
Guidance Document 8

RIGHT OF WAY TRAINING PROGRAM

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RIGHT OF WAY TRAINING PROGRAM

PURPOSE

To provide guidance for trainees and their supervisors as they participate in the Right of Way Training Program.

This guideline is to be used in conjunction with the ***Right of Way Procedure*** related to ***Chapter 13, Right of Way Training Program*** and outlines the respective responsibilities associated with its conduct and the operations necessary to successfully achieve the administrative responsibilities prior to graduation to ensure the trainee's successful completion of the program.

The guideline describes activities associated with managing a trainee of the Level II or Level III Training Program so the trainee is professionally competent and aware of the Florida Department of Transportation's (FDOT's) expectations relative to the Right of Way Training Program.

AUTHORITY

Sections 20.23(3)(a), Florida Statutes
Section 334.048, Florida Statutes
Rules of the Department of Management Services Personnel Management System –
Chapter 60L-33, Florida Administrative Code (F.A.C.)

SCOPE

This guidance document will be used by the District and Central Right of Way Offices to govern the process of conducting the Training Program.

REFERENCE

Right of Way Manual, Chapter 13.1, Right of Way Training Program

FORMS

The following forms are available through the FDOT Forms Library:

[575-000-02, Right of Way Trainee Work Unit Worksheet](#)

[575-000-03, Trainee Rating Form Real Estate, Level II Training Program](#)

[575-000-04, Trainee Rating Form – First Year Right of Way, Level III Training Program](#)

[575-000-05, Trainee Rating Form – Second Year Right of Way, Level III Training Program](#)

[575-000-06, Trainee Rating Form – Third Year Right of Way, Level III Training Program](#)

8.1 Preliminary District Activities Prior to the Beginning of the Training Year

Before the training year begins, the following activities should be performed:

- (A) Approximately 60 days prior to the beginning of a new training class, Tonja Clemons, the Central Office Training Program Administrator is to be notified by the District Right of Way Manager or designee of trainee appointments;
- (B) The appointment letter is prepared for the trainee's signature. Refer to **Attachments 1 and 2** in **Chapter 13, Right of Way Training Program**;
- (C) Trainee supervisors meet with the District Right of Way Manager to discuss the background and professional needs of each trainee, to evaluate work units to be considered, and to establish a mentoring plan for each trainee. It is recommended that this session include an overview of the Department's mission and the Right of Way function, mission and objectives. It is further suggested that section heads participate in the development of the training plan to help identify appropriate work units for each training segment based on upcoming transportation projects while ensuring the assignments are consistent with the curriculum within the segment;
- (D) If the trainee is a new hire and not familiar with the district Right of Way section, prepare a schedule with program administrators for the trainee to spend 1-2 hours in various offices within Right of Way to familiarize the trainee with the office staff and the functions of each office;

- (E) The trainee supervisor should notify District Personnel and District Right of Way Manager of expected rate amount to be used for the trainee 60 days prior to the beginning of the first training segment; and
- (F) The trainee supervisor should contact the Central Office Training Program Administrator for a copy of the CD “Right of Way Orientation for P.E. Trainees” for the trainee to use as a 2-3 hour overview of the Right of Way process.

8.2 Activities For Trainee Supervisors During the Program

During the Training Program, supervisors should perform the activities below:

- (A) Prior to the beginning of each training segment, review production goals with the District Right of Way Manager or designee and section heads to plan for the appropriate level of work units to be completed during each segment based on upcoming transportation projects;
- (B) Monitor the end date of the segment to ensure advance notice is given to the District Personnel and District Right of Way Manager of the expected rate amount to be used for the trainee 60 days prior to the beginning of the effective date of any pay increase;
- (C) Ensure evaluations required by **Chapter 13, Right of Way Training Program** are completed timely; and
- (D) Ensure the trainee receives appropriate mentoring throughout the Training Program.

8.3 Meetings

8.3.1 Initial - As early as possible, but no later than the effective date of the Training Year, the trainee’s supervisor should schedule an initial meeting with the trainee to:

- (A) Discuss the procedural requirements of the program and the District’s mentoring plan for the trainee. While it is ultimately the trainee supervisor’s responsibility to ensure the requirements of the Training Program are met, the trainee should also track their Training Program requirements;

- (B) Ensure the trainee understands their responsibility for the successful completion of all required courses and associated exams. Explain the options available to the trainee should the trainee not successfully complete a required course or exam. Since a second failure results in removal from the Training Program, the trainee should consider taking a course or challenging an exam and requesting FDOT pay for the second attempt after a passing grade is achieved. The trainee can be reimbursed for such costs by providing a receipt for such expenditures. This should be coordinated through the Central Office Training Program Administrator to ensure no conflict in the second attempt and other courses being planned for the trainee;
- (C) Discuss the work unit worksheet ([Form No. 575-000-02, Right of Way Trainee Work Unit Worksheet](#)) and explain how the work unit segments are to be completed during each training segment to familiarize the trainee with the Department's expectations for both. While the trainee's supervisor is responsible for tracking the work products, the trainee should also track to ensure they are meeting the work unit requirements;
- (D) Explain how work unit credits that are not completed timely or sufficiently will result in notification and how the trainee will be provided a certain timeframe for successful completion before the end of segment;
- (E) Establish a reasonable workload schedule to accomplish the requirements;
- (F) Discuss how the incremental salary increase process works throughout the Training Program;
- (G) Explain that the assigned work units will be production work, as opposed to simulated work products; therefore, the trainee is expected to work and produce in the same manner-as a regular agent/appraiser;
- (H) Provide a copy of the **Right of Way Procedures** for the program areas, where work has been scheduled/assigned (i.e. Acquisition, Appraisal, Relocation, Property Management, Cost Estimates, etc.);
- (I) Assign a mentor in the District Right of Way Office who will review the trainee's work product and answer questions for the trainee throughout the Training Program;

- (J) Explain that Central Office Right of Way will conduct Quality Assurance Reviews at the end of each training segment on the trainee work unit products. A review of the findings will be discussed with the trainee, the trainee's supervisor, and the District Right of Way Manager or designee;
- (K) Explain how training costs and travel costs are to be paid. Advise the trainee as to who is responsible for completing travel authorizations and reimbursements, processing timeframes, and securing needed travel reservations; and
- (L) Identify resources and points of contact for information within FDOT, local public agencies, and other state agencies to make the trainee more self-reliant.

8.3.2 Beginning of Each Segment – When each segment begins, the district should:

- (A) Establish a reasonable workload schedule to achieve the required work units by coordinating with program administrators to determine appropriate types of work units that would be a benefit to the trainee's overall Right of Way expertise. A reasonable effort should be made to ensure assigned work units are consistent with the type of specific curriculum offered the trainee during the training segment;
- (B) When possible, the trainee's supervisor should bring to the meeting completed work products similar to what the trainee will be assigned, so the trainee can have a work sample to study; and
- (C) If an appraisal-related work unit is assigned to the trainee, this meeting should include the Appraisal Deputy or designee who will review the selected parcels to be appraised. The level of difficulty usually depends on the trainee's progress in the Training Program. Complexity of appraisal work units should be a reasonable challenge for the trainee, but not an overwhelming assignment.

8.3.3 Mid-Segment - Mid-Segment meetings are important to maintain good communication with a trainee and to provide guidance and direction to ensure all segment requirements are being satisfied. These meetings may include discussions such as:

- (A) Accomplishments and remaining goals for the current training segment;

- (B) Review of district operating processes in relation to FDOT procedures relative to segment work assignments;
- (C) Questions and concerns trainee has regarding current work assignments;
- (D) Noted strengths and areas for improvement to assist the trainee in satisfactorily completing the segment; and
- (E) Discussion of the trainee's learning objectives before upcoming courses. After each course, identify questions and concerns trainee has related to the course in a meeting with the appropriate program administrator (e.g. if a relocation course, the Relocation Administrator) and provide opportunities for growth in these areas.

8.3.4 End of Segment – As a segment comes to an end, the district should ensure:

- (A) At least one month prior to the end of segment, notify the responsible office that will have input on evaluating the trainee's performance on work units and provide a copy of the work unit worksheet(s) and rating forms to those offices where the trainee has completed work units and notify those offices of the necessary timeframe for completion which usually is two weeks prior to the date of the end of segment meeting. Work samples should be returned to the trainee's supervisor for the file;
- (B) Review work samples and comments related to performance and areas for suggested improvement;
- (C) For segments where appraisal-related work units have been assigned to the trainee for completion, the work product should be returned to an assigned review appraiser no less than 30 days prior to end of segment so the review appraiser can complete the review of the work product and return the review results to the trainee's supervisor. Consider inviting the Review Appraiser to attend part or all of the meeting;
- (D) Sign the ***Trainee Rating Form*** (see ***Chapter 13, Right of Way Training Program***); and
- (E) Submit a copy of the ***Trainee Rating Form*** and **[Form No. 575-000-02, Right of Way Trainee Work Unit Worksheet](#)** (see ***Chapter 13, Right of Way Training Program***) to the Central Office Training Program Administrator three (3) weeks prior to the end of segment. Samples of the

work product must also be submitted with the trainee rating form for quality assurance purposes.

8.4 Consideration of Other Trainee Activities

In addition to the regular trainee functions, the following activities should also be considered:

- (A)** Allow the trainees to attend routine meetings such as Right of Way Production; Production Director's Meetings, and Construction Meetings when right of way has been certified clear so the trainee is oriented to the entire production process and to gain an understanding of potential scheduling impacts;
- (B)** Set up role-play/feedback sessions such as making an offer on a parcel so the trainee may role-play. The trainee should complete all necessary paperwork and follow through as if it were a regular parcel acquisition. Invite district employees to offer suggestions for improvement; and
- (C)** Initiate Right of Way Management System (RWMS) training in first month of the Training Program. In those districts where RWMS training is routinely scheduled, require trainees to attend.

HISTORY

5/13/08