Operations Connection

Message from the Director

Scott A. Rogers

"One important key to success is self-confidence. An important key to self-confidence is preparation." - Arthur Ashe

I stumbled across this quote recently, and it resonated with me. I had been talking with another manager about an employee who was unhappy because they hadn't been chosen for a position they had applied for, and they didn't handle the disappointment of not being selected very well. In fact they were sour, both at the employee who had been selected instead of them as well as at the manager who made the hiring decision. But they didn't ask what they could have done to make themselves a better candidate. They didn't ask for pointers on how they interviewed so they could learn and grown. And this, to me, was disappointing.

About a year after I first came to the Agency of Transportation, my boss retired. I put in for his job, and I was competing against one of my coworkers (among others). I was still pretty new, but felt I had a good chance based on my experience. As it turned out, I also had good relationships with the folks on the interview panel. So when I wasn't selected, I was naturally pretty disappointed. But I congratulated my coworker (my friend, who was selected) and asked to meet with the hiring manager who had made the decision. I asked him what I was missing, and what I could have done better in my interview. And he took the time to sit down with me for about an hour and shared his thoughts. Not just about my strengths and weaknesses as an employee, but almost as importantly about what he felt I was missing during the interview and how I could have presented myself differently. I really appreciated his candor, and I took his comments to heart.

A year or so after that, another job I was interested in opened up: the Deputy Director of Operations. And I remembered the advice I had been given. I put in hours of preparation time before the interview, making sure I knew the points I wanted to make about myself as well as the suggestions I had for the position and the future of the Division. I was ready, and in being ready I felt a sense of confidence that really came out during the interview. And, despite some very strong competition I was fortunate to be selected. After that experience I thought back to my previous failed attempt. Sure, I could have sulked and been grumpy and complained about the process, the hiring panel, the hiring manager, and my coworker who was selected over me. But I didn't. I instead focused on staying positive, working hard, and making sure I was prepared for the next opportunity that came up. Somebody once told me "you are always interviewing for your next job" and I think that is correct. Keep a positive attitude, work hard, be the person everybody wants on their team... and good things will happen for you.

Wishing you all a healthy and happy summer season.

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Walk a Mile in my Plow Shoes



Thank you for allowing me the experience this morning with Duane. I enjoyed meeting the crew from District 5. You all do a great job to keep our roads clean and drivers safe this time of year. There is so much involved in what you all do that we as drivers may not realize the attention to detail, and risks that this position involves. You have a very dedicated team. Duane was very insightful in sharing his job duties with me, I learned a bit today that I didn't have for knowledge prior to going. I think you have a future leader within Duane. Thank you to you and your team for all that you do! (3).

Nancy Prescott MV Branch Operations Manager

Dear Rob,

I recently had the opportunity to partake in the "Ride A Mile In Our Plow Shoes" program. I have been waiting to do this for three years and finally got a call from the Bennington office setting me up with a driver out of the East Dorset garage.

I met with Anson Mason and Paul Mychak when I first arrived at the East Dorset garage. I had several questions before I even went out on the road and the guys were extremely helpful in answering these questions. I told them I was the Driver Training Coordinator for the Vermont Department of Motor Vehicles supervising the driver training programs for the DMV schools, independent schools, and CDL schools.

I have been a public school driver education teacher for 38 years and a private driving school owner for twenty years. What I want to do with the information I have received from this experience is pass it along to all of the driver educators in Vermont so they can present this information to their students. Hopefully this will help to make for a safer environment when young drivers navigate their vehicles near a snow plow.

While at the garage I found out there is a color code for different roads, setting an order for which roads have the highest priority to take care of. I learned about the schedules for the drivers and how they are on call for storms that many, many, times take place out of the

Operations Connection

regular work day hours. Many hours of overtime end up being logged in. Each driver has a different route and each route may be up to 30 miles, or more, of state highway to take care of. Some of these drivers need to drive at least that far to even get to where their route begins. I found out about salt supply, where it comes from, and how supply and demand has an effect on the pricing as well as the availability of the product. Many of the drivers out of this garage are veteran drivers and some have over 28 years, and even up to 40 years, of experience on the job.

As I went out into the garage I found out each driver is assigned to his own truck and is required to do regular maintenance and upkeep on their truck in order to get it ready for the next ride. Sometimes they load their own trucks and other times there is someone else who does this for them. They need to know what type of mixture they need in order to take care of the roads efficiently. The drivers are also required to fuel up their own trucks which may or may not happen at the garage site.

The next step was to actually head out on the road with my driver, Paul Mychak. He explained how he has to fill out a Winter Maintenance Trip Log Sheet each time he goes out. The East Dorset Garage is in District 1. The sheet has the route, time, weather code, air temperature, pavement temperature, snowpack, plowing, traffic conditions code, salt in tons used, shed #, sand, shed #, Brine in gallons, and deicer in gallons, as well as a comments section. This sheet also has a place for the date, the driver's name, truck #, regular work hours, and overtime work hours.

As we rode along, Paul explained to me the process for plowing starting in the center for the first pass and how he works his way out to the outside. This process continues until the storm is over. After the storm is over the men work on pushing the snow back even farther and cleaning up the pull off areas. The drivers communicate by radio and help each other out when they can. An example of this might be when they have to travel over a section of road traveling to and from their own route and they help out by dropping their plow on their way to and from the garage to either start out or return from their own trip. Keeping ahead of a storm and allowing for a safe flow of traffic is more than a full time job.

I had many questions, from what the controls mean on the screen by the joy stick to why the plow is curled (a barrel plow) and how he can tell where the edge of plows is so as not to hit the guardrail with the wing. These were probably dumb questions to him but he had patience with me and gave me some very informative answers. There was a white stick with a red tip on the left side of the front plow letting him know where the edge of the plow was on the left side. As for the wing plow he looked out his mirror and said it all comes with experience. The screen next to the joy stick gives the driver all kinds of information such as how much product he is putting down, how it is being dispersed, as well as how much he has dispersed, how much of a

load he has left, etc. The barrel plow controls how the snow comes off of it and throws the snow further away from the roadway.

When I asked Paul what his pet peeves were he said impatient drivers. Many drivers follow the plow truck too closely. A driver can get so close that the driver cannot see the vehicle in his mirrors. Drivers should leave 4 seconds of following distance at the very least, and preferably more. Sometimes drivers try to pass him on one side or the other when the lane hasn't been plowed there yet. This can cause lack of control for that driver and could cause a crash. Some motorists are just plain impatient. They don't realize plow trucks must go slow in order to do their job well. The driver isn't able to put down the correct amount of product in an efficient manner if he goes too fast. Other motorists don't know this fact and feel like the plow truck is just a nuisance and keeping them from getting to where they want to go. Impatient motorists should be required to spend a day with a plow truck driver. They would definitely have a better understanding for the job and would probably not be in such of a hurry after having experienced the ride.

When a plow truck comes upon a highway rail grade crossing he must slow way down and lift his plow so it doesn't get caught up on the tracks. Drivers following a plow should be aware of this.

What the everyday motorist should keep in the forefront of their mind is the phrase "Patience with the Plow." If you keep a good following distance and have patience with the plow your chances of arriving at your destination are much better than if you tailgate or try to pass in unsafe conditions. Visibility is a concern for both the plow driver and the motorist and we all know good visibility is necessary for safe driving. Some of us have a hard time knowing where the travel lanes are in a snow storm. Sometimes plow truck drivers have this problem as well. Plow truck drivers will have to turn around at some point so motorists need to watch out for this. They have to continually go back and forth on their routes. Turning around could be at a pull off where they need to go forward and backward several times in order to turn around or they might be backing into a side road. If you notice the plow truck slowing down, stay back and wait for him to do what he needs to do.

Plows may not get to the roads you drive on as quickly as they get to others. Remember they have to travel long distances to get to some roads and they have to go all the way back to reload before coming back again. There is a link you can check to find out where the plow truck are in Vermont and when they last passed through the area you want to drive on. The link is http://plowtrucks.vtrans.vermont.gov/ and if you click on the yellow plow truck you will find out the last time he was on that particular road to allow you to find out the safest time to travel.

Operations Connection

Many storms require our plow truck drivers to be out working when we are at home sleeping in our beds or comfortably watching television with our families. They don't always get a chance to even stop for meals. They may have to grab a snack when they are reloading or refueling as we are sitting down to eat with our families. Our plow truck drivers sacrifice sleep, meals, and family time in order to keep our roadways open so we can drive safely to our destinations. The next time you think about being impatient with a plow truck think of the driver inside and what he, or she, is doing for you in order to keep you safe on the road. Don't put yourself or the driver of a plow truck in harm's way because you are in a hurry. Slow down and have "Patience for the Plow." I know I will. Thanks for the ride and all of the useful information, Paul.

Sincerely,

Nancy Andrus

Driver Training Coordinator

Vermont Department of Motor Vehicles

p.s. The air ride seats were awesome.



"Kudos!" from your fans

Hi Toni,

Our new signs are up and they look awesome.....THANK YOU so much for all of your help.

I was EXTREMELY impressed with how easy you made this occur for us.

Have a great summer!

Adam S. Ashe
Ashe Insurance
802-878-3608 (phone)

To: Marcos Miller, Tyler Guazzoni, Toni May, Amy Gamble and Nancy Avery,

Hello and thank you Each for whatever has been your part in replacing the VT-117 signs, both at the intersection and a little farther along on the route itself. I went to the Grupe Gallery in Jericho from Burlington yesterday and found the signs replaced, looking good and very reassuring that we were on the right road. Time for appreciations! Thank you again, Gay Amend

Hello Sirs!

Could you please pass along a message from me to all your drivers (who are out working hard tonight to keep roads drivable)...

Thank you ALL for your long hours and hard work under difficult conditions. Thank you for keeping us safe on the roads. You are my WINTER HIGHWAY HEROES!

With much appreciation,

Thank you everyone! I know that this particular customer is speaking of her commute but I know that all of our customers had similar experiences this morning!! A GREAT job on everyone's part! Thank you so much! Please share with your teams

Hi Tammy, Thanks for keeping us safe up here in Sharon! The plow guys are here and I am personally grateful! I'm headed back to Windsor now after being here at the Welcome Center all night!

Stay Safe!

Mary Cain, Information Ambassador

Dear Mr. Faley,

I hope this finds all well with you. Now that we have had winter, spring, and summer since Monday I thought this would be a good time to write you and your office and team. I commute most days from our home in Manchester Center to Bennington College. I want to thank you and your team for the great job of keeping routes 7 and 7A safe and drive able this past winter. I know it took a lot of work and hours. Much appreciated.

All the best, Shalom,

CENTRAL GARAGE

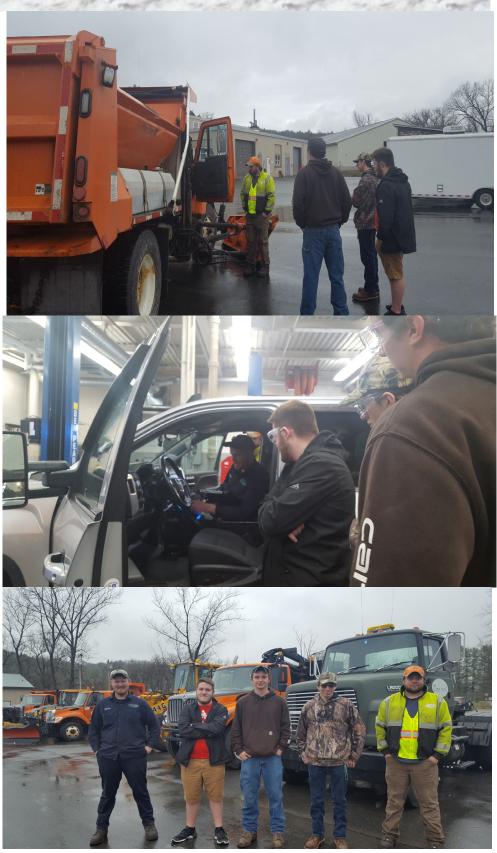
Good afternoon,

Yesterday 3 students from Spaulding High School came to the CG in Berlin for a tour. This was a follow up to the VTrans panel presentation at the school in February. They had specifically requested to see Shamus and Curtis again! Shamus gave a tour of the facility – including the really cool DMV vehicle he was working on – and Curtis had the students climb into the cab of his plow truck. They were engaged throughout the entire tour (which I was lucky enough to join in on) and ran into many VTrans employees! Each Vtrans employee stopped to chat for a minute, introduce themselves, say what they did & how long they had been there. What a welcoming environment! Many of the VTrans folks had been working for us longer than the students were alive – DJ was there as long as the three students ages combined! That made an impression!

One of the students has already submitted an application for this summer. One is expected the send one in shortly. The third student will not be 16 until next year. All 3 seemed interested in potential job shadows.

I am so grateful to enjoy the support of our Agency to introduce the next generation to what we do. Thank you for opening your doors & sharing your staff.

And Morse Civil Rights Program Manager



DISTRICT NEWS

District 8 News – First Quarter 2018

Georgia Ledges Project:

Tree removal has been completed, and ledge removal and clearing is in progress in Georgia along I-89 north-bound.

District 8 is busy preparing for the annual Spring Safety Training days, scheduled for May 2-4 at the Highgate garage.

Farewell to Tanya Whitney, former TAMS at the St. Albans garage....we will miss Tanya and wish her the best in her new position as TAMS at the Barton garage in District 9.

Welcome Alex Hanley, Transportation Journeyman Maintenance Worker at the Cambridge garage. Alex was previously a TJMW in District 5.

District Information Technician Joe Schmidlen and his family welcomed new baby Vivian.

Farewell and congratulations to Richard Morrissette, Maintenance Equipment Specialist II from the Morrisville garage, who retired in March with over 15 years of service.





District 8 saw some major flooding in January and February:



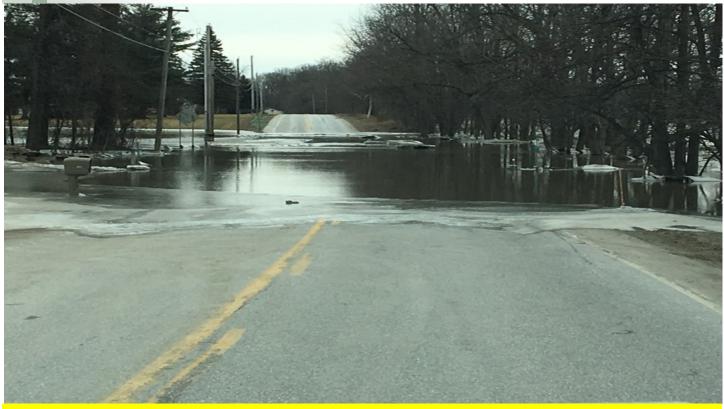
January - Route 78 Swanton, flooding along the Mississquoi River



January - Route 78 Swanton, flooding cleanup



January - Route 15 Johnson, flooding along the Lamoille River



February - Route 78 Swanton, flooding along the Mississquoi River



February - Route 78 Swanton, flooding cleanup

NEW HIRES

Good Afternoon,

AP has hired Jake Jourdain for the Financial Specialist II position. The position was formerly located at Central Garage, but will now be located here at National Life. He will be joining AOT Tuesday May 29th. Jake attends class and plays baseball at Lyndon State College. He will be graduating this month with a degree in Business Administration.

Thanks,

Lisa M. Bova

Financial Manager III

Good morning everyone,

I am pleased to announce that Chris Berg has accepted the Transportation Area Maintenance Supervisor position for the Dummerston garage here in District 2. Chris has worked at VTrans, within the MOB as a District Technician since 2015 and has many years of experience in the construction field as a heavy equipment operator. Chris will be a great addition to the team as his prior experiences and leadership skills will benefit all of us here in D2 and VTrans as a whole.

Chris's first full day was April 2, 2018 and below is his contact information.

Chris Berg, Dummerston, TAMS

Cell: 802-289-2656 Garage: 802-251-2035

Email: <u>Christopher.Berg@vermont.gov</u>

Call number: 205

Please join me in congratulating Chris on his promotion!

Thank you, Joe



Good Afternoon,

Robert Dabrowski has accepted the position as AOT Safety Officer/Safety Branch Manager. Robert will be joining the team on May 14th and currently serves as Assistant State Fire Marshall with the Department of Fire Safety, FEMA Program Manager and as an Urban Search and Rescue Structural Specialist. Robert's extensive safety background includes serving as a Life Safety Consultant/Engineer/Project Manager for the Washington DC Veterans Affairs Medical Center, the Office of the Pentagon, the Library of Congress and at several nuclear power plants. Robert's collaborative personality, communication skills, and leadership style will serve the Agency well as he works with his team and customers to build an Agency Wide Safety Program. Robert holds a Bachelor's Degree in Occupational Safety and Health Management and several OSHA certifications to include Occupational Safety and Health Professional, Manager, Trainer, Specialist, Supervisor and Team Leader. Robert also holds a Project Management Certification from the University of South Carolina as well as a Journeyman License. Additionally, Robert holds several FEMA and Army of Corps of Engineers certifications.

Please join me in welcoming Robert to the AOT Team. Do not hesitate to contact me with any questions you may have.

Make it a great day!

Christine Hetzel, PMP, Gallup Strengths Coach, | VTrans Training Center



RICHARD A. WILLIAMS 20 YEARS





RICHARD MORRISSETTE

SCOTT A. JARVIS 33 YEARS

NEW HIRES, Cont'd

Good Afternoon,

I am pleased to announce that we have successfully recruited two talented individuals to join our Traffic Signal Maintenance Team in TSMO;

Cian Quinn's first day on the Middlebury Signal Team was April 2nd. Cian has worked for the Agency within the MOB for over a year in District 5, working as an Transportation Maintenance Apprentice in the Middlebury and most recently New Haven Garages. Cian is an excellent team member and excelled at all tasks assigned within the District and has a Class A CDL. Prior to VTrans, Cian spent three plus years at Middlebury College maintaining their Athletic Campus. Cian holds an Associate's Degree from Vermont Technical College in Dairy Farm Management. Cian has worked in all aspects of agriculture on several Vermont Dairy Farms. Cian brings a strong work ethic and true Vermont grit it takes to help keep our Traffic Signal System operating.

Frank Braman started on the Berlin Signal Team on April 16th. Frank is a Vermont licensed Journeyman Electrician and has over 15 years of residential and commercial electrical experience. Prior to joining us at VTrans, Frank worked for his family's small electrical business since June 2003. Frank is a lifelong Vermont Resident and a graduate of Chelsea Public School. He completed the four year Vermont Electrical Apprenticeship Program prior to passing the Journeyman's Electrical exam. Frank's strong electrical background will be a great asset to the team and the agency as a whole.

TSMO is very excited to have both of our Traffic Signal Maintenance Teams back at full staff. Please join in welcoming Cian to TSMO, and Frank to AOT!

Thank you, Derek

Good Afternoon All,

I am pleased to announce that Jordan Quilliam has accepted the Transportation Area Maintenance Supervisor position for the St. Albans and Georgia Garages here in District 8. Jordan has worked in VTrans, within the MOB, for over 11 years now. Jordan has most recently been the Senior Maintenance Worker in this garage and has been the Acting TAMS for the past month. Jordan has worked his way up the Maintenance Worker chain, beginning as a Maintenance Worker 1 in December of 2006, and brings a great deal of "boots on the ground" Agency knowledge to his new position. Jordan is a welcomed addition to our District 8 supervisory team and brings both the experience and a skillset that will be an asset to not only the District 8 Team but to the MOB group and VTrans as well.

Jordan officially began his new position Today, April 2, 2018. His phone number will be 1-802-477-3069.

Please join me in congratulating Jordan on his new promotion!

Kyle Carpenter, General Maintenance Manager

NEW HIRES, Cont'd

Good morning AOT Staff,

I am very pleased to announce that Todd Sears has accepted the position of AOT Emergency Management Director, in the Maintenance and Operations Bureau (MOB). Although his desk will be here at the Dill Building with the MOB, his role will be Agency-wide. He will be working with the Secretary and Executive Staff to help develop and implement our vision for the Agency's Emergency Preparedness activities. This will include plan development, training, and exercises among other things. Todd will be working closely with State and National intelligence, law enforcement, and emergency management communities to ensure AOT's awareness of emerging trends and threats to infrastructure, and he will ensure proper AOT representation on a wide range of relevant task forces and work groups. Additionally, he will oversee and perform analytical and coordination functions with the State Emergency Operations Center (SEOC) in Waterbury during planned and unplanned events. In short, our goal is for Todd to help take us to the next level in terms of emergency management here at AOT.

Todd comes to us from Vermont Emergency Management where he served most recently as the Chief of the Engagement Section, and before that served as a Critical Infrastructure Planner and Analyst. He has over 30 years of experience in emergency management, planning, operations and community engagement. He is skilled in research, investigation and all-source intelligence analysis, and enjoyed a career as a Naval Intelligence Officer where he focused on counter-terrorism and special operations support. Todd is also recognized as a master instructor/expert in analytic methodologies, specifically critical thinking and structured analytic techniques. He has served as an Incident Command System Instructor, Homeland Security Exercise and Evaluation Program (HSEEP) expert, and is a certified facilitator with over 3,000 hours of classroom instruction.

On a personal note, Todd enjoys philosophy, literature, good food, and running ultra-marathons.

Todd's first day with us will be Monday March 5th. Please join me in congratulating Todd and welcoming him to our Agency.

Scott

Good morning!

I am happy to announce that a new member of the DHR field unit that supports the Agency of Transportation, Department of Motor Vehicles and the Agency of Education has joined our team! Jennifer Cliche joined the DHR team on Monday, February 5th. She is stationed on the 5th floor of the National Life Davis Building in the HR office.

Jen comes to DHR from the Department of Labor and prior to her time at the DOL, she was a State of Vermont DHR employee with over 10 years of experience. Jen is extremely familiar with our systems and processes and we are super excited to have her on our team. In the coming weeks, I will send a more detailed email of who is covering what duties on our team, such as recruitments, classification, etc. For now, Jen is settling in and hitting the ground running.

Please reach out to her with any questions you may have and feel free to stop by and introduce yourself if you're in the area. She is a huge dog lover and if you stop by and see her, you'll notice her love of dogs right away!

Thank you! Heidi K. Dimick DHR, HR Manager

NEW HIRES, Cont'd

Good Morning.

District 7 would like to welcome Steffanie Lemieux as our newest technician. She has a Bachelor's of Science from UNE. She comes to us from Pike Industries where she worked as a QC technician. Steffanie is a St. Johnsbury native and is very familiar with the area.

Back in October, District 7 welcomed Jeff Brown from Utilities Section. His understanding of the permit process and his extensive background in materials testing has made him a good fit to the District 7 technical team.

I can happily say that the District 7 technical team is now fully staffed!

Highway Division,

It is with great pleasure that I announce Doug Bonneau has accepted the position of Northwest Regional Construction Engineer. Doug brings a strong background of Structures, and Construction experience to the position. Doug was most recently a Project Manager in the Structures section and was responsible for overseeing many complicated bridge projects, most notably the Rockingham Design Build Project.

Doug will begin this assignment on February 18th.

Please join me in Congratulating Doug. Jeremy Reed, Construction Engineer



PROMOTIONS

Congratulations to Jennifer Callahan for her recent promotion to Supervisor over the MOB Water Quality Unit and its staff.



Michael Johnson, Jennifer Callahan, Tyler Hanson, Dexter Puls, Alysha Kane

Personnel Updates

New Hires, Promotions & Transfers

TSMO - Cian Quinn, Transportation Maintenance Apprentice. Frank Braman, Traffic Signal Maintenance Technician

<u>**D2**</u> - Chris Berg, Transportation Area Maintenance Supervisor.

<u>**D8**</u> - Jordan Quilliam, Transportation Area Maintenance Supervisor.

<u>VTTC</u> - Robert Dabrowski, AOT Safety officer/Safety Branch Manager.

<u>AP</u> - Jake Jourdain, Financial Specialist II



Years of Service

TSMO - Marcos Miller-25 Years Maureen Carr-25 Years

CG - Roy J. Demers - 15 Years Amanda J. Habel - 20 Years

MOB - Ralf Bullock - 30 Years

D1 - **Bonnie Elliott** - 15 Years **Kenneth W. Troumbley** - 20 Years

John A. Sweeney - 30 Years Carl M. Hoffman - 30 Years David F. Lynch - 30 Years Peter N. Boyd - 35 Years

D2 - **Shannon J. Gilbert** - 10 Years

D3 - Jeremy John Waite - 10 Years

Randy D. Jones - 20 Years

D4 - Richard Neal Williams, Jr. - 10 Years

Trevor U. Starr - 15 Years Darin L. Bacon - 30 Years D5 - David J. Blackmore - 45 Years

D7 - **Benjamin Jay Hickey** - 5 Years

Richard A. Williams - 20 Years Jerry Hodgdon - 20 Years D8 - Raymond Allen Myott - 5 Years

Kyle J. Carpenter - 5 Years D9 - **Robert Hook -** 10 Years **Thomas Lague -** 10 Years

Operations Employees of the Month



Congratulations on being selected as the <u>Maintenance and Operations Bureau's Employee of the Month for February 2018.</u>

Your nomination said, in part: "Zach shows what a standout employee should exemplify. He took the lead on designing a trailer for the bridge team that will not only make projects more efficient but also save money by eliminating the need for a truck when we work on bridges. He also volunteered to help get the other regions trailer set up for spring. Zach volunteered to repair a district arrow board that was damaged by a tire blowout. He fabricated fenders, lights and mounts. The finished product looked professional grade because of the pride Zach took in making the repair. He also has gone out of his way to help with winter maintenance on night patrol and during regular work hours. Zach promotes a positive attitude and is ready for any task asked of him even when tired from working night patrol the evening before. We are grateful to Zach for his outstanding service to not only the region, but the agency as well."

Thank you for displaying a positive daily attitude and terrific work ethic. Your efforts to make our workplace better are greatly appreciated.

Keep up the great work!

ZACH WILLEY

Congratulations on being selected as the <u>Maintenance and Operations Bureau's Employee of the Month for April 2018.</u>

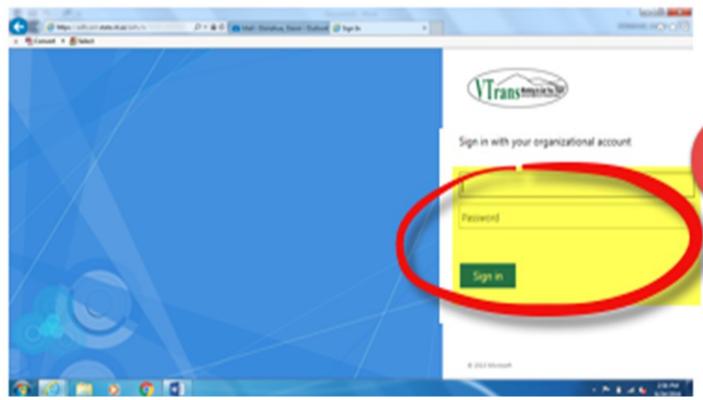
Your nomination said, in part: "Jeff really deserves recognition. He is very patient with everybody and always helps everyone with their daily tasks. Even when folks make mistakes he never losses his cool. He is a pleasure to work with every day, and is a great coworker and supervisor. Please consider recognizing Jeff for his positive attitude, his leadership and his teamwork."

Thank you for displaying a positive daily attitude and terrific work ethic. Your efforts to make our workplace better are greatly appreciated.

Keep up the great work!

JEFF HEBB

VTTC



Here you will need to enter your email and the windows password to your work computer. Once you enter that information you will go directly to the LMS Welcome page.

If you need any additional help, please do not hesitate to contact us.

VTrans Training Center|802-828-3768| Email | Website

"Tell me and I forget. Teach me and I remember. Involve me and I learn." -Benjamin Franklin

Help your employees and team members to improve! At the VTTC, we provide training in a lot of different areas, but we need your effort to build the bridge from the training room to the work site. Research has shown that applying new knowledge, practicing and repeating it, is the most successful way of retaining training content. Therefore, it is decisive that you give your employees and colleagues the opportunities to do so! Below are a couple of ideas - choose the one that suits you the best and support your co-workers development.

VTTC, Cont'd.

Set expectations

- Inform yourself on the content of the training
- See where there is overlap to employee's daily tasks
- See where there is overlap to the team's tasks
- See whether the employee can focus on one area of the training in particular
- Task the employee with something, e.g. bring back main 5 points, new insights, changes, ...
- Have team look at the training description and collect questions the employee who goes to the training could try to answer afterwards Find a new task for the employee and have him/her focus on information related to new task

Follow-up

- Ask employee how the training was
- Ask employee to answer questions posed before the training
- Ask employee to share new knowledge during next team meeting
- Ask employee to do a short presentation on content of training
- Task employee with new role in the team
- Give the employee opportunities to practice
- Ask employee to be the "expert" in this topic and support team Ask employee to write down main take home points and put them up in team room

Ask employee where he / she thinks the training's content would be applicable in his / her daily work