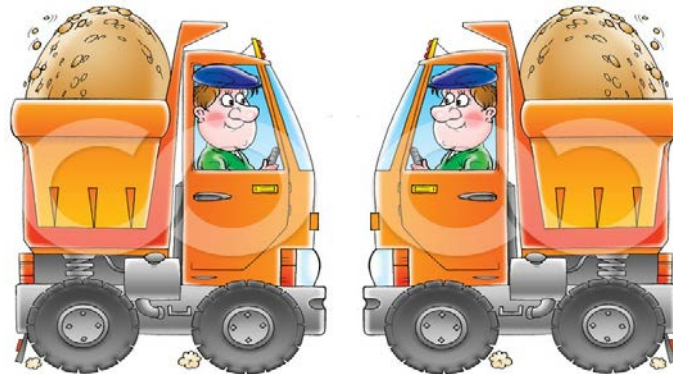


ROSCOMMON COUNTY EMPLOYEE MORALE IMPROVEMENT PROGRAM 2010 - 2015



2010 Contract Negotiations

“Morale is Terrible”

“Management Doesn’t Care”

“Not Replacing Workers”

Morale Survey

Level of Dissatisfaction

Morale Committee

Main Areas of Low Morale

Findings of the Survey

Overall Morale was High

Older Employees Less So

Two Areas Scored Lower

Job Satisfaction

Working Conditions

Personal Opportunities

Cooperation

Compensation/Benefits

Communication

Management

Communication

Management developed a plan to improve transparency of it's decisions and provide training across the board on why we do the things the way we do. Focusing on Budget Constraints.

Personal Opportunities

The committee developed a recommendation for the Board to provide recognition and reward to employees who go “above and beyond” their normal job duties.

The Proposal

Positive Reinforcement

Safety and Efficiency

Cost Savings

“Pats on the Back”

Time off Rewards

Employee Driven

The Program R.A.C.E.S.

Recognition of **A**chievement in
Cost Savings, **E**fficiency and
Safety.

Each employee would have a
symbol correlating with his/her
job: Truck, Toolbox, Pick up

The Union

Employees Don't have to
participate

Not binding under the contract

No punishment for employees
who do not Participate

Letter of understanding

Three months to approve



01/10/2013 15:28

Good Works Form

Date: _____

Submitters Name

Employees Name

Briefly Explain

Contribution Made

Managers Approval:

Minutes Drawn:

Date:

Emp No	FirstName	LastName	Minutes Awarded						Sub Total	Minutes Used	Balance
001	PAUL	SMITH	5	5	5	5			20		20
002	JUSTIN	JONES	10	5	5	10	10	5	45		45
004	ADELBERT	JOHNSON	20	30	5	5	5		65		65
006	ARTHUR	HEBERT	5	20	45	45	60		175		175
007	EARL	MCMILLIN	10	20	10	20	60		120		120
008	ROBERT	CARLSON	30	5	10				45		45
009	CHESTER	SNEAD	20	10	5	5	20	5	65		65
010	BARRY	LACEY	240	20	10	10	5		285	240	45
013	DAVID	REED	10	5	45				60		60
014	LANCE	CRAWLER	5	5	10	5	5	20	90		90
015	MARLENE	SMITH	10	10					20		20
016	SCOTT	JONES	5	5	5	30	5	20	95		95
019	BRIAN	JOHNSON	5	10	5	10	120		150		150
020	JEFFREY	HEBERT	5	5	5	10	5		30		30
022	GEORGE	MCMILLIN	10	10	10	5	20	45	160		160
023	DAVID	CARLSON	5	10	5	5	5	20	50		50
024	KEVIN	SNEAD	5	5	20	10	5	5	50		50
025	DANNY	LACEY	10	10	5	5	120	5	155		155
026	TIMOTHY	REED	10	20	5				35		35
027	ROCKY	CRAWLER	45	10	5	5			65		65
029	CHARLES	SMITH	5	5	20	10	5		45		45
030	LEON	JONES	30	20	10	10	5		75		75

Going 'above and beyond' earns rewards

After learning that the Sheridocounty County Board Commission was a "five-figure" award, the recipient of the award was Greg Wengler, a 1999 Champion Grader operator who went above and beyond the call of duty to help a fellow employee with a medical condition. The award was given to Wengler for his actions in helping a fellow employee with a medical condition. The award was given to Wengler for his actions in helping a fellow employee with a medical condition. The award was given to Wengler for his actions in helping a fellow employee with a medical condition.

Wengler's actions were recognized by the county board. He was awarded a \$1000 award for his actions in helping a fellow employee with a medical condition. The award was given to Wengler for his actions in helping a fellow employee with a medical condition. The award was given to Wengler for his actions in helping a fellow employee with a medical condition.



CHALLENGER SAVINGS

Challenger mechanic Greg Wengler, was awarded with two morale council awards. He was recognized for safety and for cost savings. When Wengler rechecked all the bearings on the 1999 Challenger grader he saved the road contractor \$200,000 on a new grader. Wengler has been awarded for his actions in helping a fellow employee with a medical condition. The award was given to Wengler for his actions in helping a fellow employee with a medical condition.

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ON THE JOB EFFICIENCY

Although BECC Engineering Technician Roger Sexton was recognized for his actions in helping a fellow employee with a medical condition. The award was given to Sexton for his actions in helping a fellow employee with a medical condition. The award was given to Sexton for his actions in helping a fellow employee with a medical condition.



PROMOTING SAFETY

Greg Wengler spent two extra days to find over the course of three months creating a change to change the layout of the plant tracks. He said that all crews who had tasks with the BECC safety committee had been contacted with the safety on the track to again himself to build a new ramp. For the 20th, Wengler transferred the morale council award for his actions.

Story and photos by Krista Tacey-Cater



THE BECC SAFETY COMMITTEE

Emp#	First Name	Last Name	Minutes Awarded	Morale Bonus Time	Sub Total	Minutes Used	Balance
001	PAUL	APPHOLDEN	5	5	5		20
002	PAUL	BAFFIN	10	5	10	5	45
003	ROBERT	AUSTIN	20	5	5		65
004	ARTHUR	BALLER	5	20	45	60	315
005	EARL	BRIDGEMAN	10	20	10	20	120
006	ROBERT	BRIDGEMAN	30	5	10		45
007	CHRISTIE	BUTLER	20	10	5	20	5
008	BARRY	BROWN	240	20	10	5	285
009	DAVID	BOWMAN	10	5	45		60
010	JANICE	SHERWIN	5	5	10	5	20
011	MARLENE	BOGAT	10	10			20
012	BOB	BOGAT	5	5	30	5	10
013	BRIAN	BRITTINGTON	5	10	5	10	120
014	JEFFREY	BRUBAKER	5	5	10	5	20
015	DEBORAH	BRUBAKER	10	10	5	20	45
016	DAVID	BRUBAKER	5	10	5	5	20
017	DAVID	BRUBAKER	5	5	20	10	5
018	SAMMY	BRUBAKER	10	10	5	120	5
019	YAMORIS	LAPO	10	20	5		45
020	TRUCKY	LAPO	45	10	5	5	65
021	CHARLES	LAPO	5	5	20	10	5
022	BOB	LAPO	30	20	10	10	5
023	WALTER	LAPO	20	5	5		20
024	BRADLEY	LAPO	5	5			10
025	MARY	LAPO	5	5	5		20
026	KEVIN	LAPO	5	10			20
027	KEVIN	LAPO	5	10	5	60	5
028	BOB	LAPO	10	20	5	20	45
029	BOB	LAPO	10	20	5	30	20
030	BOB	LAPO	5	5	10	120	5
031	BOB	LAPO	5	10	5	5	20
032	BOB	LAPO	5	10	5	5	20
033	BOB	LAPO	5	10	5	5	20
034	BOB	LAPO	5	10	5	5	20
035	BOB	LAPO	5	10	5	5	20
036	BOB	LAPO	5	10	5	5	20
037	BOB	LAPO	5	10	5	5	20
038	BOB	LAPO	5	10	5	5	20
039	BOB	LAPO	5	10	5	5	20
040	BOB	LAPO	5	10	5	5	20
041	BOB	LAPO	5	10	5	5	20
042	BOB	LAPO	5	10	5	5	20
043	BOB	LAPO	5	10	5	5	20
044	BOB	LAPO	5	10	5	5	20
045	BOB	LAPO	5	10	5	5	20
046	BOB	LAPO	5	10	5	5	20
047	BOB	LAPO	5	10	5	5	20
048	BOB	LAPO	5	10	5	5	20
049	BOB	LAPO	5	10	5	5	20
050	BOB	LAPO	5	10	5	5	20
051	BOB	LAPO	5	10	5	5	20
052	BOB	LAPO	5	10	5	5	20
053	BOB	LAPO	5	10	5	5	20
054	BOB	LAPO	5	10	5	5	20
055	BOB	LAPO	5	10	5	5	20
056	BOB	LAPO	5	10	5	5	20
057	BOB	LAPO	5	10	5	5	20
058	BOB	LAPO	5	10	5	5	20
059	BOB	LAPO	5	10	5	5	20
060	BOB	LAPO	5	10	5	5	20
061	BOB	LAPO	5	10	5	5	20
062	BOB	LAPO	5	10	5	5	20
063	BOB	LAPO	5	10	5	5	20
064	BOB	LAPO	5	10	5	5	20
065	BOB	LAPO	5	10	5	5	20
066	BOB	LAPO	5	10	5	5	20
067	BOB	LAPO	5	10	5	5	20
068	BOB	LAPO	5	10	5	5	20
069	BOB	LAPO	5	10	5	5	20
070	BOB	LAPO	5	10	5	5	20
071	BOB	LAPO	5	10	5	5	20
072	BOB	LAPO	5	10	5	5	20
073	BOB	LAPO	5	10	5	5	20
074	BOB	LAPO	5	10	5	5	20
075	BOB	LAPO	5	10	5	5	20
076	BOB	LAPO	5	10	5	5	20
077	BOB	LAPO	5	10	5	5	20
078	BOB	LAPO	5	10	5	5	20
079	BOB	LAPO	5	10	5	5	20
080	BOB	LAPO	5	10	5	5	20
081	BOB	LAPO	5	10	5	5	20
082	BOB	LAPO	5	10	5	5	20
083	BOB	LAPO	5	10	5	5	20
084	BOB	LAPO	5	10	5	5	20
085	BOB	LAPO	5	10	5	5	20
086	BOB	LAPO	5	10	5	5	20
087	BOB	LAPO	5	10	5	5	20
088	BOB	LAPO	5	10	5	5	20
089	BOB	LAPO	5	10	5	5	20
090	BOB	LAPO	5	10	5	5	20
091	BOB	LAPO	5	10	5	5	20
092	BOB	LAPO	5	10	5	5	20
093	BOB	LAPO	5	10	5	5	20
094	BOB	LAPO	5	10	5	5	20
095	BOB	LAPO	5	10	5	5	20
096	BOB	LAPO	5	10	5	5	20
097	BOB	LAPO	5	10	5	5	20
098	BOB	LAPO	5	10	5	5	20
099	BOB	LAPO	5	10	5	5	20
100	BOB	LAPO	5	10	5	5	20

Happenings

Extra efforts get RCRC employees rewards

By Krista Tacey-Cater

This year seven Roscommon County Road Commission employees were recognized for going "above and beyond" their normal work duties. RCRC Manager Tim O'Rourke said the seven men showed a willingness to put forth extra effort during their work days to make the RCRC a better place to work.

The recognition came to the men as part of the RCRC RACES Morale Program, or the Recognition for Achievement, Incentive and Cost Savings, Efficiency and Safety. Through the program employees are nominated by fellow co-workers for an action that had either saved the RCRC money, promoted efficiency or increased safety. The nominations were then given to O'Rourke for review. If the act was deemed to be a valid submission, the nominated person was able to pull minutes out of a bag for time off.

The actions were then placed on a wall for all to see. O'Rourke said the program not only boosts morale as the employees were getting recognition for a job well done, but also gave the work environment a friendly competitive atmosphere.

Mechanic Kevin Simpson's award didn't have anything to do with competition at all, it was about the type of person he is. Simpson, who won a cost savings award this year, also won a safety award during the 2013 RACES program. This year Simpson was recognized for his honesty. Simpson received a paycheck that was substantially higher than his regular paycheck and promptly notified the payroll department of the error.

"It just makes you feel good," Simpson said of the recent recognition.

O'Rourke said Simpson's honesty "meant a lot" to the RCRC and called him an "honest person." He added the honesty Simpson showed is a great representation of the quality of person he is.

Another quality that was recognized through the program is having pride in the work place. O'Rourke said Truck Driver Lance Cherven was selected for the public relations award as he is "the epitome" of what the RCRC board considers a "good public servant."

Cherven promoted the RCRC over the past year by participating in local parades, driving elementary students who won the coloring contest around in his truck and participating in local events on behalf of the RCRC.

"He's just a good person," O'Rourke of Cherven.

Cherven said he feels it's important the RCRC to participate in the community as it gives the public a good image of the RCRC.

part of having a good image to the public is the promotion of safety and efficiency. Foreman Dave Tuck, who took efficiency award and Truck Driver

Tuck said his efficiency award came from his efforts in creating a bridge plan, as the RCRC had never had such a program in place.

"I just kind of took it upon myself to make a plan," Tuck said. Tuck credited his recognition in part to the others who helped him put his plan in motion. He said other RCRC employees were helpful in doing the work his plan required.

Lake Tuck, Nielsen said his award is just as much his fellow co-workers as his.

Nielsen was honored for his dedication to safety as he worked as a utility spottter on several RCRC projects that required underground work. "The board feels that with current changes to the MISS-DIG legislation that it is even more important now than ever that the RCRC proactively complete its underground work in a safe and prudent manner," O'Rourke said in a documented review. "Chris showed excellent skill in identifying and revealing these underground facilities allowing for quick and safe completion of the performed work."

Three other awards were given to Truck Driver Barry Brown, Foreman Art Allen and Engineering Technician Roger Saxton.

Brown was recognized for receiving the most nominations. Brown topped all other employees by receiving 14 nominations from his co-workers. His recognitions ranged from doing "great work" as a night patrolman, filling in for a foreman, filling in as a grader operator and volunteering at local schools for the Plow Safety Program.

O'Rourke said the board recognized Brown as he is a "great team employee" and has been with the RCRC for 37 years.

"It does make you feel good to be recognized by others," Brown said.

Allen was also recognized by his fellow employees as he won the employee choice award.

"As a new foreman recently promoted from the ranks, Art epitomizes what the board feels is the overall quality of that group and their ability to produce great work at a competitive price for the taxpayer," O'Rourke said.

Allen said he was "honored" to be recognized by his fellow co-workers for his work.

Saxton also received special recognition from the RCRC board as he took the special board award. Saxton was selected for his work in finalizing a township capital road improvement plan in Roscommon Township. He produced a six-year plan to help coordinate and invest about \$2 million in excess sanitary sewer funds collected by the township. He worked with the township to create a new program that would give new life to the roads over areas with sewers.



TUCK AWARDED FOR EFFICIENCY
Foreman Dave Tuck was awarded the efficiency award for producing a preventative maintenance bridge/culvert program for the road commission. He said as the RCRC didn't have a plan in place he took

it upon himself to create a plan. RCRC employees are shown working on a bridge on Dunham Lake Road in Richfield Township last summer.

(Courtesy photo)



GOING 'ABOVE AND BEYOND'
Roscommon County Road Commissioner employees, (from left) Truck Driver Lance Cherven, Foreman Art Allen, Foremen Dave Tuck, Mechanic Kevin Simpson, Truck Driver Barry Brown and Truck Driver Chris Nielsen were all recognized for going above and beyond their normal work duties through

the RACES Morale Program. The men are standing next to the acts that got them recognized for their efforts. As part of the reward, each employee received a full day of paid time off.

(Photo by Krista Tacey-Cater)

possible. She added getting overall standard scheduled raises isn't as rewarding as individualized recognition.

every employee deserves," Akin said. She added she is pleased with the efforts the employees put forth and their

ed. Akin said it's a great feeling that the RCRC employees are attention to one another and reward each other for their added effort.

Remember

Remember the...
Remember the...
Remember the...

Remember the...
Remember the...
Remember the...

Remember the...
Remember the...
Remember the...

Remember the...
Remember the...
Remember the...

2013 Board Changes

Added two new awards

Best Public Relations Activity

Best Overall Entry for the Year
voted on by the Employees.

2012 the Board voted for 4
overall one day off awards.

Emp No	FirstName	LastName	Minutes Awarded							Sub Total	Minutes Used	Balance
001	PAUL	SMITH	15	15	15	15				60		60
002	JUSTIN	JONES	15	15	15	15	30	15	15	180		180
004	ADELBERT	MCDONALD	15	30	15	30				90		90
006	ARTHUR	HERMAN	45	45	240	15	15	15		375		375
007	EARL	BUTTER	60	30	15	30	30			165		165
009	CHESTER	BACKMAN	30	15	15	15	15			90		90
010	BARRY	CLOONEY	15	30	30	15	15	30	15	360		360
013	DAVID	PITT	15	15	15					45		45
014	LANCE	SOMMERS	15	15	120	15	60	15	240	495		495
016	SCOTT	MAJOR	15	15	15	30	15	15	15	120		120
020	JEFFREY	CLOWN	30	15	15	15	15	15		105		105
022	GEORGE	MCDONALD	45	15	15	30	45	15	15	195		195
023	DAVID	SMITH	120	15	15	120	15	15	30	345		345
024	KEVIN	JONES	15	30	30	15	45	15	15	165		165
025	DANNY	HERMAN	15							15		15

Total Minutes Awarded

7155

2013 Awards:

7155 minutes on 228 draws
7 full days off by the Board

2014 Awards:

The Board added ½ day off and lunch for everyone for \$250,000 savings on salt usage.

2015 Morale Program

Building the road to
P.R.O.G.R.E.S.S



Public **R**elations
Operational (Cost Savings)
Gold Standard (Board Award)
Recognition (Most Nominations)
Efficiency
Safety
Staff (Employee Choice)

2015 Program

Building the Road to

P.R.O.G.R.E.S.S.

Public **R**elations, **O**perational,
Gold Standard (Board Award),
Recognition (Most Awards),
Efficiency, **S**afety and **S**taff
(Employees Choice).





8-Jan Paul A
 fixing my conveyor chain in one day.
 Thank You
 15 MIN nominated by DJ

8-Jan Lance
 work on waste hauler permit
 15 MIN nominated by Tim O

16-Jan Roger
 succesfully finding potential extra road
 funding for F97 "FLAP"
 15 MIN nominated by Tim O

16-Feb Rocky M
 took long route home to check on drifts
 for afternoon patrol
 45 MIN nominated by Barry





14-Feb

Dave T

removed tree off Lancewood on his own time

nominated by Art

30 MIN

5-Feb

Chuckie C

doors

Program Summary

Through 2014 Costs

39000 Minutes Given + \$13,000

Projected Savings \$350,000

Affect on Morale

Other Programs Instituted

??????????

Other Programs

- ▶ Winter Operations Training Day
- ▶ Rotating On Calls
- ▶ Crews and Crew Leaders
- ▶ All Employee PASER Training
- ▶ Employee Asset Management Training
- ▶ Budget Responsibility
- ▶ Road-eo / Safety Days

QUESTIONS?