

Bureau of Innovation, Learning and Development (BuILD)

Christine Hetzel

Number of Positions: 20

Sections within the Bureau:

- Business Intelligence and Performance
- Continuous Improvement
- Vermont Local Roads (Municipal)
- VTrans Technical Training Center
- Workforce Management



Business Intelligence & Performance

Business Intelligence and Performance guides the Agency in the use of data for performance management and data-driven decision-making

CY 2024
Total Agency Improvement Projects: 16

Tools Utilized:

- Microsoft Power Automate
- Microsoft Power App
- Microsoft Power BI

AOT - Standard Work Catalog; Data Entry Application

Search by Process, Section, and Documentation Owner

Managing Strategic Workforce Committees	BUILD
McCusker, Keith	Record ID: 143 Deployed: 12/31/2024
Exit Interview	BUILD
McCusker, Keith	Record ID: 147 Deployed: 12/18/2024
Project Intake Process	BUILD
McCusker, Keith	Record ID: 414 Deployed: 3/8/2024

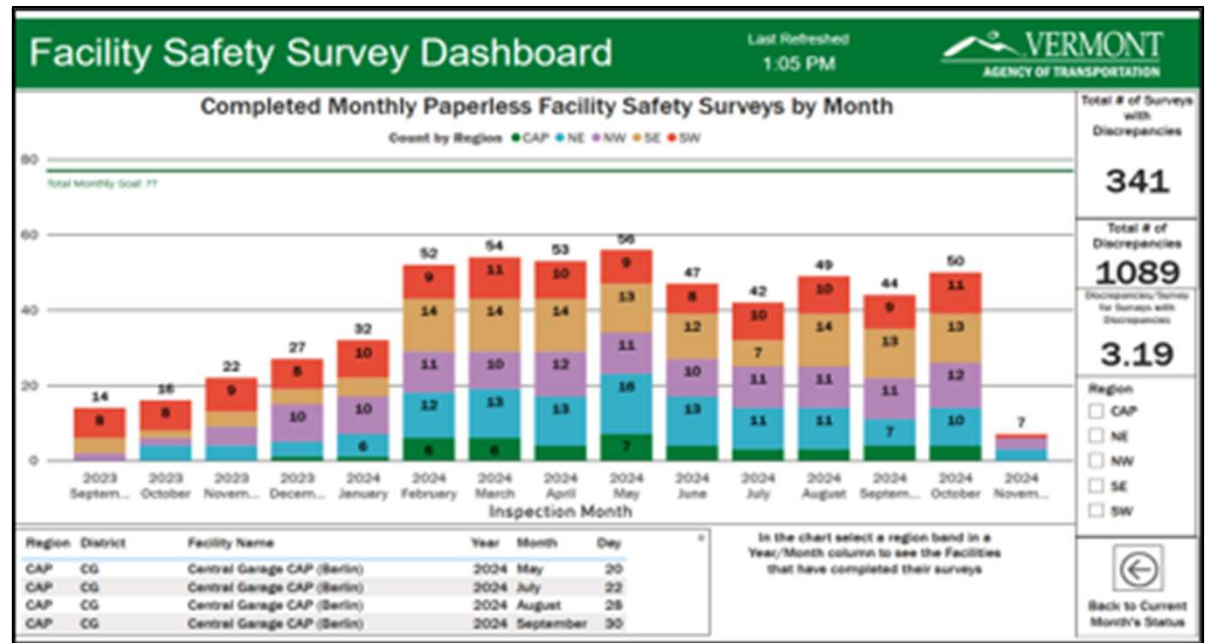
Return to Home Screen

Filtered by User
 All

Select a Section

Reset Section Filter

Add New Process



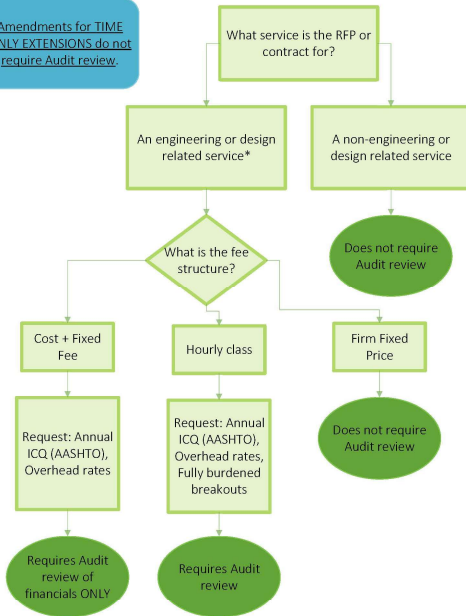
Innovation Programming Launch

Empowering Ideas,
Building Skills, and Shaping
Culture

- Established the Strategic Workforce Committee on Innovation to guide and prioritize innovation efforts across the agency.
- Integrated an innovation into the mandatory Managers and Supervisors Training, emphasizing the importance of developing and sharing new ideas to foster and support cohesive teams.
- Developed a comprehensive training program specifically for managers and supervisors on fostering innovation within their teams (pilot launch February 2025).
- Actively participating in national Communities of Practice and domestic scan panels focused on innovation, sharing knowledge and best practices while building and demonstrating expertise in this discipline.



Amendments for TIME
ONLY EXTENSIONS do not
require Audit review.



*Engineering and design related services means:

(1) Program management, construction management, feasibility studies, preliminary engineering, design engineering, surveying, mapping, or architectural related services with respect to a highway construction project subject to 23 U.S.C. 112(a) as defined in 23 U.S.C. 112(b)(2)(A); and

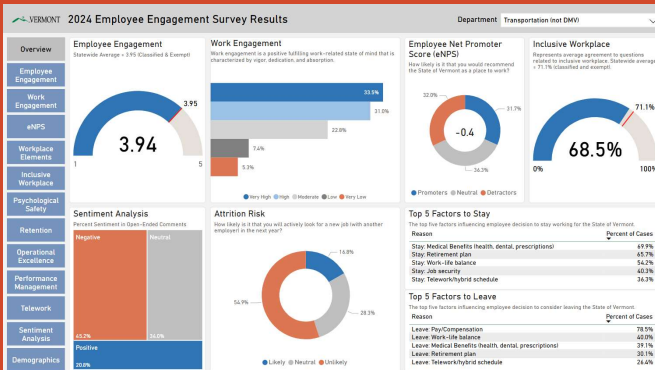
(2) Professional services of an architectural or engineering nature, as defined by State law, which are required to or may logically or justifiably be performed or approved by a person licensed, registered, or certified to provide the services with respect to a highway construction project subject to 23 U.S.C. 112(a) and as defined in 40 U.S.C. 1102(2).

Continuous Improvement (CI) Highlights

- Business Process Documentation & Standardization
- Individual Projects that Save Time and Create Efficiencies
- CI Coaching and Mentoring
- Promoting Continuous Improvement Nationwide

Workforce Data Analytics & Employee Engagement Survey Results

- For 2024, vacancy rate for classified positions is **8.6%**, the lowest rate in the last 5 years
- **23%** of new hires were returning employees
- **18** retirements from AOT in calendar year 2024
- **69%** of employees find one-on-one meetings with their supervisors to be an effective use of their time
- Employee engagement survey results confirm higher than statewide agreement on the opportunity to learn/grow professionally and having the training needed to do their job effectively
- Substantial improvements in communication scores



Strategic Workforce Plan



Vermont Agency of Transportation
Strategic Workforce Plan
2024 – 2025 v.3



Authored by: Christine Hetzel, MSOL, PMP
Edited by: Keith McCusker, MSOL
Contributors Lori Velburn and Colleen Montague

CY 2024

Goal 1: Mandatory Monthly Employee One-on-One Check-ins

Goal 2: Mandatory 8-hour Annual Supervisor/Manager Training

CY 2025

Goal 1: Decrease the average time to recruit, hire, and fill positions as compared to the State of Vermont average.

Measurement: Decrease AOT average by 10% annually

Goal 2: Supervisors/Managers build cohesive teams that support a modern, flexible, and healthy organizational culture:

Measurement: 100% compliance of training mandate

Goal 3: Improved knowledge management practices

Measurement: Establish three new tools/best practices.

Managers and Supervisors Training



- 113 in-person/hybrid trainings offered, 240 unique online trainings completed in leadership and technical topics
- The VTrans Technical Training Center (VTTC) in partnership with the Civil Rights team developed and delivered in-person training on performance and coaching feedback
- Additional programs to support the growth and development of managers and supervisors include:
 - Pathway to Supervision
 - Transportation Leadership Institute (TLI)
 - AASHTO Leadership Series
 - Individual Development Plans (IDPs)
 - Mentoring and Job Shadow Programs
 - Career Coaching/Interview Prep
 - Succession Planning through Knowledge Management
 - AOT Book Discussion Groups
 - AOT Lunch and Learn Series

Gallup Strengths Training

“When employees know and use their strengths, they are more engaged – nearly **6x** more – have higher performance and are much less likely to leave their company.” (Gallup, 2024)

- CY 2024**
- Facilitated **8** team strengths trainings
 - Facilitated **8** 1on1 Strengths Coaching Sessions
 - **74** Individual Strengths Assessments taken

BUILD Team, 2025			EXECUTING								INFLUENCING					RELATIONSHIP BUILDING					STRATEGIC THINKING																				
CliftonStrengths [®]			Leaders with dominant strength in the Executing domain know how to make things happen. When you need someone to implement a solution, these are the people who will work tirelessly to get it done. Leaders with a strength to execute have the ability to “catch” an idea and make it a reality.								Those who lead by influencing help their team reach a much broader audience. People with strength in this domain are always selling the team’s ideas inside and outside the organization. When you need someone to take charge, speak up, and make sure your group is heard, look to someone with the strength to influence.					Those who lead through Relationship Building are the essential glue that holds a team together. Without these strengths on a team, in many cases, the group is simply a composite of individuals. In contrast, leaders with exceptional Relationship Building strength have the unique ability to create groups and organizations that are much greater than the sum of their parts.					Leaders with great Strategic Thinking strengths are the ones who keep us all focused on what could be. They are constantly absorbing and analyzing information and helping the team make better decisions. People with strength in this domain continually stretch our thinking for the future.																				
Team Members			Achiever	Arranger	Belief	Consistency	Deliberative	Discipline	Focus	Responsibility	Restorative	Activator	Command	Communication	Competition	Maximizer	Self-Assurance	Significance	Woo	Adaptability	Connectiveness	Developer	Empathy	Harmony	Includer	Individualization	Positivity	Relator	Analytical	Context	Futuristic	Ideation	Input	Intelligence	Learner	Strategic					
Christine Hetzel	christine.hetzel@vermont.gov	5																																							
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ELDT (Entry-Level Driver Training) In-House Program

- In 2022, the Federal Motor Carrier Safety Administration (FMCSA) implemented new rules for entry-level drivers to obtain a CDL.
- Entry-level drivers receive training and must demonstrate proficiency in:
 - ✓ Theory (basic operation, safe operating procedures, vehicle systems, and non-driving activities)
 - ✓ Behind-the-wheel (operation of a commercial motor vehicle in range and road setting)
- Saved **\$480,000 in CY2024** by providing internal Commercial Drivers License (CDL) Training vs. utilizing an outside vendor at \$5k estimated cost per participant:
 - ✓ AOT - 77 completions, \$385,000
 - ✓ Municipalities - 19 completions, \$95,000





Vermont Local Roads (VLR) is Vermont's Local Technical Assistance Program (LTAP) sponsored by the Federal Highway Administration (FHWA) and the Vermont Agency of Transportation (AOT).



OUR TEAM

Branch Manager

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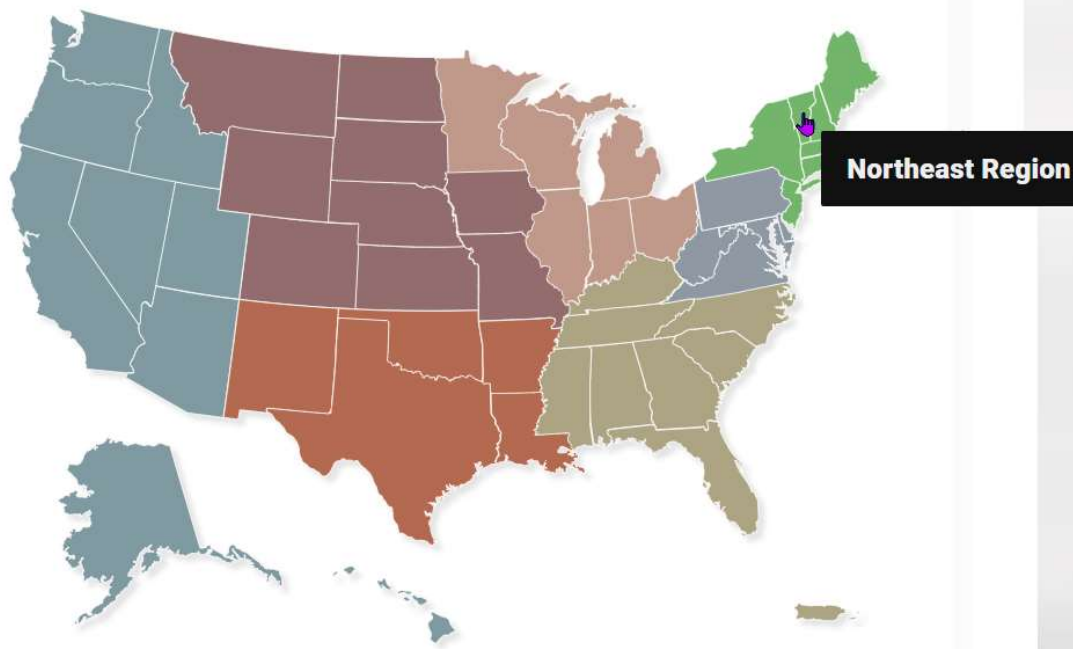
Program Coordinator

Holly Hayden

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Holly.hayden@vermont.gov

What is LTAP?



Great Lakes

Includes Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin

Mid-Atlantic

Includes Delaware, Maryland, Pennsylvania, Virginia, West Virginia

North Central

Includes Colorado, Iowa, Kansas, Missouri, Montana, Nebraska, North Dakota, South Dakota, Wyoming

Northeast

Includes Connecticut, Maine, Massachusetts, New Jersey, New Hampshire, New York, Rhode Island, Vermont

South Central

Includes Arkansas, Louisiana, New Mexico, Oklahoma, Texas

Southeast

Includes Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, Puerto Rico, South Carolina, Tennessee

TTAPs

TTAP Center provides comprehensive transportation training and technical assistance to tribal communities, building skills and expertise to ensure the safety and maintenance of tribal roads.

Western

Includes Alaska, Arizona, California, Hawaii, Idaho, Nevada, Oregon, Utah, Washington

Vermont Local Road's 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**.



Four Focus Areas

- Safety
- Infrastructure Management
- Workforce Development
- Organizational Excellence

Roads Scholar Program

- Environmental
- Equipment
- Safety
- Supervisory
- Technical





Welcome to Vermont's Local Technical Assistance Program (LTAP) Center

The VLR team is dedicated to providing 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 the skills and knowledge of the municipal transportation workforce and decision makers.

ROAD NOTES

[ANR - After a Flood - River and Stream Debris Management](#)

[Town Highway Emergency Vehicle Bridge Letter from AOT](#)

[Covered Bridge Protection Resource](#)

[Better Roads Program](#)

[Job Safety and Health -- It's The Law P](#)

VTrans [Orange Book](#)

VLR Manages a Website for Municipalities



UPCOMING
WEBINARS/WORKSHOPS



REGISTER FOR A
WORKSHOP



REQUEST TECHNICAL
ASSISTANCE



SUBSCRIBE TO THE
VERMONT LOCAL ROADS
LISTSERV



SHARE A RESOURCE



SIGN UP FOR THE VLR
LEARNING MANAGEMENT
SYSTEM

VLR Manages a Listserv

LISTSERV holly.hayden@vermont.gov

List Management Dashboard
View list and moderation details at a glance

VT-LOCALROADS@LISTSERV.VERMONTLOCALROADS.ORG

Moderation [Customize Report](#)

There are currently no messages requiring moderation on any lists that you have selected for this report and for which you are listed as a moderator. Follow the "Customize Report" link to select the lists that you want included in this report.

Technical Support

Technical support has been enabled. If you encounter problems with your lists, you can contact the server administrator by clicking on the life buoy icon.

Report Format: Table Update

Customize Report

List Name	Subscribers	Owner	Subscription	Send	Confidential	Notebook	Log: Post	Log: Subscribe	Log: Signoff	Log: Add	Log: Delete
VT-LOCALROADS	553	holly.hayden@VERMONT.GOV, Quiet, AOT.VermontLocalRoads@VERMONT.GOV, todd.eaton@VERMONT.GOV	By Owner, Confirm	Owner	---	Yes, E:\LISTPLEX\VLDRS\LISTS\VT- LOCALROADS, Monthly, Owner	[+]	[+]	[+]	[+]	[+]

[+] Retrieving the changelog data requires a separate query. To load the numbers automatically every time you access this page, see the "Owner Dashboard Changelogs" setting under Preferences.

Report Period: 30 Days Update Lines per Page: 50 Update

LISTSERV.VERMONTLOCALROADS.ORG



Recovery Office

Assisting flood-affected towns with grant and planning support

VLR Grant Programs

- \$20,000 for temporary traffic control signs
 - ✓ \$5000 awarded to four municipalities
- \$10,000 for temporary traffic control lighting
 - ✓ Awarded to one town to supplement the purchase of a lighting system

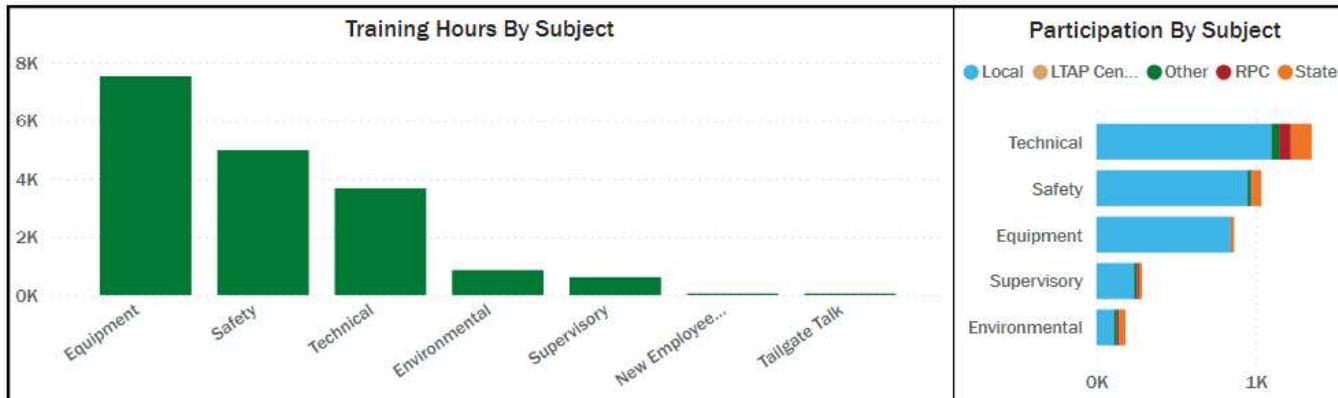




VLR Leadership Academy

Vermont Local Roads Training

Last Refreshed
1/6/2025



4128
Total Attendance

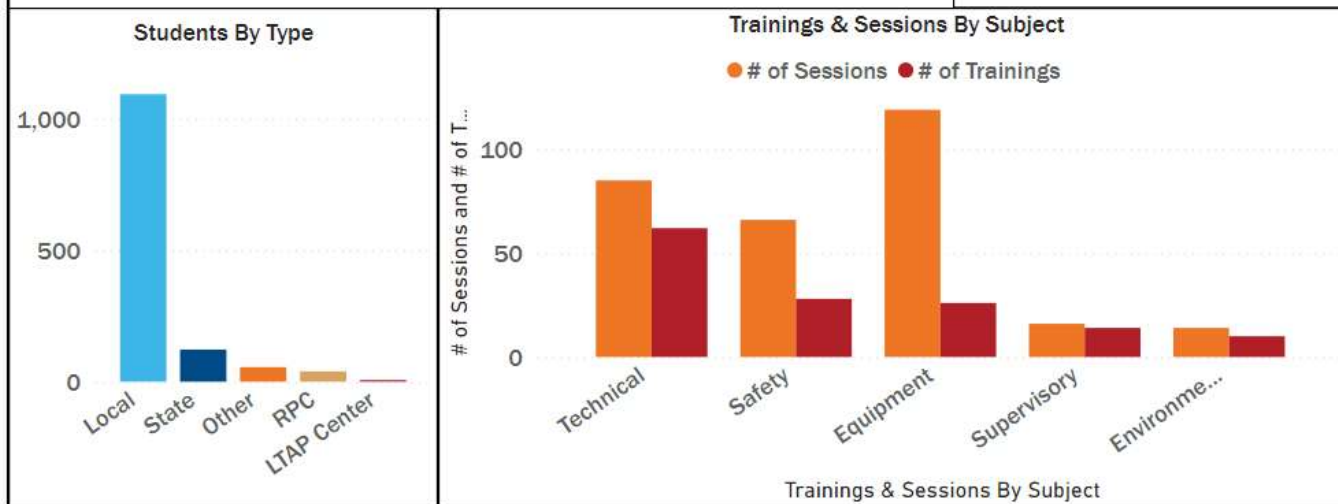
CY FFY SFY

2020
 2021
 2022
 2023
 2024

Transcript Status
 Select all
 Completed
 Exempt

Training Name

All

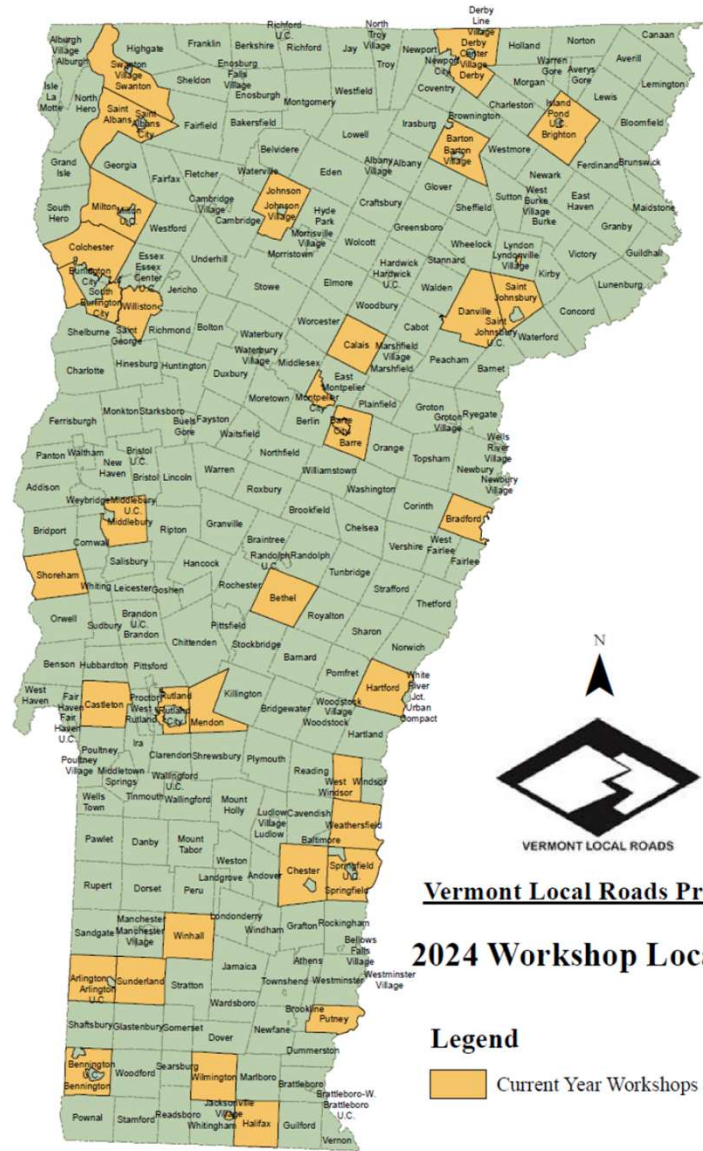


Attendance Top 10 Courses

161	MRGP Update & Road Erosion Inventory Demo (REI) - Technical Roundtable (VLR)
158	Mine Safety Health Administration (VLR)
151	Workzone Flagger (VLR)
145	VLR Workzone Flagger Certification
118	VLR Workzone Flagger
115	Road Grader (VLR)
108	Snow & Ice (VLR)
97	Weight Permit and Posting (VLR)
86	Municipal Roads General

VLR Training Locations

Trainings are provided throughout the state to limit travel time for attendees



Vermont Local Roads Program

2024 Workshop Locations

Legend

 Current Year Workshops