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# 2012 NTTD Conference

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October 7-11, 2012  
Hyatt at Olive 8  
Seattle, Washington

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# Welcome

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The NTTD executive staff and the supporting staffs of the Washington State Department of Transportation and the Louisiana Department of Transportation and Development have worked hard over the last year to prepare a conference that should be both professionally and personally rewarding. The conference agenda is filled with presentations that will be informative and useful, including sessions about the National Transportation Workforce of the Future. Then, of course there is Seattle. This city offers a long list of enjoyable and varied activities that are sure to please everyone.

I want to thank our host Matt Cronk (Wash DOT), the NTTD Executive Committee, Rick Smith, and Mary Leah Coco (Program Committee), and members of the WDOT and LaDOTD staff that have put in countless hours making this conference a success. It is always rewarding to work with such great people.

The Cajun slogan from last year easily applies this year as well: Venez - Apprenez - Jouissez (Come - learn - enjoy)!

Glynn Cavin  
President



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# Conference Agenda

Sunday, October 7	
2:00 pm	Board Meeting Hyatt Cyan B
Hotel Check-in	Hyatt at Olive 8 (Hotel Lobby)
4:00 pm - 6:00 pm	Conference Registration - Hyatt Ballroom Foyer D-E
6:00 pm - 8:00 pm	Welcome Reception (for conference participants & paid guests) Hyatt Azure Room

Monday, October 8	
7:00 am – 8:00 am	Continental Breakfast Hyatt Ballroom C
General Sessions: Hyatt Ballroom D-E	
8:00 am – 8:30 am	Welcome and Introductions Dr. Glynn Cavin, NTTD President
8:30 am – 9:15 am	Opening Remarks Katy Taylor, Washington State Department of Transportation
9:15 am – 9:45 am	Seattle Convention and Visitors Bureau Convention Services Department
9:45 am – 10:00 am	Break   Hyatt Ballroom C
10:00 am – 10:45 am	ICEBREAKER Matt Cronk and Rick Smith
10:45 am – 11:30 am	NHI Update Rick Barnaby, NHI
11:30 am – 1:00 pm	Lunch   Hyatt Ballroom C

## Monday, October 8

1:00 pm – 1:45 pm	Local Public Assistance (LPA): LADOTD's Experience Elizabeth Wills, P.E, LADOTD
1:45 pm – 2:30 pm	Training Delivery Challenges and Solutions in an Ever-Changing Environment Thomas Elliott, NHI Training Program Manager
2:30 pm – 2:45 pm	Break   Hyatt Ballroom C
2:45 pm – 3:45 pm	Strengthening Partnerships: Education, Government & Industry Lee Lambert, President of Shoreline Community College
3:45 pm – 4:30 pm	Strategies to Develop and Retain a Capable Transportation Workforce in the 21st Century Dr. Brian Cronin, ICF
4:30 pm – 5:00 pm	TCCC Update Christie Anderson, TCCC
Evening dinner on your own	

## Tuesday, October 9

7:00 am – 8:00 am	Continental Breakfast Hyatt Ballroom C
7:00 am – 5:00 pm	Exhibit Area Open Hyatt Ballroom C
General Sessions: Hyatt Ballroom C	
8:00 am – 9:15 am	AASHTO's Educational Outreach Programs Dr. Linda Clifton, TRAC & RIDES Manager

(continued)

## Tuesday, October 9

9:15 am – 10:30 am	Distance Learning Expansion Kevin Monaghan, NHI
10:30 am – 10:45 am	Break   Hyatt Ballroom C
10:45 am – 11:30 am	Louisiana's Future Transportation Workforce Initiative Dr. Glynn Cavin, LADOTD Dr. Mary Leah Coco, LADOTD
11:30 am – 1:00 pm	Lunch   Hyatt Ballroom C Increasing the Persuasiveness of Technical Documents Lorraine Zahn, Write Logic
1:00 pm – 2:00 pm	Knowledge Management: Retention and Transfer Dr. Jay Liebowitz, The Graduate School, U. of Maryland University College
2:00 pm – 2:15 pm	Break   Hyatt Ballroom C
2:15 pm – 2:45 pm	Green Roads, Sustainable Infrastructure Dr. Steve Muench, University of Washington
2:45 pm – 3:15 pm	Safety Goes to the Head of the Class Susan Herbel, Cambridge Systematics
3:15 pm – 3:45 pm	How Skillsoft Meets Business Needs of DOTs Across the Country Valerie Studebaker, Skillsoft Matt Cronk, Washington State DOT
3:45 pm – 4:00 pm	Break   Hyatt Ballroom C
4:00 pm – 4:30 pm	Immersive Learning in State Government Erin Ryan, LITE Dr. Mary Leah Coco, LADOTD

## Tuesday, October 9

4:30 pm – 5:00 pm

Applying Case Studies in Training  
Ann Gretter, Harper Enterprises

For all participants and paid guests

7:00 pm – 9:00 pm: Dinner | Hyatt Azure Room

## Wednesday, October 10

7:00 am – 8:00 am

Continental Breakfast  
Hyatt Ballroom C

7:00 am – 5:00 pm

Exhibit Area Open  
Hyatt Ballroom C

General Sessions: Hyatt Ballroom D-E

8:00 am – 9:45 am

NTTD Business Meeting/State Sharing

9:45 am – 10:00 am

Break | Hyatt Ballroom C

10:00 am – 11:30 am

Evaluating Transportation Training Programs: Measuring Reaction, Learning, Behavior, and Results  
Dr. Lori Wingate, Assistant Director, The Evaluation Center, W. Michigan University

11:30 am – 1:00 pm

Lunch

1:00 pm – 2:00 p.m.

Growing Your Organization's Virtual Training Presence  
Meredith R. Perkins, NHI

2:00 pm – 3:00 pm

Transportation Workforce Summit Report  
Dr. Glenn McRae, U. Vermont, TRC

3:30 pm – until

Field trip with evening dinner  
For conference participants & paid guests

Thursday, October 11	
7:00 am – 8:00 am	Continental Breakfast Hyatt Ballroom C
7:00 am – 1:00 pm	Exhibit Area Open Hyatt Ballroom C
General Sessions: Hyatt Ballroom D-E	
8:00 am – 9:30 am	NTTD State Sharing
9:30 am – 9:45 am	Break   Hyatt Ballroom C
9:45 am – 12:30 pm	Objective Mapping: Linking Learning and Performance Change To Business Results Toni Hodges, DeTuncq
12:30 pm – 1:00 pm	Conference Wrap -up
1:00 p.m.	Lunch   Hyatt Ballroom C

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## *Monday: Session Descriptions*

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### NHI Update

Rick Barnaby, NHI

10:45 am – 11:30 am.

This session will provide an update overview for the National Highway Institute (NHI). This presentation will review many of the successes, initiatives, and several efforts currently underway. We believe that this year has been one of the most exciting years for NHI since we were established by congress in 1970. We want to talk about the most recent projects that have been accomplished by NHI in the last few months. We have been working hard to build a stronger distance program. We are working to find new ways to reach the transportation community without them ever leaving their desks. As NHI continues to grow we are establishing teams and projects for several improvement initiatives. They range from new technologies to better existing systems to improved

customer service. Lastly, we are collaborating with more offices, groups, and organizations than ever before. We are collaborating with LTAP/TTAP, Resource Center, the new Office of Transportation Performance Management, and other transportation organizations.

**Rick Barnaby** has made positive contributions to the United States Government nationally and internationally for over 40 years. Following a 30 year Military career leading transportation and logistics organizations worldwide, Rick held project management and logistics management positions in Saudi Arabia and Venezuela with Parsons Construction, an international construction firm. Currently, Rick is the Director of Training Programs for the Federal Highway Administration's National Highway Institute and is charged with managing the personnel, activities, and resources that comprise the NHI course development and delivery program. He is involved with the extensive coordination with the FHWA Program Offices, the Resource Center, the States, and other partners and customers in assessing training needs, determining the best delivery mechanisms and providing world class training products to meet those needs. His current focus for the NHI team is exploring the use of virtual technology for the delivery of skill enhancing training and the use of mobile learning applications to assist on the job performance.

## Local Public Assistance (LPA): LaDOTD's Experience

Elizabeth Wills, P.E., LaDOTD

1:00 pm – 1:45 pm.

The Federal Highway Administration (FHWA) recently performed an assessment of the Louisiana Local Public Assistance (LPA) program. Louisiana was cited for not having a LPA manual. I was experienced in managing several of the LPA programs; therefore, I worked with the program managers and the support sections within the Louisiana Department of Transportation, the local FHWA and the Local Technical Assistance Program (LTAP) Center to create a generic manual. Once the manual was completed, our problem shifted to communicating this information to the LPA participants of the programs.

We recognized that human nature dissuades sitting down reading a manual, so we went to work to make the manual more appealing and useable. To do that, I worked with our local FHWA and LTAP partners to assess the areas that were the most problematic. We deduced that many of the participants did not understand the commitments of the

Entity-State Agreements or what it means to be in “responsible charge” of a project. We also felt that many of answers to the FAQs needed to be covered as well as our newly instituted reporting requirements. Therefore, we have created qualification training for the LPA and their consultant(s) which will be required for participation in one of our programs. This presentation will be a discussion on how we have marketed it (who we talked to, the message we put out, etc.) and feedback on “do’s and don’ts” that we have learned. Our pilot training was August 21 2012.

**Ann Wills** has served in state government for approximately 30 years. After graduating from LSU, she began a career at DOTD in a design squad. From there she moved to serving as the DOTD Off-System Bridge Replacement Program Manager for 7 years, as well as 10 years as the Urban Systems Program Manager and with the last 4 of those years adding the Transportation Enhancement Program. In her most recent position as Assistant to the DOTD Secretary for Policy, Ann was instrumental in the development of the Louisiana Local Public Agency Manual for Accessing Federal & State Transportation Funds through DOTD, which was completed last year for the purpose of providing written guidance to the local agencies on the procedures associated with each Federal funding program. In January 2012, Ann was named the new Director of Local Public Agency Programs for the Louisiana Department of Transportation and Development.

## Training Delivery Challenges and Solutions in an Ever-Changing Environment

Thomas Elliott, NHI

1:45 pm – 2:30 pm

## Strengthening Partnerships: Education, Government & Industry

Lee Lambert, President of Shoreline Community College

2:45 pm – 3:45 pm

This session is focused on discussing the work being done across the country to strengthen partnerships between and among Education, Government, and Industry to address the job skills challenge. Participants will be asked to engage one another on ways these relationships can be strengthened in their respective communities.

**Dr. Lee D. Lambert** currently serves as the President and Chief Executive Officer of Shoreline Community College. As a leader and champion for innovation and change in U.S. higher education, President Lambert's work has been recognized locally, nationally and internationally. In 2009, he was the recipient of the Association for Community College Trustees Pacific Region Chief Executive Officer Award. President Lambert has a J.D. degree from Seattle University's School of Law and a bachelor's degree in Liberal Arts from The Evergreen State College. President Lambert serves on a number of local and national Boards and Councils. In addition, he was recently appointed as the Chair of the National Coalition of Certification Centers (NC3) Board of Directors and in addition, was elected to the American Association of Community Colleges (AACC) Board of Directors.

## Strategies to Develop and Retain a Capable Transportation Workforce in the 21st Century

**Dr. Brian Cronin, ICF**

3:45 pm – 4:30 pm

Many transportation organizations are experiencing difficulty in growing and retaining capable employees. Competition with other industries and fields, as well as current economic and demographic trends, is making it difficult to sustain an adequate and competent workforce. In addition, a growing number of employees are becoming eligible for retirement, which is increasing the need for meaningful development opportunities for staff entering or remaining in the organization. This presentation will provide an overview of the workforce development data, tools, and resources available through two recently published, national workforce reports:

- NCHRP Report 685 (2011): Guide to Implementing Strategies to Attract and Retain a Capable Workforce
- NCHRP Report 693 (2012): Action Strategies for Attracting, Recruiting, and Retaining Skilled Staff in System Operations and Management Occupations.

During the presentation, information on workforce development challenges, industry strategies, and detailed descriptions of noteworthy practices will be provided.

**Dr. Brian Cronin**, a Senior Manager with ICF International, has a Ph.D. in industrial/ organizational psychology. He has over 10 years of experi-

ence in leading strategic workforce development, organizational assessment, and transportation studies. Dr. Cronin has conducted a variety of projects related to these areas of expertise for public sector agencies, including the Alabama Department of Transportation, Federal Highway Administration, the Transportation Research Board, and the Federal Aviation Administration. He has also conducted training assessment and workforce development projects for the several branches of the U.S. Military and the states of Texas, Virginia, Missouri, Pennsylvania and Florida. For each of these studies, Dr. Cronin has provided comprehensive workforce solutions. Dr. Cronin also routinely publishes and presents research for national audiences on related topics such as improving staffing procedures, the use of technology in HR initiatives, and large-scale employee assessment efforts. To date, he has successfully delivered over 50 presentations at professional conferences and association meetings.

## TCCC Update

Christie Anderson, TCCC

Monday, 4:30 pm – 5:00 pm

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## *Tuesday: Session Descriptions*

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### AASHTO's Educational Outreach Programs

Linda Clifton, TRAC & RIDES Manager

8:00 am – 9:15 am

Transportation and Civil Engineering, TRAC, and Roadways Into Developing Elementary Students, RIDES, are AASHTO's educational outreach programs designed to interest K-12 students in transportation careers while improving their math and science skills. Students utilize critical thinking skills to solve real world problems and learn about careers in the transportation industry especially civil engineering. The curricula is aligned with the National Standards for Math and Science, STEM, 21st Century Skills and Common Core Curriculum Standards. Teachers attend two days of high energy training conducted by practicing teachers. The modules contain a curriculum as well as resources for the teacher to use in the classroom to conduct the activities.

**Linda Clifton** has over 35 years of teaching, counseling, and administrative experience in education in Mississippi. She served as District Career

Education Coordinator, District Test Coordinator, Technology Coordinator, Teacher, Counselor, Assistant Principal, and Principal in Union County, Booneville, and Tupelo, Mississippi. Linda also wrote and coordinated grants in Career Education, Exemplary Programs Utilizing Technology, Computer Literacy, Service Learning, Humanities and Transportation. She is currently serving as Implementation Coordinator for the TRAC (Transportation and Civil Engineering) and RIDES (Roadways Into Developing Elementary Students) for the Mississippi Department of Transportation, and TRAC and RIDES Manager for the American Association of State Highway Transportation Officials.

## Distance Learning Expansion

Kevin Monaghan, NHI

9:15 am – 10:30 am

This presentation will cover the progress that NHI has made in the distance learning world. Distance learning is a top priority for NHI. We have identified that for NHI to continue to have success in training the transportation community, then we must continue to expand our distance learning program. We know that folks are working on limited travel dollars and budget restrictions. And, people have more responsibilities with limited time that can be spent away from the job. The NHI distance learning program started in 2006 with a few web-based trainings (WBTs) and has now expanded into a large program with over 130 WBTs. Now we are taking our experience in WBT development and delivery and applying it to other distance learning formats. We already have a project underway expanding our existing Web conference trainings (WCTs). We are working with a select group of folks to get our video conference training (VCT) delivery running smooth. Then we plan to expand it to several States already using VCT technology. Now that the first NHI mobile app is completed and we have lesson learned, we are ready for new projects. We have already identified several mobile app projects and are getting them underway.

**Kevin Monaghan** is a Business Analyst/Special Project Manager with Sevatec, Inc. and serves as contract support for the Federal Highway Administration's National Highway Institute. Using over 20 years of experience in the project management realm, Kevin Monaghan has been leading projects ranging from information systems to e-learning, working in both the public and private sectors. His project management

focus over the last decade has been on process improvement, information management, and distance learning. He has extensive experience in large-scale training and curriculum development projects as well as specific, focused course conversion projects, most commonly classroom based to distance learning solutions. Mr. Monaghan is also well-versed in building training programs and the infrastructure required to support such programs, including creating sound processes with an intuitive and streamlined deliverable schedule, templates, archiving processes, user guides, and other foundational documents.

## Louisiana's Future Transportation Workforce Initiative Dr. Glynn Cavin and Dr. Mary Leah Coco, LADOTD 10:45 am – 11:30 am

The Louisiana Department of Transportation and Development (LaDOTD) recognizes that there is a lack of young people, particularly minorities and females, interested in transportation careers. The Louisiana Workforce Commission forecasts over 11,000 transportation workers will be needed in the state of Louisiana by 2018. However, projections indicate that there will not be enough new workers to fill the void. Based on the 2010 census, we know that for the first time in our nation's history that people over the age of 50 outnumber those under the age of 21. Statistically, there will not be enough younger workers in the "pipeline" to replace retiring Baby-Boomers. There will be high competition for skilled-trades workers as well as knowledge workers. In partnership with the Federal Highway Administration, LTRC has the opportunity to sponsor a STEM-based community outreach program to local high schools and K-8 schools through a set of transportation curricula.

**Glynn Cavin** is the Director of the Louisiana Transportation Research Center's Transportation Training and Education Center. Glynn served 24 years on active duty in the USAF as a logistics officer rising to the rank of full Colonel. His 12 assignments during that time allowed him the opportunity to live in a number of the States, the Far East, and Europe. He was a Squadron Commander and a staff officer on the Air Staff and the Office of the Joint Chiefs of Staff, and an alumni of the National Defense University, Washington D.C.. Upon completion of his military career, Glynn returned to his home town to work in private industry and the public works departments of the cities of Baker and Baton Rouge. In 2005 he was selected as the first Director of the Transportation Training and

Education Center, bringing a state-of-the-art adult continuing education center online, training over 5,600 adults yearly. Early in 2006 he began his successful pursuit of his Doctorate in Human Resource Education and Workforce Development, and he continues research in virtual world learning, leadership and emotional intelligence in addition to his daily activities running the Center. Glynn's work on workforce development issues has led to his involvement in national boards such as TRB's Training, Education and Technology Transfer subcommittee, the National Transportation Workforce Summit, and the AASHTO Human Resources subcommittee. He currently serves as the President of the National Transportation Training Directors, is a certified Emotional Intelligence consultant, and is continuing his study of leadership in crisis situations. Glynn is the proud father of one daughter living in South Africa with her husband and two terrific grandsons, and another daughter in Law School.

**Dr. Mary Leah Coco** is the assistant director at the Louisiana Department of Transportation and Development's Transportation Training and Education Center (LA DOTD – TTEC), which is located on the Louisiana State University campus. Dr. Coco's responsibilities at TTEC include oversight of over a \$2 million dollar training budget, contract administration and oversight on all external training initiatives, needs assessment strategy development and implementation for training effectiveness and strategic initiatives, and overall training program evaluation. Dr. Coco was also the co-principal investigator on a \$275,000 departmental research grant to study immersive virtual learning environments using experiential learning theory as a framework. Prior to joining the LADOTD – TTEC team, Dr. Coco served as a research associate at the Louisiana State University Division of Workforce Development for five years and worked for the FBI for seven years prior. Dr. Coco obtained her Bachelor of Arts in English, Master of Science in Human Resource Education and Workforce Development, and Doctor of Philosophy with a focus in Adult Education from Louisiana State University.

## Increasing the Persuasiveness of Technical Documents

Lorraine Zahn, Write Logic

Lunch, 11:30 am – 1:00 pm

Good use of tone enhances communication; poor use of tone creates barriers to the messages you are trying to convey. Lorraine Zahn, Write-Logic's President/CEO, will explore strategies that control the tone

of writing. Using examples from civil/environmental-engineering documents, she will discuss the proper use of viewpoint, sequencing, proportion, and connotation to reinforce the tone appropriate for business and technical communications.

**Lorraine Zahn**, Write-Logic's CEO, conducts writing training targeted for those in engineering and the environmental sciences. Her training reflects a key tenet of adult-learning theory—that training is most effective when it can be immediately applied. Lorraine holds an undergraduate degree in English and a master's degree in workplace education from Fordham University. She also has over 20 years of experience. She has been a self-employed technical-writing instructor since 2003. Prior to that, she served various firms (primarily engineering organizations) in the following capacities: Director of Human Resources, Employment Manager, Curriculum Specialist, and Training Specialist.

## Knowledge Management: Retention and Transfer

**Dr. Jay Liebowitz**, The Graduate School

U. of Maryland University College

1:00 pm – 2:00 pm

The transportation industry is facing some severe challenges in terms of human capital issues, including succession planning, workforce development, and knowledge retention & transfer. The focus of the talk will discuss how best to implement knowledge management strategies in your organization to address some of these issues. Best practices, vignettes, and future trends will be highlighted.

**Dr. Jay Liebowitz** is the Orkand Endowed Chair of Management and Technology in the Graduate School of Management & Technology at the University of Maryland University College (UMUC). He has also been consulting in the knowledge management field for over 20 years, and published the first Handbook on Knowledge Management in 1999. He previously served as a Professor in the Carey Business School at Johns Hopkins University. Prior to joining Hopkins, Dr. Liebowitz was the first Knowledge Management Officer at NASA Goddard Space Flight Center. Before NASA, Dr. Liebowitz was the Robert W. Deutsch Distinguished Professor of Information Systems at the University of Maryland-Baltimore County, Professor of Management Science at George Washington University, and Chair of Artificial Intelligence at the U.S. Army War

College. Dr. Liebowitz is the Founder and Editor-in-Chief of the top-tier Expert Systems With Applications: An International Journal (published by Elsevier). He is a Fulbright Scholar, IEEE-USA Federal Communications Commission Executive Fellow, and Computer Educator of the Year (International Association for Computer Information Systems).

## Greenroads®: Learning and Doing Sustainable Roadways Steve Muench, University of Washington

2:15 pm – 2:45 pm

Greenroads® ([www.greenroads.org](http://www.greenroads.org)) is a sustainability rating system for roadway design and construction. Developed at the University of Washington and run by the nonprofit Greenroads Foundation, it seeks to promote sustainable practices by providing independent 3rd party review and certification of sustainable roadway projects. Greenroads can help quantify and communicate the sustainable aspects of a roadway project. Ultimately, Greenroads Foundation work is really centered on helping change the existing framework for designing and building roads. Simply put, we have the technology, ability and desire to do better; we just need to overcome a half-century old legacy framework. The biggest component of such an effort is education. In fact, the Greenroads Foundation lists “promoting sustainability education” in its mission statement. Our experience in developing and implementing Greenroads has provided insight into what training is needed, how it can be best delivered, and how to effectively engage professionals in moving to more sustainable practices.

**Steve Muench** (last name rhymes with “bench”) is an Associate Professor in the University of Washington’s Department of Civil and Environmental Engineering. His interests include sustainability, construction, pavements, web tools and education/training. He is a licensed professional engineer in Washington State. Before his academic career, Steve spent 2 years as a transportation design engineer and 7 years as a U.S. Navy submarine officer. Steve lives in Seattle but likes neither rain nor coffee.

## Safety Goes to the Head of the Class Susan Herbel, Cambridge Systematics

2:45 pm – 3:15 pm.

The session will discuss the for safety training in the US; the types of safety training we have been providing to DOTs; safety training needs; national initiatives; and next steps.

## How Skillsoft Meets Business Needs of DOTs Across the Country

Valerie Studebaker, Skillsoft

Matt Cronk, Washington State DOT

3:15 pm – 3:45 pm

This session will present a case study of how WSDOT and Skillsoft have partnered to solve the training challenges faced by many DOT's across the country.

## Immersive Learning in State Government

Erin Ryan, LITE

Dr. Mary Leah Coco, LADOTD

4:00 pm – 4:30 pm

## Applying Case Studies in Training

Ann Getter, Harper Enterprises

4:30 pm – 5:00 pm.

Owner and CEO of Harpers Enterprise, Inc., Ann Gretter, will explore the application of case studies to transportation education and training.

This interactive discussion will explore the current use of case studies in training at State DOTs and University Transportation Centers and offer opportunities for sharing case examples for nationwide projects.

Having an entrepreneurial mindset and a client focus are the building blocks for **Ann Gretter's** company, Harpers Enterprise, Inc. As chief executive officer of this woman-owned business, Gretter heads the organization with more than 20 years of experience in management consulting, including the last 15 years working for federal and state agencies. Gretter has been instrumental in providing analysis and implementing program improvements across a variety of challenging environments. Core to her leadership experience are strategic planning, performance management, marketing communication and e-learning. She also draws upon expertise in acquisition management, facilitation, and change leadership to assist clients. She obtained her Masters of Business Administration at The Anderson School at the University of California, Los Angeles where she did her field study in strategic planning and business development for iExchange.com, an Idealab! Company. Gretter utilizes this expertise to help her clients, including the National Highway Institute and the Federal Acquisition Service, improve their performance.

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## *Wednesday: Session Descriptions*

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### Evaluating Transportation Training Programs: Measuring Reaction, Learning, Behavior, and Results

Lori Wingate, Asst. Director,

The Evaluation Center, W. Michigan University,

10:00 am – 11:30 am

The session will orient participants to fundamental concepts in program evaluation and the elements of a sound plan for assessing the effectiveness of transportation and education training programs. The Kirkpatrick Model™ for training evaluation is a practice- and research-based approach that focuses on assessing a training program's quality and effectiveness in terms of participants' satisfaction, learning of the material, application of new skills or content, and the resulting impact on performance. Participants will learn about what questions should drive data collection at each level, steps to take to obtain data of sufficient quantity and quality, and how to interpret and use the evaluation results. The session includes hands-on activities for participants to apply the concepts to their own transportation and education training programs.

### Growing Your Organization's Virtual Training Presence

Meredith R. Perkins, NHI

1:00 pm – 2:00 pm

This presentation will address the Federal Highway Administration's National Highway Institute's (NHI) path into training using virtual world technologies. NHI provides transportation related training in several formats including classroom-based and online learning as well as Web-based seminars and asynchronous training materials. We have two key goals that we would like to accomplish by the conclusion of the presentation. We would first like to aid you in identifying your organization's obstacles to using virtual worlds and then we would like to get you started on developing a strategy for successfully building your organization's virtual world presence, specifically related to training adult audiences.

**Meredith Perkins** is a Senior Instructional Designer (Senior Consultant) with Sevatec, Inc. and serves as on-site contractor for the Federal Highway Administration's National Highway Institute. She has specialized

experienced in the development of a variety of training, including traditional instructor-led, web-based, web-conference, simulations, and virtual worlds. Meredith earned her Master's in Education in Curriculum and Instruction, with a concentration in Instructional Technology Design and Development from George Mason University (Fairfax, Virginia) and prior to that, she earned her Bachelor's of Science in Business Administration, with a concentration Decision & Information Sciences from the University of Florida (Gainesville, Florida).

## Transportation Workforce Summit Report

Glenn McRae Ph.D., U. Vermont, TRC

2:00 pm – 3:00 pm

This session will provide an overview of the outcomes from the National Transportation Workforce Summit (Summit), held in Washington, D.C. in April 2012. The Summit brought together stakeholders in transportation workforce development from across the nation to develop a cohesive strategic framework for addressing the challenges of recruiting, training and retaining the current and future transportation workforce. This Framework for Action identifies some of the challenges facing transportation today and presents a series of strategies and action steps to overcome these obstacles. The framework acknowledges that, while important, the role of the Federal government in leadership and funding is limited. A sustainable and effective plan of action moving forward will focus on the collaborative and inter-linked initiatives of private and public entities across disciplines, taking advantage of the resources that universities, community colleges and public education have to offer, as well as efforts by key stakeholders such as labor unions and industry groups. (Glenn McRae was one of the Summit organizers and leads transportation workforce development initiatives at the University of Vermont's Transportation Research Center with funding under FHWA's Transportation Education Development Pilot Program).

**Glenn McRae** has spent the last 25 years creating and implementing programs and initiatives in Vermont that build capacity and empower people to more fully participate and engage in their community, their enterprises and their government. In 2011 he joined the UVM Transportation Research Center as Outreach Manager & Graduate Program Coordinator focusing his efforts on the needs of a 21st century workforce in the transportation sector. He manages the Transportation Education Devel-

opment Pilot Program that has launched three initiatives across northern New England involving a number of partners including the three DOTs. He was also a member of the national planning team for the National Transportation Workforce Summit (April 2012). He holds a Ph.D. in Anthropology from the Union Institute & University, and has been a lecturer at the University of Vermont, St. Michael's College, The Union Institute and University and the Community College of Vermont. He is currently on the graduate faculty at UVM and teaches in the public administration program.

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## *Thursday: Session Descriptions*

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### Objective Mapping: Linking Learning and Performance Change To Business Results

Toni Hodges, DeTuncq

9:45 am – 12:30 pm

Learning functions and other organizations responsible for performance improvement are being asked to demonstrate the link between what employees learn and the impact to the business. To show the results of a learning program, it's critical to establish a link between what the participants will learn, the desired performance change, and the required business results. In addition, you need to determine how you will measure the improvement in learning, performance, and business results. The speakers will provide a methodology for linking learning and performance change to business results called Objective Mapping. They will provide the template for Objective Mapping© and describe the steps for its use in a case study format. Case study examples will be provided that show how the objective mapping process was implemented in several companies within various industries, including telecommunications and financial services. The audience will have the opportunity to practice a DOT objective mapping experience. A completed DOT Objective Map will be offered. Lessons learned and recommendations for implementing Objective Mapping will be provided.

Toni Hodges DeTuncq is President of THD & Company Inc. For the past 20 years, she has concentrated on measuring and managing human performance. Toni has conducted and managed operational, systems

and group evaluations for corporate, defense contracting, and government organizations. Her work has included the development of individual assessment tools as well as large organizational tracking tools, all aimed at measuring the performance and monetary value of human resource and systems intervention programs. Formerly, she managed measurement and evaluation for Verizon's Workforce Development group. At Bell Atlantic, she created and managed a measurement and evaluation program that, in 1999, was chosen as a best practice among over 200 companies. Toni currently provides consulting services, helping organizations establish accountable and effective training and evaluation programs and provides skill enhancement workshops. She has conducted over 50 Impact Assessments to include comprehensive Return on Investment (ROI) studies. Her clients include Bank of America, BMW Manufacturing, NASA, Raytheon, NSA, the United Nations, Child and Family Services – Hawaii.

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