



Blue Balance

Culture change

The organizational culture at District 6 is rapidly changing for the better.

Such is the assessment of District 6 Engineer Jason Minzghor.

He cites new business methods such as creative ways to hire employees and construct a project.

For example, to fill the maintenance operations manager position recently, the hiring team decided on a group-interview process and then brought in all the candidates on the same day.

The team also invited maintenance foremen to join in the evaluation process and help choose their new supervisor. Allowing foremen to select their new boss created a vested interest in the chosen candidate's success.

Ultimately the team picked ITD's own Jesse Barrus (see **Jesse...**, p. 2). Team members felt that Jesse was the best fit for ITD's culture. Jason then invited one of the foremen to call Jesse and make the job offer.

An example of District 6's changing culture in construction methods is the three-dimensional (3-D) modeling for the Thornton Interchange.

Aided by Karen Hiatt, Wade Allen, and Ryan Day, Mike McKee supplied an electronic 3-D model for loading into the software of the contractor's earth-moving equipment.

Computers in road graders and loaders of today guide blade and bucket movements for greater precision. The computers have GPS (Global Positioning System) software to pinpoint elevation and grade, enabling more exact leveling.
(continued on page 4)



Buyer Denise Cooley, of Supply Operations, holds an old, truck, brake-shoe core.

Inspiring innovations at District 6

Making the job easier and simpler – that's the new mantra at ITD.

The transportation agency is innovating to improve safety and efficiency.

Employees are proposing and implementing ways to streamline their work processes, under a program called "Innovate ITD!"

Since starting the program in 2014, ITD has realized more than \$2 million in savings. Employees have submitted 607 improvement ideas and implemented 408 of them.

It is part of ITD's vision of becoming the best transportation department in the country, which is the agency's unofficial goal.

Denise Cooley's cost-saving cores

District 6 employees have submitted 73 ideas for consideration since late 2014, with 25 of them now implemented.

The innovations have saved 457 hours of work time and approximately \$451,500 in costs.

(continued on page 6)



Maintenance Operations Manager Jesse Barrus visits with District 6 Engineer Jason Minzghor and ITD Director Brian Ness while touring maintenance operations on Idaho 33 southeast of Victor Aug. 16. The team visited various maintenance sites.

Jesse Barrus heads Maintenance Operations Division

Below is the news release issued on the appointment of Jesse Barrus as maintenance operations manager in District 6.

July 28, 2016

FOR IMMEDIATE RELEASE

ITD's Barrus takes the fast lane to eastern Idaho.....

Three job positions in five months. Not your everyday career ladder at the Idaho Transportation Department (ITD). But Jesse Barrus is up to the challenge.

Barrus starts Monday (Aug. 1) as the new maintenance operations manager at District 6, ITD's eastern Idaho administrative office. He leaves Headquarters in Boise, where he has been the acting state design/traffic services engineer since April. Prior to that assignment, he was materials engineer in District 5 (southeastern Idaho office in Pocatello).

"It's been a rollercoaster," Barrus said, "but I'm grateful for the opportunity to work in different areas of ITD. I look forward to working with the capable management and staff at District 6."

Barrus started his career at ITD in April 2010, beginning as a staff engineer in design at District 5. He was named materials engineer for the district on April 29, 2013.

The opportunity for a Headquarters experience emerged this spring and he jumped at the chance. Then the

District 6 maintenance operations manager came open, and he applied for it.

"I've really enjoyed my assignments at ITD," Jesse said. "District 5 was great, and leading the state design/traffic services section in Boise provided important perspective on leadership and services at Headquarters."

"I also enjoyed touring ITD offices around the state and attending conferences of the Western Association of State Highway and Transportation Officials (WASHTO) and of the American Association of State Highway and Transportation Officials (AASHTO). This summer, I was able to participate in the WASHTO Emerging Leaders program."

A Riverton, Wyoming, native, Barrus earned a bachelor's degree in civil engineering from Utah State University in April 2004. He then worked six years as a consultant in materials testing, geotechnical engineering, and roadway design in Boise before joining ITD.

District 6 Engineer Jason Minzghor thanked District 6 maintenance foremen and Human Resource Associate Stephenie Grover for helping select Barrus. "Jesse will have great support from his District 6 team," Minzghor said.

Jesse and his wife, Britani, are the parents of two boys and two girls. The family will live in Blackfoot, Idaho, where they have a home.

###

Jesse says he's enjoying his new role as maintenance operations manager and getting acquainted with district employees.

"I'm pleased with what I am finding," he says. "District personnel are skilled and motivated, and new programs are creative and effective." ■



Director Ness operates the crane/auger at the Clark Hill rest area along U.S. 26.

The interchange project is on schedule for completion in late October.

Thornton

Day 122

9/6/16

Pouring the final segment of the northbound-overpass deck.



Culture change... continued from page 1

The 3-D model allowed ITD to eliminate the need to stake slope elevations, which used to be a routine part of a construction project. It also removed the need for contractors to build their own project model, saving time and money.

Evidence of the change in district organizational culture keeps mounting, as illustrated in the innovation story on page 1. Meanwhile, the charts below and opposite depict where the district culture currently stands and where it's headed.

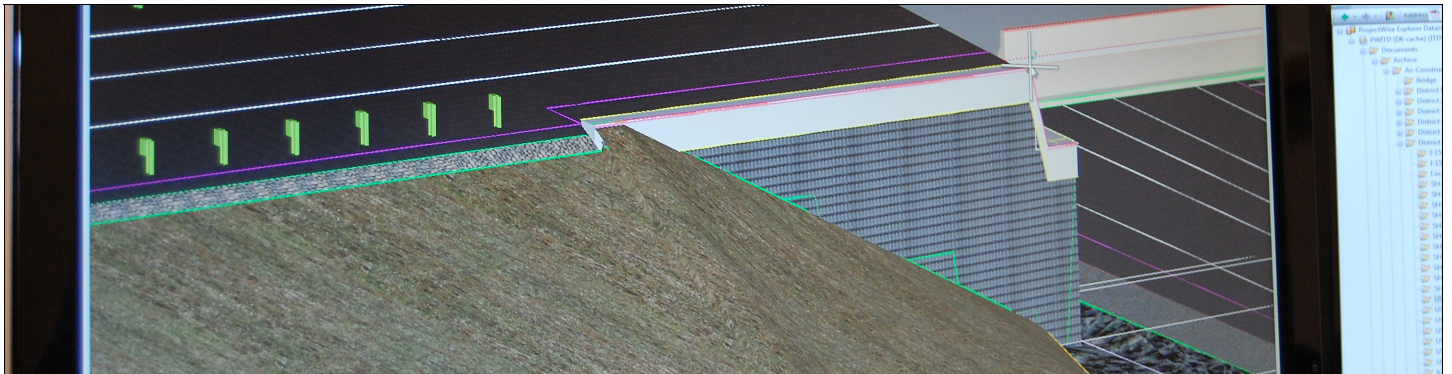
What's happening in District 6 and other districts is proof that ITD is well on its way to becoming the best transportation department in the country. ■



Engineer Mike McKee discusses 3-D work.

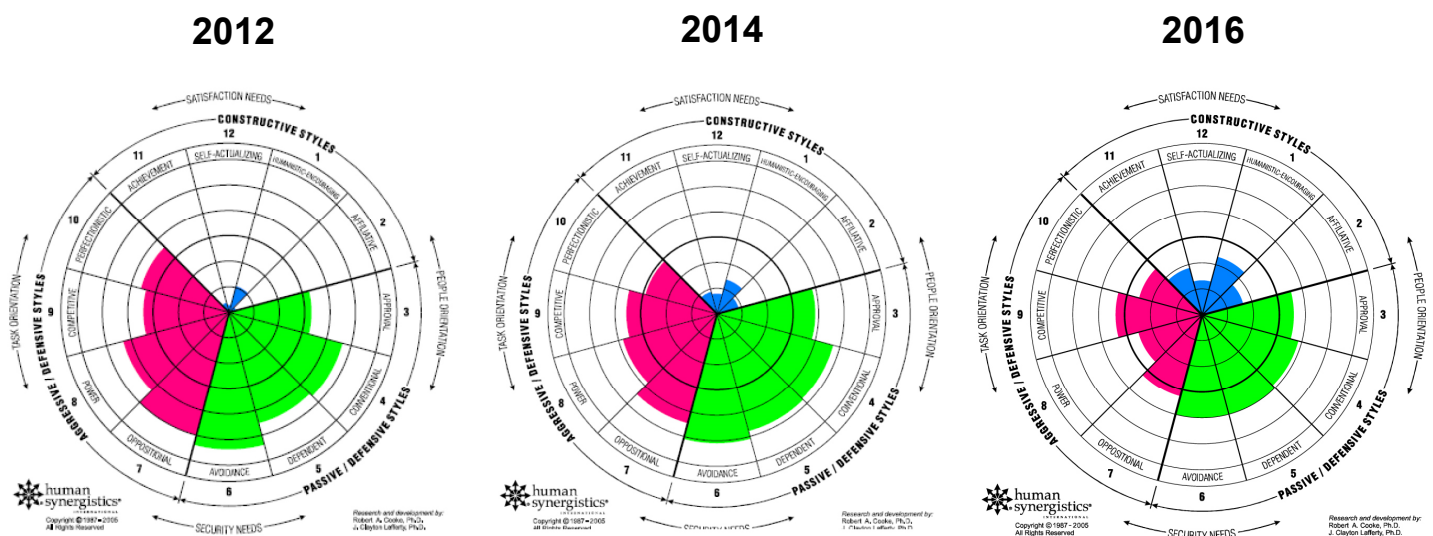


Computer model of Thornton Interchange.

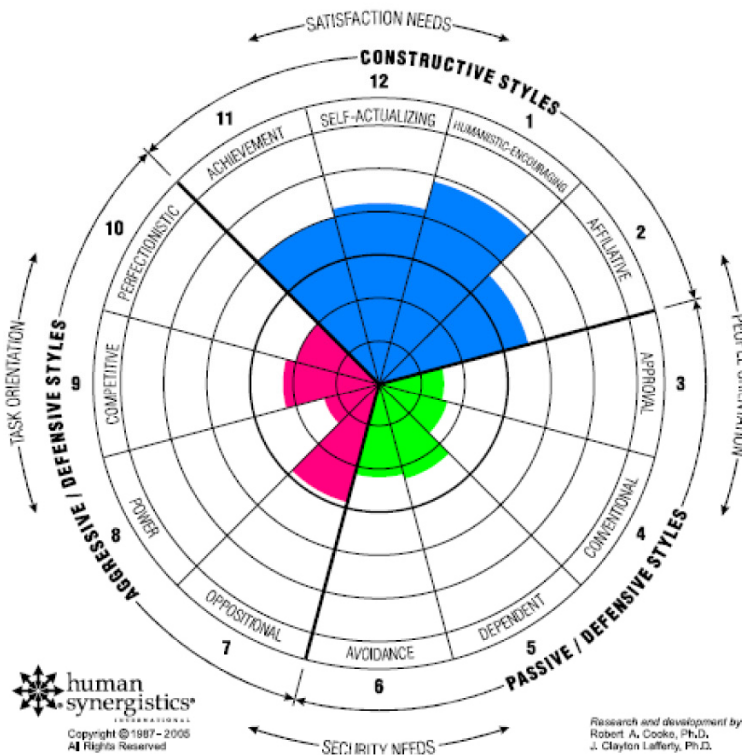


Modeling in three dimensions shows relationships of structure, fill and approaches, enabling improved visual and data analysis.

Culture at District 6



Since 2012, District 6 has steadily improved its organizational culture as shown in the growing blue and diminishing red & green areas above.



Ideal ITD Culture

Primary Style is **Humanistic-Encouraging**

Ideally, people should be expected to:

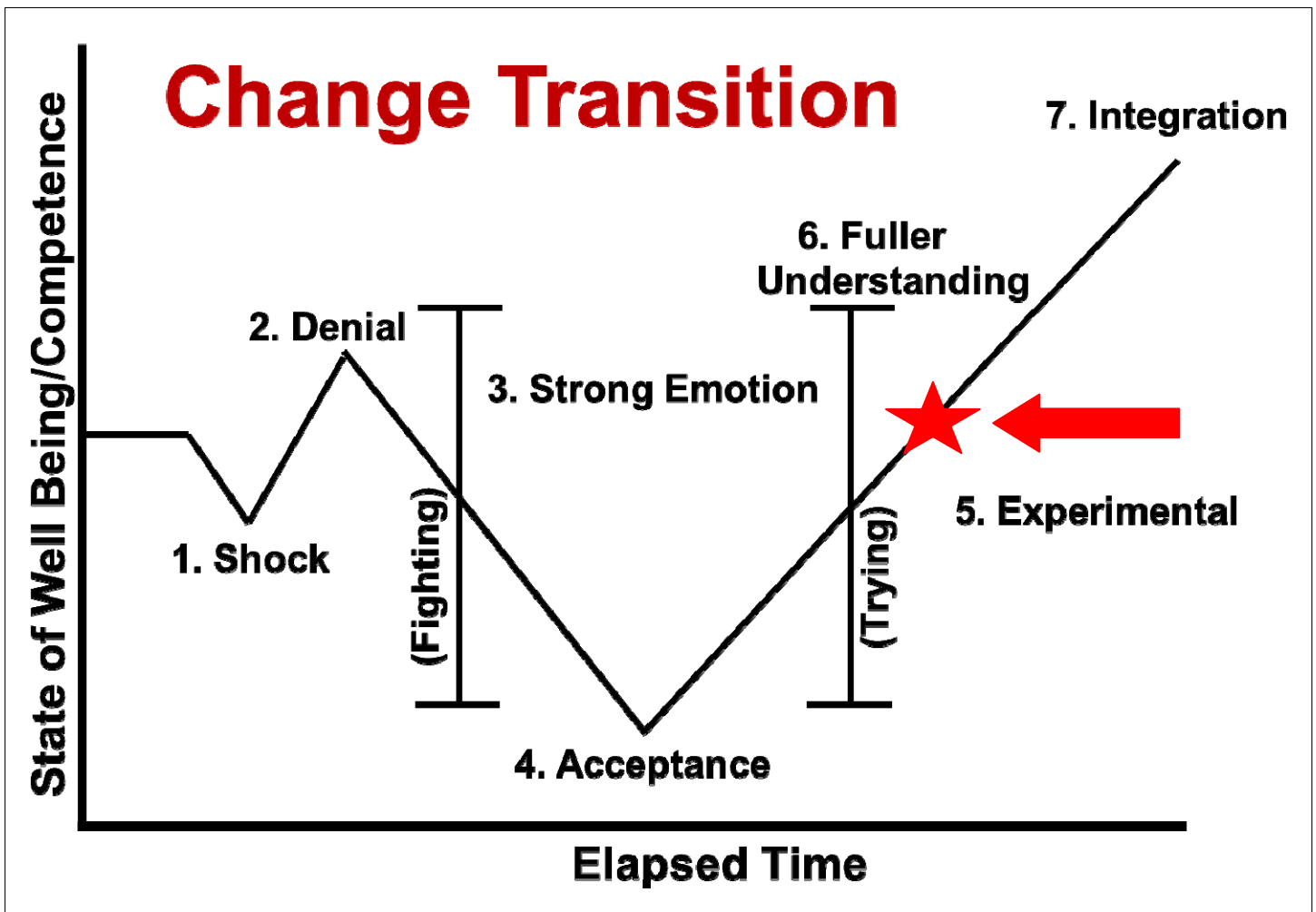
- resolve conflicts constructively
- be a good listener
- encourage others

Secondary Style is **Self-Actualizing**

Ideally, people should be expected to:

- maintain their personal integrity
- do even simple tasks well
- communicate ideas

Above is the ideal culture, showing well-developed constructive behaviors in achievement, integrity, encouragement and affiliation.



District 6 Engineer Jason Minzghor believes the district has progressed to the point of the red star on its culture-transition path.

Inspiring innovations... *cont. from p. 1*

One of the implemented ideas hails from Buyer Denise Cooley, of Supply Operations.

“Automotive parts manufacturers often give customers a break on the cost of new parts if the customers provide them with the old ones, which the companies can rebuild,” Denise explains. “But here at ITD we often don’t have the old parts – starters, fuel pumps, etc. – immediately available because they are in the field. So we had to pay full price for the new parts and then seek credit for the old ones [cores] once we retrieved and delivered them. This required extra paperwork and shipping, and ultimately it became an accounting nightmare.

“I proposed to our vendors that they give us the cost reduction every time, and we would get them the cores when we could,” she says. “They agreed, and the arrangement has worked great, saving time and money both for us and for the vendors.

“We called the innovation a ‘cores bank,’ because we store the cores on pallets here and vendors remove them to allocated space at their facilities.

“By allowing ITD to store the cores, our vendors enable us to free up valuable warehouse space for them.

“These vendors pick up the cores from us themselves every few weeks, saving us delivery costs.”

District 6 now gathers and stores the old parts until the vendors are ready for them.

Other inventions from Denise

Denise also built on her earlier idea to jointly purchase supplies with Districts 4 and 5, which has worked very well.

She proposed a file-sharing system so the districts could jointly track procurement status in real time.

The system works like this: A buyer in the district, who is responsible for a certain procurement, shares a file folder on his or her desktop. The folder contains all the buying documentation, so that buyers in other districts can read and add to the contents, if desired.

Because everything pertaining to the procurement is in one location, available to all parties at once, the need for buyers to email and call each other diminishes significantly. This innovation has saved as much as six hours of work per procurement.

Tony Rojas’s dolly and caddie

Tony Rojas, of the road maintenance crew in Arco, is another District 6

(continued on page 7)



With procurement documentation online, the need for big paper folders, such as this one, goes away, Denise says.



Denise sends a file-folder link to colleagues in Districts 4 and 5 so the buyers can jointly track a procurement status in real time.

Inspiring innovations... *cont. from p. 6*

innovator. Consider his story:

Tony was worried about the manner in which he and his coworkers installed blades on snowplows.

“We used a front-end loader to transport and hoist the heavy extension blades [wings] into position,” he said. “The process was cumbersome and risky, requiring four people – one to run the loader, one to guide the loader, and two to wrestle the wing into place.

“I got the idea to build a dolly to wheel the blade into position,” Tony says.

He designed the tool to use the truck’s own hydraulics to maneuver the wing on and off a cradle, and he mounted a stabilizing jack on the dolly to keep the wing upright.

Today, the innovation eliminates the need for a loader and for the crew members needed to operate and guide the vehicle for this application. The creation improves worker safety, while saving time and manpower.

Described below is another innovation from Rojas:

The Arco technician faced a recurring problem each time he and his coworkers sealed cracks in the roadway.

“We used a backpack-style sprayer to apply a soap solution on crack-seal material so that the material wouldn’t stick to tires and get re-distributed on the road,” he said. “But when full, the sprayer is heavy and awkward to put on and take off.

“To pack the sprayer for long periods is uncomfortable, and the tank is full most of the time. The backpack is an awkward apparatus anyhow.”

Rojas repurposed an old walk-behind golf-cart caddie that he had at home by strapping the sprayer to it. By eliminating the need to put the backpack on and take it off several times during an application, the innovation saved time and reduced fatigue.

“There’s always room for improvement,” Rojas noted. “You just have to be willing to do it.”



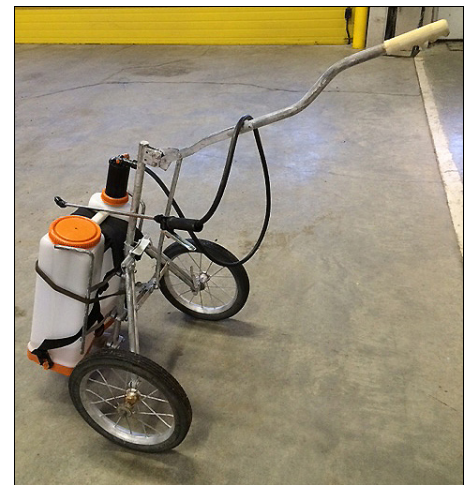
This dolly eliminates the need for a loader and its operators to install snowplow blades.



Tony Rojas, transportation technician.

innovate ITD –

Using a caddie saves time and fatigue.



Such is innovation at its best, said ITD innovation champion Charlene McArthur at ITD Headquarters in Boise. “Denise Cooley and Tony Rojas repurposed or adjusted things in a creative way,” she said, “and implementing their ideas has significantly improved our safety and services at little cost!”

Recent innovation at District 6

Traffic Engineer Ben Burke met with officials of the Montana Department of Transportation and the Wyoming Department of Transportation in West Yellowstone, Montana, July 27 to discuss how to improve traffic safety and movement across mutual borders.

Hosted by officials of Yellowstone National Park, the group shared information such as the current and projected ground traffic to and from the popular national park and then considered department resource

sharing. Transportation officials have placed a few of their traffic signs inside the borders of each other’s states, as needed, to better notify, guide and regulate motorists. ITD also is coordinating road closures on Interstate 15 at Monida Pass with officials of the Montana Department of Transportation and with state and local law enforcement officers.

In addition, District 6 is repairing its winter maintenance equipment in the spring rather than in the fall. Crews now remove and repair sanders and other equipment, as needed, as soon as the cold weather passes. Completing repairs early enables crews to be fully prepared for early snowfalls.

Creativity throughout the district improves safety, efficiency and economy. Innovation has proven itself to be a road to impressive success! ■



Jesse Barrus, Curtis Calderwood, Trevor Elordi, Phillip Blunck, Ty Simpson, Ted Maxwell, Chad Barber, and Preston Searle.

Comings and Goings at District 6.....

New employees are Jesse Barrus, maintenance operations manager (see **Jesse...**, page 2); Curtis Calderwood, engineer in training, Residency A; Trevor Elordi, technical records specialist 1, Front Office; Phillip Blunck, transportation technician

apprentice (TTA), Dubois maintenance; Ty Simpson, TTA, Arco maintenance; Ted Maxwell, transportation technician, Idaho Falls maintenance; and Chad Barber and Preston Searle, TTAs, Idaho Falls maintenance.

Promotions: Camilo Serrano to foreman, Dubois maintenance.

In Memoriam

Gary Rue Richards, 80, died Aug. 10, 2016. He is the father of Brad Richards, project manager in Planning and Engineering Resources. ■

The Good Samaritan – customer service at its best

August 15, 2016

Comment via ITD Facebook

To whom it may concern,

I don't know if writing this will make a difference, but one of your employees certainly made a difference to me today.

I was riding my motorcycle from Rexburg to Idaho Falls on U.S. Highway 20 (the Thornton Interchange is looking good by the way) and I ran out of gas just before the southbound Rigby exit (Exit 320).

Luckily, I was able to coast to the exit ramp and tried to start my bike again, but to no avail. So, in my full gear on a 90-degree day with a 30-pound pack on my back, I started pushing my motorcycle up the off-ramp.

I'm a small guy, with health problems, so pushing this bike isn't the easiest thing in the world for me.

Dozens of cars passed by, and no one stopped. Even a county sheriff passed me, without so much as a glance.

Then a man named Darryl pulled up in his work truck and asked if I needed a ride to the gas station, half a mile away.

"In this heat," he said, "no one should be walking around out here, let alone pushing a motorcycle up a hill."

It turned out that one of Darryl's sons has cerebral palsy like I do.

We had a great visit as we drove to the service station. When we arrived and borrowed a gas can from the

attendant, I realized I had left my wallet in a bag on my motorcycle.

Darryl didn't shy away from stepping up for me and filling the small gas can we had borrowed.

After fueling my motorcycle, I went to start the engine and the battery was dead due to me trying to keep it started earlier.

Darryl got a pair of jumper cables, and I finally was able to get back on my way.

Sadly, I don't know Darryl's last name. He could also spell it *Darrell*.

This Good Samaritan was mid-to-late-50s, with salt-and-pepper hair. He seemed to know the Rigby area well. At least he knew who owned the gas station where we stopped.

I'm not sure if this is enough to even find out who he is, but thank you for having at least one great employee – a person who was kind and wise enough to stop and help a stranger in his time of need.

Sincerely,

Tanner Woolstenhulme



D. Pinnock

(Editor's Note: The Good Samaritan was Transportation Technician Senior Darryl Pinnock, of Rigby maintenance, who is to be warmly commended for his thoughtful, conscientious, customer service. Well done Darryl!) ■



Engineer Ken Hahn is a man of many talents.

Spotlight