



Northwest Traffic
Control, LLC

TCS/TCM HANDBOOK

DO NOT THROW AWAY

This handbook contains important Rules & Regulations that must be followed as a Traffic Control Supervisor of Northwest Traffic Control, LLC

**11497 N Reed Rd
Hayden, ID 83835**

Phone
208.762.8897

Fax
208.762.8859

**KEEP THIS HANDBOOK
IN YOUR VEHICLE
AT ALL TIMES**

TABLE OF CONTENTS

Page 3

Introduction	4
Four Factors of a TCS	5 - 9
Critical Talents	10
TCS Responsibilities	11 - 13
EEO Policy	14
Notes	15

A good boss makes his men realize they have more ability than they think they have so that they consistently do better work than they thought they could.

Charles Erwin Wilson

This handbook will be accompanied by the NWTC Employee Handbook, which will cover your responsibility to our clients the state and our employees.

This handbook is to inform and educate Traffic Control Supervisors on their responsibilities and obligations to Northwest Traffic Control, LLC.

This will provide skills which are essential for all supervisors.

It is your responsibility to follow and enforce the policies and rules of Northwest Traffic Control, LLC., and to have the best interest of this company in mind at all times.

**Congratulations on becoming a
Traffic Control Supervisor!!**



Here at Northwest Traffic Control, LLC we want you to succeed as a Traffic Control Supervisor. As a successful TCS there are four major factors that are required:

CREDITABILITY - DESIRE - SKILLS - CAPACITY

Creditability

BELIEVABILITY/TRUSTWORTHINESS: The creditability factor is made up of nine characteristics that relate to a subordinate's confidence level in their supervisor. For example, a subordinate's perception of the supervisor's "technical competence" will have an impact on the subordinate's confidence level in the supervisor. The characteristics that relate to the supervisor's creditability are as follows.

RESPECT: The esteem a subordinate has for a supervisor.

DEDICATION: A supervisor's demonstrated commitment to a cause, "the supervisor works harder than anyone else in the group", therefore earns the respect from subordinates that is vital in leading a crew.

HONESTY: A supervisor's straightforwardness and adherence to the facts, abandoning personal likes or dislikes.

ROLE MODEL: To set a positive example to your team as a supervisor, your behavior serves as a role model.

TECHNICAL COMPETENCE: The supervisor has an understanding of technical issues.

TEAM FOCUSED/STRATEGIC: Team oriented activities and decisions made by the supervisor are always made in the best interest of the group. Final result is that the team plays, wins, and loses as a group. Day-to-day decisions made by a supervisor are consistent with pre-set objectives and plans. All decisions are made with the same objective in mind; to hit a specific target, and the greater the consistency, the greater the creditability.

LEADERSHIP: The state of directing a group of individuals towards a specific goal.

VALUE: Morally responsible and recognized as a "good person".

Effective Supervising through Credibility

Effective supervising is more than an act of doing something. It is more than just having strong communication skills, the ability to organize, set goals, and follow-up. Of course these skills and others are essential to effective supervising - but by themselves are not enough .

For example... Being Credible is not something a person **does** - it is not a skill. It is something a person **is**. An effective supervisor/foreman is someone who is respected, honest, dedicated, and a role model for others.

It is someone who has personal values, is team orientated, and is perceived as a leader. **Credibility** is one of the **Being** factors, and is earned over a period of time and events. It cannot be learned like a skill.

The desire to supervise is the other **Being** factor. It cannot be taught. The desire to work with people, provide individual attention, to be firm but also flexible, and to be disciplined is something a person is.

This trait is either internally driven or promoted through incentives.

As mentioned earlier, an equitable **Reward System** could reinforce someone's desire to want to supervise.

Doing skills remain key elements to an effective supervising program.

Skills can be learned, taught, and evaluated.

Capacity is the **Have** factor that determines supervising effectiveness. Having the necessary resources alone does not guarantee effective supervising, but the absence of them under any circumstance guarantees failure. The availability of resources (Capacity) greatly impact on the **Desire** factor. A supervisor's/foreman's willingness to undertake specific supervising tasks largely depends on the Capacity that is available.

cred·i·bil·i·ty krĕd"ə-bĭl'ĭ-tē

- n.* The quality, capability, or power to elicit belief.
- n.* A capacity for belief.
- n.* The capability or condition of being credited or believed; that quality in a person or thing which renders him or it worthy of credence; credibleness; just claim to credit: as, the *credibility* of a witness; the *credibility* of a statement or a narrative.

Desire

The second principle factor, "Desire", is defined as "The manager's willingness to undertake specific supervising tasks".

The 5 characteristics that make up "Am I willing to be firm?"

DISCIPLINE: To correct or penalize for improper conduct.

FIRM: To be steadfast on proper conduct. Individual attention: to provide specific attention to each subordinate.

FLEXIBILITY: To respond to a changing situation. Evaluation feedback: to assess and comment an individual's performance.

PERSONAL DEVELOPMENT: To explore an employee's career track.

PEOPLE ORIENTATED: To enjoy social interaction and be sensitive to other people's needs.



Skills

The third principle factor of "Skill" is defined as the ability to successfully complete an activity alone and with others. The factor is divided into two sub-groups; PEOPLE & TASK skills.

For Example: **People skills** include the ability to provide contingent reinforcement to communicate and listen to others. **Task skills** include organizational abilities as well as abilities to set goals, delegate and have effective practices. The twelve characteristics that make up the third factor are:

PEOPLE SKILLS

COMMUNICATION: Ability to send the information intended.

TEACHING: Ability to instruct.

LISTENING: Ability to receive the information intended.

RELATE TO ALL: Ability to establish and maintain rapport with all the members of a group.

CONSULTATIVE: Ability to consult with members of a group before making a decision.

CONTINGENT RE-ENFORCEMENT: Ability to provide effective feedback following a specific outcome.

TASK SKILLS

GOAL SETTING: Ability to identify challenging and reasonable individual and group goals.

ORGANIZATION: Ability to prioritize and coordinate activities for the purpose of attaining a specific goal.

PREPARATION: Ability to gather beforehand and understand pertinent information.

PRACTICE: Ability to plan and execute effective training sessions.

DELEGATION: Ability to strategically spread the workload among subordinates,

FOLLOW-UP: Ability to observe and intervene in post-training results.

Capacity

The fourth and final principle factor, "Capacity", is defined as the availability and deployment of resources. Time, Money, Information and Equipment are the components of Capacity that are essential to the successful completion of an activity. Capacity represents freedom of constraints. It also represents a little more resource than what is exactly and usually required. It is emerging as an important strategic management concept for innovative organizations. The seven characteristics that make up this factor are:

TALENT: Defined as an effective pool of human resources. The most important factor to being successful is an effective recruiting process that ensures a strong talent base. This suggests that recruiting skills be included in task skills as an additional critical skill to effective coaching.

TIME: An irrecoverable resource.

SUPPORT: The assistance of superiors, colleagues, and subordinates.

MONEY: A financial resource/critical element of the reward system.

INFORMATION: A strategic input for decision-making.

EQUIPMENT: A material resource.

Each one of the above attributes is essential to a successful supervising program. Without them the program will fail. How often do we hear, "I don't have the time, money, or equipment to do the job right". Or, "I am not getting the support from above", or "If people don't tell me what is going on, then how can I instruct my crew?".

Clearly the quantity and quality of resources available and deployed in organizations are core elements of effective coaching. Finally, space is a unique Capacity characteristic of supervising that is not part of the group of characteristics listed. Yet it warrants investigation because of its obvious impact on performance. It is described as the physical closeness during a critical event. The supervisor provides on the job direction and feedback. It's traditional and accepted as part of the event. In a management setting, post-training follow-up could benefit from a similar environment in which supervisors spend more time in closer proximity with their subordinates.

SUPERVISOR CRITICAL TALENTS

The first talent is **ANTICIPATION**.

Anticipation is the ability to look ahead and avoid surprises.

This talent is related to organization skills, because it represents an ability to plan and forecast probable events that could negatively impact one's performance. A strong sense of anticipation minimizes potential disasters and maximizes favorable opportunities.

An important attribute associated with successful supervising is their need for perfection.

PERFECTION: is associated with a supervisor's extreme desire to practice perfectly so that a skill is performed automatically and flawlessly. This emphasizes the need for greater quantity and quality of training sessions. Especially practical application exercises where an individual is required to execute competently every time.

THE LOOK: It is another effective method of communicating. The supervisor communicates his/her view point with their eyes only. This talent is especially effective in situations relating to issues that don't require any further explanation. **For Example:** Improper conduct by a subordinate within a group setting might require only a look by the supervisor. In these situations, it is expected that everyone (especially the targeted subordinate), readily understand the supervisor's mute message that the conduct they are performing is inappropriate. This type of feedback is very effective when there is not need for a long and verbose reprimand. A look by the supervisor is also effective.



In very positive situations where an individual meets and exceeds expectations on an ongoing basis, words of praise and appreciation can be substituted with a look or other non-verbal gestures like a handshake or a thumbs-up.

1. **Supervisor's/Foreman's first day of the job** - your job starts before any of the contractors, State, or flaggers and continues until the project is completely done. Since you are an employee of Northwest Traffic Control, LLC the Project Coordinator must approve any conversation, decisions, or changes made with contractors or State employees. It is not acceptable to accept special favors from them.
2. It is mandatory for all TCS to attend Pre-cons with the State and the client and also attend pre-jobs with Northwest Traffic Control staff. These meetings are required to provide an outline for the duties the TCS will perform.
3. **When dealing with your State Inspector, Prime Contractor, always be respectful and stay neutral.** Try and establish a set time to do your paperwork with the State, and a time to meet with the Prime Contractor to schedule the following days of traffic control. You, as the supervisor/foreman need to make sure that you know what the Prime Contractor and the State want for traffic control and flagging on your projects.
4. **Scheduling** - You will be responsible to calculate how many flaggers you will need, then call the office and we will dispatch them out for you. Keep in mind that our goal is to keep overtime to a minimum or none at all. The office will schedule your project for the first day and will continue to do so to alleviate any possible overtime.
5. **Paperwork** - you, as a TCS, are required to keep a personal journal in a spiral notebook of time, accidents, and daily activities. You will put any information you feel is important and will be useful to you and Northwest. You are also required to do a change order in the field if the Prime Contractor or State Inspector request any additional pay items. **A list of paperwork that we need from you on a weekly basis are as follows: Daily diaries, Flagger's Time, TCS time, Daily vehicle inspection reports, Inventory on new signage/devices being used and additional paperwork for your specific project.** If you are working with the State we need the State pay sheets that you received, and deliver to the office. TCS, Laborers, Pilot Car/TMA operations, and Flaggers will only be paid the State hours that the State approves. Never assume anything when dealing with State Inspectors.

7. **Enforce Northwest Traffic Control Rules, Regulations, Policies and Safety Rules** - You, as a TCS, are required to enforce, as well as follow, all policies of Northwest. You will be doing monthly evaluations on your work performance as well as enforcing company policies.
8. **Safety Meetings** - It is mandatory that you conduct crew meetings the first 5 minutes of each work shift to discuss safety matters and work plans for each day. You also are required to hold safety meetings once a week. You will be provided with a list of topics you can refer to.
9. **Vehicles** - It is your responsibility to make sure all vehicles are maintained and daily vehicle inspection reports are filled out completely. To keep all vehicles on your project clean and free of litter. If you neglect to do so, Northwest will deduct the time it takes to have a worker clean a vehicle out of your weekly pay.
10. **Fuel will be watched. Expect very close monitoring from our office staff** - Reimbursements are to happen on very rare occasions. In order to obtain reimbursements, receipts and the following info is to be turned into our office: vehicle ID #, mileage, date, project #. These rules apply when using your own vehicle.
11. **Attending Supervisor's/Foreman's Meetings** - TCS are required to attend all TCS meetings. These meetings are for all of us to be on the same page. At the meetings we will discuss job cost, problems you may encounter, contractors, Northwest business, progress of your project and suggestions that all of us can do to make things more professional.
12. **Management** - All levels of management will display their interest in the company's safety and health matters at every opportunity. Each supervisor/foreman will establish goals for accident reduction and prevention within their area of responsibility. Each supervisor/foreman will also establish the means and instructions for meeting their goals. In addition, management must also include suggestions for the establishment and maintenance of an effective communication system between workers, supervisors, foreman, and management officials. Assure that all safety and health rules, regulations, and policies are understood by conducting pre-job safety orienta-

tions with all workers and reviewing rules as the job/conditions change or when individual workers show a specific need.

13. Require the proper care and use of all needed protective equipment.
14. Identify and eliminate job hazards through job safety analysis procedures.
15. Instruct and train all employees on hazardous chemicals they may encounter while working under normal conditions or during an emergency situation.
16. Receive and take initial action on employee suggestions and disciplinary procedures.
17. Train employees new/experienced in the safe and officiate methods of accomplishing each project or task as necessary.
18. Review accident files and establish prevention measures.
19. Attend safety meetings and actively participate in the proceedings.
20. Participate in investigations and inspections-on safety and health issues/programs.
21. Promote employee participation in the safety and health program.
21. Set a proper safety example.
22. Thoroughly inspect all new job sites or work areas for actual or potential hazards and establish a list of site specific safety rules.



EEO Policy Statement

NORTHWEST TRAFFIC CONTROL LLC has been and will continue to be an equal opportunity employer. No employee or applicant for employment will be discriminated against because of race, color, religion, national origin, sex, age, disability, or veteran's status. We will take affirmative action to make sure applicants and employees are treated without regard to these characteristics. To carry out this policy, NORTHWEST TRAFFIC CONTROL LLC will make sure that:

- Persons are recruited, hired, trained and promoted for all jobs without regard to race, religion, color, national origin, sex, age, disability, or veteran's status.
- Placement decisions are based solely on individuals' qualifications in the positions being filled.
- Other personnel actions, such as compensation, benefits, transfers, layoffs, returns from layoffs, company-sponsored training, education, tuition assistance, and social and recreation programs, are administered without regard to race, religion, color, national origin, sex, age, disability, or veteran's status.
- Reasonable accommodation will be made for all physical and mental limitations of otherwise qualified employees and applicants with disabilities.

Our **EEO coordinator** is **Janette L. Jerauld**, (208) 762-8897. She is responsible for monitoring the facility's affirmative action program and submitting reports. She is also the person to contact for complaints or internal grievances concerning the actions of NORTHWEST TRAFFIC CONTROL LLC.



Northwest Traffic
Control, LLC

11497 N Reed Rd

Hayden, ID 83835

Phone: 208.762.8897

Fax: 208.762.8859