

Connecting ^{the} DOTs

May 2016

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Cyber Security

Don't Trust Links Sent in Email Messages!

A common method cyber criminals use to hack into people's computers is to send them emails with malicious links. People are tricked into opening these links because they appear to come from someone or something they know and trust. If you click on a link, you may be taken to a site that attempts to harvest your information or tries to hack into your computer. Only click on links that you were expecting. Not sure about an email? Call the person to confirm they sent it.

Source: SANS.org - <https://www.sans.org/tip-of-the-day>

Dates & Abbreviations

When writing a full date in a sentence, follow it with a comma:

On **July 12, 2016**, the team traveled to Sioux Falls for the annual meeting.

Skip the final comma when listing only the month and year:

Our Black Hills adventure in **March 2016** included a visit to Mt. Rushmore.

When a date appears after a month, don't add st, nd, rd, th:

The last team meeting was held **March 14, 2015**. (not March 14th, 2015)

Only use those add-ons when they precede the month.

The team meeting was on the **14th of March**.
The final meeting for the team will be held **July 16**.

DOT News Available Online!

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Secretary's Corner

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by Darin Bergquist

During the 2016 session, the South Dakota legislature passed Senate Bill 143. This legislation requires the Legislative Planning Committee to implement a performance management review process for state government agencies. The bill defines performance management to be "an ongoing, systematic approach to improving outcomes with a focus on accountability for performance by utilizing data-based measurements." The committee is to work with the various state agencies on a three-year rotating basis.



Because of the work the department has already done in the areas of strategic planning and performance management, SDDOT was selected as the first state agency to meet with the committee. On May 17, Secretary Bergquist met with the committee to discuss efforts already under way in the department, information currently available and to begin identifying possible measures to be used by the legislature and the public to gauge the SDDOT's future performance.

Following additional work, department staff will propose up to six performance measures for this purpose that must be approved by the Committee. Once approved, an annual report will be completed each year no later than Nov. 15, to update progress and results for the identified performance measures. These reports will be filed with Legislative Research Council, who will maintain a website containing the reports for all state agencies.

Department staff will meet again with the Legislative Planning Committee later this summer to finalize and agree upon the specific measures to be included in the annual report, then complete and file the required report prior to the Nov. 15 deadline.



John Matthesen (right), Engineering Supervisor, presenting 10 year pin to Darrel Henrichsen, Project Technician for the Rapid City Area.



Evan Edinger, Lead Highway Maintenance Worker in Chamberlain, retired after 10 years & 4 months with DOT on March 23. Pictured: Jay Peppel, Edinger and Bill Haines.

Labor Compliance

May 2016

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Davis-Bacon...What's for breakfast you ask?!

by Laurie Gustafson, Labor Law Compliance Officer

The Davis-Bacon & Related Acts (DBRA) are labor provisions in DOT's construction contracts, not a breakfast item - although sometimes I wonder whether non-compliant contractors might want to chew them up and spit them out! Like me, many of DOT's field and office employees have responsibilities to monitor and enforce federal regulations. It is not uncommon to hear, "Is this something new?" or "My company has been doing government contract work for decades and we have never been required to do this before!"

But the Davis-Bacon Act is nothing new - it was enacted by Congress in 1931 and requires, among other things, that private contractors and subcontractors pay prevailing wages to employees on all federally funded construction projects over \$2,000. The South Dakota Transportation Commission decided the Davis-Bacon prevailing wage requirements should also apply to DOT's non-federally funded highway construction contracts where the award amount meets or exceeds \$100,000. You may wonder, what the heck is the purpose of requiring DBRA labor provisions in construction contracts?

There are two main purposes of the Davis-Bacon Act. First, it creates a fair playing field for contractors bidding the work because they are all required to pay the same local prevailing minimum wages to complete the project work. Second, it protects the construction employees doing the work on the project sites. The employees are required to be paid: (1) at least the minimum contract wage rates for the actual types of work performed; (2) overtime rates for any hours worked in excess of 40 in a workweek; and (3) full wages earned without any unauthorized deductions. The law also requires that these employees be paid at least weekly.

People sometimes ask me how the prevailing wages are established. I have the challenge of assisting the United States Department of Labor (USDOL) by conducting the DBRA wage surveys for South Dakota every two years. This is typically an

eight-month project. When I first started working at DOT in 1997, it was a struggle to achieve a 25% survey response rate. In 2002, the DBRA wage survey became a mandatory participation survey. All construction companies working on any of DOT's projects during a selected peak survey week now participate. The wage and fringe benefit data is sorted by work classifications and then the weighted-average rates are tabulated and tested for reasonableness. The results are submitted to the USDOL for review and approval and are ultimately published as the Davis-Bacon Highway Construction Wage Decision for South Dakota.

As SDDOT's labor law compliance officer, it is my responsibility to monitor and enforce compliance with the DBRA contract provisions. I monitor compliance of approximately 200 contractors and subcontractors doing construction or repair work on state highways and bridges. On average, DOT has 240 active construction and repair contracts each calendar year. The contractors are required to submit weekly payroll reports to DOT for each week they do any project work, certifying the payrolls are complete and accurate, and that all of their employees have been paid the full weekly wages earned.

DOT receives weekly certified payroll reports year-round from contractors and subcontractors working on DOT's construction and repair projects. During the very active construction months of May through November we may receive 50 to 200 certified payroll reports from contractors each day! If it's discovered a company has underpaid DBRA wages, or is incorrectly paying wages on a bi-weekly or monthly basis, the company is provided a friendly notice of the potential consequences of falsely certifying the wages were paid accurately and they are provided instructions and timeliness for the corrective actions. I have a very interesting job with lots of variety of activities, with the most rewarding aspect being conducting wage investigations and ensuring construction employees are paid in accordance with the law!

Strategic Plan

May 2016

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by John Villbrandt, Mobridge Area Engineer

By now I hope you all are familiar with the SDDOT Strategic Plan, Mission and Vision statements, as well as the five strategic objectives: *Improve Customer and Stakeholder Services; Sustain and Grow a High Quality Workforce; Improve the Efficiency, Quality, and Timeliness of Department Services; Improve Public and Workforce Safety; and Sustain and Manage the State Transportation System Assets.*

If you're NOT familiar with this terminology, it can only mean one thing. . . . you must be new to the department. If that's the case, and if you want to speak department lingo, then you need to find a copy of the SDDOT Strategic Plan. Ask your neighbor in the cubicle beside you, talk to your supervisor or just look around. More than likely there's a copy hanging on the wall or on the bulletin board somewhere in your office. If none of those options prove fruitful, go to <http://intranet.dot.sd.gov/docs/stratplan/SDDOTStrategicPlan2015FinalVersion.pdf> and print your very own copy. (Laminating or framing are optional.)

This should be prominently displayed at your workspace next to the picture of your purebred hunting dog and/or that 7 lb. walleye you caught last summer. Take a minute to look it over every now and then. When you do, you'll start to notice how the terminology all fits together.

You don't have time for that now? Then let me give you a crash course. Our five Strategic Objectives are the key areas on which the department has chosen to focus our efforts for improvement. With those areas defined, we've set some four-year goals and one year goals as targets for where we want to go as a department to reach those objectives. Now to achieve these goals, we need several plans of action. . . . or **Action Plans**.

You say you understand the terminology but are unsure of the process? Let me give you an actual example of how we get from Strategic Objectives, to Goals, to Action Plans. Look at the center column of your freshly printed, hot-off-the-press Strategic Plan. You'll notice a Strategic Objective to *Improve the Efficiency, Quality, Timeliness of Department Services*. At the bottom of that column you'll see a one year goal that states "**Achieve an 80% response from 511 and Safe Travel USA users that report road conditions**

as very accurate or accurate." Achieving this goal will obviously support our Strategic Objective, but we need an action plan in place to reach this goal.

Last fall the Division of Operations chose to work on seven Action Plans that align with the various Strategic Objectives and goals of the SDDOT Strategic Plan. A Champion and Team Leader volunteered to lead each of the seven action plan teams and additional team members were selected.

One of those Action Plans (back to my example) was to **Develop and Improve guidelines and methodology for winter and construction road reporting**. John Forman, Pierre Region Engineer is the Champion and I am the Team Leader. When choosing team members, we wanted to ensure representation from each Region, maintenance and engineering. We also needed someone familiar with IRIS and with communicating with our customers. Consequently, other team members include Jason Baker – project engineer from Rapid City srea, Dave Huft – Office of Research, Kevin Pavlicek – jighway maintenance supervisor from Aberdeen Area, Kristi Sandal – public information officer, Travis Sparks – highway maintenance supervisor from Mitchell Area and Dan Vockrodt – Operations maintenance engineer.

Our team met for the first time in January 2016 to establish our Action Plan Charter. This was basically a document that defined what we wanted to accomplish with our action plan. In our case, our objectives were to; 1) establish construction/summer maintenance reporting guidelines to provide accurate/timely reporting by the 2016 construction season, and 2) to determine if winter road condition reporting practices can be improved, and if so, have improved guidelines established by Oct. 1, 2016, or by the Winter Maintenance Meeting.

We met again in February, after visiting with our co-workers, and we documented their concerns, issues, proposed changes/improvement, etc. to the current road reporting program, IRIS. We now knew where our opportunities for improvement were – from both an internal and external perspective. As the department's public information officer, Kristi Sandal, had received various complaints from the traveling

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Internal Audit Update

May 2016

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by Rip Ray, Auditor

In an effort to streamline the closing of contracts with the South Dakota Department of Transportation (SD-DOT), the SDDOT Audits Office will no longer be responsible for the true-up process. This process was used in the final audit of a contract to make adjustments, if needed, to overhead rates, direct costs, and indirect costs. It will be the firm's responsibility to notify SDDOT Audits Office if the firm plans to true-up, to prepare the true-up, and to submit the true-up as outlined below:

Contracts with a Notice to Proceed dated Prior to July 1, 2016

- A firm may initiate the true-up process within 3 years of the final payment of the contract. The submitted request must include clear and direct justification of the true-up amount in the form of copies of all affected billings, invoices, overhead documents, and any other pertinent documentation, clearly showing the originally submitted information as well as the adjustments. If incomplete, the request will be returned.

Contracts with a Notice to Proceed dated on or After July 1, 2016

- A firm must submit the true-up documentation with the request for final payment of the contract. Any true-up requests submitted after the date of request for final payment of the contract will be denied. The request must include clear and direct justification of the true-up amount in the form of copies of all affected billings, invoices, overhead documents, and any other pertinent documentation, clearly showing the originally submitted information as well as the adjustments. If incomplete, the request will be returned.

Keeping the Strategic Plan in mind, the new true-up process will save the Audits Office time and SDDOT money.

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public about our reporting practices. This external information was/is obviously quite valuable as we try to improve the quality of our department services in regard to road condition reporting.

Armed with the knowledge of our opportunities for improvement, we met again in April. We knew we had plenty of room for improvement in our reporting of summer maintenance and construction activities, after all, there were really no defined guidelines in place for reporting these activities. Thanks in great part to the knowledge and experience of the team members we were able to leave that meeting with reporting guidelines in place for both maintenance activity reporting and construction project reporting. These guidelines were distributed to lead workers, maintenance supervisors, engineering supervisors and area engineers on May 10 for their immediate use.

So you're thinking, "That's the end of the story, and I can talk the talk tomorrow at coffee break." Well, you're almost there, but there's one more phrase you need to know – **Plan, Do, Check, Act.**

The Action Plan team has put a portion of our Action Plan together (Plan) and has distributed it for implementation (Do). We now need you folks in the field to use it and report back to us with the good, the bad and the ugly (Check). We want to hear back from you by the first part of July. From there, the team will (Act) and make changes as necessary.

While our action plan is not complete, our team feels we've made great progress with a plan that will achieve our goal and meet our Strategic Objective.

You say you still don't have room to display the Strategic Plan at your work station?.....Then get rid of the walleye picture. You and I both know that it's barely over 5 pounds anyway!

Have a great summer.

SOUTH DAKOTA DEPARTMENT OF TRANSPORTATION STRATEGIC PLAN (Jul '15- Jun '16) <small>7/16/15</small>				
MISSION... Why We Exist. To efficiently provide a safe and effective public transportation system.				
VISION... What Success Looks Like. Achieve excellence in providing transportation facilities that meet the needs of the public.				
CORE VALUES... Principles and Expected Behaviors that Guide our Actions and Conduct.				
"Going Beyond Good" All employees continuously improving their performance to enhance the quality of services, processes, and products provided by the Department.		A collaborative workplace where each employee models: 1. High Ethical Standards - Honesty, integrity, respect, and professionalism with our internal customers, partners, stakeholders, and the public. 2. Stewardship - Efficient and accountable stewardship of public resources 3. Public Service - Exemplary and transparent public service 4. Safety - Safety in all we do		
STRATEGIC OBJECTIVES... Where We Must Focus Our Strengths and Resources to Overcome Our Challenges.				
Improve Customer and Stakeholder Service	Sustain and Grow a High Quality Workforce	Improve the Efficiency, Quality, Timeliness of Department Services	Improve Public and Workforce Safety	Sustain and Manage the State Transportation System and Assets

Moving Toward Operations

May 2016

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by Todd Seaman, Rapid City Region Engineer

If you have worked for the South Dakota Department of Transportation for more than a month, you have undoubtedly heard the phrase "Preservation Mode." The phrase is intended to convey the DOT's Capital Investment Strategy. A strategy that, first and foremost, preserves South Dakota's existing transportation system over expanding the transportation network.

The days of significantly expanding South Dakota's Transportation Network are far behind us. As we seek to maximize every dollar of transportation funding, we need to move toward operational improvements to provide a safe and efficient transportation system.

Not only do we need to think about how to move people and goods more efficiently and safely today, we must also think about future mobility demands. We have greater technology in our vehicles, but this is just the tip of the iceberg. As we watch technology accelerate to connected and self-driving vehicles, we must start thinking about system operations with the same focus we put toward design, construction and maintenance of the state highway network.

To help provide a roadmap to move toward actively managing and operating the state's transportation network, the office of Research is leading an effort to develop a Transportation Systems Management and Operations Program Plan, or TSM&O.

So what is TSM&O? The Federal Highway Administration defines TSM&O as "an integrated program to optimize the performance of existing multi-modal infrastructure through implementation of systems, services, and projects to preserve capacity, and improve the security, safety and reliability of our transportation system." In simpler terms, TSM&O is a program based on measuring performance and actively managing the transportation network to deliver positive safety and mobility outcomes to the traveling public in South Dakota. The application of TSM&O has the potential to positively affect many different areas and programs within our department. Areas such as traffic incident management, enhanced work zone management, freight management, intelligent transportation systems, and

transit operations and management stand to benefit from TSM&O.

The utilization of TSM&O concepts is not new to our department. An example of a TSM&O concept currently being used is the Traffic Incident Response Coordination meetings being held in Sioux Falls and Sioux City. State and local transportation, law enforcement, and emergency responder personnel meet monthly to pro-actively tackle traffic coordination efforts related to roadway construction work zones.

Meeting outcomes include traffic incident response plans, traffic signal adjustments, and emergency service alternate routing. The goal of the meetings is to plan response to anticipated incidents in lieu of reacting. A coordinated planned response to incidents saves precious time and provides better outcomes.

Another example of a TSM&O concept currently being used in our department is the use of stopped traffic advisory systems (STA). The first use of the STA systems for DOT was pioneered during the 75th Sturgis Motorcycle Rally. The systems provide real time warnings to travelers of traffic backups via portable dynamic message signs. This active notification helps improve safety in congested areas. STA systems are now being deployed on construction projects within Sioux Falls and Rapid City with the most critical traffic congestions concerns.



It is too early in the TSM&O development effort to say exactly what the department's TSM&O plan will include, but it is safe to say the plan will communicate strategic direction, program development, and business process for managing highway transportation operations in South Dakota.

The focused shift toward operations will take a great deal of work and forward thinking. As we move forward, South Dakota's TSM&O plan will ultimately help us deliver provide on our mission to provide a safe and efficient transportation system.

You will be hearing a lot more about SDDOT's TSM&O program in near future.

Traffic Operations Update

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2nd Annual Pavement Marking Conference

by Christina Bennett, Operations Traffic Engineer

On May 4-5, the four Region striping crews, the Region traffic engineers, and the Operations traffic engineer (OTE) got together at the DOT complex in Sioux Falls for the second annual SDDOT Pavement Marking Conference. This conference is a chance for the crews to get together and share issues, ideas, best practices, etc., and to also hear from the industry on different installation methods, materials, and techniques.

This year we traveled down to the Vogel Paint and EZ Liner facilities in Orange City, Iowa, on the afternoon of May 4. Diamond Vogel has the state paint contract and our crews were able to see where the paint is manufactured, tested, loaded into totes, shipped, and where the empty totes are washed.

The Aberdeen Region crew has a new striping truck that was in final production at the EZ Liner facility, and we were given the opportunity to sit with their staff and ask questions about equipment and then tour the production floor and check out all vehicles, including the Aberdeen truck.



Watching the Potters Industries representative install preformed thermoplastic pavement markings.

The conference also included demonstrations on applying preformed thermoplastic and a comparison of pavement marking dry times with both standard glass beads and with VisiUltra beads which are made to decrease the time to no track conditions.



Comparing dry times of different beads in the pavement marking lines.

Each crew gave a report of the past year's striping operations and then had a discussion about issues and things that worked. Having this type of discussion provides brainstorming and feedback for both common and unique situations each crew deals with. There were also discussions on centerline rumble stripes, Maintenance Function 2411 (Striping), and the DOT Customer Satisfaction Survey on pavement markings, along with presentations by 3M on permanent tape installation and Dow Chemical on paint composition. All in all, it was another successful event that we plan to host again in 2018.

One final note: Rapid City Region Traffic Engineer Monica Heller was instrumental in making this conference happen. Her dedication and support of not only her crew members, but all of our striping crews was inspirational, and this year's conference would not have been possible without all of Monica's hard work. She will certainly be missed!



Kelan "Kelly" Watkins, Mike Nold, Clark Guthrie, Corey Pinkley, Monica Heller, Robert Woolridge, Wayne Hein, Christina Bennett, Lorry Hansen, Milo Giesen, Dan Martell, Jacob Jobgen, Steve Frost, Clyde Elwood, Gary Price, Jeremie Mackie, Tom Beetam, Mark Nagel, John Raschke, Doran Raymond (Not pictured: Darren Griese and John Bren)

Training Update

May 2016

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by Ann Campbell, Training & Development Coordinator

You may not have noticed, but over the past few months there have been some changes to the SDDOT Training Program. The adjustments will support the end goal of developing a formalized, centralized and structured SDDOT Training Program. One program objective is to maximize efficiencies and utilize the unique skills that each employee brings to the team. The program staff will continue to evaluate, enhance and improve efficiencies in the months to follow. A summary of the roles and responsibilities for the staff is listed below.

Joel Jundt, Deputy Secretary: Oversees the overall management of the training program including budgetary and administration.

Ann Campbell, Training Program Coordinator: Responsible for the management of the training program resources and staff, manages program work-flow, facilitates training work-groups, responsible program results and training development.

Todd Hanson, DOT Trainer: Creates eLearning, videos, edits certification manuals, develops and delivers training.

Amanda Olson, Training Program Assistant: Serves as the point of contact on all course questions, schedules courses, responsible for course logistics, organizes course details and coordinates the day-to-day functions of the TLN resource and EIT program.

E-Learning: DOT Coding Module

The E-learning DOT coding modules are now available for employees and are located on the DOT intranet under Training at this link <http://intranet.dot.sd.gov/training.aspx>.

If/when you watch the DOT Coding modules, be sure to use this AFE - **76E1** - on your timesheet.

The Skills Development Group within the Training Oversight Board was committed to developing training videos to help employees understand DOT coding and how to properly fill out their time form. One goal of the modules was to take the mystery out of DOT coding, because we all know how scary & intimidating it can be! These modules should be used for new employee training and refreshers for current employees. Supervisors are encouraged to have their employees take these modules to make sure they understand the many aspects of DOT coding. Correct coding impacts payroll, project costs, equipment costs and reports. The coding on the time form is used to run various reports dealing with AFE's, project costs and functions. The accuracy of the time form dictates how accurate our data is.

There are seven modules developed including the following:

- History
- Overview
- Administration
- Highway Construction
- Highway Maintenance
- Travel with Equipment
- Miscellaneous FAQ section

We realize every situation involving coding is not covered. Please give us some feedback on the modules. If you have questions concerning the modules, contact Jan Talley, Accounting Manager.

SDDOT Training Program

May 2016

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MOST: Advanced Equipment Training

by Brad Maupin and Ann Campbell

Equipment plays a big factor in the day-to-day operations of the SDDOT. Everything we do seems to involve a piece of equipment whether it be a computer, a snowplow, a printer or a mower. The maintenance activities done by our work force varies greatly so it makes sense the equipment needed to accomplish these tasks does to.

One focus of the MOST Standing Training Group has been to increase the availability of advanced equipment training. The group will be reviewing the technical and advanced equipment the SDDOT uses in order to select courses that align with the way we use the equipment. Good equipment training will increase staff performance and improve efficiency and safety on projects. The ultimate goal is to educate employees on how to avoid costly mistakes, while ensuring a quality job is done.

The MOST standard training group recently arranged for a Butler Machinery Paver training to be held in Pierre for DOT staff. Some employees were able to take this training in Sioux Falls with others from the transportation industry. Approximately 50 DOT employees took part.

The two-day course covered the fundamentals of asphalt paving and compaction for asphalt lay-down crews. The course included classroom time and hands-on instruction with the equipment. The objective was to give staff a chance to learn then practice what be being taught in the classroom.

Attendees had positive comments about the quality of the training and the instructors. As a result, this training will be held again next year for those who did not have an opportunity to attend this year's event.



Training Updates can be found on the Training page of the DOT Intranet at: <http://intranet.dot.sd.gov/training.aspx>

The updates began in June 2015 and are sent out on a bi-weekly schedule to all staff. The purpose of the updates is to inform and remind staff about upcoming training they may need or are interested in.

Other information about training currently under development or recently developed training is highlighted. Topics such as directions on how to create a TLN account, how to access the DOT Training Calendar, and how supervisors can access a staff training report utilizing AFE's can be found in previous Training Updates.



Employees

May 2016

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New Employees/Promotions/Transfers

Brown, Nathan	Traffic Data Technician	Huron	05/02/2016	New Hire
Peschong, Claire	Engineer II	Pierre	05/09/2016	Lateral Transfer from DENR
Dunbar, Brady	HMW	Selby	05/09/2016	Lateral Transfer
Waggoner, John	HMW	Pierre	05/09/2016	New Hire
Strubel, Thomas	Engineer I	Winner	05/09/2016	New Hire
Witlock, Scott	HMW	Aberdeen	05/09/2016	New Hire
Herman, Duane	Partsroom Assistant	Rapid City	05/09/2016	New Hire
Bollinger, Ryan	Engineer I	Pierre	05/16/2016	New Hire
Dorfschmidt, Matt	Engineer I	Aberdeen	05/16/2016	New Hire
Baker, Micah	Engineer I	Pierre	05/16/2016	New Hire
David, Karl	Sr. Right-of-Way	Sioux Falls	05/16/2016	New Hire
Besaw, Mark	HMW	Webster	05/16/2016	New Hire
Dorfschmidt, Jim	Project Technician	Belle Fourche	05/24/2016	New Hire
Raecke, Brian	Engineer Manager III	Pierre	05/24/2016	Promotion
Nilson, Kevin	HMW	Rapid City	05/24/2016	Lateral Transfer
Keyes, John	Right-of-Way Supv	Pierre	05/24/2016	Promotion from Rev
Grant, Andrew	HMW	Winner	05/24/2016	Lateral Transfer
Berheim, Alan	Transp. Specialist I	Pierre	05/24/2016	Promotion
Bliss, Chris	Journey Transp. Tech	Belle Fourche	05/24/2016	New Hire
Kukal, Brennan	HMW	Kadoka	05/24/2016	New Hire
Sealey, Glenn	HMW	Winner	05/24/2016	New Hire
Kogel, Michael	Lead HMW	Woonsocket	05/24/2016	New Hire
Mehlhoff, John	Region Ops. Coord.	Pierre	05/24/2016	Transfer
Kupcho, Jacob	Journey Transp. Tech	Aberdeen	05/24/2016	New Hire
Donovan, Sam	HMW	Rapid City	05/31/2016	New Hire
Curtis, Chad	HMW	Pierre	05/31/2016	New Hire
Ramos, Nicholas	Sr. Right-of-Way	Sioux Falls	05/31/2016	New Hire

Career Day

Trevor Job, Lead Highway Maintenance Worker in Junction City, (he's the tall one in the middle) attends career day at St. Agnes school in Vermillion.



Mentoring Corner

May 2016

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Building High Performing Teams

by Alison Sfreddo, the Mentoring Connection

A high performing team is not just a group of people who have learned to cooperate with one another. True teams have a shared sense of commitment, a compelling mission, and strong values and culture by which they lead and perform. These organizational philosophies vary from place to place, but working toward a common purpose is critical to the team's success.

Ask any manager what they look for most when hiring on a candidate and they will tell you it is the ability to be an effective team player. High performing teams hold themselves accountable at both the individual and team level. Team members count on each other to complete assigned tasks with an appropriate level of quality and within the time frame agreed upon.

Individual team members are the key to team success. In order to become a high performing team, each team player must participate fully by committing to the following guiding principles:

- Define clarity of purpose and set expectations. When all members of the team have one common goal, it is much easier to assign tasks and establish time frames and deadlines. Also, clear and direct expectations sharpen the focus and lessen the chance for division.
- Commit to cooperation and thoughtful consideration of other members. Strong and successful teams are not only cooperative, but considerate. It is perfectly fine for a team member to make an alternate suggestion provided it is presented in a way that is constructive and positive.
- Embrace the collective. Highly effective teams understand that every member brings specific technical and interpersonal skills to a task or project and what may be the best role for them on one project, may not be the most optimum role in another.
- Build camaraderie. The best way to tighten the bonds of the team is to lift its members. If there is a common respect among all team members, these differences can be used as advantages.
- Celebrate success and commemorate the journey. When a great project has been successfully completed, it is important for all members to celebrate. Even a casual get together can strengthen the bonds of the team members and gives them even more motivation to successfully complete their next task!

Excerpt from the "The Training Connection Newsletter" - printed with permission.

Mentoring Dates:

July 19, 2016 -- Mentoring Forum , 10 a.m. – noon (CST)

Topic: Challenges in Travel Faced by People with Disabilities

Speaker: Kristi Eisenbraun, Miss Wheelchair South Dakota 2016

Location: Video Conference Sites (Statewide)

July 19, 2016 – Extra Mile Mentoring – Six Signs of Leadership 1:30 p.m. – 3:30 p.m. (CST)

Topic: Ethics in Leadership

Speakers: Karla Engle, John Forman & Doug Sherman

Location: Video Conference Sites (Statewide)

Highway of Life

May 2016

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Babies!

Laurie Gustafson, Labor Compliance Officer in Legal Office is a grandma again!

Charlotte Gustafson

Parents: Derek & Katlyn Gustafson

DOB: April 4, 2016

Length: 21"

Weight: 9 lb. 9 oz.

Joins sisters Adalynn & Annabelle



Jerry Hansen, HM Supervisor in Junction City is a very proud grandpa!

Rayna Grace

DOB: May 27, 2016

Weight: 8 lb. 1 oz.

Length: 20.5"

Parents: Nick & Elizabeth Hansen

Siblings: Logan & Natalie

Big sister Emmalyn is pretty happy to show off her new baby brother **Landon!**

Parents: Robert and Kristin Heckenlaible. Robert is a highway maintenance worker out of the Menno shop.

DOB: March 17, 2016

Weight: 8.4 lbs.

Length: 20"



Greg Adams, Pierre Region Parts Room Technician is a very proud grandpa!

Zoey Mae McCoy

DOB: May 11, 2016

Weight: 8 lb. 9 oz.

Length: 21"

Longevity

Randy Gossard	25	05/28/2016	Road Design
Donavan Bartscher	25	05/28/2016	Mitchell Region
Myron Simons	20	06/02/2016	Huron Area
Scott Jansen	30	06/02/2016	Mitchell Region
Cary Cleland	30	06/05/2016	Road Design

Condolences

Warren Ice's mother, Nancy, passed away April 24 in Pierre. Warren works in Road Design in Pierre.

Elodio Falcon's wife, Melissa, passed away May 21 in Pierre. Elodio is a project engineer for the Pierre Area.