PennDOT –District Bridge Inspection Manager/Supervisor Position Analysis Workbook

Focus Group Participants

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Craig Beissel, Bureau of Design

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Scribe:
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This booklet was developed by the Bureau of Design in general conformance with the format provided by the Transportation University. Incumbent District Bridge Inspection Managers/Supervisors participated in a focus group to identify the duties, tasks, knowledge, skills and competencies required to be a high-performing District Bridge Inspection Managers/Supervisors. This information will be used by the project team to develop the suggested curriculum. Not all District Bridge Inspection Managers/Supervisors perform all the duties and tasks outlined in this workbook. This workbook reflects the work of the high performers that participated in the focus group.

THE COLLEGE OF TRANSPORTATION PROFESSIONS

Deans: M.G. Patel
Assistant Dean: Steve Davis

Chair, School of Design: Steve Davis

PAW Workshop: March 24 and 25, 2004
Verified: June 2004
HOW TO USE THIS BOOKLET

In 1998, The Department of Transportation formed five department-wide gap closure teams to close gaps identified during PennDOT's first cursory assessment, dubbed EBAT I. The Internal Customer Service Team addressed several employee development issues including:

- Meaningful cross-training experiences
- Career development and promotion opportunities
- Training and development tied to the Department's strategic direction

The Bureau of Design developed a systematic approach to these gaps. The resulting Comprehensive Training Plan incorporates an annual analysis of training needs in support of the Department's strategic direction, testing, behavior-change analysis and many other components. The Position Analysis Workbook (PAW) is one tool that Functional Area Work Groups use to determine current and future training needs.

Although this PAW was developed to guide the Colleges of the Transportation University, their Schools and training committees develop training opportunities targeted to workplace needs, it has several other uses. In combination with the ECMS Training Calendar, it is a tool that employees can use to guide their own professional development, develop cross-training experiences, or prepare for promotional opportunities. The supervisor, mentor or coach can use it as a guide to provide appropriate learning experiences for protégés or employees. First, cross out any duties or tasks that do not apply to the way you do business in your organization. Then, this booklet can be used in the following ways:

Interviewing job candidates: By supplying the PAW to potential job candidates, you will provide them the opportunity to evaluate their own suitability for the position. Interviewers will be able to structure interview questions that are relevant to required job knowledge and skills.

Orienting a new employee: The PAW details all the job duties and the tasks that make up those duties. It is a road map for a new employee to learn the job right.

Structuring cross-training experiences: To do this, obtain the PAW for the OTHER position to discover the duties and tasks performed in THAT position. Using the PAW and the ECMS Training Calendar, you and your mentor or supervisor will be able to structure a cross-training experience that is meaningful, not just sitting around reading manuals!

Planning training & developmental activities: All of us have areas of strength and areas where we can use a little help. Use the Self-Assessment, and discuss with your supervisor or mentor the ways that you can learn new skills and competencies. If you want to improve your skills and knowledge, have your supervisor or mentor assess you, then compare his/her assessment with your self-assessment.

Preparing for promotion: By comparing your PAW to that of another position, you can start learning the skills and knowledge and developing the competencies you will need to demonstrate in your next position.

Developing an Action Plan for Learning: If you make a plan, with specific dates attached, you're making a commitment to yourself. Working on the Action Plan with your supervisor or mentor gives you an ally and a little extra motivation.
# District Bridge Inspection Manager/Supervisor:

## DUTIES

**A Manage District Structure Inspection Program according to Publication 238 and PennDOT policy**

<table>
<thead>
<tr>
<th>TASKS</th>
<th>DUTIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Identify Department Structures to be Inspected</td>
<td>1 Identify Municipal Structures to be Inspected</td>
</tr>
<tr>
<td>2 Determine Department Inspection Work to be Out-Sourced</td>
<td>2 Identify Lead Agent for Municipal Bridge Inspections</td>
</tr>
<tr>
<td>3 Select Consultants for Out-Sourced Inspection Work</td>
<td>3 Select Consultant for Municipal Bridge Inspections</td>
</tr>
<tr>
<td>4 Schedule Structure Inspections</td>
<td>4 Ensure Engineering Agreement is Executed Prior to Inspection Date</td>
</tr>
<tr>
<td>10 Inspect Bridges</td>
<td>10 Follow Up Critical Deficiencies (e.g. postings, closings, undermining)</td>
</tr>
<tr>
<td>11 Inspect Culverts</td>
<td>11 File Completed Municipal Inspection Reports</td>
</tr>
<tr>
<td>12 Inspect Sign Structures</td>
<td>12 Process Reimbursement Requests for Payment</td>
</tr>
<tr>
<td>13 Inspect Retaining Walls</td>
<td>13 Complete Municipal NBIS Monthly Compliance Report</td>
</tr>
<tr>
<td>19 Prepare Structure Inspection Report</td>
<td>19 Prepare Bridge Problem Reports</td>
</tr>
<tr>
<td>20 Review Inspection Report</td>
<td>20 Prepare Bridge Posting Recommendations</td>
</tr>
<tr>
<td>21 Perform Load Rating Analysis, if needed</td>
<td>21 Prepare Bridge Posting Recommendations</td>
</tr>
<tr>
<td>22 Update Department Bridge Management System (BMS) Data</td>
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</tr>
<tr>
<td>28 Archive Bridge Documents (e.g. as built plans, shop drawings, inspection reports)</td>
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</tr>
<tr>
<td>29 Coordinate with other units regarding bridge inspections, as necessary</td>
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</tr>
</tbody>
</table>

## TASKS

**Skills**


**Knowledge**

- Bridge Plans & Specifications. Publication # 90, 100, 203, 218, 219, 238, 408. Basic Computer.

**Competencies**


## B Administer Local Bridge Inspection Program

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## TASKS

**Skills**


**Knowledge**

- Bridge Plans & Specifications. Publication # 90, 100, 203, 218, 219, 238, 408. Basic Computer.

**Competencies**


## C Process Bridge Permits and Occupancy Licenses

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<thead>
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<th>TASKS</th>
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<tbody>
<tr>
<td>2 Provide Recommendations on Alternative Routes, if possible</td>
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<td>3 Review Super Load Permit Applications</td>
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<td>4 Review Load Rating Analysis for Special Hauling Permits, if needed</td>
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**Skills**


**Knowledge**

- Bridge Plans & Specifications. Publication # 90, 100, 203, 218, 219, 238, 408. Basic Computer.

**Competencies**

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<th>TASKS</th>
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<tbody>
<tr>
<td>5 Schedule Inspection Equipment, if needed</td>
</tr>
<tr>
<td>6 Assign Structures to be Inspected</td>
</tr>
<tr>
<td>7 Prepare Structure Data for Inspections</td>
</tr>
<tr>
<td>8 Schedule Traffic Control, if needed</td>
</tr>
<tr>
<td>9 Provide Information for Press Releases</td>
</tr>
<tr>
<td>14 Inspect High Mast Lights</td>
</tr>
<tr>
<td>15 Coordinate Underwater Inspections</td>
</tr>
<tr>
<td>16 Perform Special Structure Inspections (e.g. FCM, Frequency, Posted)</td>
</tr>
<tr>
<td>17 Perform Emergency Inspections</td>
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<tr>
<td>18 Manage Consultant Agreements</td>
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<tr>
<td>23 Update APRAS Data (e.g. PA, PB, PC Screens)</td>
</tr>
<tr>
<td>24 Perform Internal Quality Assurance on Inspection Reports/BMS</td>
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<tr>
<td>25 File Completed Department Inspection Reports</td>
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<td>26 Complete Department NBIS Monthly Compliance Report</td>
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<td>27 Conduct Monthly Inspection Meetings</td>
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<td>5 Prepare Reimbursement Agreement</td>
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<tr>
<td>6 Review Municipal Bridge Inspection Report</td>
</tr>
<tr>
<td>7 Approve Municipal Bridge Load Rating Analysis, if needed</td>
</tr>
<tr>
<td>8 Update Municipal BMS Data</td>
</tr>
<tr>
<td>9 Investigate Questionable Municipal Inspection Data, if needed</td>
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<td>14 Verify Inspections Costs for Municipal Bridges Inspected by Consultants Hired by Department</td>
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</tbody>
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<td>5 Maintain List of Overload Permits</td>
</tr>
<tr>
<td>6 Review Applications to Exceed Posted Weight/Size Restrictions</td>
</tr>
<tr>
<td>7 Review Applications for Bridge Occupancy Licenses</td>
</tr>
<tr>
<td>8 Reanalyze Structure for Additional Dead Load</td>
</tr>
<tr>
<td>9 Enter Occupancy License Data on BMS AD Screen</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th><strong>D</strong> Coordinate Bridge Maintenance</th>
<th><strong>1</strong> Prioritize Bridge Maintenance Activities</th>
<th><strong>2</strong> Determine Maintenance Activities to be Outsourced</th>
<th><strong>3</strong> Develop Repair Plans, Specifications, &amp; Estimates for Maintenance Deficiencies</th>
<th><strong>4</strong> Obtain Funding for Maintenance Repairs</th>
</tr>
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<tbody>
<tr>
<td></td>
<td><strong>10</strong> Provide Technical Support On Site, if needed</td>
<td><strong>11</strong> Monitor Status of Work Orders</td>
<td><strong>12</strong> Document Completed Work</td>
<td><strong>13</strong> Update BMS Maintenance Screens</td>
</tr>
</tbody>
</table>

**Skills**
- Speaking
- Writing
- Keyboarding
- Decision Making
- Analytical
- Organizing
- Time Management

**Knowledge**
- Bridge Plans & Specifications, Publication # 90, 100, 203, 218, 219, 238, 408
- Basic Computer
- Basic First Aid
- Microsoft Office
- Bulletin 15 Permits Regulations
- Material Properties

**Competencies**
- Honesty/Integrity
- Conscientiousness
- Attention to Detail
- Observant
- Flexibility
- Self-Management
- Communications, Media
- Communications, Written
- Interpersonal Acumen
- Decision Making
- Mathematical Computation

<table>
<thead>
<tr>
<th><strong>E</strong> Manage Inspection Personnel</th>
<th><strong>1</strong> Prepare Position Descriptions</th>
<th><strong>2</strong> Conduct Quarterly Employee Performance Reviews</th>
<th><strong>3</strong> Conduct Annual Employee Performance Review</th>
<th><strong>4</strong> Interview Applicants (e.g., promotion, temporary &amp; permanent positions)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>10</strong> Determine Additional Training Needs / Certifications</td>
<td><strong>11</strong> Conduct Staff &amp; Safety Meetings</td>
<td><strong>12</strong> Provide Recommendations for Employee Recognition</td>
<td><strong>13</strong> Attend Disciplinary Hearings, as needed</td>
</tr>
</tbody>
</table>

**Skills**
- Speaking
- Writing
- Keyboarding
- Decision Making
- Interviewing
- Organizing
- Time Management

**Knowledge**
- Basic Computer
- Basic First Aid
- Microsoft Office
- Safety Standards
- Personnel Management

**Competencies**
- Honesty/Integrity
- Conscientiousness
- Attention to Detail
- Observant
- Flexibility
- Self-Management
- Communications, Written
- Interpersonal Acumen
- Decision Making
- Information Management

<table>
<thead>
<tr>
<th><strong>F</strong> Coordinate with Other Agencies</th>
<th><strong>1</strong> Respond to Inquiries From Other Agencies (e.g., phone calls, email, letters)</th>
<th><strong>2</strong> Respond to Inquiries from Legislators</th>
<th><strong>3</strong> Coordinate with Other Departmental Units (e.g., traffic, construction, BQAD)</th>
<th><strong>4</strong> Provide Bridge Data to County Maintenance Department (e.g., SIP, bridge cleaning, quantity of bridges)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>10</strong> Complete Accident Reports, as needed</td>
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</tbody>
</table>

**Skills**
- Speaking
- Writing
- Keyboarding
- Decision Making
- Analytical
- Organizing
- Time Management

**Knowledge**
- Bridge Plans & Specifications, Publication # 90, 100, 203, 218, 219, 238, 408
- Basic Computer
- Material Properties
- Design Manual – Part 4, BMS
- Safety Standards

**Competencies**
- Honesty/Integrity
- Conscientiousness
- Attention to Detail
- Observant
- Flexibility
- Self-Management
- Communications, Written
- Interpersonal Acumen
- Decision Making

<table>
<thead>
<tr>
<th><strong>G</strong> Manage Inspection Equipment</th>
<th><strong>1</strong> Identify Equipment Needs</th>
<th><strong>2</strong> Complete Requests for Equipment</th>
<th><strong>3</strong> Complete Equipment Inventory, as required</th>
<th><strong>4</strong> Schedule Preventative Maintenance for Equipment</th>
</tr>
</thead>
<tbody>
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<td><strong>10</strong> Complete Accident Reports, as needed</td>
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</table>

**Skills**
- Speaking
- Writing
- Keyboarding
- Decision Making
- Organizing
- Time Management

**Knowledge**
- Basic Computer
- Microsoft Office
- Special Equipment Knowledge
- NDT

**Competencies**
- Honesty/Integrity
- Conscientiousness
- Attention to Detail
- Observant
- Flexibility
- Self-Management
- Communications, Written
- Interpersonal Acumen
- Decision Making
- Information Management
| 5   | Develop Maintenance Repair Contracts, if needed                        |
| 6   | Develop Erosion & Sedimentation Plans, if needed                      |
| 7   | Issue Work Orders                                                   |
| 8   | Prioritize Work Plans with Counties                                 |
| 9   | Provide Project Schedule to Community Relations Coordinator          |
| 14  | Remove Postings and/or Restrictions, if required                     |
| 15  | Monitor Maintenance Deficiencies Rating                             |
| 16  | Provide Maintenance Data for Business Plans                         |


6. APRAS. Advanced Math. Engineering Analysis Program. Mark IV / Crystal Reports. Environmental Regulations. NBIS.


| 5   | Assign Work to Staff                                               |
| 6   | Approve Payrolls, Leave Requests & Expense Vouchers               |
| 7   | Monitor Leave & Overtime Usage                                    |
| 8   | Prepare Requests for Overtime & Out of Class Pay                  |
| 9   | Provide On The Job Training                                      |
| 14  | Participate in Grievance Meetings                                 |
| 15  | Maintain Personnel Files                                          |
| 16  | Complete Personal Injury Report, as needed                        |
| 17  | Participate in Professional Development Activities               |


| 5   | Notify Bridge Owners of Problems (e.g. railroads, city, county)   |
| 6   | Participate in Public Utility Commission (PUC) Hearings & Field Conferences |
| 7   | Provide Expert Witness Testimony at Hearings & Trials             |
| 8   | Participate in On Site Meetings (e.g. DEP, flood control, municipal structure problems) |


| 5   | Conduct Equipment Safety Inspections                              |
| 6   | Provide Special Inspection Equipment Training (e.g. crane, lift truck, JLG) |
| 7   | Review Annual Crane Inspection Report (applies to Host Districts only) |
| 8   | Schedule Bridge Inspection Crane and Lift Truck Repairs (applies to Host Districts only) |
| 9   | Complete Monthly Crane Utilization Report (applies to Host Districts only) |


<table>
<thead>
<tr>
<th>Identify Bridge Programming Needs</th>
<th>1</th>
<th>Prioritize Deficient Bridges</th>
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<tbody>
<tr>
<td></td>
<td>2</td>
<td>Determine Type of Work Needed (e.g. replacement, rehab., preventative maintenance)</td>
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<td></td>
<td>3</td>
<td>Provide Preliminary Project Cost Estimate</td>
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<td>4</td>
<td>Recommend Bridge Bill Candidates</td>
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<tbody>
<tr>
<td>Knowledge</td>
<td>Bridge Plans &amp; Specifications. Publication # 90, 100, 203, 218, 219, 238, 408. Basic Computer.</td>
</tr>
<tr>
<td>5</td>
<td>Provide Programming Data for Business Plan</td>
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</tr>
<tr>
<td>6</td>
<td>Provide BMS Data to Municipalities</td>
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<tr>
<td>7</td>
<td>Provide Data to Planning Commissions</td>
</tr>
</tbody>
</table>

Interpersonal, Negotiating, Listening, Scheduling, Leadership, Reading, Problem Solving.

BMS, Mark IV / Crystal Reports.

### Learning Opportunities for District Bridge Inspection Manager/Supervisor

**Advanced Section 4(f)**
- **A18** Manage Consultant Agreements
- **D3** Develop Repair Plans, Specifications, & Estimates for Maintenance Deficiencies
- **D6** Develop Erosion & Sedimentation Plans, if needed
- **D10** Provide Technical Support on Site, if needed
- **E9** Provide On the Job Training
- **E10** Determine Additional Training Needs / Certifications
- **F1** Respond to Inquiries from Other Agencies (e.g. phone calls, email, letters)
- **F8** Participate in On Site Meetings (e.g. DEP, flood control, municipal structure problems)

**AMTRAK Safety Training**
- **A4** Schedule Structure Inspections
- **A5** Schedule Inspection Equipment, if needed
- **A8** Schedule Traffic Control, if needed
- **A10** Inspect Bridges
- **A11** Inspect Culverts
- **A12** Inspect Sign Structures
- **A13** Inspect Retaining Walls
- **A14** Inspect High Mast Lights
- **A16** Perform Special Structure Inspections (e.g. FCM, Frequency, Posted)
- **A17** Perform Emergency Inspections
- **A18** Manage Consultant Agreements
- **A19** Prepare Structure Inspection Report
- **A20** Review Inspection Report
- **A24** Perform Internal Quality Assurance on Inspection Reports/BMS
- **B6** Review Municipal Bridge Inspection Report
- **B9** Investigate Questionable Municipal Inspection Data, if needed
- **B10** Follow up Critical Deficiencies (e.g. postings, closings, undermining)
- **D1** Prioritize Bridge Maintenance Activities
- **D10** Provide Technical Support on Site, if needed
- **D13** Update BMS Maintenance Screens
- **E1** Prepare Position Descriptions
- **E9** Provide On the Job Training
- **E10** Determine Additional Training Needs / Certifications
- **F6** Participate in Public Utility Commission (PUC) Hearings & Field Conferences
- **F8** Participate in On Site Meetings (e.g. DEP, flood control, municipal structure problems)

**APRAS**
- **C1** Complete Manual Review of Proposed Route for Special Hauling Permits
- **C2** Provide Recommendations on Alternative Routes, if possible
- **C3** Review Super Load Permit Applications
- **C4** Review Load Rating Analysis for Special Hauling Permits, if needed
- **C5** Maintain List of Overload Permits
- **C6** Review Applications to Exceed Posted Weight/Size Restrictions

**Alkali-Silica Reactivity Workshop-Lithium Impact**
- **A10** Inspect Bridges
- **A11** Inspect Culverts
- **D2** Determine Maintenance Activities to be Out-Sourced
- **D3** Develop Repair Plans, Specifications, & Estimates for Maintenance Deficiencies
- **D5** Develop Maintenance Repair Contracts, if needed
- **D10** Provide Technical Support on Site, if needed
- **E9** Provide On the Job Training
- **F8** Participate in On Site Meetings (e.g. DEP, flood control, municipal structure problems)
- **E10** Determine Additional Training Needs / Certifications
- **H2** Determine Type of Work Needed (e.g. replacement, rehab, preventative maintenance)

**Basic Bridge Safety Inspection Course**
- **A1** Identify Department Structures to be Inspected
- **A2** Determine Department Inspection Work to be Out-Sourced
- **A3** Select Consultants for Out-Sourced Inspection Work
- **A4** Schedule Structure Inspections
- **A5** Schedule Inspection Equipment, if needed
- **A6** Assign Structures to be Inspected
- **A7** Prepare Structure Data for Inspections
- **A10** Inspect Bridges
- **A11** Inspect Culverts
- **A12** Inspect Sign Structures
- **A13** Inspect Retaining Walls
- **A14** Inspect High Mast Lights
- **A15** Coordinate Underwater Inspections
**Learning Opportunities for District Bridge Inspection Manager/Supervisor**

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<td>A26</td>
<td>Complete Department NBIS Monthly Compliance Report</td>
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<td>A27</td>
<td>Conduct Monthly Inspection Meetings</td>
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<td>B1</td>
<td>Identify Municipal Structures to be Inspected</td>
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<td>B4</td>
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<td>C7</td>
<td>Review Applications for Bridge Occupancy Licenses</td>
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<td>Enter Occupancy License Data on BMS AD Screen</td>
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<td>Document Completed Work</td>
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<tr>
<td>D14</td>
<td>Remove Postings and/or Restrictions, if required</td>
</tr>
<tr>
<td>D15</td>
<td>Monitor Maintenance Deficiencies Rating</td>
</tr>
<tr>
<td>D16</td>
<td>Provide Maintenance Data for Business Plans</td>
</tr>
<tr>
<td>E1</td>
<td>Prepare Position Descriptions</td>
</tr>
<tr>
<td>E9</td>
<td>Provide On The Job Training</td>
</tr>
<tr>
<td>E10</td>
<td>Determine Additional Training Needs / Certifications</td>
</tr>
<tr>
<td>F1</td>
<td>Respond to Inquiries From Other Agencies (e.g. phone calls, email, letters)</td>
</tr>
<tr>
<td>F2</td>
<td>Respond to Inquiries from Legislators</td>
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<tr>
<td>F4</td>
<td>Provide Bridge Data to County Maintenance Dept. (e.g. SIP, bridge cleaning, quantity of bridges)</td>
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<td>F5</td>
<td>Notify Bridge Owners of Problems (e.g. railroads, city, county)</td>
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<td>F6</td>
<td>Participate in Public Utility Commission (PUC) Hearings &amp; Field Conferences</td>
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<td>F7</td>
<td>Provide Expert Witness Testimony at Hearings &amp; Trials</td>
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<td>F8</td>
<td>Participate in On Site Meetings (e.g. DEP, flood control, municipal structure problems)</td>
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<tr>
<td>G1</td>
<td>Identify Equipment Needs</td>
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<tr>
<td>H1</td>
<td>Prioritize Deficient Bridges</td>
</tr>
<tr>
<td>H2</td>
<td>Determine Type of Work Needed (e.g. replacement, rehab, preventative maintenance)</td>
</tr>
<tr>
<td>H3</td>
<td>Provide Preliminary Project Cost Estimate</td>
</tr>
<tr>
<td>H4</td>
<td>Recommend Bridge Bill Candidates</td>
</tr>
<tr>
<td>H5</td>
<td>Provide Programming Data for Business Plan</td>
</tr>
<tr>
<td>H6</td>
<td>Provide BMS Data to Municipalities</td>
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<td>H7</td>
<td>Provide Data to Planning Commissions</td>
</tr>
<tr>
<td><strong>BMS</strong></td>
<td>Schedule Structure Inspections</td>
</tr>
<tr>
<td>A4</td>
<td>Schedule Inspection Equipment, if needed</td>
</tr>
<tr>
<td>A5</td>
<td>Assign Structures to be Inspected</td>
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<td>Verify Inspections Costs for Municipal Bridges Inspected by Consultants Hired by Department</td>
</tr>
</tbody>
</table>

**G7** Review Annual Crane Inspection Report (applies to Host Districts only)

**H1** Prioritize Deficient Bridges

**H2** Determine Type of Work Needed (e.g. replacement, rehab, preventative maintenance)
Learning Opportunities for District Bridge Inspection
Manager/Supervisor

H3 Provide Preliminary Project Cost Estimate
H4 Recommend Bridge Bill Candidates
H5 Provide Programming Data for Business Plan
H6 Provide BMS Data to Municipalities
H7 Provide Data to Planning Commissions

**Bridge Inspection Refresher Course**

A1 Identify Department Structures to be Inspected
A2 Determine Department Inspection Work to be Out-Sourced
A3 Select Consultants for Out-Sourced Inspection Work
A4 Schedule Structure Inspections
A5 Schedule Inspection Equipment, if needed
A6 Assign Structures to be Inspected
A7 Prepare Structure Data for Inspections
A10 Inspect Bridges
A11 Inspect Culverts
A12 Inspect Sign Structures
A13 Inspect Retaining Walls
A14 Inspect High Mast Lights
A15 Coordinate Underwater Inspections
A16 Perform Special Structure Inspections (e.g. FCM, Frequency, Posted)
A17 Perform Emergency Inspections
A19 Prepare Structure Inspection Report
A20 Review Inspection Report
A22 Update Department Bridge Management System (BMS) Data
A23 Update APRAS Data (e.g. PA, PB, PC Screens)
A24 Perform Internal Quality Assurance on Inspection Reports/BMS
A26 Complete Department NBIS Monthly Compliance Report
A27 Conduct Monthly Inspection Meetings
B1 Identify Municipal Structures to be Inspected
B6 Review Municipal Bridge Inspection Report
B7 Approve Municipal Bridge Load Rating Analysis, if needed
B8 Update Municipal BMS Data
B9 Investigate Questionable Municipal Inspection Data, if needed
B10 Follow Up Critical Deficiencies (e.g. postings, closings, undermining)
B11 File Completed Municipal Inspection Reports
B13 Complete Municipal NBIS Monthly Compliance Report

B14 Verify Inspections Costs for Municipal Bridges Inspected by Consultants Hired by Department
B15 Monitor Maintenance Deficiencies Rating
B16 Provide Maintenance Data for Business Plans
B17 Prepare Position Descriptions
B18 Provide On The Job Training
B19 Determine Additional Training Needs / Certifications
B21 Respond to Inquiries From Other Agencies (e.g. phone calls, email, letters)
B22 Respond to Inquiries from Legislators
B24 Provide Bridge Data to County Maintenance Dept. (e.g. SIP, bridge cleaning, quantity of bridges)
B25 Notify Bridge Owners of Problems (e.g. railroads, city, county)
B26 Participate in Public Utility Commission (PUC) Hearings & Field Conferences
B27 Provide Expert Witness Testimony at Hearings & Trials
B28 Participate in On Site Meetings (e.g. DEP, flood control, municipal structure problems)
B29 Identify Equipment Needs
H1 Prioritize Deficient Bridges
H2 Determine Type of Work Needed (e.g. replacement, rehab, preventative maintenance)
H3 Provide Preliminary Project Cost Estimate
H4 Recommend Bridge Bill Candidates
H5 Provide Programming Data for Business Plan
H6 Provide BMS Data to Municipalities
H7 Provide Data to Planning Commissions

**Bridge Scour Evaluation**
Learning Opportunities for District Bridge Inspection Manager/Supervisor

A1 Identify Department Structures to be Inspected
A2 Determine Department Inspection Work to be Out-Sourced
A7 Prepare Structure Data for Inspections
A10 Inspect Bridges
A11 Inspect Culverts
A12 Inspect Sign Structures
A13 Inspect Retaining Walls
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A15 Coordinate Underwater Inspections
A16 Perform Special Structure Inspections (e.g. FCM, Frequency, Posted)
A17 Perform Emergency Inspections
A19 Prepare Structure Inspection Report
A20 Review Inspection Report
A22 Update Department Bridge Management System (BMS) Data
A23 Update APRAS Data (e.g. PA, PB, PC Screens)
A24 Perform Internal Quality Assurance on Inspection Reports/BMS
A26 Complete Department NBIS Monthly Compliance Report
A27 Conduct Monthly Inspection Meetings
B6 Review Municipal Bridge Inspection Report
B7 Approve Municipal Bridge Load Rating Analysis, if needed
B8 Update Municipal BMS Data
B9 Investigate Questionable Municipal Inspection Data, if needed
B10 Follow Up Critical Deficiencies (e.g. postings, closings, undermining)
B12 Process Reimbursement Requests for Payment
C1 Complete Manual Review of Proposed Route for Special Hauling Permits
C2 Provide Recommendations on Alternative Routes, if possible
C3 Review Super Load Permit Applications
C4 Maintain List of Overload Permits
D2 Determine Maintenance Activities to be Out-Sourced
D3 Develop Repair Plans, Specifications, & Estimates for Maintenance Deficiencies
D10 Provide Technical Support On Site, if needed
D13 Update BMS Maintenance Screens
E1 Prepare Position Descriptions
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications
F8 Participate in On Site Meetings (e.g. DEP, flood control, municipal structure problems)
H1 Prioritize Deficient Bridges

H2 Determine Type of Work Needed (e.g. replacement, rehab, preventative maintenance)
H6 Provide BMS Data to Municipalities

Business Writing
A2 Determine Department Inspection Work to be Out-Sourced
A3 Select Consultants for Out-Sourced Inspection Work
A4 Schedule Structure Inspections
A5 Schedule Inspection Equipment, if needed
A7 Prepare Structure Data for Inspections
A8 Schedule Traffic Control, if needed
A9 Provide Information for Press Releases
A18 Manage Consultant Agreements
A19 Prepare Structure Inspection Report
A27 Conduct Monthly Inspection Meetings
B1 Identify Municipal Structures to be Inspected
B2 Identify Lead Agent for Municipal Bridge Inspections
B3 Select Consultant for Municipal Bridge Inspections
B4 Ensure Engineering Agreement is executed prior to inspection date
B5 Prepare Reimbursement Agreement
B9 Investigate Questionable Municipal Inspection Data, if needed
B10 Follow Up Critical Deficiencies (e.g. postings, closings, undermining)
B12 Process Reimbursement Requests for Payment
C1 Complete Manual Review of Proposed Route for Special Hauling Permits
C2 Provide Recommendations on Alternative Routes, if possible
C3 Review Super Load Permit Applications
C4 Maintain List of Overload Permits
D2 Determine Maintenance Activities to be Out-Sourced
D3 Develop Repair Plans, Specifications, & Estimates for Maintenance Deficiencies
D4 Obtain Funding for Maintenance Repairs
D5 Develop Maintenance Repair Contracts, if needed
D6 Develop Erosion & Sedimentation Plans, if needed
D7 Issue Work Orders
D8 Prioritize Work Plans with Counties
D9 Provide Project Schedule to Community Relations Coordinator
Learning Opportunities for District Bridge Inspection Manager/Supervisor

D10 Provide Technical Support On Site, if needed
D12 Document Completed Work
D14 Remove Postings and/or Restrictions, if required
D16 Provide Maintenance Data for Business Plans
E1 Prepare Position Descriptions
E2 Conduct Quarterly Employee Performance Reviews
E3 Conduct Annual Employee Performance Review
E4 Interview Applicants (e.g. promotion, temporary & permanent positions)
E5 Assign Work to Staff
E6 Approve Payrolls, Leave Requests & Expense Vouchers
E7 Monitor Leave & Overtime Usage
E8 Prepare Requests for Overtime & Out of Class Pay
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications
E11 Conduct Staff & Safety Meetings
E12 Provide Recommendations for Employee Recognition
E13 Attend Disciplinary Hearings, as needed
E14 Participate in Grievance Meetings
E15 Maintain Personnel Files
E16 Complete Personal Injury Report, as needed
E17 Participate in Professional Development Activities
F1 Respond to Inquiries From Other Agencies (e.g. phone calls, email, letters)
F2 Respond to Inquiries from Legislators
F3 Coordinate with Other Departmental Units (e.g. traffic, construction, BQAD)
F4 Provide Bridge Data to County Maintenance Dept. (e.g. SIP, bridge cleaning, quantity of bridges)
F5 Notify Bridge Owners of Problems (e.g. railroads, city, county)
F6 Participate in Public Utility Commission (PUC) Hearings & Field Conferences
F7 Provide Expert Witness Testimony at Hearings & Trials
F8 Participate in On Site Meetings (e.g. DEP, flood control, municipal structure problems)
G1 Identify Equipment Needs
G2 Complete Requests for Equipment
G3 Complete Equipment Inventory, as required
G4 Schedule Preventative Maintenance for Equipment
G5 Conduct Equipment Safety Inspections
G6 Provide Special Inspection Equipment Training (e.g. crane, lift truck, JLG)
G7 Review Annual Crane Inspection Report (applies to Host Districts only)
G8 Schedule Bridge Inspection Crane and Lift Truck Repairs (applies to Host Districts only)
G9 Complete Monthly Crane Utilization Report (applies to Host Districts only)
G10 Complete Accident Reports, as needed
H1 Prioritize Deficient Bridges
H2 Determine Type of Work Needed (e.g. replacement, rehab, preventative maintenance)
H3 Provide Preliminary Project Cost Estimate
H4 Recommend Bridge Bill Candidates
H5 Provide Programming Data for Business Plan
H6 Provide BMS Data to Municipalities
H7 Provide Data to Planning Commissions

Context Sensitive Solutions Training
D1 Prioritize Bridge Maintenance Activities
D2 Determine Maintenance Activities to be Out-Sourced
D3 Develop Repair Plans, Specifications, & Estimates for Maintenance Deficiencies
D4 Obtain Funding for Maintenance Repairs
D6 Develop Erosion & Sedimentation Plans, if needed
D10 Provide Technical Support On Site, if needed
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications
H2 Determine Type of Work Needed (e.g. replacement, rehab, preventative maintenance)

Crystal Reports for BMS Users
A1 Identify Department Structures to be Inspected
A2 Determine Department Inspection Work to be Out-Sourced
A4 Schedule Structure Inspections
A5 Schedule Inspection Equipment, if needed
A6 Assign Structures to be Inspected
A7 Prepare Structure Data for Inspections
A26 Complete Department NBIS Monthly Compliance Report
Learning Opportunities for District Bridge Inspection Manager/Supervisor

A27 Conduct Monthly Inspection Meetings
B1 Identify Municipal Structures to be Inspected
B13 Complete Municipal NBIS Monthly Compliance Report
B14 Verify Inspections Costs for Municipal Bridges Inspected by Consultants Hired by Department
D15 Monitor Maintenance Deficiencies Rating
D16 Provide Maintenance Data for Business Plans
F4 Provide Bridge Data to County Maintenance Dept. (e.g. SIP, bridge cleaning, quantity of bridges)
G7 Review Annual Crane Inspection Report (applies to Host Districts only)
H1 Prioritize Deficient Bridges
H2 Determine Type of Work Needed (e.g. replacement, rehab, preventative maintenance)
H3 Provide Preliminary Project Cost Estimate
H4 Recommend Bridge Bill Candidates
H5 Provide Programming Data for Business Plan
H6 Provide BMS Data to Municipalities
H7 Provide Data to Planning Commissions

Design and Operation of Work Zone Traffic Control
A1 Identify Department Structures to be Inspected
A2 Determine Department Inspection Work to be Out-Sourced
A4 Schedule Structure Inspections
A5 Schedule Inspection Equipment, if needed
A8 Schedule Traffic Control, if needed
A10 Inspect Bridges
A11 Inspect Culverts
A12 Inspect Sign Structures
A13 Inspect Retaining Walls
A14 Inspect High Mast Lights
A15 Coordinate Underwater Inspections
A16 Perform Special Structure Inspections (e.g. FCM, Frequency, Posted)
A17 Perform Emergency Inspections
A19 Prepare Structure Inspection Report
A20 Review Inspection Report
A24 Perform Internal Quality Assurance on Inspection Reports/BMS
A26 Complete Department NBIS Monthly Compliance Report
A27 Conduct Monthly Inspection Meetings

B6 Review Municipal Bridge Inspection Report
B9 Investigate Questionable Municipal Inspection Data, if needed
B10 Follow Up Critical Deficiencies (e.g. postings, closings, undermining)
B13 Complete Municipal NBIS Monthly Compliance Report
D1 Prioritize Bridge Maintenance Activities
D2 Determine Maintenance Activities to be Out-Sourced
D3 Develop Repair Plans, Specifications, & Estimates for Maintenance Deficiencies
D10 Provide Technical Support On Site, if needed
D13 Update BMS Maintenance Screens
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications

Design of MSE Walls and Reinforced Soil Slopes
A7 Prepare Structure Data for Inspections
A10 Inspect Bridges
A11 Inspect Culverts
A12 Inspect Sign Structures
A13 Inspect Retaining Walls
A14 Inspect High Mast Lights
A16 Perform Special Structure Inspections (e.g. FCM, Frequency, Posted)
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B10 Follow Up Critical Deficiencies (e.g. postings, closings, undermining)
D10 Provide Technical Support On Site, if needed
D13 Update BMS Maintenance Screens
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications

Driven Pile Foundations - Design and Construction
A10 Inspect Bridges
D3 Develop Repair Plans, Specifications, & Estimates for Maintenance Deficiencies
Learning Opportunities for District Bridge Inspection Manager/Supervisor

D10 Provide Technical Support On Site, if needed
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications

Dynamic Time Management: Critical Elements
A1 Identify Department Structures to be Inspected
A2 Determine Department Inspection Work to be Out-Sourced
A3 Select Consultants for Out-Sourced Inspection Work
A4 Schedule Structure Inspections
A5 Schedule Inspection Equipment, if needed
A6 Assign Structures to be Inspected
A7 Prepare Structure Data for Inspections
A8 Schedule Traffic Control, if needed
A9 Provide Information for Press Releases
A10 Inspect Bridges
A11 Inspect Culverts
A12 Inspect Sign Structures
A13 Inspect Retaining Walls
A14 Inspect High Mast Lights
A15 Coordinate Underwater Inspections
A16 Perform Special Structure Inspections (e.g. FCM, Frequency, Posted)
A17 Perform Emergency Inspections
A18 Manage Consultant Agreements
A19 Prepare Structure Inspection Report
A20 Review Inspection Report
A21 Perform Load Rating Analysis, if needed
A22 Update Department Bridge Management System (BMS) Data
A23 Update APRAS Data (e.g. PA, PB, PC Screens)
A24 Perform Internal Quality Assurance on Inspection Reports/BMS Reports
A25 File Completed Department Inspection Reports
A26 Complete Department NBIS Monthly Compliance Report
A27 Conduct Monthly Inspection Meetings
A28 Archive Bridge Documents (e.g. as built plans, shop drawings, inspection reports)
B1 Identify Municipal Structures to be Inspected
B2 Identify Lead Agent for Municipal Bridge Inspections
B3 Select Consultant for Municipal Bridge Inspections
B4 Ensure Engineering Agreement is executed prior to inspection date
B5 Prepare Reimbursement Agreement
B6 Review Municipal Bridge Inspection Report
B7 Approve Municipal Bridge Load Rating Analysis, if needed
B8 Update Municipal BMS Data
B9 Investigate Questionable Municipal Inspection Data, if needed
B10 Follow Up Critical Deficiencies (e.g. postings, closings, undermining)
B11 File Completed Municipal Inspection Reports
B12 Process Reimbursement Requests for Payment
B13 Complete Municipal NBIS Monthly Compliance Report
B14 Verify Inspections Costs for Municipal Bridges Inspected by Consultants Hired by Department
B15 Review Municipal Bridge Inspection Report
B16 Approve Municipal Bridge Load Rating Analysis, if needed
B17 Update Municipal BMS Data
B18 Investigate Questionable Municipal Inspection Data, if needed
B19 Follow Up Critical Deficiencies (e.g. postings, closings, undermining)
B20 File Completed Municipal Inspection Reports
B21 Process Reimbursement Requests for Payment
B22 Complete Municipal NBIS Monthly Compliance Report
B23 Verify Inspections Costs for Municipal Bridges Inspected by Consultants Hired by Department
C1 Complete Manual Review of Proposed Route for Special Hauling Permits
C2 Provide Recommendations on Alternative Routes, if possible
C3 Review Super Load Permit Applications
C4 Review Load Rating Analysis for Special Hauling Permits, if needed
C5 Maintain List of Overload Permits
C6 Review Applications to Exceed Posted Weight/Size Restrictions
C7 Review Applications for Bridge Occupancy Licenses
C8 Reanalyze Structure for Additional Dead Load
C9 Enter Occupancy License Data on BMS AD Screen
D1 Prioritize Bridge Maintenance Activities
D2 Determine Maintenance Activities to be Out-Sourced
D3 Develop Repair Plans, Specifications, & Estimates for Maintenance Deficiencies
D4 Obtain Funding for Maintenance Repairs
D5 Develop Maintenance Repair Contracts, if needed
D6 Develop Erosion & Sedimentation Plans, if needed
D7 Issue Work Orders
D8 Prioritize Work Plans with Counties
D9 Provide Project Schedule to Community Relations Coordinator
D10 Provide Technical Support On Site, if needed
D11 Monitor Status of Work Orders
Learning Opportunities for District Bridge Inspection Manager/Supervisor

D12 Document Completed Work  G4 Schedule Preventative Maintenance for Equipment
D13 Update BMS Maintenance Screens  G5 Conduct Equipment Safety Inspections
D14 Remove Postings and/or Restrictions, if required  G6 Provide Special Inspection Equipment Training (e.g. crane, lift truck, JLG)
D15 Monitor Maintenance Deficiencies Rating  G8 Schedule Bridge Inspection Crane and Lift Truck Repairs (applies to Host Districts only)
D16 Provide Maintenance Data for Business Plans  G9 Complete Monthly Crane Utilization Report (applies to Host Districts only)
E1 Prepare Position Descriptions  G10 Complete Accident Reports, as needed
E2 Conduct Quarterly Employee Performance Reviews  H1 Prioritize Deficient Bridges
E3 Conduct Annual Employee Performance Review  H2 Determine Type of Work Needed (e.g. replacement, rehab, preventative maintenance)
E4 Interview Applicants (e.g. promotion, temporary & permanent positions)  H3 Provide Preliminary Project Cost Estimate
E5 Assign Work to Staff  H4 Recommend Bridge Bill Candidates
E6 Approve Payrolls, Leave Requests & Expense Vouchers  H5 Provide Programming Data for Business Plan
E7 Monitor Leave & Overtime Usage  H6 Provide BMS Data to Municipalities
E8 Prepare Requests for Overtime & Out of Class Pay  H7 Provide Data to Planning Commissions
E9 Provide On The Job Training  ECMS
E10 Determine Additional Training Needs / Certifications
E11 Conduct Staff & Safety Meetings
E12 Provide Recommendations for Employee Recognition
E13 Attend Disciplinary Hearings, as needed
E14 Participate in Grievance Meetings
E15 Maintain Personnel Files
E16 Complete Personal Injury Report, as needed
E17 Participate in Professional Development Activities
F1 Respond to Inquiries From Other Agencies (e.g. phone calls, email, letters)
F2 Respond to Inquiries from Legislators
F3 Coordinate with Other Departmental Units (e.g. traffic, construction, BQAD)
F4 Provide Bridge Data to County Maintenance Dept. (e.g. SIP, bridge cleaning, quantity of bridges)
F5 Notify Bridge Owners of Problems (e.g. railroads, city, county)
F6 Participate in Public Utility Commission (PUC) Hearings & Field Conferences
F7 Provide Expert Witness Testimony at Hearings & Trials
F8 Participate in On Site Meetings (e.g. DEP, flood control, municipal structure problems)
G1 Identify Equipment Needs
G2 Complete Requests for Equipment
G3 Complete Equipment Inventory, as required

ECMS (Engineering and Construction Management System) Wave 3 -PennDOT

EMPLOYEES ONLY

A3 Select Consultants for Out-Sourced Inspection Work
B3 Select Consultant for Municipal Bridge Inspections
B4 Ensure Engineering Agreement is executed prior to inspection date
B5 Prepare Reimbursement Agreement
B12 Process Reimbursement Requests for Payment
D5 Develop Maintenance Repair Contracts, if needed

A15 Coordinate Underwater Inspections
A18 Manage Consultant Agreements
A21 Perform Load Rating Analysis, if needed
B2 Identify Lead Agent for Municipal Bridge Inspections
B3 Select Consultant for Municipal Bridge Inspections
B4 Ensure Engineering Agreement is executed prior to inspection date
B5 Prepare Reimbursement Agreement
B12 Process Reimbursement Requests for Payment
E9 Provide On The Job Training
Learning Opportunities for District Bridge Inspection Manager/Supervisor

E10 Determine Additional Training Needs / Certifications

EDMS Enterprise Content Collection
A28 Archive Bridge Documents (e.g. as built plans, shop drawings, inspection reports)
B11 File Completed Municipal Inspection Reports
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications

Effective Presentations
A3 Select Consultants for Out-Sourced Inspection Work
A9 Provide Information for Press Releases
A18 Manage Consultant Agreements
A27 Conduct Monthly Inspection Meetings
B3 Select Consultant for Municipal Bridge Inspections
B9 Investigate Questionable Municipal Inspection Data, if needed
B10 Follow Up Critical Deficiencies (e.g. postings, closings, undermining)
D3 Develop Repair Plans, Specifications, & Estimates for Maintenance Deficiencies
D5 Develop Maintenance Repair Contracts, if needed
D10 Provide Technical Support On Site, if needed
E2 Conduct Quarterly Employee Performance Reviews
E3 Conduct Annual Employee Performance Review
E4 Interview Applicants (e.g. promotion, temporary & permanent positions)
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications
E11 Conduct Staff & Safety Meetings
E13 Attend Disciplinary Hearings, as needed
E14 Participate in Grievance Meetings
E17 Participate in Professional Development Activities
F1 Respond to Inquiries From Other Agencies (e.g. phone calls, email, letters)
F2 Respond to Inquiries from Legislators
F3 Coordinate with Other Departmental Units (e.g. traffic, construction, BQAD)
F4 Provide Bridge Data to County Maintenance Dept. (e.g. SIP, bridge cleaning, quantity of bridges)
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F6 Participate in Public Utility Commission (PUC) Hearings & Field Conferences
F7 Provide Expert Witness Testimony at Hearings & Trials
F8 Participate in On Site Meetings (e.g. DEP, flood control, municipal structure problems)
H4 Recommend Bridge Bill Candidates

Engineering dataset programs
C8 Reanalyze Structure for Additional Dead Load

Evelyn Wood Reading Dynamics for Business Professionals
A3 Select Consultants for Out-Sourced Inspection Work
A20 Review Inspection Report
B6 Review Municipal Bridge Inspection Report
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications

Fatigue and Fracture Design of Steel Structures
A5 Schedule Inspection Equipment, if needed
A7 Prepare Structure Data for Inspections
A10 Inspect Bridges
A12 Inspect Sign Structures
A14 Inspect High Mast Lights
A16 Perform Special Structure Inspections (e.g. FCM, Frequency, Posted)
A17 Perform Emergency Inspections
A19 Prepare Structure Inspection Report
A20 Review Inspection Report
A22 Update Department Bridge Management System (BMS) Data
A23 Update APRAS Data (e.g. PA, PB, PC Screens)
A24 Perform Internal Quality Assurance on Inspection Reports/BMS
A27 Conduct Monthly Inspection Meetings
B6 Review Municipal Bridge Inspection Report
B8 Update Municipal BMS Data
B9 Investigate Questionable Municipal Inspection Data, if needed
B10 Follow Up Critical Deficiencies (e.g. postings, closings, undermining)
D1 Prioritize Bridge Maintenance Activities
D3 Develop Repair Plans, Specifications, & Estimates for Maintenance Deficiencies
Learning Opportunities for District Bridge Inspection Manager/Supervisor

D10 Provide Technical Support On Site, if needed
D13 Update BMS Maintenance Screens
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications
F6 Participate in Public Utility Commission (PUC) Hearings & Field Conferences
F7 Provide Expert Witness Testimony at Hearings & Trials
F8 Participate in On Site Meetings (e.g. DEP, flood control, municipal structure problems)
H1 Prioritize Deficient Bridges
H2 Determine Type of Work Needed (e.g. replacement, rehab, preventative maintenance)

Fracture Critical Inspection Techniques for Steel Bridges
A1 Identify Department Structures to be Inspected
A2 Determine Department Inspection Work to be Out-Sourced
A5 Schedule Inspection Equipment, if needed
A7 Prepare Structure Data for Inspections
A10 Inspect Bridges
A12 Inspect Sign Structures
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A26 Complete Department NBIS Monthly Compliance Report
A27 Conduct Monthly Inspection Meetings
B6 Review Municipal Bridge Inspection Report
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H1 Prioritize Deficient Bridges
H2 Determine Type of Work Needed (e.g. replacement, rehab, preventative maintenance)

Fundamentals of Project Management With Open Plan
A3 Select Consultants for Out-Sourced Inspection Work
B3 Select Consultant for Municipal Bridge Inspections
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications

Geotechnical and Foundation Engineering: Module 11 - Geotechnical Instrumentation
A16 Perform Special Structure Inspections (e.g. FCM, Frequency, Posted)

Grammar and Usage Seminar
A3 Select Consultants for Out-Sourced Inspection Work
A7 Prepare Structure Data for Inspections
A9 Provide Information for Press Releases
A18 Manage Consultant Agreements
A19 Prepare Structure Inspection Report
B4 Ensure Engineering Agreement is executed prior to inspection date
B5 Prepare Reimbursement Agreement
D3 Develop Repair Plans, Specifications, & Estimates for Maintenance Deficiencies
D9 Provide Project Schedule to Community Relations Coordinator
E1 Prepare Position Descriptions
E8 Prepare Requests for Overtime & Out of Class Pay
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications
F1 Respond to Inquiries From Other Agencies (e.g. phone calls, email, letters)
F2 Respond to Inquiries from Legislators
F3 Coordinate with Other Departmental Units (e.g. traffic, construction, BQAD)
Learning Opportunities for District Bridge Inspection Manager/Supervisor

F5 Notify Bridge Owners of Problems (e.g. railroads, city, county)
G7 Review Annual Crane Inspection Report (applies to Host Districts only)

Heat-Straightening Repair of Damaged Steel Bridges
A10 Inspect Bridges
A16 Perform Special Structure Inspections (e.g. FCM, Frequency, Posted)
A17 Perform Emergency Inspections
A20 Review Inspection Report
A24 Perform Internal Quality Assurance on Inspection Reports/BMS
B6 Review Municipal Bridge Inspection Report
D1 Prioritize Bridge Maintenance Activities
D2 Determine Maintenance Activities to be Out-Sourced
D3 Develop Repair Plans, Specifications, & Estimates for Maintenance Deficiencies
D10 Provide Technical Support On Site, if needed
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications
H1 Prioritize Deficient Bridges
H2 Determine Type of Work Needed (e.g. replacement, rehab, preventative maintenance)

How to Be a More Effective Team Leader
A4 Schedule Structure Inspections
A6 Assign Structures to be Inspected
A8 Schedule Traffic Control, if needed
A10 Inspect Bridges
A11 Inspect Culverts
A12 Inspect Sign Structures
A13 Inspect Retaining Walls
A14 Inspect High Mast Lights
A16 Perform Special Structure Inspections (e.g. FCM, Frequency, Posted)
A17 Perform Emergency Inspections
A18 Manage Consultant Agreements
E1 Prepare Position Descriptions
E2 Conduct Quarterly Employee Performance Reviews
E3 Conduct Annual Employee Performance Review
E4 Interview Applicants (e.g. promotion, temporary & permanent positions)
E5 Assign Work to Staff
E6 Approve Payrolls, Leave Requests & Expense Vouchers
E7 Monitor Leave & Overtime Usage
E8 Prepare Requests for Overtime & Out of Class Pay
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications
E11 Conduct Staff & Safety Meetings
E12 Provide Recommendations for Employee Recognition
E13 Attend Disciplinary Hearings, as needed
E14 Participate in Grievance Meetings
E17 Participate in Professional Development Activities
G1 Identify Equipment Needs
G4 Schedule Preventative Maintenance for Equipment
G5 Conduct Equipment Safety Inspections

How to Become a Great Communicator
A3 Select Consultants for Out-Sourced Inspection Work
A4 Schedule Structure Inspections
A6 Assign Structures to be Inspected
A8 Schedule Traffic Control, if needed
A9 Provide Information for Press Releases
A15 Coordinate Underwater Inspections
A18 Manage Consultant Agreements
A19 Prepare Structure Inspection Report
A27 Conduct Monthly Inspection Meetings
B2 Identify Lead Agent for Municipal Bridge Inspections
B10 Follow Up Critical Deficiencies (e.g. postings, closings, undermining)
D3 Develop Repair Plans, Specifications, & Estimates for Maintenance Deficiencies
D5 Develop Maintenance Repair Contracts, if needed
D8 Prioritize Work Plans with Counties
D9 Provide Project Schedule to Community Relations Coordinator
D10 Provide Technical Support On Site, if needed
D16 Provide Maintenance Data for Business Plans
E1 Prepare Position Descriptions
E2 Conduct Quarterly Employee Performance Reviews
E3 Conduct Annual Employee Performance Review
E4 Interview Applicants (e.g. promotion, temporary & permanent positions)
E5 Assign Work to Staff
E9 Provide On The Job Training
Learning Opportunities for District Bridge Inspection Manager/Supervisor

**E10** Determine Additional Training Needs / Certifications

**E11** Conduct Staff & Safety Meetings

**E13** Attend Disciplinary Hearings, as needed

**E14** Participate in Grievance Meetings

**E17** Participate in Professional Development Activities

**F1** Respond to Inquiries From Other Agencies (e.g. phone calls, email, letters)

**F2** Respond to Inquiries from Legislators

**F3** Coordinate with Other Departmental Units (e.g. traffic, construction, BQAD)

**F4** Provide Bridge Data to County Maintenance Dept. (e.g. SIP, bridge cleaning, quantity of bridges)

**E9** Provide On The Job Training

**E10** Determine Additional Training Needs / Certifications

**F1** Respond to Inquiries From Other Agencies (e.g. phone calls, email, letters)

**F2** Respond to Inquiries from Legislators

**F5**Notify Bridge Owners of Problems (e.g. railroads, city, county)

**H5** Provide Programming Data for Business Plan

**H6** Provide BMS Data to Municipalities

**H7** Provide Data to Planning Commissions

**How to Handle People with Tact and Skill**

**A4** Schedule Structure Inspections

**A5** Schedule Inspection Equipment, if needed

**A6** Assign Structures to be Inspected

**A15** Coordinate Underwater Inspections

**A18** Manage Consultant Agreements

**A27** Conduct Monthly Inspection Meetings

**B10** Follow Up Critical Deficiencies (e.g. postings, closings, undermining)

**D4** Obtain Funding for Maintenance Repairs

**E1** Prepare Position Descriptions

**E2** Conduct Quarterly Employee Performance Reviews

**E3** Conduct Annual Employee Performance Review

**E4** Interview Applicants (e.g. promotion, temporary & permanent positions)

**E5** Assign Work to Staff

**E9** Provide On The Job Training

**E10** Determine Additional Training Needs / Certifications

**E11** Conduct Staff & Safety Meetings

**E13** Attend Disciplinary Hearings, as needed

**E14** Participate in Grievance Meetings

**E17** Participate in Professional Development Activities

**F1** Respond to Inquiries From Other Agencies (e.g. phone calls, email, letters)

**F2** Respond to Inquiries from Legislators

**F3** Coordinate with Other Departmental Units (e.g. traffic, construction, BQAD)

**F4** Provide Bridge Data to County Maintenance Dept. (e.g. SIP, bridge cleaning, quantity of bridges)

**F5** Notify Bridge Owners of Problems (e.g. railroads, city, county)

**How to Give Exceptional Customer Service Over the Phone**

**A4** Schedule Structure Inspections

**A5** Schedule Inspection Equipment, if needed

**A9** Provide Information for Press Releases

**A15** Coordinate Underwater Inspections

**A18** Manage Consultant Agreements

**B2** Identify Lead Agent for Municipal Bridge Inspections

**B10** Follow Up Critical Deficiencies (e.g. postings, closings, undermining)

**B13** Complete Municipal NBIS Monthly Compliance Report

**C2** Provide Recommendations on Alternative Routes, if possible

**D8** Prioritize Work Plans with Counties

**D9** Provide Project Schedule to Community Relations Coordinator

**D14** Remove Postings and/or Restrictions, if required

**F3** Coordinate with Other Departmental Units (e.g. traffic, construction, BQAD)
Learning Opportunities for District Bridge Inspection Manager/Supervisor

F6 Participate in Public Utility Commission (PUC) Hearings & Field Conferences
F7 Provide Expert Witness Testimony at Hearings & Trials
F8 Participate in On Site Meetings (e.g. DEP, flood control, municipal structure problems)

How to Motivate Others
A4 Schedule Structure Inspections
A6 Assign Structures to be Inspected
A10 Inspect Bridges
A11 Inspect Culverts
A12 Inspect Sign Structures
A13 Inspect Retaining Walls
A14 Inspect High Mast Lights
A15 Coordinate Underwater Inspections
A18 Manage Consultant Agreements
A27 Conduct Monthly Inspection Meetings
E1 Prepare Position Descriptions
E2 Conduct Quarterly Employee Performance Reviews
E3 Conduct Annual Employee Performance Review
E5 Assign Work to Staff
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications
E11 Conduct Staff & Safety Meetings
E13 Attend Disciplinary Hearings, as needed
E17 Participate in Professional Development Activities

How to Proofread
A9 Provide Information for Press Releases
A18 Manage Consultant Agreements
A19 Prepare Structure Inspection Report
A20 Review Inspection Report
A26 Complete Department NBIS Monthly Compliance Report
B4 Ensure Engineering Agreement is executed prior to inspection date
B6 Review Municipal Bridge Inspection Report
B13 Complete Municipal NBIS Monthly Compliance Report
E1 Prepare Position Descriptions
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications
F1 Respond to Inquiries From Other Agencies (e.g. phone calls, email, letters)
F2 Respond to Inquiries from Legislators
F3 Coordinate with Other Departmental Units (e.g. traffic, construction, BQAD)
F5 Notify Bridge Owners of Problems (e.g. railroads, city, county)
G2 Complete Requests for Equipment

Introduction to Highway Hydraulics
A16 Perform Special Structure Inspections (e.g. FCM, Frequency, Posted)
A17 Perform Emergency Inspections
A19 Prepare Structure Inspection Report
A22 Update Department Bridge Management System (BMS) Data
A24 Perform Internal Quality Assurance on Inspection Reports/BMS
A27 Conduct Monthly Inspection Meetings
B6 Review Municipal Bridge Inspection Report
B8 Update Municipal BMS Data
B9 Investigate Questionable Municipal Inspection Data, if needed
B10 Follow Up Critical Deficiencies (e.g. postings, closings, undermining)
D6 Develop Erosion & Sedimentation Plans, if needed
D10 Provide Technical Support On Site, if needed
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications

LRFD for Highway Bridge Substructures
A21 Perform Load Rating Analysis, if needed
B7 Approve Municipal Bridge Load Rating Analysis, if needed
C4 Review Load Rating Analysis for Special Hauling Permits, if needed
C8 Reanalyze Structure for Additional Dead Load
D2 Determine Maintenance Activities to be Out-Sourced
D3 Develop Repair Plans, Specifications, & Estimates for Maintenance Deficiencies
D10 Provide Technical Support On Site, if needed
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications

Making Meetings Produce
A3 Select Consultants for Out-Sourced Inspection Work
A4 Schedule Structure Inspections
A6 Assign Structures to be Inspected
Learning Opportunities for District Bridge Inspection Manager/Supervisor

A18 Manage Consultant Agreements
A27 Conduct Monthly Inspection Meetings
E2 Conduct Quarterly Employee Performance Reviews
E3 Conduct Annual Employee Performance Review
E5 Assign Work to Staff
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications
E11 Conduct Staff & Safety Meetings
E13 Attend Disciplinary Hearings, as needed
E17 Participate in Professional Development Activities
F3 Coordinate with Other Departmental Units (e.g. traffic, construction, BQAD)
F6 Participate in Public Utility Commission (PUC) Hearings & Field Conferences
F8 Participate in On Site Meetings (e.g. DEP, flood control, municipal structure problems)

Mark IV
A1 Identify Department Structures to be Inspected
A2 Determine Department Inspection Work to be Out-Sourced
A4 Schedule Structure Inspections
A5 Schedule Inspection Equipment, if needed
A6 Assign Structures to be Inspected
A7 Prepare Structure Data for Inspections
A26 Complete Department NBIS Monthly Compliance Report
A27 Conduct Monthly Inspection Meetings
B1 Identify Municipal Structures to be Inspected
B13 Complete Municipal NBIS Monthly Compliance Report
B14 Verify Inspections Costs for Municipal Bridges Inspected by Consultants Hired by Department
D15 Monitor Maintenance Deficiencies Rating
D16 Provide Maintenance Data for Business Plans
F4 Provide Bridge Data to County Maintenance Dept. (e.g. SIP, bridge cleaning, quantity of bridges)
G7 Review Annual Crane Inspection Report (applies to Host Districts only)
H1 Prioritize Deficient Bridges
H2 Determine Type of Work Needed (e.g. replacement, rehab, preventative maintenance)

H3 Provide Preliminary Project Cost Estimate
H4 Recommend Bridge Bill Candidates
H5 Provide Programming Data for Business Plan
H6 Provide BMS Data to Municipalities
H7 Provide Data to Planning Commissions

Media Relations
A4 Schedule Structure Inspections
A5 Schedule Inspection Equipment, if needed
A9 Provide Information for Press Releases
A15 Coordinate Underwater Inspections
A16 Perform Special Structure Inspections (e.g. FCM, Frequency, Posted)
A17 Perform Emergency Inspections
A18 Manage Consultant Agreements
D9 Provide Project Schedule to Community Relations Coordinator
D14 Remove Postings and/or Restrictions, if required
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications
F1 Respond to Inquiries From Other Agencies (e.g. phone calls, email, letters)
F2 Respond to Inquiries from Legislators
F3 Coordinate with Other Departmental Units (e.g. traffic, construction, BQAD)
F5 Notify Bridge Owners of Problems (e.g. railroads, city, county)

Microsoft Access - Advanced
H5 Provide Programming Data for Business Plan

Microsoft Access - Level 1
A2 Determine Department Inspection Work to be Out-Sourced
A18 Manage Consultant Agreements
C5 Maintain List of Overload Permits

Microsoft Access, Level 2
A18 Manage Consultant Agreements

Microsoft Excel 2000, Advanced Level
A1 Identify Department Structures to be Inspected
A2 Determine Department Inspection Work to be Out-Sourced
A3 Select Consultants for Out-Sourced Inspection Work
A4 Schedule Structure Inspections
Learning Opportunities for District Bridge Inspection
Manager/Supervisor

A5 Schedule Inspection Equipment, if needed
A6 Assign Structures to be Inspected
A8 Schedule Traffic Control, if needed
A9 Provide Information for Press Releases
A15 Coordinate Underwater Inspections
A18 Manage Consultant Agreements
A27 Conduct Monthly Inspection Meetings
B1 Identify Municipal Structures to be Inspected
B2 Identify Lead Agent for Municipal Bridge Inspections
B9 Investigate Questionable Municipal Inspection Data, if needed
B10 Follow Up Critical Deficiencies (e.g. postings, closings, undermining)
B14 Verify Inspections Costs for Municipal Bridges Inspected by Consultants Hired by Department
C5 Maintain List of Overload Permits
D1 Prioritize Bridge Maintenance Activities
D4 Obtain Funding for Maintenance Repairs
D11 Monitor Status of Work Orders
D12 Document Completed Work
D14 Remove Postings and/or Restrictions, if required
D15 Monitor Maintenance Deficiencies Rating
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications
H1 Prioritize Deficient Bridges
H3 Provide Preliminary Project Cost Estimate
H5 Provide Programming Data for Business Plan
H7 Provide Data to Planning Commissions

Microsoft Excel 2000-Beginning Level
A1 Identify Department Structures to be Inspected
A2 Determine Department Inspection Work to be Out-Sourced
A3 Select Consultants for Out-Sourced Inspection Work
A4 Schedule Structure Inspections
A5 Schedule Inspection Equipment, if needed
A6 Assign Structures to be Inspected
A8 Schedule Traffic Control, if needed
A9 Provide Information for Press Releases
A15 Coordinate Underwater Inspections
A18 Manage Consultant Agreements
A26 Complete Department NBIS Monthly Compliance Report
A27 Conduct Monthly Inspection Meetings
B1 Identify Municipal Structures to be Inspected
B2 Identify Lead Agent for Municipal Bridge Inspections
B4 Ensure Engineering Agreement is executed prior to inspection date
B9 Investigate Questionable Municipal Inspection Data, if needed
B10 Follow Up Critical Deficiencies (e.g. postings, closings, undermining)
B12 Process Reimbursement Requests for Payment
B13 Complete Municipal NBIS Monthly Compliance Report
B14 Verify Inspections Costs for Municipal Bridges Inspected by Consultants Hired by Department
C5 Maintain List of Overload Permits
D1 Prioritize Bridge Maintenance Activities
D4 Obtain Funding for Maintenance Repairs
D11 Monitor Status of Work Orders
D12 Document Completed Work
D14 Remove Postings and/or Restrictions, if required
D15 Monitor Maintenance Deficiencies Rating
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications
H1 Prioritize Deficient Bridges
H3 Provide Preliminary Project Cost Estimate
H5 Provide Programming Data for Business Plan
H7 Provide Data to Planning Commissions

Microsoft PowerPoint 2000, Beginner Level
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications

NEPA and the Transportation Development Process
D10 Provide Technical Support On Site, if needed
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications

Open Plan
A18 Manage Consultant Agreements
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications

Overview of Section 404/Chapter 105
A21 Perform Load Rating Analysis, if needed
D2 Determine Maintenance Activities to be Out-Sourced
Learning Opportunities for District Bridge Inspection Manager/Supervisor

| D3 | Develop Repair Plans, Specifications, & Estimates for Maintenance Deficiencies |
| D6 | Develop Erosion & Sedimentation Plans, if needed |
| E9 | Provide On The Job Training |
| E10 | Determine Additional Training Needs / Certifications |

**PAPIER Software Training**

| E9 | Provide On The Job Training |
| E10 | Determine Additional Training Needs / Certifications |

**PennDOT Leadership Academy for Managers**

| A2 | Determine Department Inspection Work to be Out-Sourced |
| A4 | Schedule Structure Inspections |
| A6 | Assign Structures to be Inspected |
| A9 | Provide Information for Press Releases |
| A15 | Coordinate Underwater Inspections |
| A18 | Manage Consultant Agreements |
| A27 | Conduct Monthly Inspection Meetings |
| E1 | Prepare Position Descriptions |
| E2 | Conduct Quarterly Employee Performance Reviews |
| E3 | Conduct Annual Employee Performance Review |
| E4 | Interview Applicants (e.g. promotion, temporary & permanent positions) |
| E5 | Assign Work to Staff |
| E6 | Approve Payrolls, Leave Requests & Expense Vouchers |
| E7 | Monitor Leave & Overtime Usage |
| E8 | Prepare Requests for Overtime & Out of Class Pay |
| E9 | Provide On The Job Training |
| E10 | Determine Additional Training Needs / Certifications |
| E11 | Conduct Staff & Safety Meetings |
| E12 | Provide Recommendations for Employee Recognition |
| E13 | Attend Disciplinary Hearings, as needed |
| E14 | Participate in Grievance Meetings |
| E15 | Maintain Personnel Files |
| E16 | Complete Personal Injury Report, as needed |
| E17 | Participate in Professional Development Activities |
| F6 | Participate in Public Utility Commission (PUC) Hearings & Field Conferences |
| F7 | Provide Expert Witness Testimony at Hearings & Trials |
| F8 | Participate in On Site Meetings (e.g. DEP, flood control, municipal structure problems) |

**PennDOT Leadership Academy for Supervisors**

| A2 | Determine Department Inspection Work to be Out-Sourced |
| A4 | Schedule Structure Inspections |
| A6 | Assign Structures to be Inspected |
| A15 | Coordinate Underwater Inspections |
| A18 | Manage Consultant Agreements |
| A27 | Conduct Monthly Inspection Meetings |
| E1 | Prepare Position Descriptions |
| E2 | Conduct Quarterly Employee Performance Reviews |
| E3 | Conduct Annual Employee Performance Review |
| E4 | Interview Applicants (e.g. promotion, temporary & permanent positions) |
| E5 | Assign Work to Staff |
| E6 | Approve Payrolls, Leave Requests & Expense Vouchers |
| E7 | Monitor Leave & Overtime Usage |
| E8 | Prepare Requests for Overtime & Out of Class Pay |
| E9 | Provide On The Job Training |
| E10 | Determine Additional Training Needs / Certifications |
| E11 | Conduct Staff & Safety Meetings |
| E12 | Provide Recommendations for Employee Recognition |
| E13 | Attend Disciplinary Hearings, as needed |
| E14 | Participate in Grievance Meetings |
| E15 | Maintain Personnel Files |
| E16 | Complete Personal Injury Report, as needed |
| E17 | Participate in Professional Development Activities |
| F6 | Participate in Public Utility Commission (PUC) Hearings & Field Conferences |
| F7 | Provide Expert Witness Testimony at Hearings & Trials |
| F8 | Participate in On Site Meetings (e.g. DEP, flood control, municipal structure problems) |

**PennDOT-ACEC/PA Project Management Seminar**

| A2 | Determine Department Inspection Work to be Out-Sourced |
| A3 | Select Consultants for Out-Sourced Inspection Work |
| B3 | Select Consultant for Municipal Bridge Inspections |
| D16 | Provide Maintenance Data for Business Plans |
| E9 | Provide On The Job Training |
Learning Opportunities for District Bridge Inspection Manager/Supervisor

E10 Determine Additional Training Needs / Certifications

Pennsylvania Stormwater Management Issues
D6 Develop Erosion & Sedimentation Plans, if needed

Plans Reading Course
A21 Perform Load Rating Analysis, if needed
B7 Approve Municipal Bridge Load Rating Analysis, if needed
C4 Review Load Rating Analysis for Special Hauling Permits, if needed
C7 Review Applications for Bridge Occupancy Licenses
C8 Reanalyze Structure for Additional Dead Load
D3 Develop Repair Plans, Specifications, & Estimates for Maintenance Deficiencies
D6 Develop Erosion & Sedimentation Plans, if needed
E1 Prepare Position Descriptions
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications

Powerful Listening Skills
A18 Manage Consultant Agreements
A27 Conduct Monthly Inspection Meetings
A4 Schedule Structure Inspections
E1 Prepare Position Descriptions
E2 Conduct Quarterly Employee Performance Reviews
E3 Conduct Annual Employee Performance Review
E4 Interview Applicants (e.g. promotion, temporary & permanent positions)
E5 Assign Work to Staff
E6 Approve Payrolls, Leave Requests & Expense Vouchers
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications
E11 Conduct Staff & Safety Meetings
E13 Attend Disciplinary Hearings, as needed
E14 Participate in Grievance Meetings
E16 Complete Personal Injury Report, as needed
E17 Participate in Professional Development Activities
F1 Respond to Inquiries From Other Agencies (e.g. phone calls, email, letters)
F2 Respond to Inquiries from Legislators

F3 Coordinate with Other Departmental Units (e.g. traffic, construction, BQAD)
F4 Provide Bridge Data to County Maintenance Dept. (e.g. SIP, bridge cleaning, quantity of bridges)
F5 Notify Bridge Owners of Problems (e.g. railroads, city, county)
F6 Participate in Public Utility Commission (PUC) Hearings & Field Conferences
F7 Provide Expert Witness Testimony at Hearings & Trials
F8 Participate in On Site Meetings (e.g. DEP, flood control, municipal structure problems)

G10 Complete Accident Reports, as needed

Practical Highway Hydrology
A16 Perform Special Structure Inspections (e.g. FCM, Frequency, Posted)
A17 Perform Emergency Inspections
A19 Prepare Structure Inspection Report
A20 Review Inspection Report
A22 Update Department Bridge Management System (BMS) Data
A24 Perform Internal Quality Assurance on Inspection Reports/BMS
A27 Conduct Monthly Inspection Meetings
D6 Develop Erosion & Sedimentation Plans, if needed

Principles of Writing Highway Construction Specifications
D3 Develop Repair Plans, Specifications, & Estimates for Maintenance Deficiencies
F1 Respond to Inquiries From Other Agencies (e.g. phone calls, email, letters)
F2 Respond to Inquiries from Legislators
F3 Coordinate with Other Departmental Units (e.g. traffic, construction, BQAD)
F5 Notify Bridge Owners of Problems (e.g. railroads, city, county)

Project Development Process Overview
A3 Select Consultants for Out-Sourced Inspection Work
B3 Select Consultant for Municipal Bridge Inspections
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications

PSLRFD Design Program Training
A21 Perform Load Rating Analysis, if needed
Learning Opportunities for District Bridge Inspection Manager/Supervisor

B7 Approve Municipal Bridge Load Rating Analysis, if needed
C4 Review Load Rating Analysis for Special Hauling Permits, if needed
C8 Reanalyze Structure for Additional Dead Load
D3 Develop Repair Plans, Specifications, & Estimates for Maintenance Deficiencies
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications

A9 Provide Information for Press Releases
A18 Manage Consultant Agreements
A19 Prepare Structure Inspection Report
A27 Conduct Monthly Inspection Meetings
B1 Identify Municipal Structures to be Inspected
B2 Identify Lead Agent for Municipal Bridge Inspections
B3 Select Consultant for Municipal Bridge Inspections
B4 Ensure Engineering Agreement is executed prior to inspection date
B5 Prepare Reimbursement Agreement
B10 Follow Up Critical Deficiencies (e.g. postings, closings, undermining)
B12 Process Reimbursement Requests for Payment

River Engineering for Highway Encroachment
D6 Develop Erosion & Sedimentation Plans, if needed

A10 Inspect Bridges
A11 Inspect Culverts
A12 Inspect Sign Structures
A13 Inspect Retaining Walls
A14 Inspect High Mast Lights
A16 Perform Special Structure Inspections (e.g. FCM, Frequency, Posted)
A17 Perform Emergency Inspections
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications

C1 Complete Manual Review of Proposed Route for Special Hauling Permits
C2 Provide Recommendations on Alternative Routes, if possible
C3 Review Super Load Permit Applications
C5 Maintain List of Overload Permits
D2 Determine Maintenance Activities to be Out-Sourced
D3 Develop Repair Plans, Specifications, & Estimates for Maintenance Deficiencies
D4 Obtain Funding for Maintenance Repairs
D5 Develop Maintenance Repair Contracts, if needed
D6 Develop Erosion & Sedimentation Plans, if needed
D7 Issue Work Orders
D8 Prioritize Work Plans with Counties
D9 Provide Project Schedule to Community Relations Coordinator
D10 Provide Technical Support On Site, if needed
D12 Document Completed Work
D14 Remove Postings and/or Restrictions, if required
D16 Provide Maintenance Data for Business Plans

Soils and Foundations Workshop
D3 Develop Repair Plans, Specifications, & Estimates for Maintenance Deficiencies

A2 Determine Department Inspection Work to be Out-Sourced
A3 Select Consultants for Out-Sourced Inspection Work
A4 Schedule Structure Inspections
A5 Schedule Inspection Equipment, if needed
A6 Assign Structures to be Inspected
A7 Prepare Structure Data for Inspections
A8 Schedule Traffic Control, if needed

Technical Writing Skills
E1 Prepare Position Descriptions
E2 Conduct Quarterly Employee Performance Reviews
E3 Conduct Annual Employee Performance Review
E4 Interview Applicants (e.g. promotion, temporary & permanent positions)
E5 Assign Work to Staff
E6 Approve Payrolls, Leave Requests & Expense Vouchers
E7 Monitor Leave & Overtime Usage
Learning Opportunities for District Bridge Inspection
Manager/Supervisor

E8 Prepare Requests for Overtime & Out of Class Pay
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications
E11 Conduct Staff & Safety Meetings
E12 Provide Recommendations for Employee Recognition
E13 Attend Disciplinary Hearings, as needed
E14 Participate in Grievance Meetings
E15 Maintain Personnel Files
E16 Complete Personal Injury Report, as needed
F1 Respond to Inquiries From Other Agencies (e.g. phone calls, email, letters)
F2 Respond to Inquiries from Legislators
F3 Coordinate with Other Departmental Units (e.g. traffic, construction, BQAD)
F4 Provide Bridge Data to County Maintenance Dept. (e.g. SIP, bridge cleaning, quantity of bridges)
F5 Notify Bridge Owners of Problems (e.g. railroads, city, county)
F6 Participate in Public Utility Commission (PUC) Hearings & Field Conferences
F7 Provide Expert Witness Testimony at Hearings & Trials
F8 Participate in On Site Meetings (e.g. DEP, flood control, municipal structure problems)
G2 Complete Requests for Equipment
G3 Complete Equipment Inventory, as required
G4 Schedule Preventative Maintenance for Equipment
G5 Conduct Equipment Safety Inspections
G6 Provide Special Inspection Equipment Training (e.g. crane, lift truck, JLG)
G7 Review Annual Crane Inspection Report (applies to Host Districts only)
G8 Schedule Bridge Inspection Crane and Lift Truck Repairs (applies to Host Districts only)
G9 Complete Monthly Crane Utilization Report (applies to Host Districts only)
G10 Complete Accident Reports, as needed
H1 Prioritize Deficient Bridges
H2 Determine Type of Work Needed (e.g. replacement, rehab, preventative maintenance)
H3 Provide Preliminary Project Cost Estimate
H4 Recommend Bridge Bill Candidates
H5 Provide Programming Data for Business Plan
H6 Provide BMS Data to Municipalities
H7 Provide Data to Planning Commissions

Urban Drainage Design (HEC-22) and PA Storm Water Management Issues
D6 Develop Erosion & Sedimentation Plans, if needed

Value Engineering Workshop
D10 Provide Technical Support On Site, if needed
E9 Provide On The Job Training
E10 Determine Additional Training Needs / Certifications

Wetland Banking Memorandum of Agreement (Statewide)
D6 Develop Erosion & Sedimentation Plans, if needed
H5 Provide Programming Data for Business Plan

On the Job Training
A1 Identify Department Structures to be Inspected
A2 Determine Department Inspection Work to be Out-Sourced
A3 Select Consultants for Out-Sourced Inspection Work
A4 Schedule Structure Inspections
A5 Schedule Inspection Equipment, if needed
A6 Assign Structures to be Inspected
A7 Prepare Structure Data for Inspections
A8 Schedule Traffic Control, if needed
A21 Perform Load Rating Analysis, if needed
A22 Update Department Bridge Management System (BMS) Data
A23 Update APRAS Data (e.g. PA, PB, PC Screens)
A25 File Completed Department Inspection Reports
A26 Complete Department NBIS Monthly Compliance Report
A27 Conduct Monthly Inspection Meetings
A28 Archive Bridge Documents (e.g. as built plans, shop drawings, inspection reports)
A29 Coordinate with other units regarding bridge inspections, as necessary
A30 Prepare Bridge Problem Reports
A31 Prepare Bridge Posting Recommendations
B2 Identify Lead Agent for Municipal Bridge Inspections
<table>
<thead>
<tr>
<th></th>
<th>B5 Prepare Reimbursement Agreement</th>
<th>D15 Monitor Maintenance Deficiencies Rating</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>B7</td>
<td>Approve Municipal Bridge Load Rating Analysis, if needed</td>
<td>D16 Provide Maintenance Data for Business Plans</td>
<td></td>
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<tr>
<td>B8</td>
<td>Update Municipal BMS Data</td>
<td>E1 Prepare Position Descriptions</td>
<td></td>
</tr>
<tr>
<td>B9</td>
<td>Investigate Questionable Municipal Inspection Data, if needed</td>
<td>E2 Conduct Quarterly Employee Performance Reviews</td>
<td></td>
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<tr>
<td>B10</td>
<td>Follow Up Critical Deficiencies (e.g. postings, closings, undermining)</td>
<td>E3 Conduct Annual Employee Performance Review</td>
<td></td>
</tr>
<tr>
<td>B11</td>
<td>File Completed Municipal Inspection Reports</td>
<td>E4 Interview Applicants (e.g. promotion, temporary &amp; permanent positions)</td>
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<tr>
<td>B12</td>
<td>Process Reimbursement Requests for Payment</td>
<td>E5 Assign Work to Staff</td>
<td></td>
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<tr>
<td>B13</td>
<td>Complete Municipal NBIS Monthly Compliance Report</td>
<td>E6 Approve Payrolls, Leave Requests &amp; Expense Vouchers</td>
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</tr>
<tr>
<td>B14</td>
<td>Verify Inspections Costs for Municipal Bridges Inspected by Consultants Hired by Department</td>
<td>E7 Monitor Leave &amp; Overtime Usage</td>
<td></td>
</tr>
<tr>
<td>C1</td>
<td>Complete Manual Review of Proposed Route for Special Hauling Permits</td>
<td>E8 Prepare Requests for Overtime &amp; Out of Class Pay</td>
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</tr>
<tr>
<td>C2</td>
<td>Provide Recommendations on Alternative Routes, if possible</td>
<td>E9 Provide On The Job Training</td>
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</tr>
<tr>
<td>C3</td>
<td>Review Super Load Permit Applications</td>
<td>E10 Determine Additional Training Needs / Certifications</td>
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</tr>
<tr>
<td>C4</td>
<td>Review Load Rating Analysis for Special Hauling Permits, if needed</td>
<td>E12 Provide Recommendations for Employee Recognition</td>
<td></td>
</tr>
<tr>
<td>C5</td>
<td>Maintain List of Overload Permits</td>
<td>E13 Attend Disciplinary Hearings, as needed</td>
<td></td>
</tr>
<tr>
<td>C6</td>
<td>Review Applications to Exceed Posted Weight/Size Restrictions</td>
<td>E14 Participate in Grievance Meetings</td>
<td></td>
</tr>
<tr>
<td>C7</td>
<td>Review Applications for Bridge Occupancy Licenses</td>
<td>E15 Maintain Personnel Files</td>
<td></td>
</tr>
<tr>
<td>C8</td>
<td>Reanalyze Structure for Additional Dead Load</td>
<td>E16 Complete Personal Injury Report, as needed</td>
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</tr>
<tr>
<td>C9</td>
<td>Enter Occupancy License Data on BMS AD Screen</td>
<td>E17 Participate in Professional Development Activities</td>
<td></td>
</tr>
<tr>
<td>D1</td>
<td>Prioritize Bridge Maintenance Activities</td>
<td>F4 Provide Bridge Data to County Maintenance Dept. (e.g. SIP, bridge cleaning, quantity of bridges)</td>
<td></td>
</tr>
<tr>
<td>D2</td>
<td>Determine Maintenance Activities to be Out-Sourced</td>
<td>F6 Participate in Public Utility Commission (PUC) Hearings &amp; Field Conferences</td>
<td></td>
</tr>
<tr>
<td>D3</td>
<td>Develop Repair Plans, Specifications, &amp; Estimates for Maintenance Deficiencies</td>
<td>F7 Provide Expert Witness Testimony at Hearings &amp; Trials</td>
<td></td>
</tr>
<tr>
<td>D4</td>
<td>Obtain Funding for Maintenance Repairs</td>
<td>F8 Participate in On Site Meetings (e.g. DEP, flood control, municipal structure problems)</td>
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<tr>
<td>D5</td>
<td>Develop Maintenance Repair Contracts, if needed</td>
<td>G1 Identify Equipment Needs</td>
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<tr>
<td>D6</td>
<td>Develop Erosion &amp; Sedimentation Plans, if needed</td>
<td>G2 Complete Requests for Equipment</td>
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<tr>
<td>D7</td>
<td>Issue Work Orders</td>
<td>G3 Complete Equipment Inventory, as required</td>
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<tr>
<td>D8</td>
<td>Prioritize Work Plans with Counties</td>
<td>G4 Schedule Preventative Maintenance for Equipment</td>
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<td>D9</td>
<td>Provide Project Schedule to Community Relations Coordinator</td>
<td>G5 Conduct Equipment Safety Inspections</td>
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<tr>
<td>D10</td>
<td>Provide Technical Support On Site, if needed</td>
<td>G6 Provide Special Inspection Equipment Training (e.g. crane, lift truck, JLG)</td>
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<tr>
<td>D11</td>
<td>Monitor Status of Work Orders</td>
<td>G7 Review Annual Crane Inspection Report (applies to Host Districts only)</td>
<td></td>
</tr>
<tr>
<td>D12</td>
<td>Document Completed Work</td>
<td>G8 Schedule Bridge Inspection Crane and Lift Truck Repairs (applies to Host Districts only)</td>
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<tr>
<td>D13</td>
<td>Update BMS Maintenance Screens</td>
<td>G9 Complete Monthly Crane Utilization Report (applies to Host Districts only)</td>
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<tr>
<td>D14</td>
<td>Remove Postings and/or Restrictions, if required</td>
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</table>
Learning Opportunities for District Bridge Inspection Manager/Supervisor

G10 Complete Accident Reports, as needed
H1 Prioritize Deficient Bridges
H2 Determine Type of Work Needed (e.g. replacement, rehab, preventative maintenance)
H3 Provide Preliminary Project Cost Estimate
H4 Recommend Bridge Bill Candidates
H5 Provide Programming Data for Business Plan
H6 Provide BMS Data to Municipalities
H7 Provide Data to Planning Commissions
SELF-ASSESSMENT/MENTOR’S ASSESSMENT

Key for **Current Level of Aptitude:**
0 = Expert: Extremely skilled. Can demonstrate this competency in highly complex situations; could instruct others in the development or application of this competency.
1 = Intermediate: Skilled. Can demonstrate this competency in most situations; might require some help in complex situations; could instruct others in the application of this competency in basic situations.
2 = Novice: Has some limited experience demonstrating this competency. Would benefit from some help if the situation was not straightforward.
3 = None: Cannot, or has not had the opportunity to, demonstrate this competency.

Key for **Importance to Job Performance:**
0 = N/A: Not applicable to my job
1 = Low: Not that critical to success in my job
2 = Medium: Important to success in my job
3 = High: Extremely critical to success in my job

<table>
<thead>
<tr>
<th>COMPETENCY</th>
<th>CURRENT LEVEL OF APTITUDE</th>
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<th>PRIORITY FOR DEVELOPMENT (A x B)</th>
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</table>

**Analytical Reasoning:** Uses a logical, systematic, sequential approach for structure inspections and various other work assignments; approaches a complex structure, problem or task by breaking it down into its component parts; analyzes the structure and its environment to determine its maintenance needs; analyzes data or information to identify patterns, trends and relationships; draws conclusions on the basis of analysis; analyzes structures, permit applications and inspection reports to determine compliance to specifications; identifies the cause of technical problems encountered and develops workable solutions; weighs the costs, benefits, risks and chances for success of various alternative solutions; guides others in the use of analytical techniques.

**Attention to Detail:** Is thorough when performing structural inspection work and when reviewing work/calculations; notices the details of the work environment and takes note of conditions of structures and repairs that need to be made; is conscientious about detailed procedures and attending to the details of multiple projects or tasks occurring simultaneously; examines details of completed work to ensure high quality; ensures staff attends to details in performing tasks; is persistent in completing and encouraging others to complete projects and assignments.

**Communications, Listening:** Listens to complex or detailed information to acquire a working knowledge about a situation, topic or assignment and responds appropriately; listens to technical information to identify problems and clarify miscommunications; listens and responds to questions; uses active listening techniques to clarify understanding; focuses on what others say, both in their words and underlying meaning; listens to customers, co-workers and partners to acquire information, determine needs, or solve problems.
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<tr>
<td><strong>Communications, Media:</strong> Is highly skilled in communicating with various media representatives; knows the information needs of the media and the public in regard to traffic control changes; is able to distinguish between routine inquiries and those that may have repercussions on the organization; is available to media representatives, even during off-hours; effectively distinguishes between material that should be disclosed and material that is appropriate to withhold.</td>
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<td><strong>Communications, Oral:</strong> Communicates or explains complex information clearly and adapts to listeners with widely diverse levels of knowledge or expertise; recognizes and clarifies miscommunications; explanations are well organized and communicated clearly and accurately; discusses and explains technical information to create understanding; effectively questions to obtain required or useful information; engages in two-way exchanges to achieve understanding; speaks clearly, using correct English grammar and syntax.</td>
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<td><strong>Communications, Written:</strong> Creates and maintains inspection documentation and/or reviews permitting applications requiring specialized knowledge that contain technical specifications and standards; communicates purpose in writing in a succinct and organized manner, appropriate context, time, and place; creates and maintains documentation design process; composes short documents or proposals; prepares and responds to correspondence received electronically or in hard copy; consistently uses proper English grammar; chooses appropriate vocabulary and style for each communiqué.</td>
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<td><strong>Conscientiousness:</strong> Displays a high level of effort and commitment towards performing work; demonstrates responsible behavior, functioning with little or no supervision; is persistent in completing and encouraging others to complete assignments in a timely manner; works well with others in a team environment; follows structural inspection rules and procedures as dictated in PennDOT publications and specifications; exhibits pride in work and in the care of tools and equipment.</td>
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<td><strong>Decision Making:</strong> Exercises good judgment by making sound and well-informed, objective decisions under various circumstances; gathers, analyzes and interprets structural plans, survey information and reports and uses the information as the basis for inspection/permitting decisions; perceives the impact and implications of decisions; considers risks, evaluates and recommends solutions; makes effective and timely decisions, even when data is limited; is proactive.</td>
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<td><strong>Flexibility:</strong> Is aware of and adapts to changing or new information; adapts behavior, style or standard methods in response to new information, changing conditions, or unexpected obstacles; incorporates new ideas into existing processes or ongoing projects; is able to improvise when standard methods are ineffective; deals effectively with disruptions in work plans caused by unexpected situations; maintains a positive attitude.</td>
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<td><strong>Honesty/Integrity:</strong> Displays a high standard of ethical conduct and understands the impact of violating these standards on the organization, self, and the public; contributes to maintaining the integrity of the organization; instills mutual trust and confidence; is perceived by others to be trustworthy and honest, even when faced with offers of personal gain; submits accurate structural inspection reports and maintains accurate documentation.</td>
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<td><strong>Information Management:</strong></td>
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<td>Anticipates and identifies own information needs and the information needs of subordinates, team members and management; gathers, organizes and maintains complex or technical information from various sources and compiles files; gathers information based on the requests of others; organizes information in a manner useful to the recipient; interprets and packages information in a manner that maintains the credibility of the organization and own credibility.</td>
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<td><strong>Interpersonal Acumen:</strong></td>
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<td>Establishes, develops, and maintains constructive and cooperative relationships with others based on mutual trust, respect and professionalism; shows understanding, courtesy, diplomacy, tact, concern; considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful, and treats others with patience and respect; deals effectively with people that have conflicting priorities or may be resistant to change; is sensitive to individual differences; gives feedback tactfully and receives it graciously; relates well to people from varied backgrounds.</td>
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<td><strong>Leadership:</strong></td>
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<tr>
<td>Influences, motivates and challenges staff, co-workers and team members to achieve organizational goals; gains the confidence and support of others in the organization; ensures others are committed to shared organizational values and goal accomplishment; is respected and trusted by co-workers, partners and management; works to maintain a positive working environment; actively participates in Department-wide projects, initiatives and on committees.</td>
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<tr>
<td><strong>Mathematical Computation:</strong></td>
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<tr>
<td>Performs computations involving basic and advanced math functions, geometry and trigonometry, and applies the computations appropriately to structural inspections and permit application analysis.</td>
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<tr>
<td><strong>Observant:</strong></td>
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<tr>
<td>Notices the details of a structure and its environment; identifies special situations that may require specific safety measures or require a different approach; notices obstacles that may interfere with the use of equipment.</td>
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<tr>
<td><strong>Organized:</strong></td>
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<tr>
<td>Approaches work in a well-planned, systematic and sequential fashion; develops methods and systems to assure that all aspects of work are completed in an efficient manner; collects, compiles and organizes information that is used to document technical reports; maintains and prepares accurate inspection records; makes good use of time; plans and prioritizes personal work activities; is able to keep multiple operations moving forward simultaneously.</td>
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<tr>
<td><strong>Physical Dexterity:</strong></td>
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<tr>
<td>Bends, stretches, twists and uses physical strength to perform tasks; inspects all areas of a structure even while working in confined spaces or in awkward positions; is able to operate tools and perform work in a seated, crouched or bent position; is adept at working on ladders or from scaffolding; has a good sense of balance.</td>
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<tr>
<td><strong>Planning:</strong></td>
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<tr>
<td>Establishes priorities and develops personal work plans and personal schedule of work, including coordinating work requirements and project resources to execute assignments; coaches subordinates to plan their work duties and projects.</td>
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<tr>
<td><strong>Problem Solving:</strong></td>
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<tr>
<td>Identifies problems; determines accuracy and relevance of information; uses logic, and a systematic process to identify and evaluate alternatives; makes recommendations or presents alternatives based on data, information, standards and field conditions; coaches subordinates through problem-solving activities; solves problems cooperatively with others.</td>
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<tr>
<td>Quality Conscious: Takes pride in doing quality work; is committed to doing tasks properly the first time, even when under pressure to complete work in short time frames; takes personal ownership of the tasks at hand; participates on teams to identify solutions to problems and implement improvements; continually looks for improved methods for completing work.</td>
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<tr>
<td>Self-Management: Displays a high level of initiative, effort, and commitment toward completing assignments in a thorough, accurate and timely manner; sets goals and priorities for own work and coordinates activities and timelines with others to ensure task goals and deadlines are met; is organized and able to work on several diverse projects simultaneously; completes work and meets deadlines in spite of multiple interruptions; works independently; manages own time efficiently and invests in self-development; is motivated to do good work; demonstrates responsible behavior.</td>
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<tr>
<td>Teamwork: Encourages and facilitates cooperation, pride, trust and group identity; fosters commitment and team spirit; works effectively with others to achieve goals; coordinates group’s work efforts and monitors progress toward goals; participates effectively on committees.</td>
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<tr>
<td>Technical Competence: Is competent in a variety of specialty computer programs; is knowledgeable about the technical aspects of the job; works with, understands, and evaluates technical information related to the job; uses knowledge that is acquired through formal and informal training to perform inspection tasks; seeks to keep up-to-date on the technical aspects of the job.</td>
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</tbody>
</table>

The format for this Assessment was developed by Dr. William Rothwell, The Pennsylvania State University. Used with permission.
<table>
<thead>
<tr>
<th>Phase One</th>
<th>Phase Two</th>
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</thead>
<tbody>
<tr>
<td>Alkali-Silica Reactivity Workshop-Lithium Impact APRAS</td>
<td>Advanced Section 4(f)</td>
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<tr>
<td>Basic Bridge Safety Inspection Course BMS</td>
<td>Context Sensitive Solutions Training</td>
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<tr>
<td>Bridge Scour Evaluation Business Writing</td>
<td>Environmental Permit Requirements for</td>
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<tr>
<td>Crystal Reports for BMS Users</td>
<td>Maintenance/Inspection Around Streams: The</td>
</tr>
<tr>
<td>Design and Operation of Work Zone Traffic Control</td>
<td>Dos and Don’ts</td>
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<tr>
<td>Design of MSE Walls and Reinforced Soil Slopes</td>
<td>Fundamentals of Project Management With Open</td>
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<tr>
<td>Driven Pile Foundations - Design and Construction EDMS Enterprise Content Collection</td>
<td>Plan</td>
</tr>
<tr>
<td>Fatigue and Fracture Design of Steel Structures</td>
<td>LRFD for Highway Bridge Substructures</td>
</tr>
<tr>
<td>Fracture Critical Inspection Techniques for Steel Bridges Geotechnical and Foundation Engineering: Module 11 - Geotechnical Instrumentation</td>
<td>Microsoft Access - Level 1</td>
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<tr>
<td>Heat-Straightening Repair of Damaged Steel Bridges</td>
<td>NEPA and the Transportation Development Process</td>
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<tr>
<td>Introduction to Highway Hydraulics Mark IV</td>
<td>Open Plan</td>
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<td>Microsoft Excel 2000-Beginning Level</td>
<td>Overview of Section 404/Chapter 105</td>
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<td>Pennsylvania Stormwater Management Issues Plans Reading Course</td>
<td>PennDOT Leadership Academy for Managers</td>
</tr>
<tr>
<td>Project Development Process Overview Standard First Aid and Automated External Defibrillator</td>
<td>PennDOT Leadership Academy for Supervisors</td>
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<tr>
<td>Technical Writing Skills</td>
<td>PSLRFD Design Program Training</td>
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<tr>
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<tbody>
<tr>
<td>ECMS ECMS (Engineering and Construction Management System) Wave 3 -PennDOT EMPLOYEES ONLY</td>
<td>Dynamic Time Management: Critical Elements</td>
</tr>
<tr>
<td>Microsoft Access, Level 2</td>
<td>Effective Presentations</td>
</tr>
<tr>
<td>Microsoft Excel 2000, Advanced Level</td>
<td>Engineering dataset programs</td>
</tr>
<tr>
<td>Microsoft PowerPoint 2000, Beginner Level</td>
<td>Evelyn Wood Reading Dynamics for Business Professionals</td>
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ON GOING

Learning experiences to develop subject-matter expertise, maintain awareness of industry best practices, close identified skill/knowledge gaps, and prepare for additional assigned duties.

AMTRAK Safety Training
Bridge Inspection Refresher Course
PennDOT-ACEC/PA Project Management Seminar
**ACTION PLAN FOR PROFESSIONAL DEVELOPMENT**

<table>
<thead>
<tr>
<th>Developmental Activity</th>
<th>Skill/Competency Addressed</th>
<th>Date/Time Frame for Developmental Activity</th>
<th>Knowledge Transfer Activity</th>
<th>Follow-up Evaluation Date</th>
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Developmental Activity: This may be a training class, a conference, or participation on a particular project. All learning does not take place in a classroom. You can learn by shadowing an experienced peer to learn how they handle a particular situation. There are books and articles, audio and videotapes available for your use in the Knowledge Center. You can even take a course over the internet.

Skill/Competency Addressed: What, specifically, do you want to learn from this activity?

Date/Time Frame for Developmental Activity: When are you going to do it?

Knowledge Transfer Activity: What are you going to do on the job to demonstrate that you have learned what you planned to learn?

Follow-up Date: When will you meet with your mentor, coach or supervisor to discuss your learning experience, and your on-the-job application?
RESOURCES FOR THE DISTRICT BRIDGE INSPECTION MANAGERS/SUPERVISORS

ACRONYMS
APRAS - Automated Permit Routing Analysis System
BMS – Bridge Management System
BOAD - Bridge Quality Assurance Division
ECMS - Engineering and Construction Management System
EDC/IDB - Electronic Data Collector / Inspection Database
EDMS - Electronic Document Management System
DEP - Department of Environmental Protection
FCM – Fracture Critical Member
JLG - (brand name of a type of equipment)
QA – Quality Assurance
SIP - Surface Improvement Program
TIP – Transportation Improvement Plan

FUTURE TRENDS AND CONCERNS
1. Need for Homeland Security
2. BMS rewrite will increase workload
3. Job Today requires increased technical knowledge/skills
4. Retention of quality personnel
5. Increasing staff shortages due to retirements, budget cuts, non-competitive pay & benefits
6. Weight loads increasing on old, under-designed bridges
7. Inadequate funding for bridge repair & replacement
8. Increased use of consultant inspectors
9. Increasing traffic volume makes inspections more dangerous & difficult

BRIDGE RELATED WEBSITES
3. High Steel Structures, www.highsteel.com
4. Concrete Reinforcing Steel Institute, www.crsi.org
5. American Concrete Institute, www.aci-int.org

DEPARTMENT PUBLICATIONS
(many of these can be found on P drive, P:\PennDOT shared)
1. Publication 238, Bridge Safety Inspection Manual
2. Publication 15M, Design Manual 4 - Structures (Corresponding to AASHTO LRFD Bridge Design Specs)
3. Publication 218M, Standards for Bridge Design, BD-600
4. Publication 219M, Standards for Bridge Construction, BC-700
5. Publication 90, Bridge Inspection Reference Manual
6. Publication 203M, Work Zone Traffic Control
7. Publication 408, Roadway Specifications

OTHER PUBLICATIONS
1. National Steel Bridge Alliance, "A Fatigue Primer for Structural Engineers", May 1998