

Environmental Training Plan



NEBRASKA

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DEPARTMENT OF TRANSPORTATION



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1.0 Introduction

The Nebraska Department of Transportation (NDOT) Environmental Section is committed to ensuring state environmental staff have the qualifications and expertise to adequately fulfill the decision-making responsibilities required by applicable laws, regulations, policies, guidance, and agreements. NDOT uses professional development training to ensure staff capabilities are commensurate with performance expectations. In turn, professional development training increases the quality and consistency of environmental coordination, decisions, and deliverables, and ultimately helps NDOT meet strategic goals related to environmental stewardship and project delivery.

The NDOT Environmental Section takes a comprehensive approach to technical professional development. The plan emphasizes an efficient, effective, and focused curriculum based on the requirements of the position in relation to the unique experience staff holds. Whether a prospective new hire or a senior staff member, NDOT Environmental leadership considers each trainee's unique educational profile, experience, certifications, and technical skillset in meeting the qualifications of the assigned role.

1.1 Environmental Section Overview

The Environmental Section is part of NDOT's Project Development Division and is led by the Environmental Section Manager. The section is comprised of four units, each led by an Environmental Unit Supervisor. Together the units cover NEPA documentation, project management, technical resource analysis, and environmental compliance. Each unit is further divided into teams. Some teams may be supervised by a Team Lead position, and other teams may report directly to the Section Manager or the applicable Unit Supervisor. Most staff are officially designated by the Department of Administrative Services as Highway Environmental Biologists. However, this plan will refer to these positions by their designated roles within the section. See the [Environmental Section Organization Chart](#).

Professionally Qualified Staff (PQS) are NDOT Environmental Specialists who are specifically qualified in an area of expertise to approve technical resource studies and conduct other duties as described in applicable technical resource guidance. Team Lead positions are held by staff that are fully qualified PQS in the area of expertise that they supervise and have a demonstrated history of high-quality work and leadership potential. Any Environmental Section staff can receive PQS certification in the following technical environmental roles if they meet the criteria outlined in this guidance:

- NEPA Specialist
- Environmental Project Manager
- Wetland Biologist
- Threatened and Endangered Species Biologist
- Section 106 Specialist
- Stormwater and Erosion Control Specialist
- Noise Specialist
- Air Quality Specialist
- Hazardous Material Specialist

1.2 Hiring Philosophy

The pre-employment/recruitment process emphasizes the discipline's core competency requirements. Prospective hires are evaluated by NDOT Environmental leadership prior to employment to ensure they hold base competencies needed for the position. Each applicant's knowledge, skills, and abilities are evaluated, and the necessary training to accomplish the mission associated with the position being applied for is identified. By attracting professionals with a skillset that best matches the core competencies of the position, less training is needed to become a productive member of the team upon hiring.

1.3 Goals and Training Approach:

This plan seeks to meet the following goals:

- Consistent work products
- Technical competency
- Regulatory compliance
- Professional development
- Efficient Project Delivery

2.0 Onboarding

This plan focuses solely on the Environmental Section's training approach. The Department's onboarding program and agency-wide training is managed by the Human Resources Division. New environmental staff are expected to fulfill all State and NDOT training requirements as they are brought up to speed with the policies, processes, culture, and expectations of being a member of the NDOT Environmental Section and an employee with the State of Nebraska. The NDOT Employee Onboarding Plan provides a guide for new hires and supervisors to 'walk through' all the necessary NDOT internal training, guides, computer programs, etc.

2.1 Mentoring and On-the-Job Training

The NDOT Environmental Section also utilizes mentoring and on-the-job-training as an efficient and effective method of ensuring trainees obtain the skills and knowledge to successfully accomplish their assigned tasks. Collaborative on-the-job training and mentoring also provides a valuable professional development opportunity for career staff.

During training, the trainee's Environmental Unit Supervisor may work with new or existing staff to consider mentoring opportunities. Mentoring provides valuable background information that is specific to NDOT processes and culture which may not be available through traditional coursework or approved guidance documents. Even with the educational tools at their disposal, trainees should consult with existing PQS to better grasp NDOT's environmental procedures as they begin their day-to-day activities. The mentor should seek to form a collaborative and open environment, encouraging the mentee to express questions, issues or aspirations that arise during their first-year experience.

3.0 Environmental Training Plan Phases

The training plan is organized into the following three phases: 1) Initial PQS Training 2) PQS Certification and 3) Continuing Education. All three phases play a part in the NDOT Environmental Section's accomplishment of training objectives. Training is managed by the Environmental Unit Supervisor that oversees the specific PQS role being applied for (which may not necessarily be a staff member's assigned Environmental Unit Supervisor). In keeping with the plan's efficient, effective, and focused approach, completion of Phase 1 curriculum may be done concurrently with Phase 2 or Phase 3 curriculum; however, staff initial competencies and experience will be evaluated by the Environmental Unit Supervisor who oversees the PQS role when considering concurrent phase scheduling. Based upon the prospective PQS's existing skillset, experience, or prior training, an Environmental Unit Supervisor may determine courses or requirements the staff member is exempt from taking. Appendices A – I outline the NDOT Environmental Section Phase 1, 2 and 3 training requirements.

The trainings administered by the NDOT Environmental Section are a combination of virtual/web-based trainings that are self-paced or instructor-led, traditional classroom-based trainings, and assigned self-paced guidance reading followed by Environmental Unit Supervisor discussion. The trainings listed may have been developed by the NDOT Environmental Section or provided through NDOT partners such as the Federal Highway Administration (FHWA), National Highway Institute (NHI), or other outside vendors. Trainings listed in the curriculum may be substituted by equivalent trainings as documented and approved by the applicable NDOT Environmental Unit Supervisor.

3.1 Phase 1 – Initial PQS Training

Phase 1 begins when a new environmental staff member is hired, or when an existing staff member seeks an additional PQS certification. During Phase 1, trainees receive introductory materials and courses on a variety of topics related to the PQS technical knowledge base, bringing them up to speed with the duties and technical competencies required to succeed in their new role. For new hires, Environmental Unit Supervisors will seek to have Phase 1 training completed within the first six months of hiring.

3.2 Phase 2 – Professionally Qualified Staff Certification

Phase 2 focuses on the essential components a trainee needs to earn PQS certification. Here, staff put their Phase 1 education into practice by creating the documents and conducting the reviews regularly performed by PQS in the selected role. These actions hold no PQS authority. For example, a trainee's QC review does not take the place of a required PQS QC review as described in technical resource guidance. Phase 2 requirements are completed only after an existing PQS in the selected role, or the Environmental Unit Supervisor of the selected role, has reviewed the draft documents created by the trainee and has discussed their findings with the trainee. The Environmental Unit Supervisor shall assign additional document reviews and drafting beyond those stipulated in the Phase 2 curriculum if they feel the trainee has not adequately grasped the technical concepts required by the action. Only after the Environmental Unit Supervisor and the Environmental Section Manager believe the trainee has the necessary training and experience to make project decisions, complete required agency coordination and consultation, and approve environmental documentation as described in applicable technical resource guidance will PQS certification be awarded.

3.3 Phase 3 – Ongoing Training

The final phase, Ongoing Training, outlines training that can enhance a PQS's professional acumen within their area of expertise, either as required refresher trainings or update trainings to stay current with new developments in technical procedures and/or regulations. Phase 3 will provide opportunities for continued professional development, which ensures the PQS is building upon their education, experience, and knowledge to provide quality work for the Environmental Section. Ongoing training may be a requirement to maintain PQS certification, such as the 8-Hour Annual Asbestos Refresher. These will be noted with an * in Appendix A - I.

Additionally, Phase 3 identifies opportunities for cross-training aimed at enhancing NDOT Environmental Section staff professional experience and knowledge beyond their specific area of program responsibility and expertise (see Appendix J). Phase 3 courses may be identified periodically between Environmental Unit Supervisors and their staff, either through assignment or initiated by a staff member request (see Appendix K & L).

Professional licensure or certification may be available for NDOT Environmental Section staff. NDOT will look for opportunities to acquire these. These certifications demonstrate proficiency within the professional's area of expertise, enhance credibility, and support streamlined environmental decision-making by ensuring the highest level of technical acumen possible.

4.0 Tracking and Monitoring

NDOT utilizes the State of Nebraska's learning management system called Employee Development Center (EDC). EDC has the ability for NDOT to assign training, issue certifications, monitor training activity as well as generate reports to identify professionally qualified staff or list trainings attended over the past year.

All Environmental Section Staff will have a transcript started in EDC upon hire. This transcript will list all outstanding training, completed training, supervisor approval of training exemptions and PQS certifications (see Appendix M for PQS certification template). Each phase of the curriculum will establish the courses that will be assigned and managed through EDC. These phases will be monitored by management and adjusted appropriately (based on an individual's training needs). NDOT Environmental Section staff are encouraged to continue their professional development and complete available trainings beyond those identified in this training plan. These may be taken at any time with management approval and may include training such as NDOT-developed training or training provided by other agencies or vendors.

Appendix A: NEPA Specialist

Training Plan Curriculum

- Phase 1 – Initial PQS Training (as directed by the supervisor):
 - Review of the Environmental Procedures Manual
 - Review of the Environmental Process Outline
 - FHWA-NHI-142052 - Introduction to NEPA and Transportation Decision making – Web Based
 - FHWA-NHI-134108A Plan Reading: Highway Plan Reading Basics
 - Nebraska Categorical Exclusion Guidance
 - NDOT Nebraska Environmental Documentation System (NEDS) Introductory Training
 - FHWA-NHI-142077 Basics of Public Involvement in Transportation Decision Making
 - FHWA-NHI-142005 – NEPA and the Transportation Decision making Process

- Phase 2 – Professional Qualified Staff Certification
 - NEPA Documentation Quality Assurance/Quality Control Manual Requirements
 - Completion of a minimum of ten NDOT-53s (Probable Class of NEPA Action Form) and associated Section 4(f) property identification
 - Completion of a minimum of six draft Categorical Exclusions

- Phase 3 – Ongoing Training (as directed by the supervisor):
 - FHWA-NHI-142073 – Applying Section 4(f): Putting Policy into Practice
 - FHWA-NHI-142076 - Achieving Appropriate Consideration in NEPA Decision making, An Advanced NEPA Seminar
 - FHWA-NHI-142036 – Public Involvement in the Transportation Decision making Process
 - Cross-training/Regulatory update training as deemed necessary by NEPA specialist and supervisor.

Appendix B: Environmental Project Manager

Training Plan Curriculum

- Phase 1 - Initial PQS Training (as directed by the supervisor):
 - FHWA-NHI-142052 - Introduction to NEPA and Transportation Decision making – Web Based
 - FHWA-NHI-142005 – NEPA and the Transportation Decision making Process
 - Review of the Environmental Procedures Manual
 - Review of the Environmental Process Outline
 - Nebraska Categorical Exclusion Guidance
 - NDOT Nebraska Environmental Documentation System (NEDS) Introductory Training
 - Review of the FHWA and NDOT Environmental Coordination Process for Unassigned Projects
 - FHWA-NHI-134108A Plan Reading: Highway Plan Reading Basics
 - A 3-day introductory Project Management Body of Knowledge™ course

- Phase 2 – Professionally Qualified Staff Certification
 - Completion of a minimum of three draft Categorical Exclusion Level 2 reviews
 - Completion of a draft Environmental Certification
 - Completion of a draft Green Sheet
 - Demonstration of competency with project management information systems and reports (Clarity, NEDS, SSRS Reports).
 - Three months of experience with environmental reviews for NDOT transportation projects

- Phase 3 - Ongoing Training (as directed by the supervisor):
 - FHWA-NHI-142060 - Practical Conflict Management Skills for Environmental Issues
 - FHWA-NHI-142073 - Applying Section 4(f): Putting Policy into Practice
 - FHWA-NHI-138007 - Performance-based Planning and Programming
 - ESA/Section 7 Interagency Consultation Training - US Fish & Wildlife Service provides this
 - Hazardous Material Training on latest Hazardous Material Guidance Document
 -
 - FHWA-NHI-142036 - Public Involvement in the Transportation Decision making Process
 - Facilitating Effective Meetings
 - Cross-training/Regulatory update training as deemed necessary by Super Team Professional and supervisor.

Appendix C: Wetlands Biologist

Training Plan Curriculum

- Phase 1 - Initial PQS Training (as directed by the supervisor):
 - Review of the Environmental Procedures Manual
 - Review of the Environmental Process Outline
 - FHWA-NHI-142052 - Introduction to NEPA and Transportation Decision making – Web Based
 - FHWA-NHI-134108A - Plan Reading: Highway Plan Reading Basics
 - FHWA-NHI-134108G - Plan Reading: Bridge Plan
 - ArcGIS Pro Essential Training (online) – EDC – LinkedIn Learning
 - Introduction to GIS Mapping TC3CN098 (online) – EDC
 - Nebraska Categorical Exclusion Guidance
 - NDOT Nebraska Environmental Documentation System (NEDS) Introductory Training
 - Review of the Wetland and Water Resource Procedure Document
 - Basic Wetland Delineation – Wetland Training Institute, Inc. – 40-hour wetland delineation certification

- Phase 2 - Professionally Qualified Staff Certification
 - Complete reviews of a minimum of three wetland delineation reports
 - Complete a draft of a wetland delineation report
 - Complete reviews of a minimum of three Waterway Impacts Datasheets (NDOT-290)
 - Complete a minimum of three floodplain permit applications
 - Complete a review of three wetland mitigation monitoring reports
 - Complete a review of Section 404 nationwide permit pre-construction notification
 - Complete a minimum of five draft wetland PQS determination to NEPA

- Phase 3 - Ongoing Training (as directed by the supervisor):
 - Wetland Training Institute, Inc. – Relevant courses as needed
 - Institute of Botanical Training, LLC – Relevant courses as needed
 - ESRI Academy – ArcGIS Pro courses as needed
 - FHWA-NHI-142005 – NEPA and the Transportation Decision making Process
 - Interagency Cooperation for Endangered Species CSP3116 – National Conservation Training Center – US Fish & Wildlife Service (USFWS)
 - Developing a Biological Assessment – US Fish & Wildlife Service (USFWS) – Web Based
 - Endangered Species Act of 1973 – Overview – US Fish & Wildlife Service – Web Based
 - Rainwater Basin Joint Venture Conference
 - International Conference on Ecology and Transportation (ICOET)
 - Cross-training/Regulatory/Wetland update training as deemed necessary by Wetlands Specialist and supervisor.

Appendix D: Threatened & Endangered Species Biologist

Training Plan Curriculum

- Phase 1 - Initial PQS Training (as directed by the supervisor):
 - Review of the Environmental Procedures Manual
 - Review of the Environmental Process Outline
 - FHWA-NHI-142052 Introduction to NEPA and Transportation Project Development – Web Based
 - Review of the Biological Evaluation Process (Matrix) for Federal Aid Transportation Program in Nebraska
 - Review Practitioner’s Handbook #17: Complying with Section 7 of the Endangered Species Act for Transportation Projects
 - FHWA-NHI-134108A - Plan Reading: Highway Plan Reading Basics
 - FHWA-NHI-134108G - Plan Reading: Bridge Plan
 - Endangered Species Act of 1973 – Overview – USFWS– Web Based
 - ArcGIS Pro Essential Training (online) – EDC – LinkedIn Learning
 - Introduction to GIS Mapping TC3CN098 (online) – EDC
 - Nebraska Categorical Exclusion Guidance
 - NDOT Nebraska Environmental Documentation System (NEDS) Introductory Training
 - Interagency Cooperation for Endangered Species CSP3116 – National Conservation Training Center - US Fish & Wildlife Service (USFWS)
 - Developing a Biological Assessment Online – US Fish & Wildlife Service (USFWS) – Web Based

- Phase 2 - Professionally Qualified Staff Certification
 - Complete reviews of a minimum of five Biological Assessments
 - Complete a minimum of three draft Biological Assessments
 - Complete a minimum of five draft PQS memorandums for NEPA.

- Phase 3 - Ongoing Training (as directed by the supervisor):
 - FHWA-NHI-142005 - NEPA and the Transportation Decision making Process
 - Wildlife Society Conference
 - Nebraska Natural Heritage Conference
 - Nebraska T&E Listed Species-Specific Training
 - Rainwater Basin Joint Venture Conference
 - International Conference on Ecology and Transportation (ICOET)
 - Wetland Training Institute, Inc. - Relevant plant ID
 - Institute of Botanical Training, LLC – Relevant plant ID
 - ESRI Academy – ArcGIS Pro courses as needed
 - Basic Wetland Delineation – Wetland Training Institute, Inc. – 40 hour wetland delineation certification
 - Review of Wetland and Water Resource Procedure Document
 - National Conservation Training Center - U.S. Fish and Wildlife Service – relevant training as needed
 - Cross-training/Regulatory update training as deemed necessary by T&E Wildlife Biologist and supervisor.

Appendix E: Section 106 Specialist

Training Plan Curriculum

- Phase 1 - Initial PQS Training (as directed by the supervisor):
 - Meets the Secretary of the Interior's Professional Qualifications Standards
 - Review of the Environmental Procedures Manual
 - Review of the Environmental Process Outline
 - Review of Section 106 Guidance Document
 - FHWA Environmental Toolkit, Section 106 Tutorial
 - ACHP Section 106 Essentials
 - ACHP Section 106 Practitioners Workshop
 - Review of Section Programmatic Agreement
 - Review FHWA Environmental Toolkit, Tribal Consultation Guidelines
 - Review FHWA Environmental Toolkit, Tribal Consultation Best Practices
 - Nebraska Categorical Exclusion Guidance
 - NDOT Nebraska Environmental Documentation System (NEDS) Introductory Training
 - FHWA-NHI-142052 - Introduction to NEPA and Transportation Project Development – Web Based
 - FHWA-NHI-142073 - Applying Section 4(f): Putting Policy into Practice
 - FHWA-NHI-134108A - Plan Reading: Highway Plan Reading Basics
 - FHWA-NHI-134108G - Plan Reading: Bridge Plan
 - ArcGIS Pro Essential Training (online) – EDC – LinkedIn Learning
 - Introduction to GIS Mapping TC3CN098 (online) – EDC
- Phase 2 - Professionally Qualified Staff Certification
 - Completion and technical approval of a minimum of ten Section 106 project packages
 - Completion of and technical approval of ten Tier I, Tier II, and Tier III Section 106 PQS determinations
- Phase 3 - Ongoing Training (as directed by the supervisor):
 - FHWA-NHI-142005 - NEPA and the Transportation Decision making Process
 - Review ACHP Consultation with Indian Tribes in the Section 106 Review Process: A Handbook 2012
 - ACHP Section 106 Agreements Seminar
 - Plains Anthropological Society Conference
 - FHWA-NHI-142036 - Public Involvement in the Transportation Decision Making Process
 - ESRI Academy – ArcGIS Pro courses as needed
 - National Preservation Institute – relevant courses as needed
 - Advisory Council on Historic Preservation – relevant courses as needed
 - The Society for American Archeology Conference

Cross-training/Regulatory update training as deemed necessary by Section 106 Specialist and supervisor.

Appendix F: Stormwater & Erosion Control Specialist

Training Plan Curriculum

- Phase 1 - Initial PQS Training (as directed by the supervisor):
 - Review the Nebraska Construction Stormwater Permit – EDC
 - Review NDOT's MS4 Permit and Stormwater Management Plan– EDC
 - Review NDOT's Drainage and Erosion Control Manual, Chapter 2 – EDC
 - Complete NDOT Erosion and Sediment Control Installer Certification (NE LTAP) – Classroom or Web-based Training
 - Complete NDOT Erosion and Sediment Control Inspector Certification (NE LTAP) – Classroom or Web-based Training
 - NDOT Plan Reading Course – EDC
 - FHWA-NHI-142052 - Introduction to NEPA and Transportation Decisionmaking – National Highway Institute web-based training
 - ArcGIS Pro Essential Training – EDC
 - TC3CN098: Introduction to GIS Mapping – EDC
 - Complete NDOT Erosion & Sediment Control for Designers Course (NE LTAP) – Classroom Training
 - Complete NDOT Chapter 3: Stormwater Management Training (NDOT) – Classroom Training
 - Complete NDOT Environmental Mentoring Program
 - NDOT procedures for erosion control plan preparation and construction site inspections
 - Introduction to NDOT software applications (e.g. Clarity, OnBase, Kronos)

- Phase 2 – Professionally Qualified Staff Certification
 - Complete four draft Water Quality PQS determinations
 - Complete two draft erosion control reviews
 - Review two Stormwater Pollution Prevention Plans

- Phase 3 – Ongoing Training
 - Complete CPESC Training (Envirocert International) – Classroom Training
 - FHWA-NHI-142005 - NEPA and the Transportation Decisionmaking Process – Classroom Training
 - Army Corp of Engineers Wetland Policy and Delineation Training (Wetland Training Institute)
 - NDOT Design and Analysis of Storm Sewer Systems (NDOT Roadway Design Hydraulics) – Classroom Training
 - NDOT Advanced Culvert Hydrology and Hydraulics (NDOT Roadway Design Hydraulics) – Classroom Training
 - Plant Identification Training (To Be Determined) – Classroom Training
 - ESRI Academy - ArcGIS Pro courses as determined to be appropriate

Applicable Licenses and Certificates

While not a requirement of the position for employment, it is encouraged that the Stormwater & Erosion Control Specialists obtain licensure or industry certifications to demonstrate credibility and knowledge in their decision making.

- Professional Landscape Architect (PLA)
- Professional Engineer (PE)

The applicable certifications are managed through Envirocert International, Inc. <http://www.envirocertintl.org/> and include:

- Certified Professional in Erosion and Sediment Control (CPESC)
- Certified Erosion, Sediment & Stormwater Inspector (CESSWI)
- Certified Professional in StormWater Quality (CPSWQ)

Appendix G: Hazardous Material Specialist

Training Plan Curriculum

- Phase 1 – Initial PQS Training (as directed by the supervisor):
 - Review of the Environmental Procedures Manual
 - Review of the Environmental Process Outline
 - FHWA-NHI-142052 - Introduction to NEPA and Transportation Decision making (web based)
 - NDOT Hazardous Material Review Guidance Manual Training
 - NDOT Unexpected Waste Action Plan (UWAP) Guidance
 - NDOT Field Staff and Contractor awareness videos (UWAP)
 - NDOT Hazardous Materials Environmental Specialist (Course 101 & 201 Section 1 and 201 Sections 2 – 5) EDC Module
 - TC3 Environmental Predecessors Hazardous Materials EDC Module
 - NDOT Plan Reading Course EDC Module
 - ASTM E1527-21 Standard Practice for Environmental Site Assessments: Phase I
 - Asbestos Initial Training Hazardous Waste Operations (HAZWOPER) training, 40 hour
 - NDOT Nebraska Environmental Documentation System (NEDS) Introductory Training

- Phase 2 - Professionally Qualified Staff Certification
 - Complete ten draft Hazardous Material Reviews

- Phase 3 - Ongoing Training (as directed by the supervisor):
 - 8-hour Annual Asbestos refresher*
 - 8-hour Annual HAZWOPER refresher*
 - Hazardous Material Regulatory updates (as needed)
 - FHWA-NHI-142005 - NEPA and the Transportation Decision making Process (in person training) Cross-training/Regulatory update training as deemed necessary by Noise, Air, and Hazardous Material specialist and supervisor.

*Required on-going training

Appendix H: Noise Specialist

Training Plan Curriculum

- Phase 1 - Onboarding (as directed by the supervisor):
 - Review of the Environmental Procedures Manual
 - Review of the Environmental Process Outline
 - FHWA-NHI-142052 - Introduction to NEPA and Transportation Decisionmaking (web based)
 - TC3 Environmental Predecessors: Noise (web-based)
 - NDOT Plan Reading Course EDC Module
 - Traffic Noise Modeling with FHWA TNM Training course

- Phase 2 - Professionally Qualified Staff Certification
 - Evaluate Traffic Noise Modeling with FHWA TNM
 - Review three Noise PQS determination, discuss with mentor

- Phase 3 - Ongoing Training (as directed by the supervisor):
 - Noise Regulatory updates (as needed)
 - FHWA-NHI-142005 - NEPA and the Transportation Decisionmaking Process Mentor Training
 - Cross-training/Regulatory update training as deemed necessary by Noise, Air, and Hazardous Material specialist and supervisor.

Appendix I: Air Quality Specialist

Training Plan Curriculum

- Phase 1 - Onboarding (as directed by the supervisor):
 - Review of the Environmental Procedures Manual
 - Review of the Environmental Process Outline
 - FHWA-NHI-142052 - Introduction to NEPA and Transportation Decisionmaking (web based)
 - TC3 Environmental Predecessors: Air Quality (web-based)
 - NDOT Plan Reading Course EDC Module
 - Air Quality Planning: Transportation Conformity (web-based)

- Phase 2 - Professionally Qualified Staff Certification
 - Review three Air Quality PQS determinations, discuss with mentor

- Phase 3 - Ongoing Training (as directed by the supervisor):
 - Air Regulatory updates (as needed)
 - FHWA-NHI-142005 - NEPA and the Transportation Decision making Process Mentor Training
 - Cross-training/Regulatory update training as deemed necessary by Noise, Air, and Hazardous Material specialist and supervisor.

Appendix J: Team Lead

Training Plan Curriculum

- Phase 1 - Onboarding (as directed by the supervisor):
 - Supervisor Fundamentals (in person)

- Phase 2 - Professionally Qualified Staff Certification
 - Professionally Qualified Staff Certification from applicable Phase 2 curriculum
 - Leadership Foundations (web-based with in-person workshops)

- Phase 3 - Ongoing Training (as directed by the supervisor):

Appendix K: Supplemental/Cross Training Opportunities

This section will supply training opportunities for all disciplines in the NDOT Environmental Section.

TOPIC	COURSES
Air Quality	Air Quality Planning: SIP and TCM Requirements and Polices FHWA-NHI-142069
Conflict Management	Practical Conflict Management Skills for Environmental Issues FHWA-NHI-142060
Bridge Plan Reading	Plan Reading: Bridge Plan FHWA-NHI-134108G
Right-of-Way Plans	Plan Reading: Right-of-Way Plan FHWA-NHI-134108E
Highway Plan Reading	Plan Reading: Highway Plan Reading Basics FHWA-NHI-134108A
Leadership 101	NDOT – Employee Development Center, NDOT - HR
Executive Leadership Fundamentals	NDOT – Employee Development Center
Facilitative Leadership	NDOT – Employee Development Center NDOT HR – Training
4 Disciplines of Execution	NDOT – Employee Development Center NDOT HR – Training
Emergenetics “Meeting of the Minds”	NDOT Employee Development Center Contact Brian Svik,
Conducting Effective Meetings	NDOT – Employee Development Center, NDOT – HR
Effective Communication	NDOT – Employee Development Center, NDOT – HR
Effective Facilitation Skills	NDOT – Employee Development Center, NDOT – HR
Effective Presentation Skills	NDOT – Employee Development Center, NDOT – HR
Resolving Conflict With Your Peers	NDOT – Employee Development Center, NDOT – HR

Appendix L: NDOT – Environmental Section Training Event Request Instructions

The NDOT – Environmental Section Training Event Request instructions outline the information necessary to complete the training request form. The form is designed to be filled out by the applicant, and then routed through their supervisor to the Environmental Section Manager. This form will be used to request training by the applicant, ensure supervisor approval, and allow the Environmental Section Manager to approve or deny the training, and reserve funds if necessary. This form also provides an audit trail for future inspections to review our training request process.

The following guidelines are descriptions of the contents of the form, and what information is necessary for the applicant to complete the request.

<i>From:</i>	This is the applicant's name
<i>Date Submitted</i>	This is the date submitted to the supervisor
<i>Training Event</i>	This is the training event the applicant would like to attend. The words "Training Event" are broad in context, in that it could mean a conference, a web tutorial, or a class that demands training dollars. Be specific and use the exact name of the training event the applicant would like to attend.
<i>Training Event Date</i>	This is/are the dates of training the applicant would like to attend
<i>Training Event Location</i>	The location of the training event
<i>Vendor</i>	Who provides this training? NDOT? A private firm? Fill in the appropriate response
<i>Core Competency Supported</i>	Look within the NDOT – Environmental Training Plan to identify your professional core competencies. Find the core competency that the applicant is trying to support with the requested training, and list that on this line. Its possible that more than one core competency is supported, in that case use the core competency that is the most augmented by the requested training event.
<i>Supporting Argument</i>	This is the reasoning by the applicant on why this training is necessary and vital to their ultimate development as a Professionally Qualified Staff.
<i>Total Cost</i>	Please list the cost of the training event here. If travel costs & tuition, conference fees, or other costs are necessary to attend the training, please submit either a travel request form or reimbursement form and attach it to the request

Appendix N: PQS Certification Template

To: **Staff Name, Position**
From: **Unit Supervisor Name, Unit Supervised**
Thru: **Jason Jurgens, Environmental Section Manager**
Date: [Click to select date]
Re: **Professionally Qualified Staff Certification**

Dear _____,

Congratulations on completion of the requirements to become an NDOT PQS. With the completion of those requirements, you are now qualified to perform document reviews and approve environmental documentation as prescribed in our guidance manuals.

Thank You,

Name
Environmental Unit Supervisor

Jason Jurgens
Environmental Section Manager