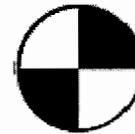




Highway Division DIRECTIVE



HWY ORG

Effective Date 10-01-06

NUMBER HWY ORG	SUPERCEDES N/A
EFFECTIVE DATE 11/1/2006	PAGE NUMBER 1 of 2
REFERENCE	
SUBJECT Highway Division Business Line Team Member Expectations	APPROVED SIGNATURE

PURPOSE:

The purpose of this directive is to establish a common set of expectations and accountabilities for all members of each of the Highway Division's Business Line Teams, which include the Planning Business Line Team (PBLT), the Project Delivery Business Line Team (PDLT), Maintenance and Operations Leadership Team (MOLT), Business Management Leadership Team (BMLT) and the Safety Leadership Team (STEAM). It is generally understood that these expectations should apply to all statewide leadership teams, but this directive is focused on those leadership teams that are chaired by members of Highway Staff.

BACKGROUND:

Each of the Highway Division's business line teams serve a critical role in carrying out the agency's mission. Business Line Team success is dependent upon the performance of each of its members. Feedback mechanisms and sound communications can help business line team members be more effective in their statewide leadership roles.

RATIONALE:

Clear expectations are a critical element of both employee and team performance. These establish a common frame of reference for the Business Line Team Chairs and the individual team members / and or their managers to discuss performance on business line teams.

Business Line Team Member Expectations:

- Make decisions that are in the best interest of the agency, not a particular region or unit
- Active engagement in meetings in a positive and productive way which aims for consensus by holding a viewpoint and working the issue without being a roadblock or just giving in.
- Regular and prompt attendance at meetings
- Prior notification to the chair of business line if member can't be in attendance at a particular meeting

- Well prepared for meetings
- Take on fair share of work assignments
- Prompt follow through on team assignments. Keep appointing authority informed on business line team's objectives, accomplishments and issues.
- Bring items to the team that warrant work
- Get input on items from business line stakeholders before making decisions
- Support decisions made by the team with actions and in what you say to others
- Communicate decisions made by the team to others that need to know in your respective area
- Politely provide opinion when different and respect other members differences in opinion
- Team Leader ensures that agendas, annual work plans and minutes are developed and distributed in a timely manner to team members and appointing authorities for both Highway and Transportation Development Divisions
- If the decision has an impact on other parts of the organization, the issue needs to be discussed at the other leadership team
- Expected to share information when representing the leadership team

ROLES AND RESPONSIBILITIES:

STAFF	RESPONSIBILITY
Business Line Team Chair	<p>The Chairs establish a periodic line of communication with each of the managers of the business line team members. The Manager may be the deputy director when their direct reports serve on a business line team. Chairs shall also give feedback to team members as to their fulfillment of expectations listed above.</p> <p>The Chairs share performance information with respect to the listed expectations above with each of the managers so acknowledgement or corrective actions can occur by the managers as appropriate. Items of discussion would include feedback on the above team member expectations.</p> <p>The Chairs ensure the Deputy Director of Highways and Highway Staff are in alignment and informed on Business Line Team work plans and accomplishments.</p>
Manager of Team Members	During regular performance reviews and evaluations include direct report's performance in the business line team. Coach, mentor and / or take corrective action as appropriate to ensure team member performance consistent with expectations.
Deputy Director of Highways	During regular performance reviews and evaluations include Chair performance in leading the Business Line Team. Coach, mentor and / or take corrective action as appropriate to ensure chair performance is consistent with expectations.