The ice storm that swept across Kansas January 29 to February 1 coated most of the state in snow and ice. Employees in each district worked hard to keep the roads clean and assist in other clean-up activities.

In District One, thousands of man-hours were spent trimming and removing trees, branches, and ice on the highways throughout northeast Kansas.

Johnson County received a considerable amount of damage, according to Juanita Lowe, Metro Public Relations Coordinator. The storm started with rain, changed to ice, then to snow, and back to ice, she said.

“It’s been two weeks since the storm

In Fredonia, KDOT crew members load tree branches that were broken during the recent storm.

Humphrey values new position

By Stan Whitley

A large agency with a respected reputation - those were two important calling cards for Allen Humphrey, KDOT’s new Bureau Chief of Personnel Services.

Humphrey started his duties as the new Chief of Personnel Services on February 4. He previously served as Director of Human Resources for the Kansas Corporation Commission before making the move to KDOT.

“I’m looking forward to the opportunities and challenges provided working for a larger state agency,” said Humphrey. “I’m

Survey results provide input for recommending changes

Ben Franklin once wrote, “Only two things in life are certain – death and taxes.” In 2002 the phrase may need updating: the only things certain are death, taxes, and change.

When the 2000 Internal Survey results were distributed just over a year ago, all supervisors were asked to make changes. The survey results had indicated different areas of concern for different work areas, so each supervisor used the results as a vehicle for change.

Last December, all supervisors were to report their

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An effort impossible to ignore

A confluence of events in the last part of January and early February are the basis for this month’s column. The first event serves as the primary focus of this issue of Translines and is one you’re all well aware of – the winter storm that inflicted an icy misery on the eastern third of the state and dumped up to a foot of snow elsewhere. The second event is also one with which many of you are personally aware - the annual ritual of coughs, cold, flu, and other assorted ailments that strike at this time each year. They inflict their own particular brand of misery - leaving you lying around with aches and pains, running a fever, and with a head that feels like every sinus cavity has been stuffed with the body’s own version of Superpave.

How on earth do a winter storm and illnesses tie together or, perhaps more importantly, how am I going to get a column out of that connection? Well, the recent round of illnesses got me thinking about the amazing defense system our bodies have and how wonderfully they work: most often silently and unnoticed but occasionally with an effort that is impossible to ignore.

And then I got to thinking that was very similar to the work KDOT does. Just think about it for minute - you folks are busy 365 days a year keeping the transportation system maintained and improving the system so it can better handle the challenges it faces. Most of the time, your work gets done with little notice by the public. I’d go so far as to say they’ve just come to expect things to be done right when it comes to roads. Very much like the body at work most days - humming along smoothly.

It goes that way until a major challenge or threat to the system presents itself. In the body’s case, it could be an infection. For the highway system, it could be badly deteriorated pavement or a brutal winter storm. In both cases, the usually silent soldiers spring to action and then there’s no mistaking the powerful forces at work.

The body meets the challenge by letting our immune system remind us of what it can do: the sneezing, coughing, fever, fatigue, and other assorted tricks it uses to rid the system of unwelcome visitors or to repair damage done.

We meet challenges to the transportation system by doing what we do: the snow plows and graders hit the roads, or the orange barrels go up for construction work, or the cones get laid down for maintenance operations. And the public gets reminded that we are there.

I can take the analogy a bit further - both the body’s responses and ours are often unappreciated by the folks being helped. People want to get better, but don’t want to endure the fever and congestion. People want the roads smooth but don’t want the hassle of work zones. They want every road clear of snow and ice - now- but don’t want to get stuck behind a plow or have salt on their car.

I guess that’s why modern medicine keeps looking for ways to improve the body’s natural defenses and alleviate the

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Calendar of Events

March 8 - 9:30 a.m. - Highway Advisory Commission meeting, panel discussion with KDOT Division Directors.

March 12 - 11 a.m. - KDOT Employees’ Council Meeting, Seventh Floor Conference Room, Docking State Office Building.

March 13 - 2 p.m. - Construction Bid Letting at Topeka Capitol Plaza Hotel.

April 8-12 - National Work Zone Awareness week.
Kansas earns perfect score in GIS/transportation of digital state survey

Kansas can lay claim to several firsts - tops in wheat production, the first state to have an interstate project completed and now a leader in information technology.

That’s right, Kansas was recently recognized for its technological achievements by tying with Illinois for first place in the annual Digital State Survey. Besides tying for overall honors, Kansas had an impressive showing in the GIS/transportation category, taking first place with a perfect score of 100 points. The survey was conducted by the Center for Digital Government, in conjunction with the Progress and Freedom Foundation and Government Technology Magazine.

Governor Graves accepted an award for Kansas earning first place in the digital survey during an award ceremony at the Statehouse on January 23. The Governor spoke about the efforts of the Information Network of Kansas (INK) and state agencies to bring government to the people and to provide more efficient tools for state government.

To achieve the No. 1 ranking in GIS/Transportation, Kansas was recognized for its creation of a GIS coordinating body and how the Department of Transportation integrates technology.

“KDOT can be proud of this achievement and the national recognition we’ve received for the innovative use of information technology and GIS,” said Ben Nelson, Bureau Chief of Computer Services. “The real story is the way KDOT’s people pull together to get the job done. The organizational support at the top from the Executive IT Committee (EXIT), to the senior manager level Information Technology Advisory Committee (ITAC), to the approximately 100 professionals involved in working committees all play an integral part in our success.”

Nelson said KDOT has placed a premium on agency-wide, multi-bureau planning that is displayed in various technological plans. He specifically referred to the Information Technology Architecture, GIS, ITS, CADD, Annual Agency IT Management, Internet, and Documentation Management plans.

Nelson said KDOT has many technology systems that are crucial to the agency operation and more are under development. He specifically referred to the CANSYS II - the base for KDOT roadway information, Road Condition Reporting System (RCRS), Comprehensive Program Management System (CPMS), Construction Management System (CMS), Pavement Management System (PMS), Records and Workflow Management (RWM) and Storage Area Network Systems (SANS).

“KDOT’s bread and butter systems have kept the agency moving,” said Nelson. “These are systems like CADD, e-mail, traffic, weather, bridge, federal-aid billing, and planning systems.”

Kansas was ranked 11th when the digital survey started four years ago. It has climbed each year, jumping from 10th two years ago to second last year. - S.W.

Governor Graves accepts an award for Kansas earning first in the digital survey. The award was given by Compaq representative Bob Watson, center, and Progress and Freedom Foundation representative Kent Lassman, left.

Deaths

We extend our condolences to the family and friends of former KDOT employee Charles D. “Chuck” Hudson, who died Saturday, Feb. 9 in Topeka.

Hudson, 73, worked for KDOT for 35 years before he retired.

Survivors include his wife, Alice, one daughter, three sons, a brother, and eight grandchildren.

Memorial contributions may be made to Highland Heights Christian Church, 2930 S.E. Tecumseh Road, Tecumseh, KS, 66542, or the organization of the donor’s choice.

Brown Bag

LUNCH

Topic: Intelligent Transportation System
Speaker: Matt Volz
Date: Wednesday, March 6
Time: Noon to 1 p.m.
Place: Room 481, Docking

All employees are invited to attend.
Talking tips

By Ron Kaufman

Inspiration comes from many places. Take bumper stickers, for example. They offer fleeting moments of cheap insight and psychoanalysis. I saw one the other night while leaving the parking lot of the local hamburger joint. Stuck to the bumper of a small, decrepit foreign car, it read, “Speak your mind, even if your voice is shaky.” I didn’t see to whom it was attributed. The lettering was too small, it was dark, and I didn’t want to get too close to the car ahead. You would think that with a message like that, the sticker would have been larger and easier to read. But, it got me to thinking and inspired this month’s column.

Public speaking is one of the most frightening things that many people can imagine. Many years ago, I knew a man who gave up a college degree in the last semester of his senior year because he couldn’t bear the thought of taking a class in public speaking. That is fear!

There are a number of resources available to help you with a public speaking challenge, whether it is running a meeting or giving a formal presentation to a large audience. But how do you deal with the fear and nervousness? How can you speak your mind, even if your voice is shaky? First of all, it is important to realize that nervousness is natural. Even the most seasoned presenters get nervous before and during a presentation. Experienced people have learned what many beginners will eventually learn: you will survive the ordeal! A shaky voice is a natural consequence of fear, but it can be controlled. Here’s how. It all boils down to familiarity.

First, be familiar with your material. Prepare well in advance and rehearse it several times, both out loud and in your head. Imagine yourself in the room, talking to the audience. Visualization of the upcoming event is a common technique used by athletes and other performers. If you’d like a second opinion about your material, ask your friendly KDOT Public Involvement Liaison to review it or listen to it. Second, get familiar with your breathing. When you feel yourself getting nervous, take a few deep breaths. Proper breathing helps you relax, focus, and ease the tension in your throat and neck muscles. A relaxed throat helps chase away the shaky voice syndrome. If you feel your throat tightening during the presentation, it is likely that you are not breathing properly. When it happens, pause and take a breath. Third, get familiar with the room. If it is possible, arrive early or during a break, walk around, test the podium, check the sound, and see what the audience will see. Fourth, be familiar with your equipment. People are probably forgiving of a brief lapse or two in the way the equipment is working, but it quickly becomes irritating if it interferes with your message. You cannot control equipment accidents, but you can control how well you know the equipment in the first place. Fifth, get familiar with your audience. Learn about them ahead of time, take time to greet some of the people before your presentation, or talk with the person who arranged your appearance. It is much easier to talk to people with whom you’ve talked before.

Finally, be familiar yourself. It is OK to be nervous, so don’t apologize for it. Use the bottled up energy to animate your presentation. Remember that it is not your nervousness that the audience finds important, it is your message. Take a deep breath and go for it!
 Employees donate to help Project Topeka

Ground Hog Day and Valentine’s Day may spring to mind when thinking of the month of February. But for KDOT employees in the Topeka area, February means 28 days to raise as much money and food as possible to help Project Topeka.

Project Topeka provides emergency food assistance to those in need in Shawnee County. Nearly half of those helped are children and the elderly.

KDOT sponsored several events during the month to raise money and food. They included bake sales, a biscuit/gravy breakfast, Valentine’s Day flower sale, chili feeds, and a pancake feed. Ongoing activities throughout February were the Dean’s Honor Roll, the penny jar, and the school challenge, according to Ernie Miller, KDOT Project Topeka Coordinator.

“We’ve got a lot of good people helping this year, and I think we’ll meet our goal if people get out and support the activities,” Miller said.

One new activity to also celebrate President’s Day was the pie sale on February 18. Of course, cherry pie was available as well as numerous other kinds, Miller said.

This is the second year bidding could take place by e-mail and items could be seen on-line for the Silent Auction. This event took place from February 7 to 14. “Everyone seemed to like it last year,” said Steve Zimmerman, organizer of the Silent Auction. “They like bidding when they wanted to and it made it easier for me as well, so we continued it.”

Some of the items available to bid on included popcorn tins, stuffed animals, gift certificates to local businesses, homemade items donated by KDOT employees, and miscellaneous items donated by different bureaus.

KDOT raised $6,226 and 4,878 ounces of food last year. Miller’s goal is to exceed that by 10 percent this year. -K.S.

Survey

Continued from page 1

progress to the Office of Management and Budget. Nearly 250 report forms were returned according to Gretchen Gleue, Management Systems Analyst in Management and Budget. Several supervisors reported working on as many as 15 issues in the last year, while some areas reported they are still trying to determine how to make changes happen.

Suggestions for three agency-wide improvements were the responsibility of the Internal Survey Implementation Team (ISIT). The team has spent the last six months reviewing the entire survey results, investigating possible solutions, and debating the best approaches to recommend. Representatives of the 18-member ISIT team were featured in the Nov. 2001 issue of Translines.

Specific recommendations were made by the ISIT to the Executive Committee in February. A copy of the recommendations may be obtained by contacting Management and Budget at (785) 296-3597 or e-mailing Gleue.

Several discussion groups were conducted in late January and early February to begin work towards the next Internal Survey. Employees were randomly selected from the districts and headquarters to help identify relevant issues and concerns about the Internal Survey.

“A common theme in these groups was that employees want to know are we doing what we can, are we looking for solutions or just complaining about the problem,” said Gleue. “The ISIT is recommending changes and ways to implement improvement within the agency.”
and I still have patches of ice in my driveway,” Lowe said.

The ice caused extensive tree damage throughout the area. In Johnson County, highway crews stacked broken limbs along the right of way and worked to put them through a chipper. City streets were lined with several feet of tree branches all along the roads. Wyandotte and Leavenworth counties also received damage, but not as much, she said.

Areas in Johnson County also had long-term power outages. Many homes and businesses were affected, and one location in the city of Lenexa was not able to get the traffic signals working for five days. They had to put up stop signs to direct traffic, Lowe said.

If the storm had lasted much longer, Lowe said the area offices would have been in danger of running out of salt. They did run low, she said, but all the domes are stocked up and ready to go if another storm hits.

John Babcock, Highway Maintenance Superintendent, said Topeka fared pretty well during the storm. The area had some sleet, a little ice, and about four inches of snow during the two days. “It took a lot of plowing and a lot of materials to keep the roads clear, but we were able to keep up on them for the most part,” Babcock said.

Motorists handled the road condition well. Babcock said there were only a few people that went off the road during the storm.

In District Two, snowfall amounts ranged from five to 11 inches with the greater amounts in the southern areas and a considerable amount of ice in Area Four. All areas were on 24/7 throughout the storm with many overtime hours in all the area offices.

About 2,700 tons of salt were used throughout District Two to treat the roadways in addition to sand and salt brine.

Bill Mapes and Michael Johannsen, from the Syracuse Area crew, work to clear US-50 about 11 miles east of Syracuse in Hamilton County.

Area One Engineer Dale Hershberger said his region received about four to six inches of snow or sleet. Abilene and Junction City got hit with more sleet than the northern part of the area. Crews were able to get most of the sleet off the roads before it turned to ice. The area also had some drifting snow but it was not extensive, he said.

Wednesday morning, the roads were fairly clean in Geary and Dickinson counties.

“We, at one point, had all of our routes cleared to wet and drying, until the wind fired up. That left us with snow-packed spots from 100 feet to a couple of miles long on all routes.’

Johnnie Lira

Oberlin, Hoxie, and Hill City got the most snow and it tapered off to the western part of the state, said Wes Moore, Assistant District Three Engineer.

The good news, Moore said, was there were few accidents and “we got some decent moisture out of it too.”

The use of salt brine is expanding in District Three, Moore said. There’s salt brine equipment in all but two Subarea with work underway to get those equipped soon so that it’s available throughout the entire district.

There have been a couple small storms this winter, but this is the first one to cover the entire district, Moore said. Fortunately, not much of the snow drifted thanks to hardly any winds. In general, maintenance work necessary to clear the roads was fairly routine. By Thursday, all the roads in northwest Kansas were back to normal, Moore said.

According to Art Wolfe, Area Superintendent in Hays, “We were very, very lucky – all we got was about six inches of snow,” he said. It was a routine storm, and crews cleared the roads fairly quickly. “I wish they were all that nice to us,” he said.

The storm the following week wasn’t so nice in the Hays area. Westbound I-70 from Salina to Denver and eastbound I-70 from Denver to Colby was closed for several hours. Although they received only two
In **District Four**, 16 southeast Kansas counties have been declared federal disaster areas. Members of KDOT subarea crews throughout the district assisted city and county crews and the Kansas National Guard with clean-up efforts in scores of communities that were crippled and left without power during the recent ice storm. Working on a voluntary basis weeknights and for several weekends following the storm, subarea employees coordinated their efforts with local emergency preparedness coordinators in each county. KDOT helped clear tree limbs and other debris from communities before clearing right-of-way on the state highway system, according to District Four Maintenance Engineer John Hrenak.

Teresa Gullick, Subarea Supervisor at Eureka, explained that she and the local emergency preparedness coordinator are in touch every day “trying to get our resources to the right places.” KDOT crews and their bright orange equipment have been sighted along the streets in the communities of Fredonia, Severy, Madison, Frontenac, Arma, Longton, Elk City, Moran, Bronson, Sedan, and Cedar Vale, to name just a few. Crews have assisted numerous other communities throughout the district.

“It was nothing but teamwork,” said Tim Hatch, Installation Service Technician III at the District Four complex, referring to the group effort involved in restoring power to six of the district’s 10 communications towers during the recent ice storm.

When the towers lost power on January 30, knocking out radio communications to KDOT and the Kansas Highway Patrol, the only remaining method of communication consisted of “sketchy phone” service, according to Hatch. “It was a matter of guessing when we got to the tower sites,” he said.

“There were no communications ... it was overwhelming that we had that much help,” Hatch added. He expressed gratitude to the KDOT subarea supervisors, equipment operators, and mechanics who - seemingly out of the blue - showed up and “stepped up” to help get the towers back up to speed. A week later, on February 7, all tower communication had been restored.

**District Five** encountered a variety of conditions during the January 29 to February 1 snow and ice storm that hit Kansas. Each Area Office responded, and in some cases continues to respond, to this storm and the damage left in its wake.

‘It took a lot of plowing and a lot of materials to keep the roads clear, but we were able to keep up on them for the most part.’

**John Babcock**

The District Special Maintenance Crew, Bridge Crew, and Paint Crew provided snow removal for the K-96 four-lane highway from South Hutchinson to Maize. The District Shop and Mechanics did an excellent job of repairing trucks and equipment and returning them to service during this 24-hour per day cleanup effort.

The Pratt Area office, along with their normal snow removal duties, had a television reporter from KAKE TV (channel 10) from Wichita interviewing David Fosberg, Area Maintenance Superintendent, about the preparations KDOT undertakes before a winter storm hits. This was a great opportunity for KDOT to educate the public on KDOT activities.

After the highways were cleared, the El Dorado Area Maintenance Crew, along with the District Five Special Maintenance Crew, worked with Douglas Township and the City of El Dorado; and the El Dorado Subarea Crew worked with Logan Township, to clean up tree limbs and other debris left from the ice storm in the Butler County area.

In the Winfield Area, the storm brought a thick layer of ice. Operations for the storm started approximately 10 a.m. Tuesday and ceased 3 a.m. Friday, for 65 continuous hours of operations. They had approximately 17 trucks operating at all times and spread approximately 3,000 tons of salt/sand mixture. This Area closed K-15 south of US-166 for more than a day due to power lines sagging over the roadway that limited overhead clearance to six feet or less. The electric power disruptions also affected one KDOT radio tower, which used power from the auxiliary generator to continue service. The Area and Subarea crews already provided disaster relief to Belle Plaine, Arkansas City, and South Haven under the disaster declaration, and it is anticipated that they will help most small cities in Sumner and Cowley counties. The
BPS weathers questions on new policy

By Marty Matthews

The powerful winter storm that kept KDOT snow and ice crews busy also had Bureau of Personnel Services (BPS) staff battling a blizzard of questions about the state’s new inclement weather policy. When the Governor declared an Inclement Weather event on January 30, it was the first time the policy had been implemented since it went into effect on December 23, 2001.

“The policy change was instituted by the Governor and it’s a different mindset from the previous way of doing things,” said Nancy Fleeker Daniels, Assistant Bureau Chief of Personnel Services.

“Before, the basic policy was that state employees had to make every effort to get to work during bad weather. The new policy is that only essential workers have to come in when the Governor declares an Inclement Weather Event, which is a way of keeping cars off the highway during dangerous weather conditions.”

Daniels says one question that kept coming up after the storm was “who’s essential?” KDOT’s policy spells out the following positions as essential and expected to report to work: All Equipment Operator positions and those positions that require the employee to have a Commercial Drivers License; or employees who voluntarily have a CDL and are included in the Drug and Alcohol Screening Program; Highway Maintenance Supervisors; Highway Maintenance Superintendents; Area Office Managers and office support staff; Equipment Mechanics, Welders, Equipment Body Mechanics, and Mechanics (all levels) in the District or Area Shops. The policy also allows an Executive Manager, District Engineer, or Bureau Chief to designate an employee as essential in certain circumstances. (You can check out the entire KDOT Inclement Weather Policy under the Frequently Asked Questions section of the Bureau of Personnel Services web site on the KDOT Intranet.) Daniels suggests that any employee unsure whether they’re essential should check with their supervisor.

A few other key questions that BPS received included:

◆ how to count time worked (too many scenarios for a simple answer - check with your personnel and/or payroll clerk in HQ or District HRP or Personnel Clerk);

◆ whether an employees previously scheduled for annual or sick leave still had to use that leave (yes, they do); and

◆ whether the declarations that had...

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Ice
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... trees in these counties and Harper County are a disaster, many are broken and essentially destroyed, and innumerable loads of tree limbs will need to be hauled in all cities and rural areas.

The Great Bend area had about seven to eight inches of snow but little ice. The brine pretreating seemed to really make a difference in the cleanup efforts. Snow removal started Tuesday evening around 9 p.m. and finished up around 2 p.m. on Friday. Area wide during the storm 800 tons of salt was used, including what was used to make brine for pretreating, and probably 200 tons of sand.

The Wichita Metro Area had constant contact with the local media during the snowstorm. All three major network TV stations did several reports from the Wichita Metro Office along with interviews from local radio stations and local newspapers. One resounding response from all over District Five was that KDOT has great crews and good equipment, so it made responding to a winter storm very efficient and returned Kansas highways to a safe driving condition as quick as possible.

As other parts of the state got hit by freezing rain and the opening salvo of an ice storm, District Six crews braced themselves for this winter’s first major attack on southwest Kansas. Trucks began patrolling late Tuesday night (January 29), with the first real action beginning Wednesday morning (January 30).

By Wednesday afternoon, the battle was in full swing, as snow began falling in earnest. Throughout the district, trucks rolled, spreading salt and sand and scooping snow out of the way as quickly as possible. The biggest onslaught hit overnight with most of the snow falling between Wednesday evening and Thursday morning. Southwest Kansas received from six to ten inches by the time the storm let up.

Then, things really got interesting. According to Johnnie Lira, Area Two Superintendent, Ulysses, “We, at one point, had all of our routes cleared to wet and drying, until the wind fired up. That left us with snow-packed spots from 100 feet to a couple of miles long on all routes.”

Lira says that salt brine helped during clean up, especially after the wind started blowing snow back across the road. Others agreed, adding that pretreating the roads also made a big difference.

Although this storm presented different challenges in southwest Kansas than elsewhere, the efforts of the District Six crews paid off. Travelers through this part of the state praised how quickly the roads in Kansas were cleared compared to neighboring states.
Survey provides tips for becoming good manager

If you want to know what makes a good manager, you might start by surveying more than 100,000 employees and analyzing hundreds of business operations.

The Gallup Organization did just that, and authors Marcus Buckingham and Curt Coffman distilled that research into the new book, First Break All the Rules: What the World’s Greatest Managers Do Differently (Simon & Schuster).

The best managers don’t make experience, intelligence or willpower the key factor in determining whom to hire. Instead, they look for the right talents for the job. Effective managers don’t try to change people, they capitalize on what employees already do best. And they look out for the people they supervise and help employees advance their careers.

The following is an excerpt from an ABCNEWS.com chat with Curt Coffman.

Q: What personality type is best suited to a management career?
A: One who develops strong and significant relationships with other people and has a clear perspective by helping other people be successful and grow. That helps the individual manager in turn to grow and be successful. Great managers get a kick out of other people’s success and growth.

Q: What's the biggest misconception that managers have in terms of what they think employees want or need them to do or not do? What's the biggest misperception that employees have about what managers are expecting from them?
A: The biggest misconception of managers is ‘don’t get too close to your people.’ You’ll lose objectivity. The best managers say that’s not true. It’s the opposite of the truth. The closer you get to your people the more you gain objectivity and understanding of how that individual can contribute to the work group most productively. For employees, it’s that managers read their minds. Employees need to ‘own their own thirst,’ in terms of how often they want to meet with their manager, review career goals and progress plans, versus letting the manager intuitively know all those answers. They need to do things every day to make their organization a better place to work.

Q: One of the worst managers I worked for lacked the ability to discipline employees even though he encouraged and nurtured his employees’ professional growth. How can a good manager balance these two issues?
A: The thing is, we find that when managers have good strong relationships with employees, they deal with discipline issues in real time. They don’t wait or ignore it. They deal with them as they come up. When managers don’t have relationships with people, issues are put off or minimized. The closer the manager is to their people, the faster the issues are dealt with and without significant impact on the person’s self-esteem and culture.

Q: Do you distinguish between managers and leaders?
A: No, they’re not synonymous. You can be a great leader and a bad manager, and vice versa. We’ve deciphered that great leaders look outward from the organization. What is the vision? Product development challenges? Great managers think inward

Survey provides tips for becoming good manager

Dear Sirs:
The City of Longton would like to thank you and your road crews for coming to Longton and helping us clean up after last week’s ice storm. I think our crew was from Neodesha, and we want to give them a big thank you if you could get the message to them.

It’s times like this when the people of Kansas really know how to pull together!

City of Longton
Longton Governing Body

Dear Sir:
I want to thank you and your road crews for the work done with the ice storm that has hit our state this week.
I also want to thank you for the web site that has the road condition maps on it. I found it very accurate.
Thanks again for the good roads in Kansas.
Sincerely,
Carl Sanders
Lindsborg

Dear Mary Beth Phrang (GIS Applications Project Manager):
I work for the Wamego Police Department and used your web site last night when the hospital needed to transport a patient to another facility, and again this morning to advise callers about the road conditions. I was very pleased with the interactive maps and the fact that I can click on any road in Kansas and know what the road conditions are wherever someone is traveling.

I was told by your son that you developed this site. It is a great tool for anyone to use that needs to know what to expect on the road ahead.

Sincerely,
Johnita Wheeler
Wamego
Welcome new KDOT employees!

Headquarters
Kathleen Billings, Office Assistant, Materials and Research
Michele Baylor, Administrative Assistant, Fiscal Services
Edward Dawson, Research Analyst III, Planning
Mary Falk, Engineering Associate II, Design
Jaclyn Gillaspie, Administrative Assistant, Personnel Services
Allen Humphrey, Chief of Personnel Services
Chris Samuelson, Management Systems Analyst, Administration
Bert Wilson, Environmental Scientist I, Design
Delayn Wilson, Senior Administrative Assistant, Local Projects

District One
Andrea Barnes, Utility Worker, Topeka
Michael Welsh, Engineering Associate I, Lawrence

District Two
Leonard Holub, Mechanic, Marion

District Four
Brian Bosak, Engineering Associate I, Pittsburg
Crystal Inscoe, Office Assistant, Chanute

District Five
Marla Walmsley, Administrative Specialist, Wichita

The Bureau of Personnel Services supplies information for new employees to Translines.

Step Back in Time

Construction workers pave U.S. 50 at Strong City in October of 1953.

Humphrey

Continued from page 1

extremely excited about serving as Personnel Director and being a member of the KDOT team. KDOT’s Personnel Services, along with the entire agency, has an excellent reputation both in terms of its work force and in serving the citizens of Kansas.”

Humphrey was responsible for planning, managing, and administering all functions of the KCC human resources program during his 2 1/2 years as director. He spent almost seven years in the Department of Administration before moving to the KCC.

Humphrey started in the DOA Division of Personnel Services in 1993 as an Equal Employment Opportunity consultant where he provided EEO technical assistance to state agencies. In 1994, he accepted a position as a Human Resource Consultant where he served three years assisting state agencies and employees in issues related to the Kansas Civil Service Act and related Kansas Administrative Regulations.

In 1997, Humphrey was promoted to a Senior Human Resource Consultant before accepting the position as Assistant Director of Human Resources at the DOA in 1998.

Humphrey said his initial focus at KDOT will be directed toward meeting with staff and learning about all aspects of Personnel Services. He has already been to meetings in three KDOT districts and plans on meeting with personnel in the other districts in the near future.

“I believe it’s important Personnel Services provides tangible benefits and excellent service not just at Headquarters, but throughout the agency,” said Humphrey.

Besides working for the state, Humphrey has been in the United States Army Reserve the past 19 years. He serves as a Chief Warrant Officer providing personnel guidance and direction.

Humphrey received a bachelor of General Studies in Personnel Administration from the University of Kansas in 1989. He earned a Master of Public Administration from KU in 1998. Humphrey is a Certified Public Manager and has Senior Professional Human Resources certification from the Society of Human Resource Management in Alexandria, Va.

Humphrey and his wife, Carmela, live in Lawrence. They have two children, Bryant, 12, and Nicole, eight. He succeeds Anne Luedders who left KDOT last November after serving as Director for almost three years.
Secretary

Continued from page 2

unwanted symptoms. It’s also why we keep trying to improve the way we do business and looking for ways to create less inconvenience for the traveling public. I’m confident we’ll keep finding those better options.

My thanks to all of you who battled the ice and snow. Many of you were out there on the front lines even though your own homes and offices had no power. You are a testament to the best traditions of KDOT, and I’m sure many Kansans join me in being proud of your efforts.

And on a very personal note, there’s nothing like a roomful of EMTs with a stretcher and an ambulance ride to convince you that your feelings of invincibility are indeed irrational!

Manager

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to the organization, how can we appreciate the intellectual capital of our people to meet those broader visions and goals leaders sometimes set? Many times we’ve sent messages that to be a great manager you have to be a great leader. That sets them up for failure.

Q: At what point should a manager just give up on an employee?

A: The best managers in the world tell us the least caring thing you can do is to keep a person in a job that doesn’t fit their talents. The best managers do practice tough love; they have people in the wrong job, pull them in and say ‘you’re fired. Let’s find something for you, because this job is killing you. You’re miscast, and it’s not good for you, the organization or the family. They deal with those situations more immediately than others. They don’t practice the golden rule; they don’t treat other people like they would like to be treated. A boy giving his mother a fire truck for her birthday? Come on, that’s taking the individual out of it. The best managers also play favorites: spending the most time with their best people. They want their model of success to be based on the best performance, not the opposite of the worst performance. When it comes to return on investment, it’s significant to take someone outstanding and make them better, rather than someone who’s mediocre who is moved up to average.

Q: Is there any difference between the sexes in how they manage? Did you learn anything interesting about how men manage women, women manage men, men/men and women/women?

A: No, we didn’t. The thing we identified in interviewing 80,000 managers about what’s the best is there’s no consistency of age, sex, race, cultural background. The things that were significant were hiring, setting expectations, motivating, and developing people – the four things cut across demographics.

Q: Is leadership innate or can it be learned?

A: Great leadership is probably a talent pretty well hard-wired into somebody early on. Talent is nothing more than the way in which we filter and respond to the world. By the time we’re 15, our brain is well developed in those things that come naturally and are difficult. If I have a hard time seeing the strategic moves of an organization, and it’s not natural, it’s probably not easy to acquire. It’s talent, not skills or knowledge, which are acquirable. Keep in mind, talents -- our normal pattern -- and our knowledge -- what we ‘learn' - are different things.
### Promotions/Transfers

**Headquarters**
- **Jared Annett**, Engineering Technician, Materials and Research
- **Linda Bosak**, Engineering Technician Senior, Materials and Research
- **David Church**, Professional Civil Engineer II, Traffic Engineering
- **Stacey Dove**, Program Consultant I, Planning
- **Jeff Henry**, Engineering Technician Senior, Traffic Engineering
- **Harold Kooser**, Engineering Technician Specialist, Design
- **Mark Walker**, Engineering Technician Senior, Materials and Research

**District Two**
- **Sherri Pankratz**, Engineering Technician Senior, Marion

**District Three**
- **Judith Estill**, Administrative Assistant, Norton

**District Four**
- **Cheryl Smith**, Accounting Specialist, Norton
- **Brad Almond**, Engineering Technician Senior, Chanute
- **Darwin Ferguson**, Equipment Mechanic Specialist, Chanute

**District Five**
- **Trent St. John**, Engineering Technician Senior, Wichita
- **Don Snyder**, Professional Civil Engineer I, Wichita
- **Thomas Valadez**, Engineering Technician, Materials and Research

**District Six**
- **Craig Bell**, Highway Maintenance Supervisor, Ulysses

*The Bureau of Personnel Services supplies information for promotions/transfers to Translines.*

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**Policy (Continued from page 8)**

been made were statewide (all day Wednesday was for all state offices statewide. Initially KDOT was told that Thursday from 8 to 10 a.m. was for Shawnee County only; but that was later changed by the Department of Administration to cover the entire state.)

The storm also highlighted the need for a better way to inform employees who work early schedules such as flextime that an inclement weather declaration has been made. Daniels says KDOT has asked the Department of Administration to consider posting the declaration on a web site.

“It was a change in policy and a change in philosophy,” said Daniels. “We knew we’d have a learning curve. We’re here to do whatever we can to make sure that next time around there’ll be less confusion for our employees.”