











Introducing Operational Changes-While Trying to Keep Everyone Happy!

















Today's Session

- My experiences/stories/BS
- Failures
- Successes
- What you may face
- Some ideas















Hierarchy

God Public Works Director/County Engineer Superintendent Foreman

Operators/Mechanics















My take!

- God/whatever your beliefs
- Operators/Mechanics
- Foreman
- Superintendent
- Directors/Leadership













Expectations

- My experiences/stories/BS
- Failures
- Successes
- What you may face
- Some ideas

THE SECRET TO HAPPINESS IS TO NOT EXPECT TOO MUCH.













Making Everyone Happy















Your "Customers"

- Employees
- City leaders
- Citizens
- Legal staff
- Media may question you!















The "Old Way"





















Change "Mentor"















Personal Change Before **Professional Change**















Employee Safety

Who is responsible?



















"Well Oiled Machine"























Challenges

- Staff Old school (A-B)
- Supervisors No vision/delegation skills
- Mid-level managers too passive
- Friction –operators/mechanics
- Personalities Fleet Manager/Supt.













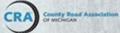
Our Efforts

- Process Action Teams
- Work groups
- IDEAS program
- Multi agency collaborations
- Contractors













IDEAS List

| No. | YR-Qtr | # | Name of Submitter & Date Submitted | Description of Idea | Date Reviewed | Next Steps | Feedback Provided By | Date Feedback Provided | Status | Result |
|-----|---------|----|--|--|------------------|---|-------------------------------------|---------------------------|--------|--------|
| 1 | 2016-04 | 11 | 12/13/2016 | Mass email, text (need app?) for SNOW shift call up | 3/22/17 | WIP - KLH to get a Work Group together and discuss | KLH | 2/21/2017 | | |
| 2 | 2016-04 | 13 | 12/20/2016 | Move Temperature sensors on plow trucks | 3/22/17 | WIP - Need to discuss placement for snow cover/breakage, etc | RJR | 2/21/2017 | | |
| 3 | 2016-04 | 17 | | Brighter headlights or LED light bar mounted somewhere on the front of the trucks. | 3/22/17 | MIP | RJR | 2/21/2017 | | |
| 4 | 2016-04 | 18 | 12/21/2016 | Back-up cameras for trucks | 3/22/17 | WIP | RJR | 2/21/2017 | | |
| 5 | 2016-04 | 19 | | Salt/pre-wet in supervisors trucks. Maybe one or two and switch trucks as needed. | 3/22/17 | MIP - (Implement Fall 2017) | RJR | 2/21/2017 | | |
| 6 | 2016-04 | 20 | | Enhance communication process with operators during snow eventweather changes, time-frame of the snow ban, etc. | 3/22/17 | MIP - Implement in Fall 2017 | PSQT | 2/21/2017 | | |
| 7 | 2016-04 | 21 | 12/21/2016 | Tow Plows - steers both left and right. | 3/22/17 | WIP (Watch for new technology) | RBH | 2/21/2017 | | |
| 8 | 2017-01 | 3 | J.Sherman 12/21/16 | A 'team' that checks over new equipment BEFORE delivery and payment is made. | | Need to involve the operator who will run the equipment; Bret will facilitate through Rian, this "team" would need to be involved at the spec/quote level too | RBH/RJR | 5/9/2017 | | |
| 9 | 2017-01 | 6 | B. Snyder 12/27/16 | Development of a definitive pre-wet/gallon chart for winter maintenance. | 3/22/17 | WIP - KLH to facilitate | KLH | 5/9/2017 | | |
| 10 | 2017-01 | 17 | 2/9/2017 | Build another wing trailer. We are double stacking them now. | 3/22/17 | WIP | Headley/RJR | 9/12/2017 | | |
| 11 | 2017-01 | 20 | | Explore the possibility of sending out P.S. bids for our various contracts electronically. (more info on hard copy.) | 3/22/17 | RBH will further to meet rules/regulations. WIP/RBH & KJP | RBH to work with KUP & City Hall | 9/12/2017 | | |
| 12 | 2017-01 | 21 | 3/21/2017 | Train all employees on new equipment. | | Arrange small group and have this group train others' . KLH/RJR | | 5/9/2017 | | |





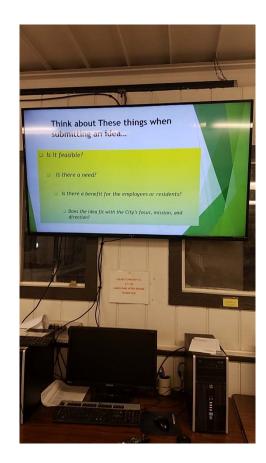








Visual















Philosophies

- Pushing it down their throats
- Idea Let them "digest it"
- Buy one try it!
- Low Bid Cheapest you can buy
- Low Bid Analyzed specifications















Forward Thinkers!





















My First Trucks

















Next Generation



















Today





















Employee Input



This can be very useful when selecting equipment and improving operational practices.













Roles

- Mechanics/Operators/Supervisors
- Fleet Manager
- Cradle to grave philosophy
- Government contracts
- Me Financial (usually!)















Pilot Projects

- Try on a limited basis
- If successful expand
- If not try something different
- Select the right staff to analyze
- Don't eat the elephant in one bite!

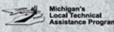














Don't Always "Stick"















"Enhancement" Ideas

- Determine LOS adjustments
- Have an idea of agency expectations
- Do you want to "raise the bar"
- Going backwards will be hard
- Don't get the cart in front of the horse















Blending System Story

- We were "pioneering" in this area
- Made it the employees project
- Johnny Cash theory "one piece at a time"
- Staff got "employees of the year"
- I took some "heat"















AVL Implementation

- Created apprehension/anxiety
- Explain the equipment/purpose
- Give them complete access
- Talk about the benefits
- Share some of the results
- "Ask the right questions"

















Ideas From the "Field"

















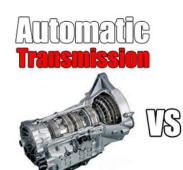




Ergonomics























OMS















Training





Give your employees the knowledge to succeed in a safe work environment.













"Incidents"

- "The milk will spill"
- Pro-active vs. reactive approach
- Use an a "learning opportunity"
- "Cutting bait" may be the end result







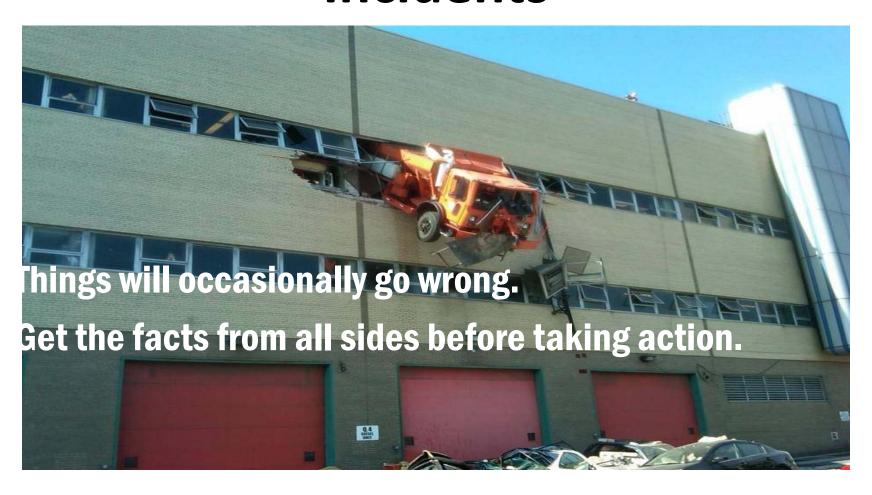








"Incidents"















Conferences and Equipment Shows

- Oftentimes reserved for just managers
- Is there benefit in sending your staff?
- Use attendance as a "carrot"
- Justify attendance with results















Why Send Operators/Mechanics?

- Seeing what is new and improved keeps their mind engaged on their work duties.
- Upper management may be missing something that their staff may discover.















Not All Ideas are Good!

















Intimidating at Times!





















Keep Simple When You Can















Employee Input Works

- Listen to your employees. Really listen.
- Allow them the opportunity to share their ideas.
- Managers don't have all the answers.
- Ownership and Pride















Champions

- Ownership in the project
- Take the lead in solving issues
- Hound the contractors
- Oversee all phases
- Need to be recognized















Success

- Staff may want more
- May want it quicker than budget allows
- May go "viral"
- Be prepared to manage it







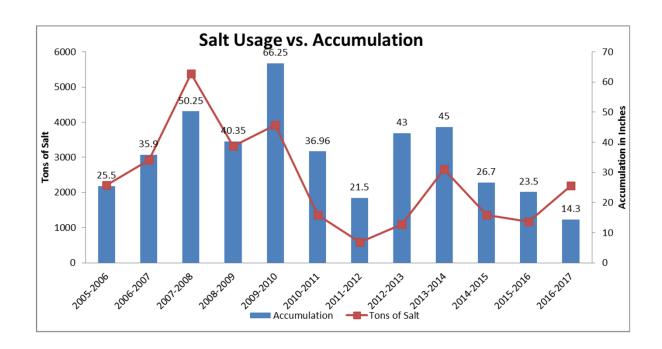








RESULTS- Communicate Them















Our Approach

- Train/Educate
- Analyze/Implement Technology
- Provide the Tools
- Push "from behind"
- Continual Improvement





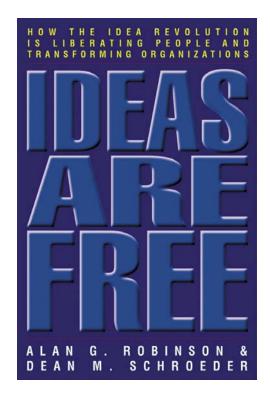


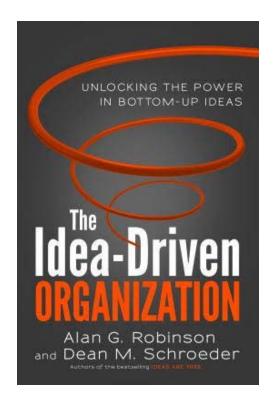






Great Books

















Conclusions

- Times they are changing
- Maintain flexibility and openness to change
- Changing culture takes time
- Have some fun
- Most important Involve Your Staff















Next Step!















Questions?















THANK YOU!

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