, checklists, and newsletters. This initiative is expected to have a positive impact on employee retention, productivity, and employee engagement.