

# Deep Dive Budgeting

Snow Plow Drivers (Transportation Technicians Level 1)

Infrastructure and General Government Appropriations  
July 2017



# Agenda

- Background
- Challenge
- Costs and impacts
- Analysis of causes
- What we're doing about it



## MISSION

Innovating transportation solutions that strengthen Utah's economy and enhance quality of life.

# Strategic Goals

Zero  
Fatalities

79.6%

Optimize  
Mobility

85.3%

Preserve  
Infrastructure

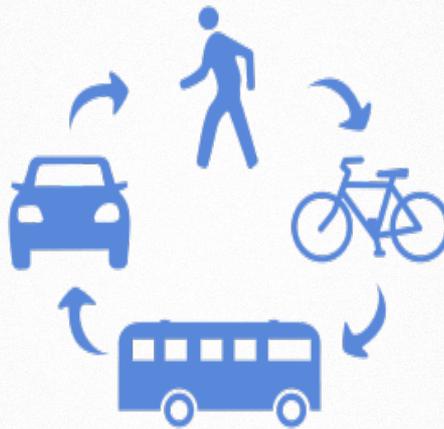
97.8%

2017  
UTAH DEPARTMENT OF TRANSPORTATION  
STRATEGIC DIRECTION

# Strategic Goals

**zero** Crashes  
Injuries  
Fatalities

Zero Crashes,  
Injuries,  
Fatalities



Optimize  
Mobility



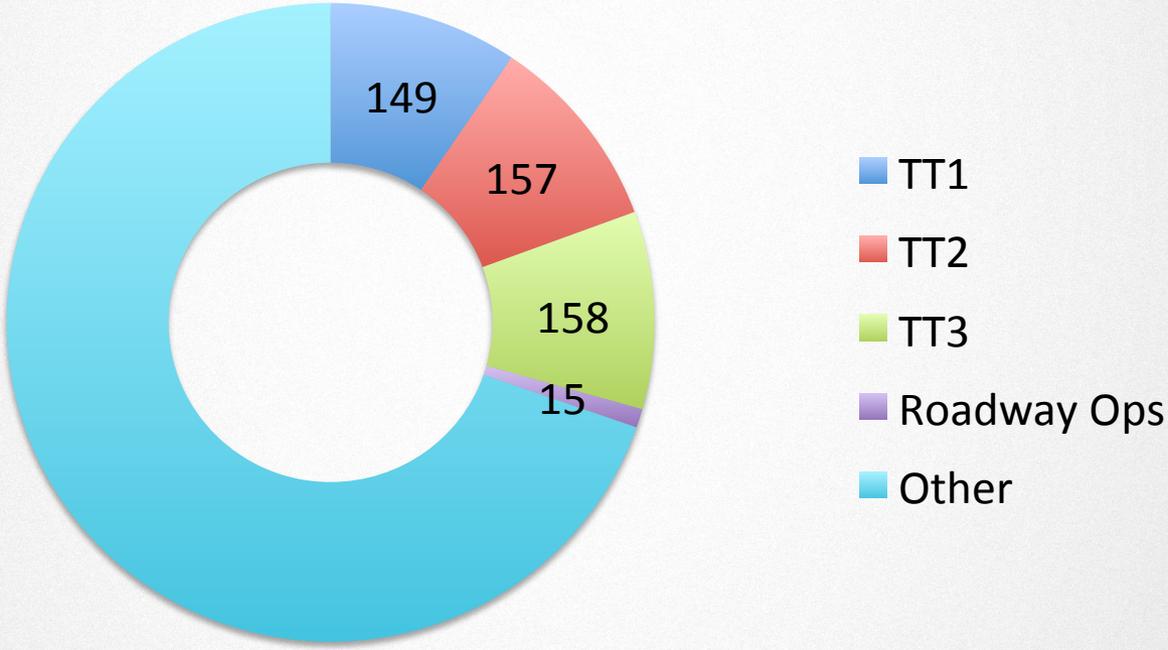
Preserve  
Infrastructure

# What Do TT1s Do?

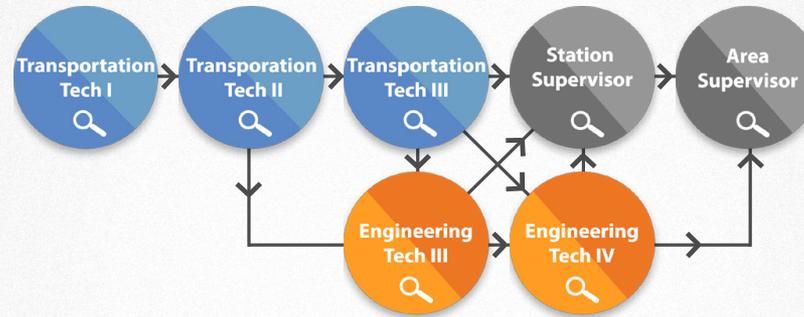


# Who Are TT1s?

## UDOT Employees



# Educational Requirements & Career Path



## TRANSPORTATION TECHNICIAN I TRAINING

0-6 Months

- New Employee Orientation
  - Safety Training
  - OSHA 10
  - Flagging
- CDL Licensing
- TEP Academy
  - Equipment
  - CPR-First Aid
- On-the-Job (OJT) Training
  - Equipment
  - Frequent Tasks

**3% Pay Increase**  
\*Pending supervisor and trainer approval

6-12 Months

- Plan Reading I
- Materials
- Inspection & Documentation I
- Environmental
- Math / English I
- TTQP Training
  - Concrete / Sampling Reduction Density
- Environmental Control Sup Cert
- OJT Tasks
  - Equipment
  - Other Tasks

**3% Pay Increase**  
\*Pending supervisor and trainer approval

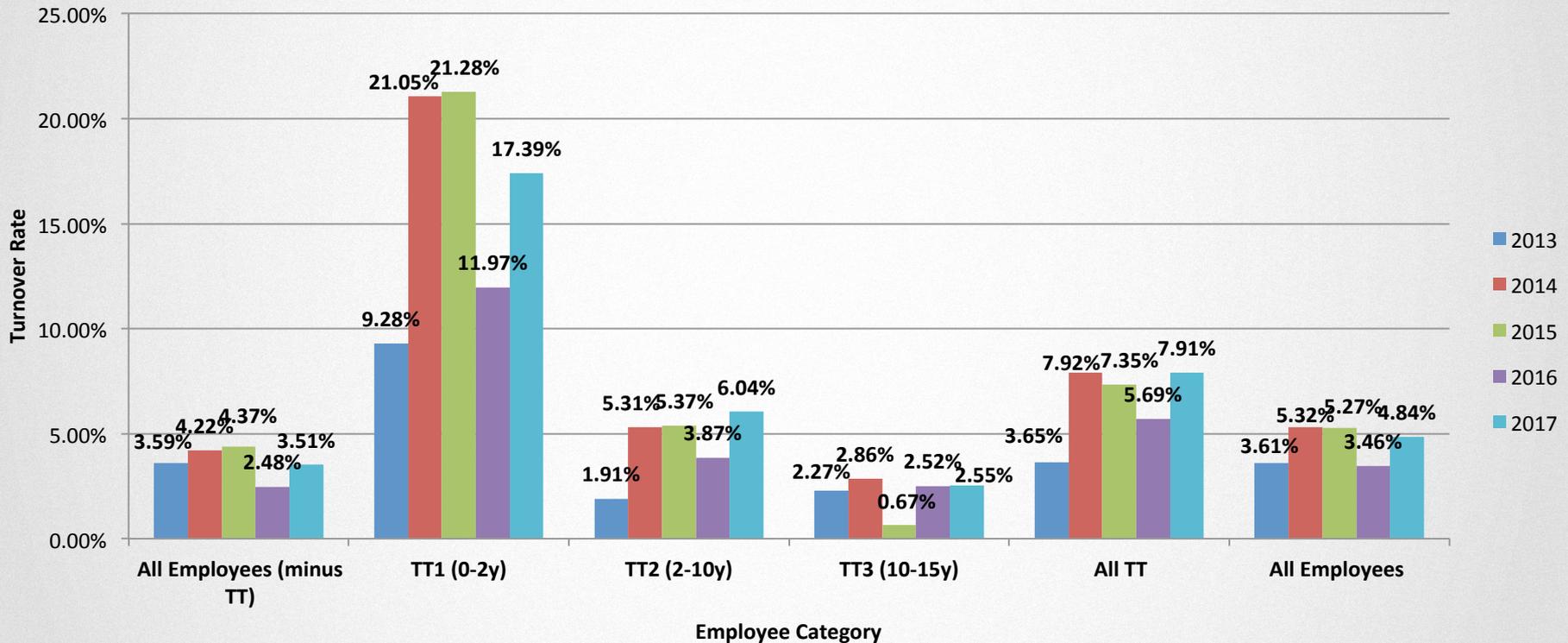
18-24 Months

- Plan reading 2
- Structures
- Inspection & Documentation 2
- Survey I
- Math / English 2
- OJT Tasks
  - Equipment
  - Other Tasks

**6% Pay Increase**  
\*Pending region peer review board

# The Challenge: Turnover

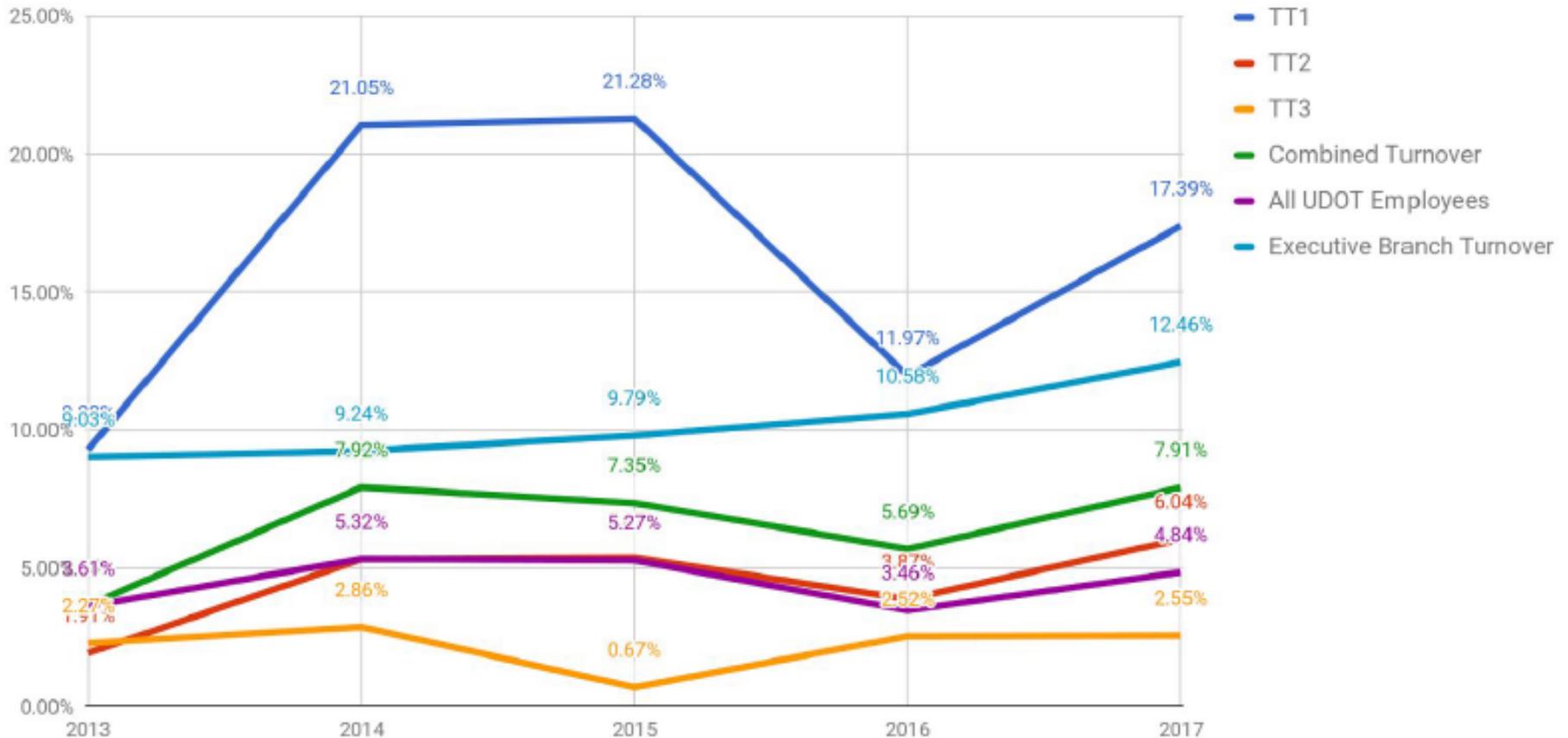
## UDOT Turnover Rates FY 2013-2017



# The Challenge: Turnover

**Figure 1: 2013-2017 Turnover in UDOT (TT1, TT2, TT3, and All UDOT Employees)**

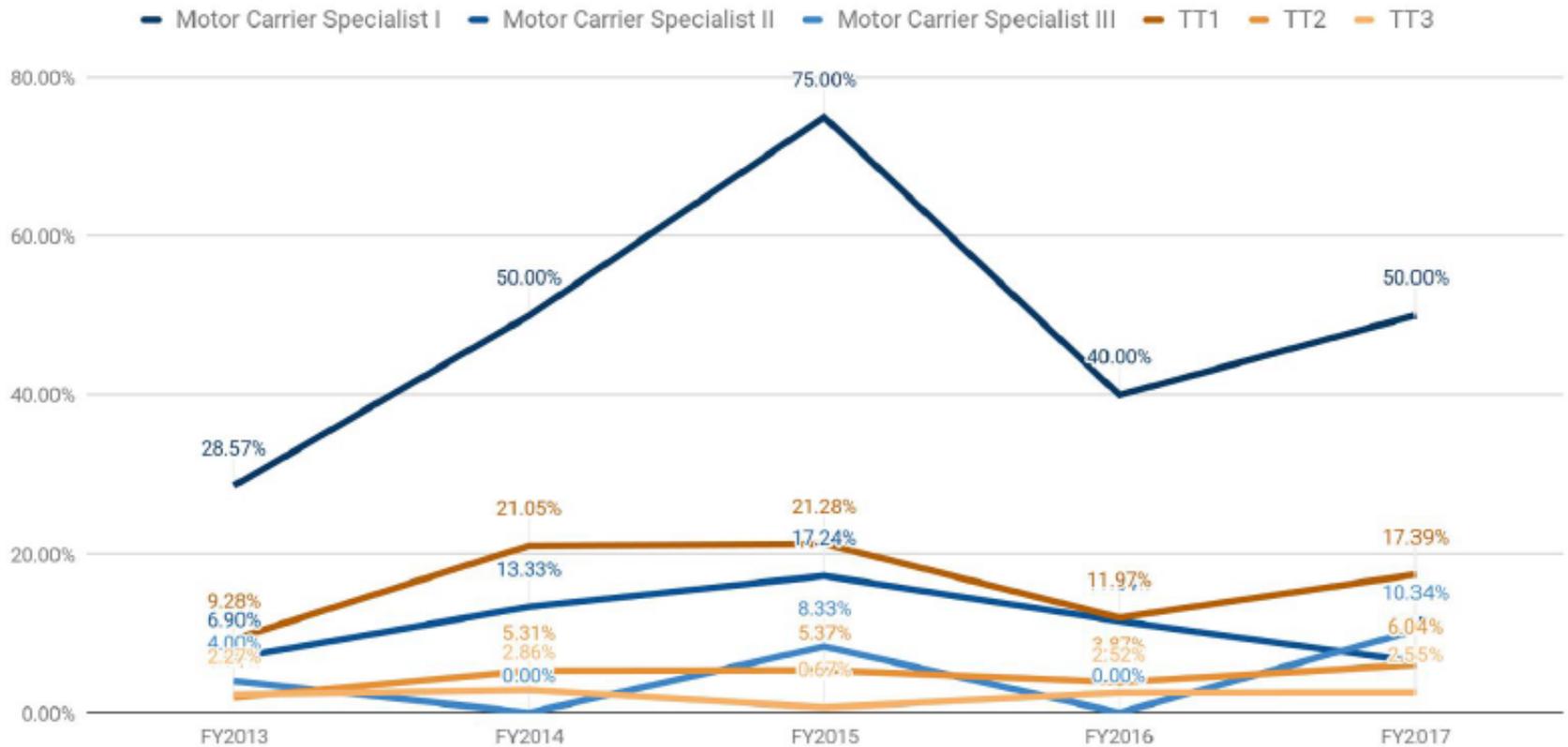
Transportation Technician Turnover FY13-FY17



# The Challenge: Turnover

**Figure 2: Comparative Turnover of a Similar Classification, 2013-2017**

Motor Carrier vs. Transportation Technician Turnover (FY 2013-2017)



# Hard Costs per Individual

# \$17,492

Interviews and reference checks (does not include BCI)

Educational training

Safety training

CDL training

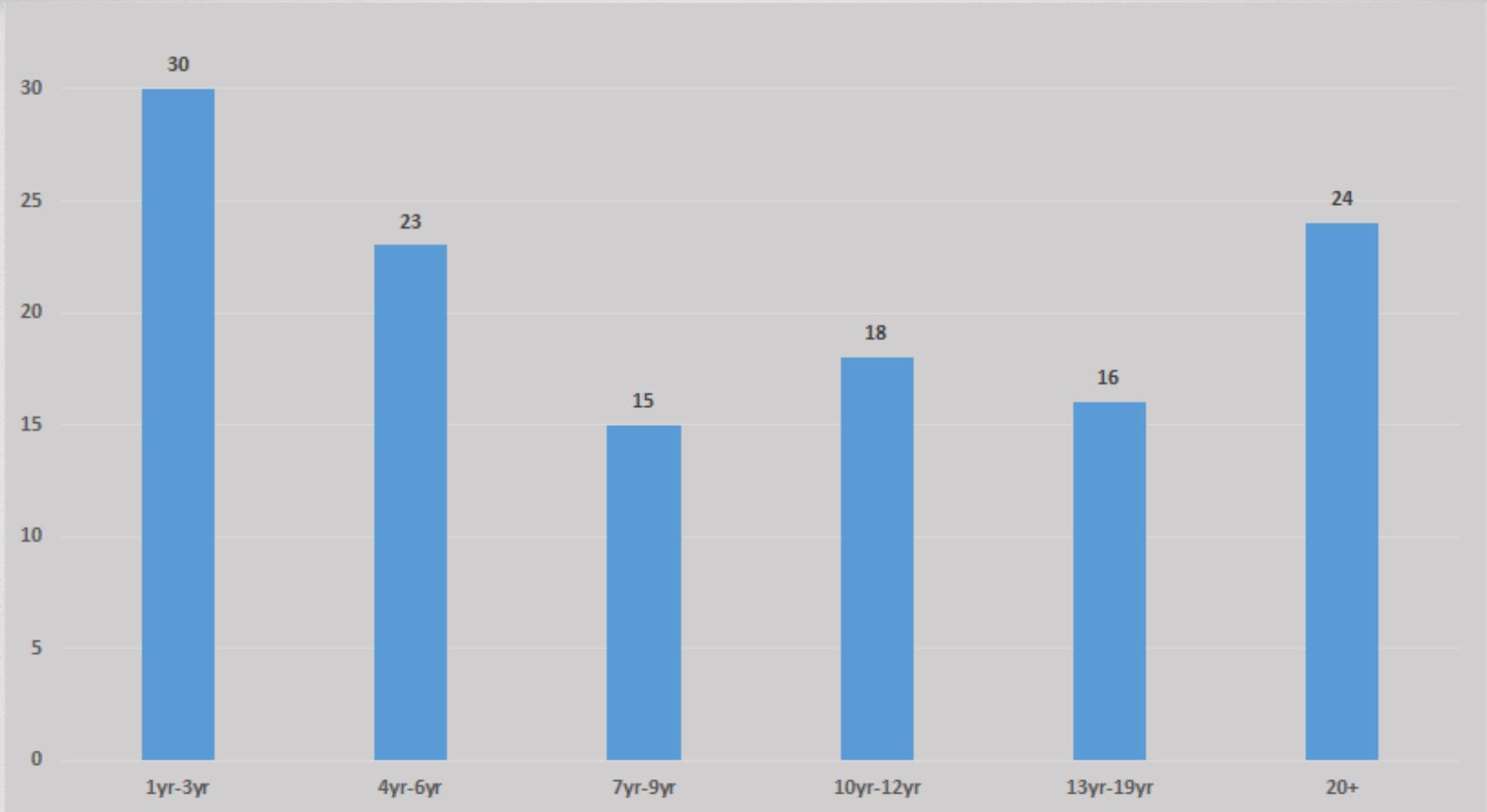
Temporary labor during interim

# Additional Soft Costs

- Lost productivity
  - Departing employee (approx. 25%)
  - Coworkers (filling in, change of schedule, discussion of changes)
  - Supervisor
- Training resources diverted away from other parts of department
- Increased costs of wear and tear on equipment
- Increased liability due to inexperience
- Crashes and safety incidents

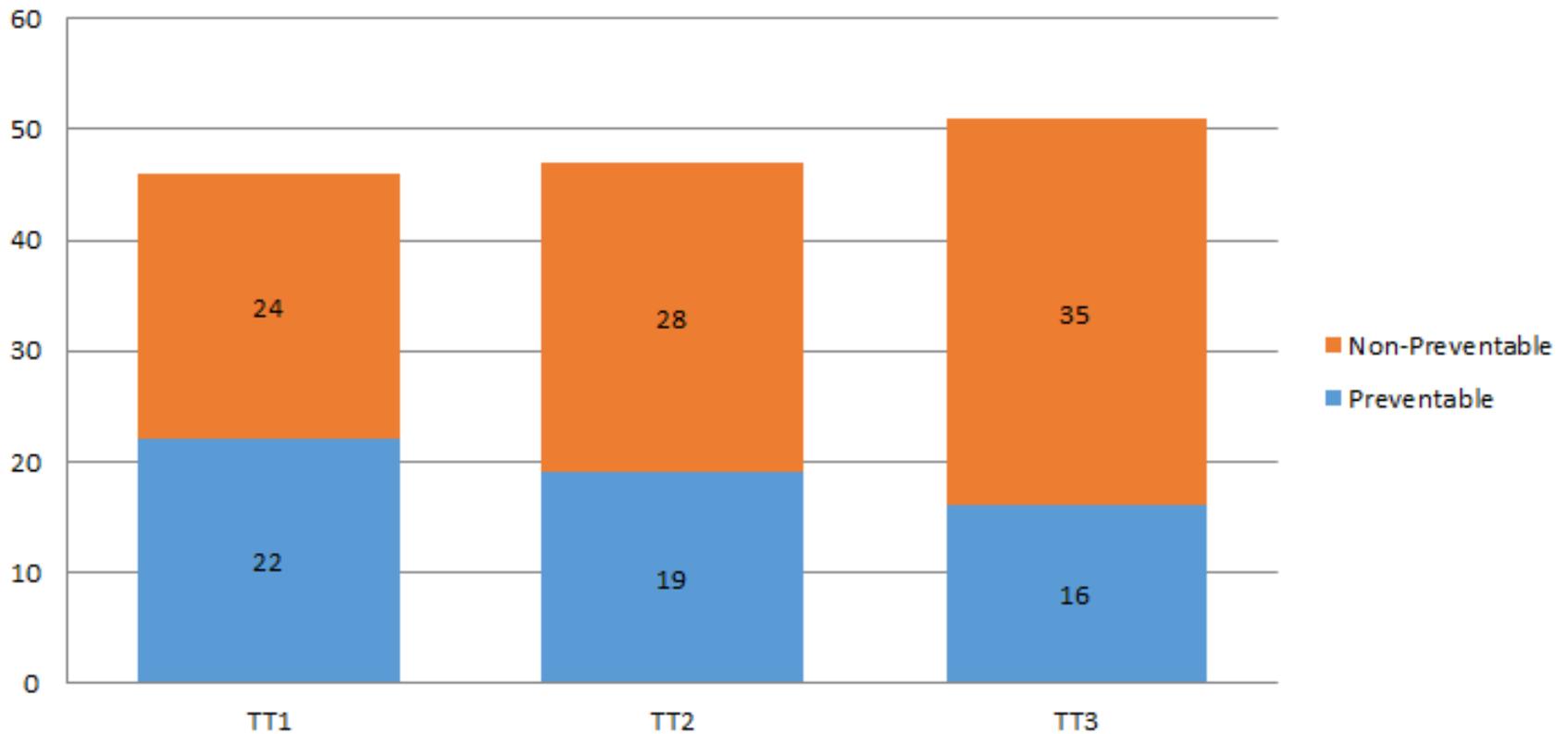
# Safety Risks

## Incidents based on years of service



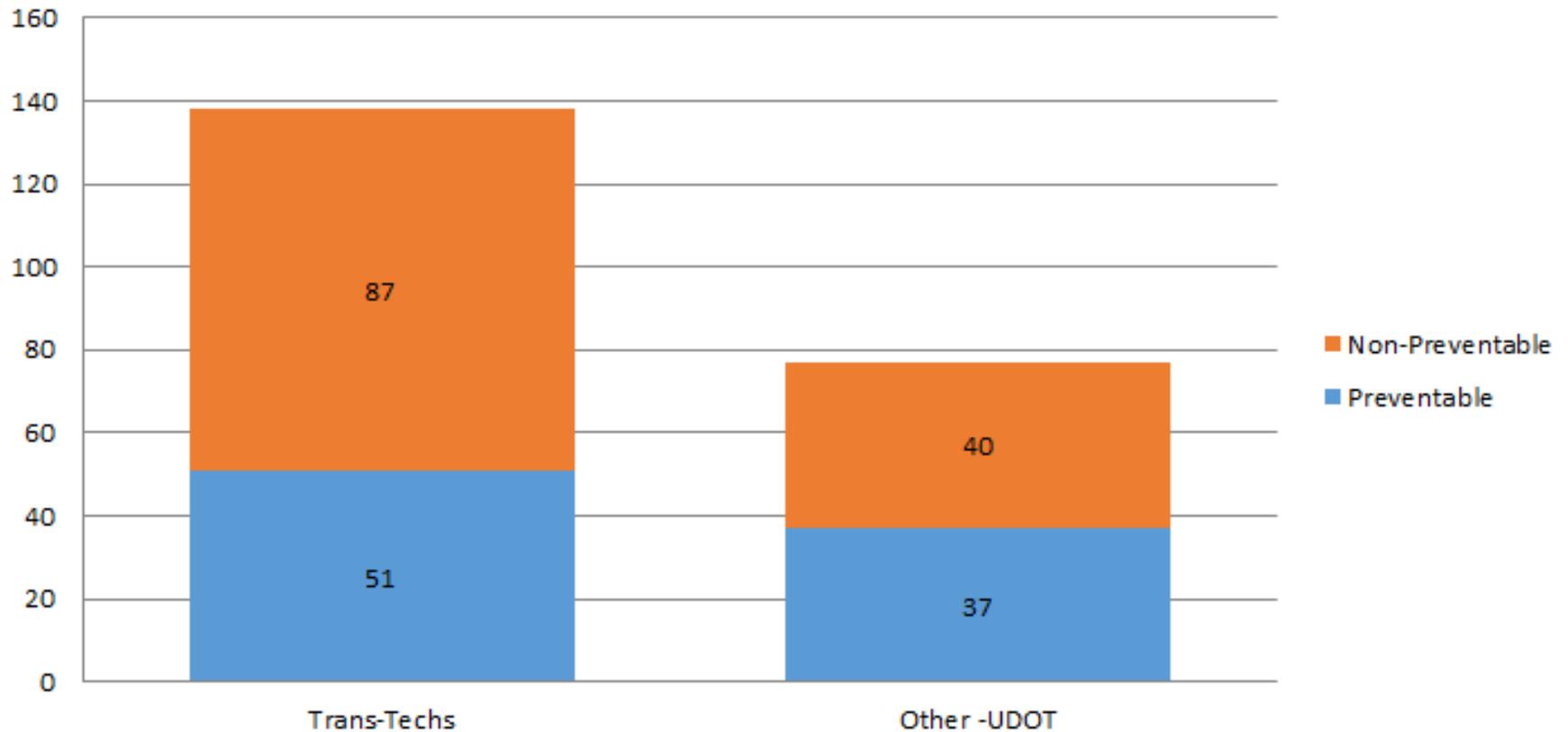
# Safety Risks

Jan '16 - June '17 Trans-Tech Accidents (Tech 1-3)



# Safety Risks

## Jan '16 - June '17 Trans-Tech vs All Other UDOT Emp. Accidents



# Possible Causes

- Competition for talent
  - Farming
  - Drill rigs
  - Coal mines
  - Local governments
- Highly demanding training and requirements
- Less flexibility and work life balance than other positions

# Efforts for Improvement

- Career path development
- Career path acceleration
- Shift differential pay
- Improved training
- Flexible schedules when possible (summer)
- Higher pay within pay range for entry level

# Possible Impacts of Incentives

- Recent hires
- Need for increases throughout entire career ladder
- Morale in other career ladders
- Less money for potholes and pavement



# Utah Department of Transportation

Budgeting Deep Dive