

## Maintenance Innovation State of the Practice

**Maintenance Innovation:** State DOT Training Programs

**Description:** State department of transportation (DOT) maintenance programs employ staff with a wide variety of professional and technical skills. In addition to training new employees on specialized equipment and processes that are often unique to the transportation industry, the technologies used by equipment maintenance staff can change rapidly, necessitating training to maintain proficiency. DOTs maintain varied resources and programs to meet these evolving training needs.



(Source: New York State DOT.)

**Requester Name/Agency:** Bill Gombotz, Connecticut Department of Transportation

**Date of Request:** October 26, 2023

**Query:** Can members provide information about training programs—trainer titles, ratio of trainer to employees, training organizational charts?

### Summary of Responses:

State	Training Program Description	Training Roles and Organizational Chart
Idaho	<p>Idaho Transportation Department (ITD) recently restructured its training programs to shift leadership and generalized training to the Idaho Division of Human Resources. Technical and equipment training remain in-house due to specialized needs. A list of technical and equipment training areas is available for No Boundaries member review.</p> <p>The agency’s Idaho Career Opportunities-Next in Construction (ICONIC) is an intensive, five-week hands-on program in heavy equipment operation and cement masonry.</p>	<ul style="list-style-type: none"> <li>The <i>ITD Innovation Experience Structure</i> includes the overall program structure, titles and number of staff each trainer is responsible for.</li> <li>Workforce Development Program Manager responsibilities include: <ul style="list-style-type: none"> <li>Overseeing technical and equipment trainers</li> <li>Maintaining Idaho’s Qualified Transportation Technician Registries</li> <li>Managing the <a href="#">ICONIC Program</a></li> <li>Tracking the state’s Mix Design Certifications</li> </ul> </li> <li>ITD’s Continuous Improvement Facilitator provides computer training.</li> </ul>
Michigan	<p>Michigan DOT largely relies on volunteers to support training efforts.</p>	<p>While Michigan DOT does not have a formal training organization chart, the agency employs one training coordinator and one commercial driver’s license (CDL) training coordinator.</p>

State	Training Program Description	Training Roles and Organizational Chart
<b>New York</b>	<p>New York State DOT’s Workforce Learning and Development Bureau concentrates on employee “soft skills” like leadership, ethics, sexual harassment prevention and computer software training for all agency employees.</p> <p>An Equipment Training Team provides comprehensive classroom and hands-on training for CDL, plowing and other heavy equipment.</p>	<ul style="list-style-type: none"> <li>• The Workforce Learning and Development Bureau includes a director, assistant director and eight training specialists. Training liaisons coordinate soft skills training in each region.</li> <li>• The Equipment Training group, led by a coordinating equipment operator instructor and supervising equipment operating instructors, employs a varying number of equipment operator instructors per region. <ul style="list-style-type: none"> <li>○ One supervising equipment operating instructor leads the Skills Training Program.</li> </ul> </li> <li>• Three bridge repair supervisors train employees on skills like welding, masonry and carpentry.</li> </ul>
<b>Ohio</b>	<p>Training officers work for the Business and Human Resource Department in Ohio’s Department of Administrative Services. Class sizes range from three to 20, depending on the course.</p>	<p>Ohio DOT has a training officer in every district.</p>
<b>South Carolina</b>	<p>South Carolina DOT has in-house and contracted training for 4,500 employees, which includes approximately 2,000 maintenance workers as well as managerial staff.</p> <p>In-house training staff cover “soft skills” through teaching live and prerecorded classes and coordinating webinars. On-the-job and other internal training can occur between offices and areas; for example, the central fleet shop assists and reviews local shops.</p>	<ul style="list-style-type: none"> <li>• The organization chart for the agency’s Human Resources Department includes a training director and four training coordinators.</li> <li>• The agency’s Safety Office handles some training needs such as driving courses and forklift operation.</li> <li>• Contracted training assistance occurs through organizations such as the American Concrete Institute, National Highway Institute and the U.S. Occupational Health and Safety Administration.</li> <li>• The agency also contracts with local technical colleges or universities to provide programs such as: <ul style="list-style-type: none"> <li>○ Certification Program covering topics that include soils, aggregates and asphalt.</li> <li>○ Work zone training covering agency-specific details.</li> </ul> </li> </ul>
<b>Utah</b>	<p>Training for new, Central Office and regional Utah DOT employees is provided by six trainers in the Central Office and one or two trainers in each of the agency’s four regions.</p>	<ul style="list-style-type: none"> <li>• Trainer positions are classified as I, II, III or IV.</li> <li>• Contact <a href="mailto:UDOTU@utah.gov">UDOTU@utah.gov</a> for different training groups’ org charts.</li> </ul>

**Reference**

[ICONIC Program: Idaho Career Opportunities-Next in Construction](#), Idaho Transportation Department, 2023.