



2018 Pacific Northwest
Snowfighters
Conference
Spokane, WA– June 2018

Change

**Challenges Encountered when
Implementing New Ideas for
Winter Maintenance**

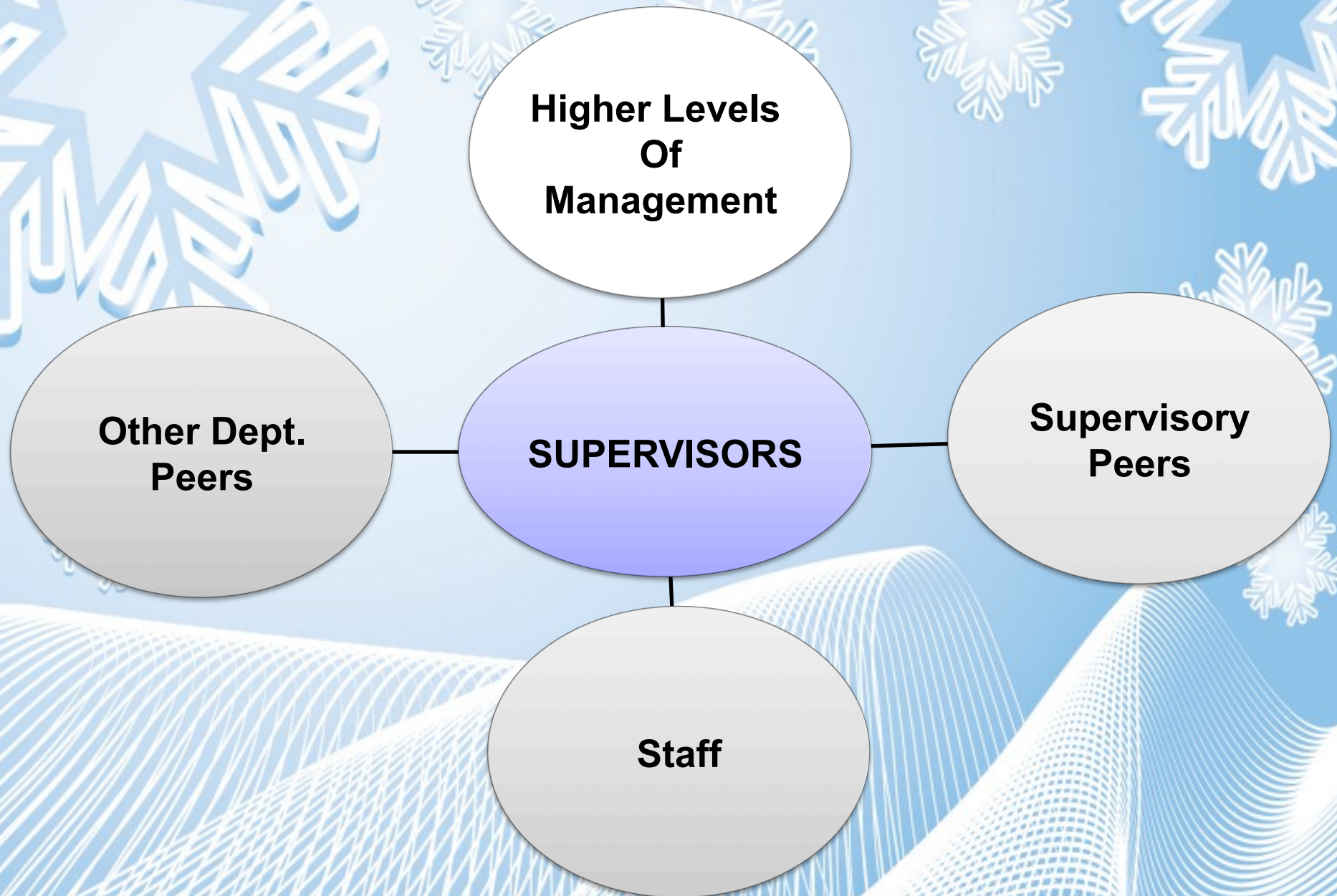
Old School Management Styles



The Modern Manager



The "Sandwich"



Keys to Success



Effective communication

Honest and fair

High level of integrity

Able to handle stressful situations

Pro-active approach to issues

Able to motivate staff

Develops and promotes training



Motivation Techniques

The background features a light blue gradient with several white snowflake patterns of varying sizes scattered across the top and right sides. At the bottom, there is a white wireframe landscape consisting of rolling hills and valleys, creating a sense of depth and movement.

Show a personal interest

“Sincere” praise and recognition

Effective delegation

Objective performance reviews

Open and honest communication with employees

Developing Teamwork

Fair and cordial
work environment

Promote/explore
team building
activities

Communicate
frequently and
effectively

Develop staff
effectively



Be Pro-Active

Empower
your staff

Small
steps lead
to great
strides!

Discourage
the “us vs.
them”
syndrome

Encourage
your staff
to get
involved

Find ways
to reward
achievers



Some "Tips" for Success



Recognize accomplishments

Provide support

Individualized supervision

Exhibit confidence

Recognize improvement

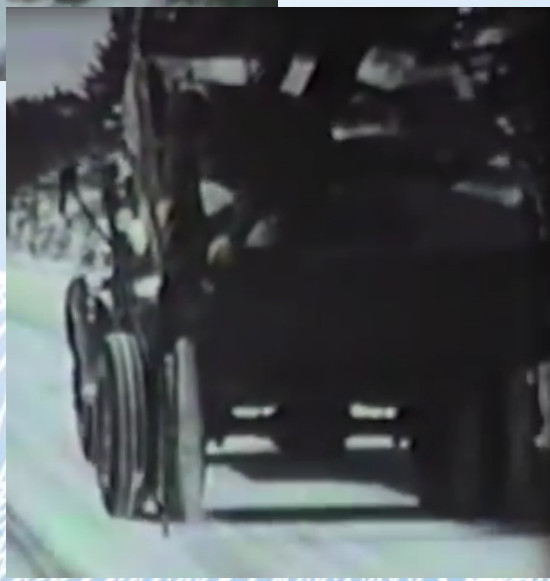
Critique behavior – not people

Positive reinforcement

Be a role model



Old School Winter Maintenance



The rotating forks at the front end of this machine break down any kind of snow bank and feed it to blowers which throw it well off to one side

Modern Snow and Ice Control





**If you aren't moving forward
are you "Standing Still"?**


Agencies

- Each is unique
- Some - “Always done it that way”
- Others - Continual Improvement
- Risk vs. Potential Failure
- Expectations





**Change will take many
challenging years for the
Winter Maintenance
Manager.**



**A government organization is
a cruise ship not a speed
boat it takes a lot of room
and time to turn**

The background features a light blue gradient with several white snowflake patterns of varying sizes scattered across the top half. The bottom half of the image shows a white wireframe landscape with rolling hills and a grid-like pattern on the ground, creating a 3D effect.

Comments you will hear.

“We tried that 20 years ago and it didn’t work.”

“The climate here is way different than anywhere else.”

“Using sand requires no special skills.”



When creating Change in an organization you must COMMUNICATE and LISTEN. Be Clear and concise to your staff, superiors and the public.



Start with a Winter Maintenance Plan

The Planning Cycle

**Late Winter/
Early Spring:**

**Early-mid
Winter**

Spring

Early Fall

**Late Spring/
Early Summer**

Late Summer

Late Winter/ Early Spring

Gather Final Reports Of Past Season's Activity

- Number Of Events; Precipitation Per Event
- Personnel Hours Spent; Payroll Total
- Amount Of Materials Used By Type
- Equipment/Vehicle Hours; Fuel Units Consumed
- Equipment/Vehicle Maintenance And Repair Costs By Type
- Contractor Hours and Costs
- Total Route-miles Per Event; Season Total
- Accidents/ Damage Claims
- Complaints...and Compliments

Spring

Post-Season Wrap-Up

Objective critique: Lessons Learned

Include all stake holders

Determine action items for next season

Preliminary assignment of tasks and due dates

Set schedule for follow-up meetings next 6 months



Spring

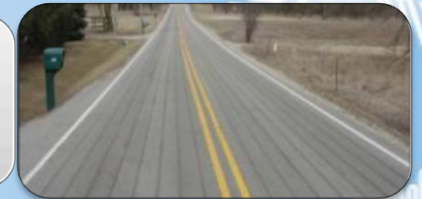
Key Tasks

Thoroughly clean, inspect and service equipment/ vehicles



Clean and re-stock facilities

Order replacement parts, equipment, supplies, materials, personal-issue items, etc.



Analyze deicing materials & procedures



Properly store surplus materials



Late Spring/Early Summer

Mid-year check

- First revisions to Winter Maintenance Operations Plan
- Levels of Service, Priorities, Jurisdictional Agreements
- Route changes (traffic patterns, construction, growth)

Forecasting personnel staffing needs

- Operators
- Contractors

Estimating vehicle/ equipment requirements

- Status report of vehicle/ equipment condition

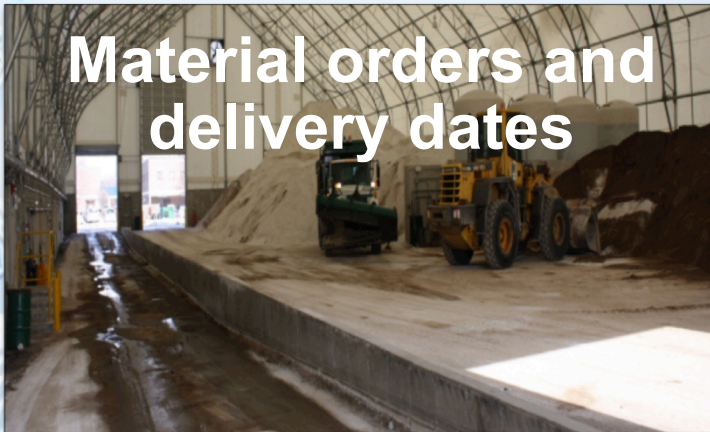
Late Spring/Early Summer

**Tentative training
schedule**

**Facilities repairs,
upgrades, relocations**



**Material orders and
delivery dates**



**Draft contracts
Issue if able**

Late Summer



**Final Draft Of
Winter
Operations
Plan**



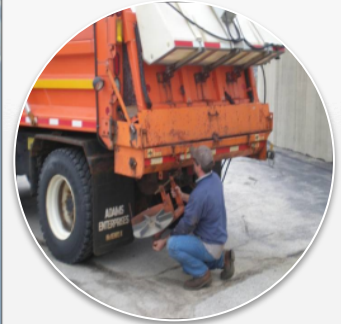
**Final
revisions to
Route maps
and
Jurisdictional
Agreements**



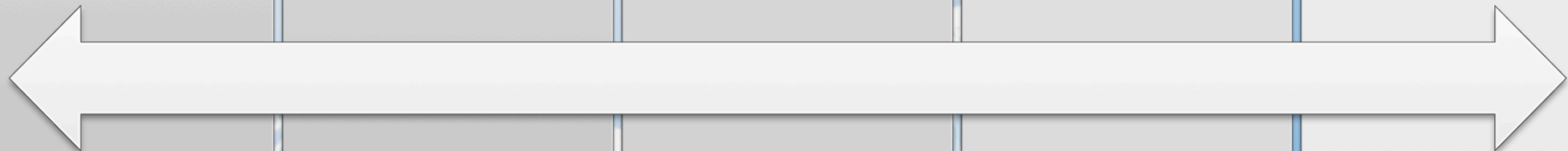
**Set Staffing
Assignments
and
Schedules**



**Issue Training
Schedule**



**Begin Vehicle/
Equipment
Preparations**



Late Summer

Contractors; Issue New Contracts

Develop Public Outreach Program for Upcoming Season

Check Condition of Old Materials and Delivery Schedules

Finish Planned Maintenance/ Upgrades Of Facilities

Check Status of Personal-issue Items

Early Fall

Issue new Winter Operations Plan and maps

Briefing for Officials

Commence Public Outreach program

Conduct Training for Employees and Contractors

Issue personal-use items (ex; winter coats, PPE, pagers)

Route inspections (dry-runs) by assigned operators

Vehicle/ equipment repairs/ adjustments from dry-run

Early-mid Winter

If no snow events yet:

- Regular vehicle/ equipment inspections
- Routinely check material storage and dispensing units
- Conduct another dry-run to refresh knowledge of routes
- Periodically check communications/ notification systems

If snow events have occurred:

- After-Action Reviews
- Priority on vehicle/ equipment repairs
- Replenish material stocks as needed
- Adjust material application tactics if needed
- Provide additional training as needed

Reasons for a Written Plan

1. Establishes Reason & Authority

2. Identifies Responsibilities & Roles

3. Stipulates Service the Agency Will Provide

4. Outlines Strategies, Tactics & Resources



Equipment

Well - Maybe!



New Lethbridge Spreaders



Train Staff



SPOT (Snow Plow Operator Training)

Training – But Why?





Practice



Communication

**Work with Supervisors and Staff
prior to event have expectations
made clear.**

Debrief After Events.

Share Successes.

Praise Employees.

Listen to Staff.

Multi-Generational Workforce

What Makes Your Generation Unique?

Millennial

Technology use (24%)
Music/Pop culture (11%)
Liberal/Tolerant (7%)
Smarter (6%)
Clothes (5%)

Boomer

Work ethic (17%)
Respectful (14%)
Values/Morals (8%)
"Baby Boomers" (6%)
Smarter (5%)

Gen X

Technology use (12%)
Work ethic (11%)
Conservative/Traditional (7%)
Smarter (6%)
Respectful (5%)

Silent

WWII, Depression (14%)
Smarter (13%)
Honest (12%)
Work ethic (10%)
Values/Morals (10%)

Note: Based on respondents who said their generation was unique/distinct (n=1,205). Items represent individual, open-ended responses. Top five responses are shown for each age group.

Source: Pew Research Center survey, Jan. 2010, N=2,020 US adults



**If you are not making mistakes,
then you are not trying enough new
things!!**



Change Management is Difficult

**“When Going Through Hell,
Keep Going.”**

Sir Winston Churchill

THANK YOU!

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