



# Preliminary Design of a Leadership Academy for the Alaska Department of Transportation and Public Facilities, Report to Management, Reviews and Discussions

**Dr. Robert A. Perkins, P.E.**  
**Dr. F. Lawrence Bennett, P. E.**

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**Prepared By:**

**Alaska University Transportation Center  
Duckering Building Room 245  
P.O. Box 755900  
Fairbanks, AK 99775-5900**

**Alaska Department of Transportation  
Research, Development, and Technology  
Transfer  
2301 Peger Road  
Fairbanks, AK 99709-5399**

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6. AUTHOR(S) Dr. Robert A. Perkins, P.E. Dr. F. Lawrence Bennett, P.E.
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7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Alaska University Transportation Center P.O. Box 755900 Fairbanks, AK 99775-5900
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9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) Research and Innovative Technology Administration (RITA) (USDOT) 1200 New Jersey Ave, SE, Washington DC 20590 Fairbanks North Star Borough PO Box 71267, Fairbanks, AK 99707-1267
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13. ABSTRACT (Maximum 200 words) All organizations, including such technically-oriented organizations as the Alaska Department of Transportation and Public Facilities (AK DOT&PF), have continuing needs for training of many types. Opportunities for self-improvement are essential for technical professionals, for management professionals and for support personnel. These improvements help make a more competent workforce that, in the case of AK DOT&PF, can more effectively serve the Alaska public with projects and services. In 2012, the AK DOT&PF and the AUTC funded a project, <i>Design of a Leadership Academy for the Alaska Department of Transportation and Public Facilities, Report to Management, Reviews and Discussions</i> , INE contract 13-019, to work with the AK DOT&PF to develop the concept for the continued development of managers into effective leaders.
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Objective:

All organizations, including such technically-oriented organizations as the Alaska Department of Transportation and Public Facilities (AK DOT&PF), have continuing needs for training of many types. Opportunities for self-improvement are essential for technical professionals, for management professionals and for support personnel. These improvements help make a more competent workforce that, in the case of AK DOT&PF, can more effectively serve the Alaska public with projects and services. In 2012, the AK DOT&PF and the AUTC funded a project, *Design of a Leadership Academy for the Alaska Department of Transportation and Public Facilities, Report to Management, Reviews and Discussions*, INE contract 13-019, to work with the AK DOT&PF to develop the concept for the continued development of managers into effective leaders. So far this project has:

1. Reviewed relevant literature, with emphasis on how various organizations are providing leadership training successfully.
2. Interviewed with representatives of a selected set of organizations identified in 1 above.
3. Compiled two summary documents in outline form, one containing the basic elements of a sampling of 22 leadership development programs and the other an outline of continuing education delivery methods, based on the efforts in 1 and 2 above.
4. Held a video conference with AK DOT&PF training managers and parallel managers in three other states. At this meeting we a) presented the leadership academy concept, b) reported on the findings from 1, 2, and 3 above, c) reviewed the department's leadership needs and how training might meet those needs, and d) compared the above with the leadership training activities of the other three states.

This document reports activities related to the four tasks above. We also make suggestions, some concrete and others more general, for the next step, which we suggest should be a review by the AK DOT&PF upper management with consultation by HR and DOA as needed. Following that review and any other appropriate meetings within AK DOT&PF, the concept can be finalized and additional detailed curricula can be developed.

In this report:

Chapter 1 is an introduction and outlines some concepts and suggests recommendations,

Chapter 2 is the review of other states' programs and analysis of the literature,

Chapter 3 is a summary and analysis of the different modes of leadership training,

Chapter 4 is a discussion of the curricular content,

Chapter 5 summarizes our ideas.

The report has three appendices:

Appendix I: Report on Seminar on Leadership Best Practices,

Appendix II: Summary of Leadership Academy-type programs, and

Appendix III: Montana DOT LEAD Class Calendar.

## Chapter 1 -- Introduction and Summary

### Goals of this Project

This project investigates the feasibility of developing a cohesive series of training experiences for DOT&PF personnel that will prepare them to perform effectively in leadership roles at their appropriate levels of responsibility. The outcome of the investigation will be a recommendation on the feasibility of such an endeavor and, if found feasible, suggested guidelines for launching such an academy, including sample curricula and methods of instruction.

What is the objective of the AK DOT&PF regarding leadership training – why should the AK DOT & PF invest in this? In general, an effective program should accomplish the following:

1. Increase the stock of competent managers who are capable of assuming leadership roles – *replace the retiring Baby Boomers.*
2. Demonstrate to emerging leaders that AK DOT&PF has an interest in their future – *increase retention.*
3. Review individual needs for technical and managerial training to provide a strong base for leadership - *improve current efficiency.*
4. Improve the basic skills in leadership such that sufficient department personnel are prepared – *provide for future personnel need.*
5. Increase the basic ability to deal with future uncertainties – *prepare staff to deal with change*

### Training for Leadership

Opportunities for leadership development exist in many forms in private and public sector organizations. The study reported herein found a variety of “academies,” “programs,” “schools,” “institutes,” “seminars,” and the like in current practice, with various names, various formats, various program content, and various delivery methods. For the most part, they seem to be satisfying the needs of the respective organizations and their members.

We realized early in our study that our eventual conclusions must be based on the following notions, among others:

1. Leadership development, to be effective, must be just that – opportunities for individuals to develop as leaders. That is, any such program must not emphasize a series of courses that teach participants “how to” be leaders, to the exclusion of an emphasis on issues beyond the facts about leadership. Thus, learning leadership is different from learning management, or learning engineering, or learning accounting. In these latter disciplines, a competent professional is one who has learned facts, techniques, processes and then how to apply those learnings to real