

# 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

IF YOU WANT TO  
**CHANGE**  
YOU HAVE TO BE  
**WILLING**  
TO BE  
**UNCOMFORTABLE**

QuotesIdeas.com

# 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.

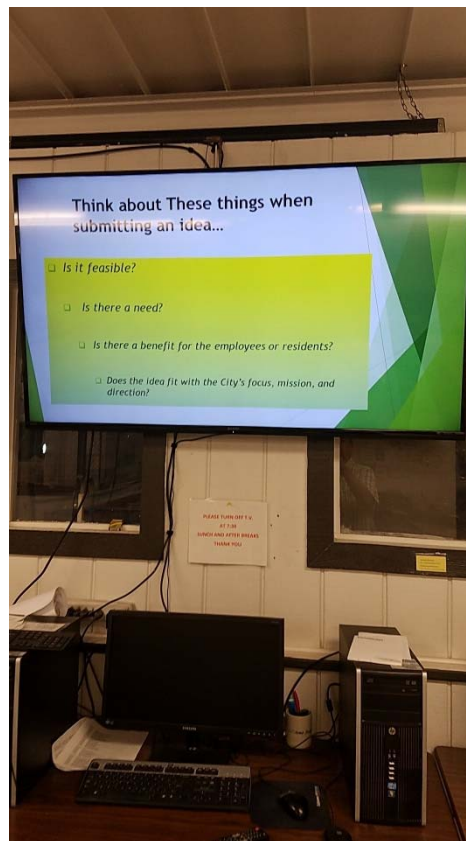
# Our Efforts

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





# 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

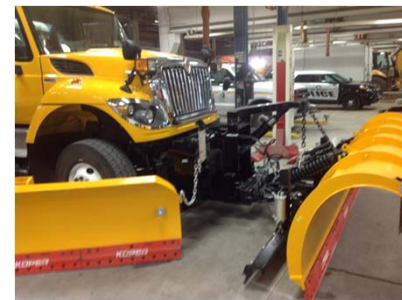


# Next Generation





# 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”

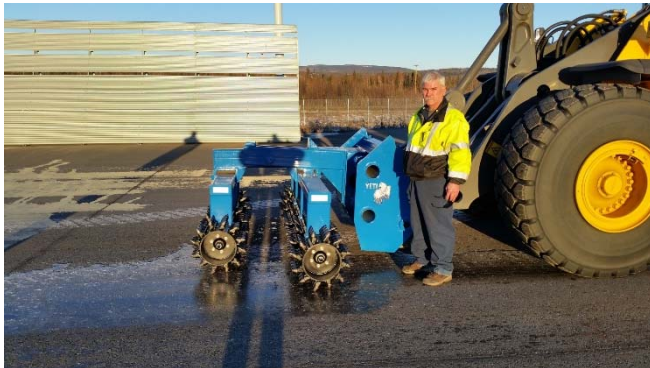


# AVL Implementation

- 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

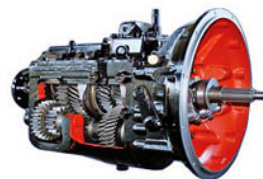


**Automatic  
Transmission**



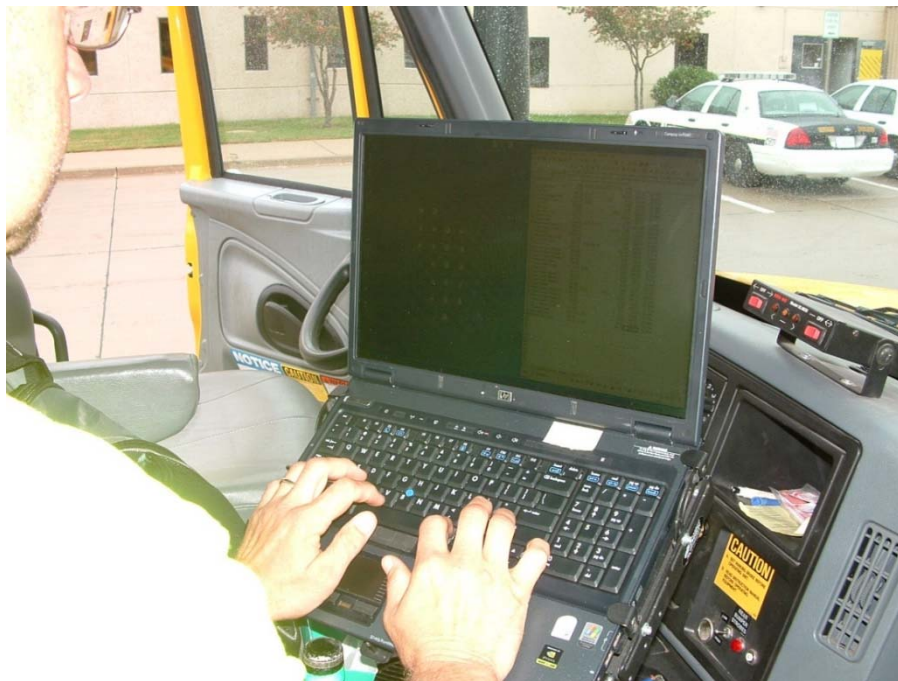
VS

**Manual  
Transmission**





# OMS



# Training



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

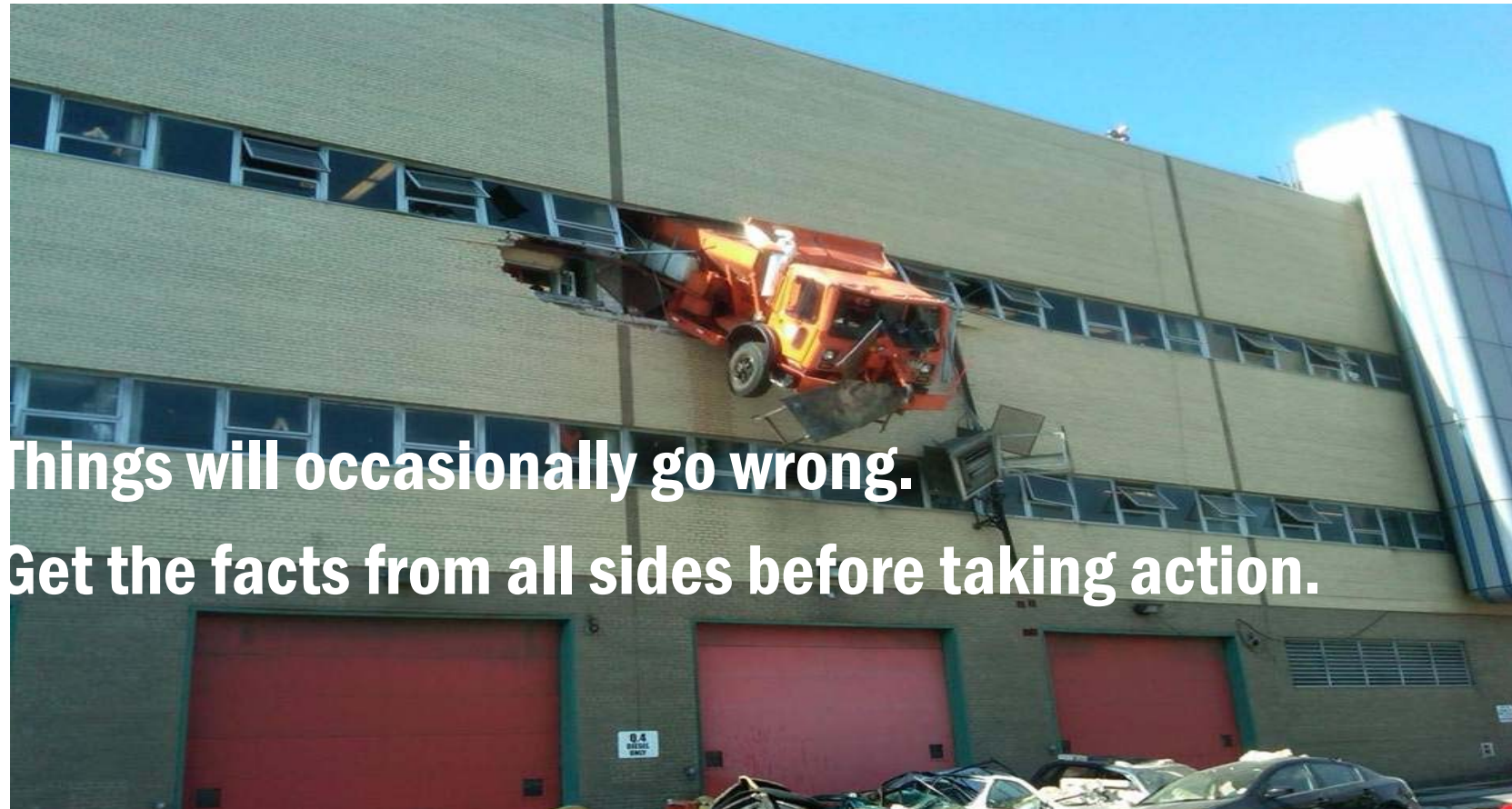


# “Incidents”

- “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

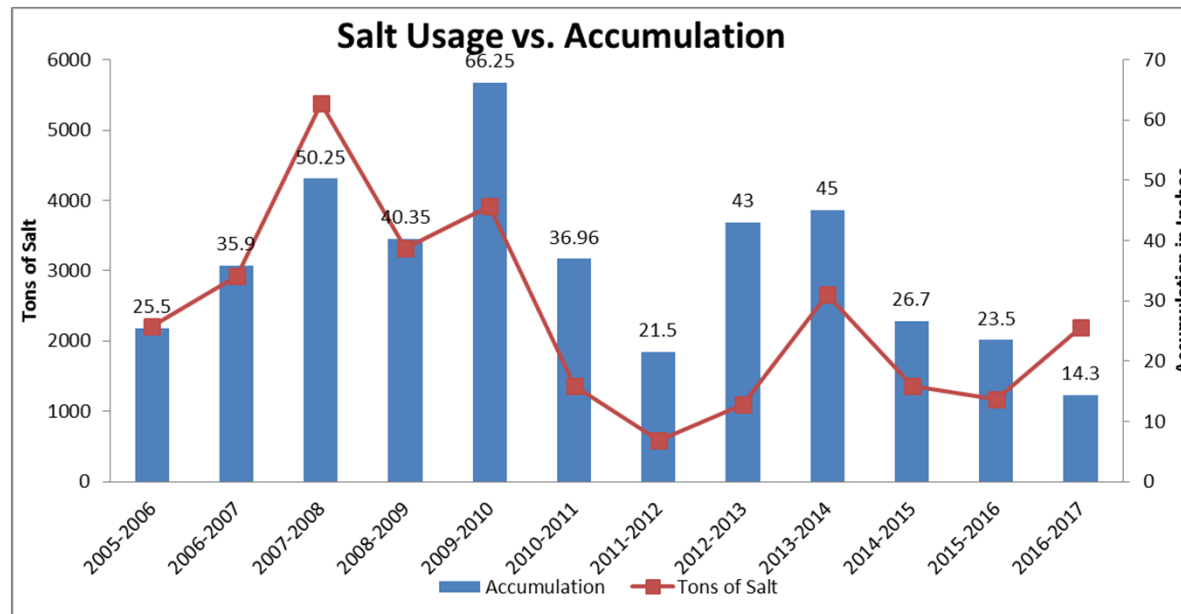


# Success

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



## RESULTS- Communicate Them

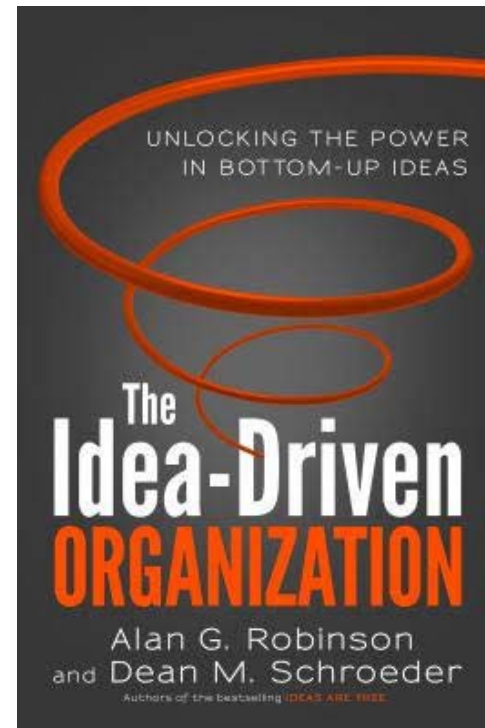


# Our Approach

- 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!

**Bret Hodne**  
**Director of Public Services**  
**West Des Moines, IA**  
**(515) 222-3536**  
**[bret.hodne@wdm.iowa.gov](mailto:bret.hodne@wdm.iowa.gov)**

