

G. Lowe

## **SQUAD LEADER NOTES**

**March 10, 1997**

WHEN YOU GET A NEW PROJECT IN DISTRICT 2, WE WILL GO OVER THE PROJECT AND IDENTIFY ANY POTENTIAL PROBLEMS WE SEE THAT MAY DELAY THE DESIGN PROCESS (BY REQUIRING CHANGES). THEN WE WILL SET UP A MEETING WITH THE APPROPRIATE PERSONNEL, TO GET THEM INVOLVED AND THEN DOCUMENT THE RESULTS OF THAT MEETING.

WE WILL GET A COMMITMENT FROM THE DISTRICT ON CONTROLLING THE DESIGN SOIL ON THE FRONT END OF THE PROJECT. THIS WILL HELP ELIMINATE HAVING HUGE AMMOUNTS OF BORROW AND EXCESS ON JOBS.

IF YOU HAVE A 5-LANE PROJECT, AND YOU ARE BUILDING THE PROJECT IN PHASES, YOU PROBABLY WON'T BE ABLE TO USE THE CUTS FROM ONE ONE PHASE TO MAKE THE FILLS ON ANOTHER PHASE. IT MAY HAVE TO BE CONSIDERED AS 2 PROJECTS.

ON FUTURE INTERSTATE PROJECTS, INCLUDE PAY-ITEMS FOR REPLACING MISSING DELINEATORS. THESE WILL BE TO REPLACE DELINEATORS PLACED IN ACCORDANCE WITH STANDARD DRAWINGS #'S 188 & 188.1.

TCP SHEETS THAT HAVE BEEN SIGNED BY PHIL HUNT OR MR. TUCKER AND THEN REVISED SHALL BE RECHECKED BY THEM.

IT IS NOW OUR POLICY TO PUT STOP SIGNS ON THE BACK OF ALL BARRICADES ON PARALLEL LANE PROJECTS. (IN ALL DISTRICTS)

NO RAISED PAVEMENT MARKERS ARE TO BE PLACED ON DETOUR ROADS UNLESS SPECIAL PROJECT REQUIREMENTS DICTATE THEIR BEING USED. (INTERSTATE PROJECTS REQUIRE THEM)

WE WILL COMPLY WITH THE MUTCD ON BARRIER DELINEATOR COLORS. (SEE PGS 3A-2, 6C-10, 6D-2 OF THE MUTCD)

THE ATTACHED HANDOUT DATED MARCH 3, 1997, ADDRESSES SIGN-IN / SIGN-OUT SHEETS. IT IS SELF EXPLANATORY.

THERE IS A SET OF METRIC BOX CULVERT STANDARD DRAWINGS. THE COPY WE HAVE IS IN STEVE REEVES OFFICE. THE ATTACHED MEMO ADDRESSES THIS.

IF YOU HAVE PROBLEMS WITH PEOPLE UNDER YOUR SUPERVISION NOT ABIDING BY THE OFFICE POLICY, YOU, AS THEIR SUPERVISOR, ARE EXPECTED TO CORRECT THE SITUATION. IF YOU CAN NOT CORRECT IT IN A TIMELY MANNER, I EXPECT YOU TO NOTIFY ME OF ANY PROBLEMS YOU ARE HAVING. THEN YOU AND I WILL BOTH WORK TOGETHER TO CORRECT THE SITUATION.

IF THERE IS A PROBLEM WITH SOMEONE NOT UNDER YOUR SUPERVISION, FIRST GO TO THEIR SQUAD LEADER. IF THAT DOES NOT WORK, COME TO ME AND WE WILL PUSH IT UP THE CHAIN.

YOU ARE IN A SUPERVISORY POSITION. YOU ARE EXPECTED TO ACT IN A PROFESSIONAL MANNER IN DEALING WITH THE PEOPLE UNDER YOUR SUPERVISION. REMEMBER THAT PERSONNEL MATTERS ARE NOT PERSONAL MATTERS. PART OF YOUR JOB IS TO HELP THOSE YOU SUPERVISE BECOME BETTER AND MORE EFFECTIVE EMPLOYEES. ONE OF THE BEST WAYS TO DO THAT IS TO SET THE EXAMPLE AND TO BE FAIR.

WHEN YOU ARE ASKED TO DO A REVISION, I EXPECT YOU TO SEE THAT THE REVISION IS CORRECTLY MADE. IF OTHER THINGS ARE IMPACTED BY THE REVISION, I EXPECT YOU TO MAKE THE APPROPRIATE CORRECTIONS. WHEN YOU GET SOMEONE TO HELP YOU WITH REVISIONS, SEE THAT THEY DO IT CORRECTLY.

I EXPECT EACH OF YOU TO MAKE A LIST OF YOUR PROJECTS AND GIVE IT TO ME. YOU HAVE UNTIL FRIDAY, MARCH 14, 1997. THIS LIST WILL CONTAIN THE FOLLOWING INFORMATION:

- P.E. NUMBER
- TERMINI
- COUNTY
- ROUTE
- TYPE OF PROJECT (GRADE, DRAIN, BRIDGE, PAVE; BRIDGE REPLACEMENT; OVERLAY; ETC)
- DATE DUE FOR FIELD INSPECTION (YOU SET THIS TARGET DATE)
- DATE DUE FOR R.O.W.
- DATE DUE FOR OFFICE REVIEW (YOU SET THIS TARGET DATE)
- DATE DUE FOR SMALL BLUES.

ONCE THIS LIST IS MADE, TAKE IT UPON YOURSELF TO REVIEW IT WITH THE PEOPLE UNDER YOUR SUPERVISION. THIS IS SO THAT THEY KNOW THE TIME CONSTRAINTS YOU ARE UP AGAINST.

WHEN YOU ARE TO BE OUT OF THE OFFICE, LEAVE THEM EXPLICIT INSTRUCTIONS WITH MORE WORK TO DO THAN CAN BE DONE WHILE YOU ARE OUT. IF YOUR ABSENCE IS UNPLANNED, LET ME KNOW WHEN YOU CALL IN WHAT NEEDS TO BE DONE. YOUR SQUAD DOES NOT NEED TO SHUT DOWN IN YOUR ABSENCE.