

TRAINING, RETRAINING, & RETAINING

**OUR COMMERCIAL DRIVER'S LICENSE (CDL) EMPLOYEE ASSET
Richard Hassenzahl, RCKC Road Maintenance Superintendent**

NMARC/ASMCRA
7TH ANNUAL JOINT CONFERENCE
- INVEST IN YOUR FUTURE -

RCKC Background

- **2006 59 total employees**
 - 34 Road Maintenance Operators
 - Michigan Transportation Fund \$13,000,000
 - Total Miles 1,254
- **2018 48 total employees (4 vacant)**
 - 29 Road Maintenance Operators
 - Michigan Transportation Fund \$19,300,000
 - Total Miles 1,268

RCKC Background

- **Previously limited standard training program**
- **Promotion by seniority**
- **No consistent evaluation process**
- **Limited flexibility**
- **One piece of Equipment vs. ALL equipment in a job classification**
- **Train the trainer**
- **Not a lot of interest for Team Leaders**

Who wouldn't want these jobs!?

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RECRUITING



What Government Needs to Do to Meet Its Staffing Challenges

Pay is an issue for attracting qualified workers, but it's not the only one. The public sector must up its game.

NATIONAL

Facing A Critical Shortage Of Drivers, The Trucking Industry Is Changing

February 11, 2019 - 5:01 AM ET

In 2019, Blue-Collar Workers Disappearing And In Hot Demand

“

It's not like these folks are making horseshoes. Trucking is an absolutely essential, critical industry to the nation, to everybody in it.

Todd Spencer, president, Owner-Operator Independent Drivers Association

Economics

U.S. Truck Driver Shortage Is On Course to Double in a Decade

By Thomas Black

July 24, 2019, 12:00 AM EDT



Apprenticeship & NOW HIRING

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ENROLL NOW!

HIRING FOR OUR APPRENTICESHIP PROGRAM

**ROAD COMMISSION OF
KALAMAZOO COUNTY (RCKC)**

The Road Commission of Kalamazoo County (RCKC) is proud to announce the approval of the Municipal Maintenance Technician (Roadway Technician) Apprenticeship Program. This is a great opportunity to learn, grow and serve the public by maintaining our valuable infrastructure.

**Interested
candidates
may contact:**

269-488-7618

Visit your nearest Michigan Works!
Southwest Service Center
for more information:

**1601 S. Burdick Street
Kalamazoo, MI 49001**

To learn more about the RCKC and our role as local
roadway professionals in public service since 1909,
visit: www.kalamazooountyroads.com



- First Road Commission in the State
- Certified Program
- Joint effort with many partners



MORE THAN JUST DRIVING

- **Job Descriptions**
 - **Multiple Pieces of Equipment**
 - **General Labor**
 - **Various License and Certification Requirements**
- **5 Classifications**
 - **Rates of pay vary by skills/equipment**

Never let your sense of urgency overcome your sense of quality in hiring!

CHANGE THE CULTURE/MIND SET

- **“This is the way we’ve always done it.”**
- **“I’ve seniority, so I get the next piece of equipment that comes available, it can’t be that hard to run.”**
- **“Slow down, we get paid by the hour.”**
- **“How can I train if I have never operated the equipment?”**
- **“We can get Joe to run it, because we can’t make time to train others.”**
- **“I thought Joanna was a good operator, but she can’t dig a ditch.”**

TRAINING & RETRAINING

A scenic view of a winding asphalt road through a lush green forest. The road has double yellow lines and a white shoulder line. A metal guardrail runs along the left side. In the distance, a small bridge or overpass is visible. On the right side of the road, there are orange and white striped traffic barrels.

TRAINING/RCKC CURRENT PROGRAM

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- **Collective Bargaining Agreement (CBA) Updates**
 - It is a **PARTNERSHIP**
- **Flexibility**
- **Training Manual**
 - In-house
 - Outside Resources
- **Training Evaluation**
- **SAFETY**
- **PROMOTION**
- **Skill and interest vs. Seniority**



LABOR AGREEMENT

BETWEEN



Road
Commission
of Kalamazoo
County

BOARD OF COUNTY ROAD COMMISSIONERS OF THE
COUNTY OF KALAMAZOO

AND



TEAMSTERS

TEAMSTERS STATE
COUNTY AND MUNICIPAL WORKERS
LOCAL 214

Effective on: February 4, 2016

Effective through: February 4, 2019



Road Commission of Kalamazoo County
Teamsters Local 214
Job Classification #3

General Summary

Countywide truck/equipment operator with duties that include road review and road right-of-way duties, but not limited to; pothole repairs, guardrail repair and installation, culvert repair and installation, tree trimming, brush control, hauling material to various operations and winter maintenance. Public service.

Essential Functions

1. Understand equipment and its' operation.
2. Work cooperatively with all Superintendents to schedule work and maintain quality.
3. Must be able to safely and efficiently load, secure and haul heavy equipment to and from RCKC and any job site at which the equipment is needed.
4. Refuel as necessary and at the end of each shift.
5. Maintain/clean daily equipment and park in designated parking area.
6. Complete Daily Vehicle Condition Report (VCR) detailing condition of vehicle, daily as used. Promptly report any issues.
7. Winter maintenance of roads/bridges.
8. Road maintenance including pothole repairs.
9. Haul material (gravel, bituminous, etc.)
10. Maintain roadsides (guard rail, culverts, trees, brush control, drainage, etc.).
11. Work cooperatively with others.
12. Assist in emergency situations.
13. Perform traffic regulating according to the Michigan Manual of Uniform Traffic Devices (MMUTCD).
14. Actively participate in training and assist others as needed.
15. Attend meetings and training.
16. Abide by RCKC Safety Manual and Safety regulations as applicable. Abide by all safety precautions listed in operators manual and labeled on the equipment.
17. Maintain a positive attitude and positive public relations.
18. Perform general labor.
19. Maintain a valid Commercial Driver License (CDL) according to State & Federal Regulations. Special endorsements may be required. Maintain all necessary certifications/licenses to operate and/or transport equipment.
20. Abide by the Collective Bargaining Agreement and/or Terms and Conditions of Employment, Rules of Conduct and applicable RCKC policies.
21. Perform other duties as assigned.
22. Understand and apply proper operating functions identified in the operator's manual and provided in training sessions.
23. Identify and locate all critical support, wear, and maintenance points of the equipment.

Job Classification #3 Job Description 12/20/17

Page 1



JOB CLASSIFICATION #1 TRAINING FOR PROMOTION ONLY –1 POSITION

Employees interested in Job Classification #1 training for promotion, **please sign below by September 12, 2018 at 4:00 p.m.** for next steps in selection process.

See attached job description for Job Classification #1 and reference **Article V – Seniority; Sections 8 & 10** of the Collective Bargaining Agreement (CBA) effective on February 4, 2016 through February 4, 2019.

"...Section 8: Training. The Employer recognizes the need for training employees on various types of equipment in Job Classifications #1, #2, and seasonal except for mechanics. Opportunities for training by Job Classifications shall be determined by management from time to time as the need arises based on the number of training positions designated by management. Employees while in training will be paid their regular classification rate of pay...."

Section 10: Promotion. "Employees promoted to a Job Classification 1 will have the ability to competently operate two pieces of Job Classification 1 equipment. The promoted employee's probationary time shall consist of two hundred (200) hours of operation on the first Job Classification 1 piece of equipment. Formal feedback and evaluation shall take place after each 80 hours. On the second Job Classification 1 piece of equipment, the employee must qualify or take training to qualify and pass, before final promotion becomes effective...."

"...Promoted employees shall be assigned to a particular piece of equipment on a regular basis, but from time to time, as needs and scheduling dictate, the employee may be asked to operate another piece of equipment within the job classification on which the employee has been pre-qualified..."

<u>Employee Number</u>	<u>Employee Name (Print)</u>	<u>Employee Signature</u>

Posted 08/29/18

APPENDIX A

JOB CLASSIFICATION AND RATES OF PAY

Section 1:

<u>CLASSIFICATION</u>	<u>Effective At Signing</u>	<u>12 Months After Effective Date</u>	<u>24 Months After Effective Date</u>
Job Classification 1A Mechanics	\$24.04	\$24.54	\$25.05
Job Classification 1B Aerial Lift Truck <i>(min 20ft)</i>	\$24.04	\$24.54	\$25.05
Job Classification 1 Motor Grader Hydraulic Excavator	\$24.04	\$24.54	\$25.05
Job Classification 2 Loader <i>(articulating/skid steer)</i> Tractor/Mower/Broom Self Propelled Broom Spray Injection Patcher	\$22.04	\$22.54	\$23.05
Job Classification 3 Road Maintenance Operator <i>(includes up to Class A Heavy Trucks)</i>	\$20.04	\$20.54	\$21.05
Seasonal Classification <i>(while operating)</i> Tar Distributor <i>(3,000 gallons or more)</i> Chip Spreader Rollers Belt Loader	\$22.04	\$22.54	\$23.05

- Seasonal Equipment will receive Job Classification #2 pay while operating equipment. Equipment requiring special endorsements will receive Job Classification #1 pay while operating equipment.
- Employees while in training will be paid their regular classification rate of pay.

ROAD MAINTENANCE OPERATOR TRAINING PROGRAM



2019

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ROAD COMMISSION OF KALAMAZOO COUNTY

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ROAD MAINTENANCE OPERATOR TRAINING GUIDELINES

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ROAD MAINTENANCE OPERATOR TRAINING PROGRAM

2019

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Road Commission of Kalamazoo County (RCKC) Road Maintenance Operator Job Classification for Promotion Program

The RCKC Road Maintenance Operator, Job Classification for Promotion Program was developed to provide guidance for RCKC Road Maintenance Operator training and training for promotion opportunities. The program includes specific training and evaluation requirements for potential promotion throughout Road Maintenance Operator Job Classifications, including four levels of training for employment and advancement opportunities (Job Classifications #1, #2, #3, and Seasonal). This program will also assist the RCKC Road Maintenance Superintendent team to ensure all training requirements are met to qualify Road Maintenance Operators for safety and advancement based on the employee's knowledge, skills, attitude and abilities for promotion. The Job Classification advancement program also distinguishes placement and promotion opportunities based on demonstrated individual capabilities within each classification.

The Job Classification for Promotion Program outlines procedures to verify an employee has obtained the knowledge and skills to safely and effectively operate the required equipment and perform the work within the job description for each Job Classification. The program is also designed to develop diversified skills in maintenance and construction operations. There are specific, minimum training requirements for advancement through each Job Classification level. Participation in this program is mandatory for all Road Maintenance Operator employees. Promotion opportunities for advancement into Job classifications #1, #2, and Seasonal will be determined by RCKC based on the availability of vacant positions. RCKC will utilize an interview process to determine the final candidate to train and evaluate for final promotion. Criteria for applicant selection includes: work skills/performance, attitude, leadership skills, initiative, dependability and responsibility.

The training for promotion guidelines will follow the current Collective Bargaining Agreement between the RCKC and the Teamsters Local 214.

This Job Classification for Promotion Program will be reviewed and revised periodically to ensure the certification/training requirements continue to meet needs of the RCKC and its employees.

EQUIPMENT OPERATION DESCRIPTIONS

101 MOTOR GRADER

Description:

Demonstrate knowledge of safety precautions & ability to effectively perform the following:

Soil stripping, forming a windrow, excavating v-type and flat bottom ditches, backfilling, drainage ditch maintenance, gravel road maintenance including maintaining proper center crown and super elevations, spreading soil/aggregate, finish grading/leveling, trenching, blend and spread material on a roadbed, reclaiming shoulder material on gravel roads, high shoulder/bank cutting, finishing a gradual slope (1 on 3 or less). Also, must be capable of operating automated grade control equipment.

Task List:

Demonstrate the ability to perform the following operations along with the knowledge of safety precautions for this equipment.

- Pre-operating check of equipment
- Startup & shut down procedures
- Operations of controls
- Required preventive maintenance
- Gravel road maintenance
- Gravel shoulder maintenance
- Cutting high shoulders
- Back slope operations and articulating
- Finish grading
- Intersection grading
- Ditch construction and maintenance
- Soil Erosion & Sedimentation Control (SESC)
- Utilize the MISS DIG system for utility locating
- Use of a front and wing plow for winter maintenance

Study Material:

- Grader study guide
- Gravel shoulder manual
- Operation Manual
- Gravel Roads Maintenance and Design Manual
- RCKC Safety Manual

Supplemental training requirements:

- Plan reading
- Check & set grades
 - Utility staking (MISS DIG)
- Traffic regulating

FIELD DEMONSTRATION EVALUATION - MOTOR GRADER

Employee:	Equipment Number:	Employee ID Number:
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Demonstrate pre-check: 20 pts

- 5 pts Types of fluids, oils, check and fill points, lubrication points
- 5 pts Condition of frame, moldboard, nuts, bolts, all other parts
- 5 pts Condition of tires, hoses, belts, windows, mirrors, wipers
- 5 pts Condition of lights, beacons, turn signals, SMV sign, back up alarm

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Startup and knowledge of controls and gauges: 15 pts

- 5 pts Proper startup and warmup procedures
- 5 pts Brakes, blade, pedals and levers
- 5 pts Oil, fuel, temperature, pressure, air restriction gauges, hour meter

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Proper operation of grader: 35 pts

- 15pts Smooth operation while using grader and attachments
- 10 pts Proper amount of blade pressure and speed
- 10 pts Proper placement and angle of blade

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Demonstrate knowledge of proper safety procedures: 15 pts

- 5 pts Proper 3-point stance when entering and exiting equipment
- 5 pts Seat belt, fire extinguisher, first aid kit, 3 reflective triangles
- 5 pts Proper procedures for checking hydraulic leaks

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Shutdown and storage: 15 pts

- 5 pts Proper cool down procedures
- 5 pts Position of blade, transmission in neutral, set parking brake
- 5 pts Proper post use walk around, maintenance as required

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0

Comments:

Evaluator:	Date:	Total Score:
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CONTINUOUS TRAINING

NMARC/ASMCRA
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CHAIN SAW AND TREE CUTTING TRAINING



RCKC WINTER SNOW PLOW SCHOOL



DAY TO DAY OPERATIONS

CHIP SEAL OPERATIONS



GRADING GRAVEL ROADS



SPECIALIZED EQUIPMENT

SHOULDER REHABILITATION/HIGH SHOULDER REMOVAL



SPRAY INJECTION PATCHER



RETRAINING & RETAINING

A scenic view of a two-lane asphalt road winding through a dense forest of tall trees with green foliage. The road has a metal guardrail on the left side and a white line on the right. A large orange and white striped barrel is visible on the right shoulder. The text 'RETRAINING & RETAINING' is overlaid in the center.

RETRAINING

- **“I worked here 25 years and I know how to run the equipment.”**
- **Are your operators Michigan Occupational Safety and Health Administration (MIOSHA) compliant?**
- **Equipment vs. Project Completion**
- **Variety – never the same project twice**
- **SAFETY**
- **On-going!**

RETAINING

- **Competition**
- **Promotion Opportunity**
- **Variety**
- **Pay vs. Benefits**
- **Public Service**
- **Team Leaders**





ROAD COMMISSION OF KALAMAZOO
COUNTY

Teamsters Local 214
Team Leader

General Summary

ARTICLE V – SENIORITY

Section 14: Team Leaders. Employees may be assigned the status of Team Leader at the discretion of Management on a daily basis. Employees may refuse to accept the position and the Employer shall have the right to withdraw the assignment from any employee at any time without justification and assign to the position any employee it deems qualified. Team Leaders required to work outside their regularly scheduled shift to respond to a call will receive pay according to Article XI, section 7, including their Team Leader premium. Team Leaders will be paid a premium of \$2.00 per hour for all hours worked while assigned.

Essential Functions

A Team Leader is someone who provides direction, instructions and guidance to a group of individuals, who can also be known as a team, for the purpose of achieving a certain goal or task. Team Leaders assist with: project completion, routine maintenance, emergency response and public safety. All of which are completed in a safe manner.

1. Duties as outlined in job descriptions for Job Classifications 1, 1A, 1B, 2, 3, as applicable.
2. Team Leaders may be selected by the RCKC Superintendent during each emergency event if necessary.
3. Team Leaders will assist with leadership in the field and on projects to ensure work is completed in a safe and effective manner.
4. Team Leaders would not administer employee discipline. Team Leaders will be expected to report performance and safety infractions to the Superintendent promptly by both team members and contractors. Both Superintendents and Team Leaders have a role to play in conflict resolution. A Team Leader will work to resolve individual conflicts and problems with a specific project or task. A Superintendent serves as a mediator when the Team Leader has difficulty resolving individual conflicts or when team members have a problem with the Team Leader.
5. Team Leaders are responsible to assist with ensuring employees provide a fair days work for a fair days pay.
6. Team Leaders are expected to reassign employees as needed based on weather, safety or unexpected field issues and expected to share this information to the Superintendent promptly.
7. Develop a strategy the team will use to reach its goal.
8. Provide guidance with any training the team members need.
9. Communicate clear instructions to team members and contractors.
10. Listen to team members' feedback.
11. Monitor team members' participation to ensure the training they are being provided is being put into use, and also to see if any additional training is necessary.
12. Manage the flow of day-to-day operations.
13. Share reports to update the Superintendent on the team's progress.
14. Complete paperwork as necessary.
15. Managing service requests as necessary.

Section 14: Team Leaders. Employees may be assigned the status of Team Leader at the discretion of Management on a daily basis. Employees may refuse to accept the position and the Employer shall have the right to withdraw the assignment from any employee at any time without justification and assign to the position any employee it deems qualified. Team Leaders required to work outside their regularly scheduled shift to respond to a call will receive pay according to Article XI, section 7, including their Team Leader premium. Team Leaders will be paid a premium of two dollars (\$2.00) per hour for all hours worked while assigned.

SUCCESSION PLANNING

- Always training to take my job!
- Remember, not everyone wants the responsibility and that is OK
- Invest in continuous employee training/development

START PLANNING TODAY FOR THE FUTURE

- Plan for the future and work your plan
- It's not going to happen overnight
- Be patient
- Designate an individual (s) to champion the programs
- It takes many hands to be successful and must be supported in leadership

ON-GOING PROCESS

- **Complete Program to Manage**
 - **Hiring**
 - **Training**
 - **Safety**
 - **Evaluating**
 - **Promotion**
 - **Team Leaders**
 - **Retraining**
 - **Succession Planning**

QUESTIONS???




NEW HIRE TRAINING PROGRAM

ROSCOMMON COUNTY ROAD COMMISSION

TIM O'ROURKE

- ▶ Union Contract in 1999 allowed hiring of 6 “temporary” employees. The contract language changed from limiting these employees for summer only and trucks under 10,000 GVW.
- ▶ New use could allow for winter use and driving of vehicles above 10,000 GVW.
- ▶ “Temporary” was not very well defined.
- ▶ RCRC and the union agreed to 5 months on and 1 month off.

- 
- ▶ From 2000 to 2016 RCRC required all “temporary” and full-time union employees to have a valid CDL A with N&T endorsements.
 - ▶ In 2016 job applications dropped dramatically.
 - ▶ The program was changed to allow for lesser licensed applicants to be hired and trained by the RCRC employees on the job. Minimum requirements were set.

- ▶ Three levels of “temporary” employees were developed by the RCRC staff.
- ▶ 1. Laborer at \$13.00/hour
- ▶ 2. Level 2 Driver \$15.00/hour (Required a minimum CDL B)
- ▶ 3. Level 1 Driver \$17.33/hour (union probation wage) (Required a CDL A)
- ▶ The program would be set up with 2 of each classification. The RCRC would train and help each “temporary” employee work up through each step of the program as positions became available.

- ▶ In 2016 the RCRC had 4 open positions. We were looking to fill them immediately. We hired 2 with an Operators license and 2 with CDL A or B licenses.
- ▶ RCRC employees and staff worked with each “temporary” employee to get them ready for testing, both written and driving skills.
- ▶ “Temporary” employees with operators' licenses were first required to take and pass the written exam for a CDL within 60 calendar days of employment.

- ▶ When time allowed, each “temporary” employee was allowed to drive with other employees for additional seat time. They however, were mostly used as flaggers and laborers on jobs.
- ▶ Once ready for the driving test, RCRC supplied the truck and driver to take them to the testing grounds. Both employees were on the payroll during testing. However, the “temporary” employee was responsible to pay for the cost of the test.
- ▶ “Temporaries” were given 6 months to get their CDL licenses. Drivers were required to have a Minimum of a CDL B but a CDL A with N&T was preferred. Mechanics were required to have a minimum of CDL A with an E (automatics only).

- ▶ As the RCRC had openings in the union positions, the CDL A “temporary” employees were promoted. Each “temporary” employee was evaluated on a Bi-monthly schedule and these evaluations were used to determine the next candidate for promotion to the union.
 - ▶ Evaluations contained the following:
 - ▶ Job Comprehension
 - ▶ Ability to complete tasks
 - ▶ Driving skills
 - ▶ Working safely
 - ▶ Knowledge of equipment
 - ▶ Self motivation
 - ▶ Attitude
 - ▶ Cleanliness of the work area
- 1-10 scoring on each of the above

- ▶ Evaluations are reviewed and signed by both the Foreman and the “temporary” employee.
- ▶ Both have a comment area they can use.
- ▶ Foreman also list “concerns” and positive comments about the employee.
- ▶ Foreman also list days tardy and days the employee missed or left early.

“Temporary” employees are scheduled 40 hours a week and are eligible for overtime



► Since 2000 we have had 49 “Temporary” employees.

► Since 2015 we have hired 20 of them.

16 with no CDL license

13 of those 16 are still working for us as full-time union employees.

Of the 13 still working for us, 9 started with Operators licenses only,
and 4 with some form of CDL.

6 of them remain as “temporary” employees.

This has resulted in an 81% success rate.

- ▶ Since 2000 The RCRC has had 49 “temporary” employees.
 - ▶ 38 currently work as union drivers
 - ▶ 4 as union mechanics
 - ▶ 7 have moved on to other careers
- This has resulted in an 86% success rate.

QUESTIONS ???