

## Targeted Training for Public Works/Road and Bridge Employees

Attachment A in the Guide is a detailed comprehensive list of all training courses that the TxLTAP Program has to offer, along with a description of the course, the number of participants allowed per session, and the learning objectives for the course. Remember, the TxLTAP Program targets Road and Bridge employees and is delivered at our site for no cost.

### Training Plans and Matrices

Consultants with the TxLTAP Program have developed training plans and matrices for numerous cities and counties. These plans are unique to each city and county's specific operational challenges and needs. TxLTAP does not use a "cookie cutter" or "one-size-fits-all" approach to developing these plans, as the needs of each city or county are different.

Some examples of training matrices that have been developed for specific job classifications include:

- Construction Inspectors I and II
- Crew Leaders/Foremen – Public Works/Road & Bridge
- Equipment Operators I, II, III, and IV
- Specialization
- Maintenance Technicians – Asphalt and Concrete specializations
- Managers/Supervisors – Public Works/Road & Bridge
- Traffic and Signal Technicians I and II



Contact us  
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## NOT SURE WHERE TO START? CONTACT US

For more information about the 5-Stage Model on How to Attract and Retain Public Works Employees, please visit our website at [www.txltap.org](http://www.txltap.org) and navigate to:

Library > Workforce Development, click on the PDF file for the 5-Stage Model to download.

You may also call us at 817-272-2581 to arrange for an on-site consultation on how to implement this program at your organization.

**UTA**  
Division for Enterprise Development

**- TxLTAP -**

**SAFETY:**  
Making Roads Safer for Workers & Drivers

**WORKFORCE DEVELOPMENT:**  
Training that Makes an Impact

**ORGANIZATIONAL EXCELLENCE:**  
Striving for Overall Quality

**INFRASTRUCTURE MANAGEMENT:**  
Building Smart & Using Resources Effectively

TRAINING • TECHNICAL ASSISTANCE • RESOURCES

TxLTAP serves local government roadway agencies by providing no cost training, technical assistance, equipment lending & more. Learn more at [TxLTAP.org](http://TxLTAP.org).

Request training & services today!  
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## TRAINING AND DEVELOPMENT

# 5

Stage Model to Attract and Retain Public Works Employees



### An Overview of How to Implement an Effective **TRAINING AND DEVELOPMENT**

Program for Your Organization  
Stage 3 of the 5-stage Model to  
Attract and Retain  
Public Works Employees



A sample training plan in year two for Maintenance Technicians is shown that was developed for a major city with a Public Works department of over 600 employees.

### Time Silo 2

13 - 24 months | Street Maintenance Technician | 88.5 Hours

#### SAFETY & TRAFFIC = 12 HRS.

LTP170 Vehicle Backing Safety (4 hrs.)

LND201 Tree Trimming Awareness (8 hrs.)

#### PERSONAL DEVELOPMENT & COMMUNICATIONS = 12.5 HRS.

TC3CN006-16-T1 Bolted Connections (4 hrs.)

TC3CN041-16-T1 Guardian Series: Guardrail Basics (2 hrs.)

TC3CN042-17-T1 Guardrail Series: Installation and Inspection of New Guardrails (2.5 hrs.)

TC3MN029-16-T1 Guardrail Series: Maintenance and Repair (1.5 hrs.)

TC3CN009-15-T1 Plan Reading: Basics (1 hr.)

TC3CN016-15-T1 Plan Reading: Culvert Plans (1.5 hrs.)

#### CORE SKILLS = 64 HRS.

LTP141 Excavator (Articulating Room) (32 hrs.)

LTP160 Wheel Loader (16 hrs.)

LTP194 Compactor (8 hrs.)

LTP172 Equipment Load & Tie Down (8 hrs.)

#### OPTIONAL DEVELOPMENT (ABOVE BASE HOURS)

AT-TC3MN015-T1 Maintenance Series: Pavement Preservation Program (1 hr.)

AT-TC3MN021-T1 Maintenance Series: Roadside Vegetation Management (1 hr.)

Any not completed in Time Silo 1

Other local or AASHTO/TC3 training identified by Supervisor

### No-cost, Low-Cost Training Providers for Public Works/Road and Bridge Employees

In the Guide, attachments B and C outline no-cost training courses from AASHTO / TC3 and the Texas Department of Transportation that the TxLTAP Partners wish to bring quality training to your employees.

### Why the Need for Training and Development?

Some degree of employee training is essential. Yet, many organizations place the training and development of employees at the bottom of their list.

When we train our employees, they win, you win as their supervisor, and your organization wins.

#### Let's look at the counterpoint to why managers don't provide training:

1. You don't have time for rework, failure to perform, accidents, or injuries.
2. Training reduces risk to your workforce and improves employee efficiency.
3. Nobody comes to work with 100% knowledge of how to do everything. Training and development opportunities provide that channel for employees to learn and grow.

There are many other good reasons why you should train and develop your employees and really no good reasons why not to.

### Closing the Competency or Skill Gap in Your Workforce

One of the biggest challenges employers face today, just not in the public sector, is their existing workforce's competency or skill gap. It is defined as not having the knowledge or skills needed within your workforce to operate effectively and efficiently day-to-day.

Look at Stage 3 in the Guide for the many reasons that skill gaps are occurring in the workplace, the types of skill gaps, and strategies for overcoming those gaps with your workforce.



Find out more information.  
Visit [txltap.org](http://txltap.org)

### Best Practices in Training and Development Activities

There are many strategies you can use to develop and enhance your training programs. A couple of examples from the Guide on how to get your employees to retain knowledge longer than average include:

- If they don't use it, they will lose it. Once an employee returns from training, provide them with an on-the-job assignment that requires them to use the skill sets they learned. Example: If an employee attends a motor grader class, but you have another employee who is your "lead blade man," and you do not allow the recently trained employee to continue their training by operating the motor grader, the training was a waste of time and effort for this employee.
- Managers should complete the same training as their employees or at least get an executive overview of the skills taught.

### New Hire Training

Some topics should be mandatory for all new hires, and some training is recommended for a specific refresher cycle, such as every two years. If you are hiring employees and providing very little or no training, you are setting your employee up for failure, possibly injury on the job, and damage to equipment.

New hire training should be completed as soon as possible, preferably within the first two weeks of hire. See the Guide for charts that outline recommended training for all new hires and also specifically for supervisors and managers.