INFORMATION FOR MOTOR VEHICLE & LAW ENFORCEMENT OFFICIALS

SPRING 15 VOL. 20 NO. 2

move

Growth Opportunities

Cultivating the next crop of organizational leaders

ALSO IN THIS ISSUE

Along for the Ride

Regulating transportation network companies like Uber and Lyft

move

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COVER STORY

Illustration: Adam Niklewicz

Growth Opportunities

FEATURES

BEHIND-THE-SCENES LEADERSHIP

Actors and actresses get all the glory and recognition when a movie makes it big. Their star power undoubtedly helps put people in the seats. They become the faces of the production and their performances are typically the "make-or-break" reason why movies become heralded classics or forgotten blunders.

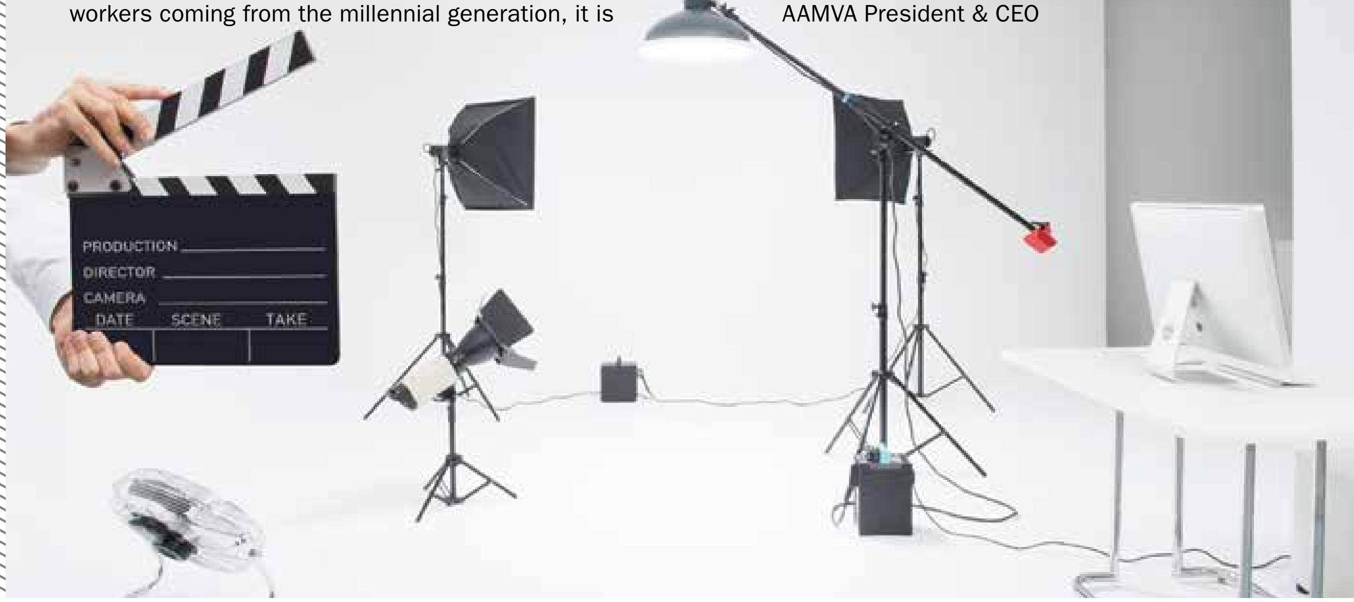
The faces in front of the camera are always the ones who receive the accolades and pats on the back, but what about the people behind the scenes? They are vitally important to a film's success, but they often go unnoticed because their names do not scroll at the beginning of the credits. Imagine *Avatar* without the special effects creating the characters or the sci-fi-like story. The people who worked behind the camera, developed the characters, "managed" the stars, wrote the script and served as go-fers are equally important to a bonanza box-office opening.

This behind-the-scenes approach can also be applied to our everyday work in the motor vehicle and law enforcement community. Our administrators are the public faces of their agencies and represent their states, federal districts, provinces or territories on high-visibility initiatives, but the front-line workers—those who implement new systems, the team lead who resolves an office conflict, the customer service representative who uses her judgment to resolve a customer issue—are the heart and soul of our success. These employees lead the charge on a day-to-day basis by completing tasks, resolving conflicts, maintaining the facilities and staying on message. Just like the administrators who empower them to succeed, these behind-the-scenes leaders are integral to the work we do in our jurisdictions.

With more and more of these smart and talented workers coming from the millennial generation, it is important that they continue to receive a clear sense of expectation, respect and recognition from their bosses. Working and leading behind the scenes enables our organizations to thrive from within. We must continue to empower these employees and provide them with the appropriate tools to succeed and lead. During the session titled "How to Inspire and Engage Millennials: A Conversation with Our Next Generation Workforce" at AAMVA's recent Workshop and Law Institute, young leaders discussed the importance of an environment that fosters creative, team-oriented, challenging and fun workplaces. Providing this work environment and empowering our young leaders to keep us moving forward is the key to our future success.

And not surprisingly, fostering an empowered and thoughtful workplace works for all of our employees, regardless of age, gender, ethnicity or background. Today and into the future, our behind-the-scenes leaders will step in front of the camera and lead our jurisdictions, representing their states, federal districts, provinces or territories. It is up to us to give them the proper tools that will cultivate their leadership talent. m

Anne Ferro
AAMVA President & CEO



Q: HOW IS YOUR JURISDICTION INVOLVED IN REGULATING OR WORKING TOWARD REGULATING TRANSPORTATION NETWORK COMPANIES SUCH AS UBER & LYFT?

TONIE SHIELDS, Administrator, Arkansas Office of Driver Services

The Arkansas 90th General Assembly passed Senate Bill 800, known as the Transportation Network Company Services Act, on March 27, 2015. The bill is awaiting the governor's signature. The bill defines a transportation services company as an entity permitted by the Arkansas Public Service Commission that operates in this state and uses a website, digital network or software application to connect passengers to company services provided by the company's drivers. A fee may be charged for transportation network company services. The bill states a commercial vehicle registration is not required.

TOM MCCLELLAN, Administrator, Oregon Driver and Motor Vehicle Services

Our agency doesn't regulate these businesses at all. The vehicles are issued standard passenger plates and the drivers use Class C driver's licenses. The business portion of the company is under other regulations of the Secretary of State (Corporations Division) for operating a business in Oregon, plus local ordinances for operating "taxi" services within a jurisdiction. Oregon DMV is not working to provide special regulation over these ride-sharing companies.

HENRY HAUPT, Deputy Press Secretary, Illinois Office of the Secretary of State

In Illinois, ride-sharing companies are regulated at the municipal level. There was a bill last year that sought to regulate the ride-sharing industry at the state level. The bill passed the Illinois General Assembly, but the governor vetoed it.

MARGUERITE DAY, Policy Analyst, Driver & Vehicle Licensing Policy, Insurance Corporation of British Columbia

In British Columbia, transportation network companies must meet regulatory requirements for passenger vehicles for hire. Requirements include a commercial driver's license (Class 4) for the driver, a passenger transportation (PT) license for the carrier, PT plates for vehicles and a National Safety Code safety certificate for the carrier. As well, the vehicle must undergo semi-annual safety inspections and be insured as a commercial for-hire vehicle through the Insurance Corporation of British Columbia. There may also be additional requirements in each municipality. m

Visit AAMVA's Transportation Network Companies Web page at **aamva.org/ridesharing-networks** for a list of jurisdictions that have introduced or passed legislation to regulate TNCs.

For more information visit **aamva.org**.

SUMMER SESSIONS

AAMVA'S UPCOMING EVENTS CALENDAR

April showers have turned into May flowers, which means plentiful sunshine, vacations and all the pleasures of summer are just around the corner. If you're still looking to fill your calendar with places to visit this season, let AAMVA help you figure out where your suitcases will land. Take the opportunity to attend an AAMVA conference this summer!

Come network with fellow motor vehicle and law enforcement colleagues, learn more about the hot topics reaching your jurisdictions, and visit some exciting cities across the U.S. We kick things off June 1–4 with the Region IV Conference in picturesque Park City, Utah. Next, we head down south June 21–24 to historic Montgomery, Alabama, for the Region II Conference. Then, we go back east to the sweetest place on earth for the Region I Conference—Hershey, Pennsylvania, July 12–15. Finally, we cap off our summer conference tour with AAMVA's Annual International Conference in exciting Des Moines, Iowa, Aug. 25–27.

We look forward to seeing you this summer! m

2015 region IV conference
Park City, UT | June 1-4

2015 region II conference
Montgomery, AL | June 21-24

2015 region I conference
Hershey, PA | July 12-15

AAMVA Annual International Conference 2015 Des Moines Iowa

JURISDICTION

SPOT LIGHT

Oregon's eRider™ program emphasizes riding skills, riding strategies, scanning, risk awareness, judgment, impairments, riding gear and group riding.

MOTORCYCLE SAFETY 2.0

OREGON CREATES ONLINE CLASSROOM FOR ITS MANDATORY MOTORCYCLE SAFETY PROGRAM

BY KATHLEEN HAGAN

The eRider™ online program features more than 100 different riding scenarios.

In 2014, TEAM OREGON, a cooperative partnership between the Oregon Department of Transportation and Oregon State University, field-tested an online classroom for its mandatory and state-approved TEAM OREGON Motorcycle Safety Program. Called eRider™, this new online program is full of real-world riding scenarios, interactive videos and other learning tools to teach basic (beginner) and intermediate (some experience/returning) riders what they need to know in order to safely ride a motorcycle.

"Our objective was to create a new classroom that meets or exceeds the standards set by the old one," says Patrick Hahn, communications and outreach manager for the TEAM OREGON Motorcycle Safety Program. "We started from scratch and created something unlike anything we've done before."

TEAM OREGON ESTIMATES 20–35 PERCENT OF ITS 12,000 STUDENTS PER YEAR WILL CHOOSE THE NEW eRIDER ONLINE CLASSROOM.

FROM THE GROUND UP

When developing eRider, TEAM OREGON looked to the 168 standards in the National Highway Traffic Safety Administration's *Model National Standards for Entry-Level Rider Training* to inform the program's content. TEAM OREGON also used crash data from the state to identify eight areas of importance, which are heavily emphasized throughout the course: riding skills, riding strategies, scanning, risk awareness, judgment, impairments, riding gear and group riding.

"The biggest shift in thinking we made with this new education program is that we are more explicit about how driving a motorcycle is different than driving a car," Hahn says. "People come into the program as car drivers who already know the rules of the road and think that riding a motorcycle is just like driving a car—but it's not. We teach them to think like a motorcyclist and explain the ways in which it's different than driving a car."

There are more than 100 different riding scenarios embedded in the eRider program. According to Hahn, about 70 percent of those are 8–12-second video clips of riding scenarios, and students must answer questions about the scenes after watching. "For example, we may ask students to identify the most important hazard they see in the frame," he says. "Or we hit them with questions such as 'What lane position should you choose in this situation?' or 'What is your escape route?'"

MEASURING SUCCESS

Results from the early stages of the field test revealed that the online students were achieving lower test scores and passing the written exam at a lower rate than those who took the traditional curriculum. So TEAM OREGON looked at the questions the eRider students were missing more frequently, and six questions stood out. "We went back in to modify the [eRider] curriculum to have more of a focus on those six topics, one of which was maximum braking," Hahn says. "We emphasized the topics with additional interactivity, and review questions to reinforce the concepts and content." With these modifications, both sets of students are now equally likely to pass the exam.

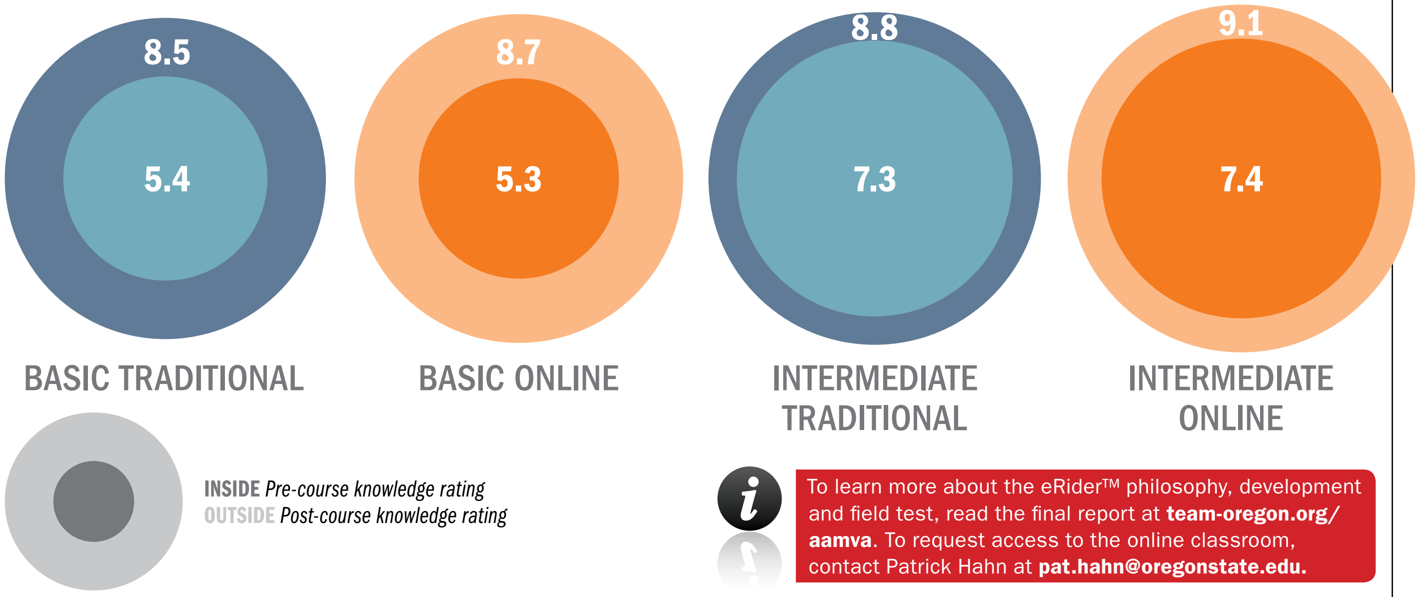
The new eRider™ program allows students to complete classroom training online, but hands-on training must be completed in person.

Additionally, throughout the duration of the field test, both eRider and traditional classroom students were asked to complete two surveys—one pre-course and one post-course—to rate their knowledge before and after the course (see graph below). When comparing surveys between eRider students and classroom students, online students reported greater increases in knowledge and greater post-course knowledge than students in the traditional classroom. Hahn notes that now he is looking to incorporate the interactive videos used in the eRider program into the instructor-led classroom.

Upon approval by the Oregon DOT (anticipated later this spring), eRider will be offered as an online classroom option for Oregon's basic and intermediate rider training courses; however, students will still be required to complete the hands-on training in person. m

ONLINE VS. TRADITIONAL

During the eRider™ field test, student knowledge was surveyed pre- and post-course in 10 different categories on a scale of one to 10 (with 10 being most knowledgeable). The survey results revealed that online students reported greater increases and greater post-course knowledge than traditional classroom students.



To learn more about the eRider™ philosophy, development and field test, read the final report at **team-oregon.org/aamva**. To request access to the online classroom, contact Patrick Hahn at **pat.hahn@oregonstate.edu.**

BOOKING A RIDE

BY JANICE DLUZYNSKI, AAMVA'S DATA LADY

Many jurisdictions have begun to see transportation network companies, such as Uber and Lyft, operating in their areas of authority. Two recent surveys shed some light on what is happening throughout the jurisdictions. The full details of each survey can be viewed in the AAMVA online survey tool at **aamva.org/survey/user/search.aspx**.

RIDE-SHARE PROGRAMS

[25 RESPONDENTS]

DO YOU HAVE REGULATORY AUTHORITY OVER "RIDE-SHARE" SERVICES PROVIDED BY COMPANIES SUCH AS UBER AND LYFT?

Yes:

No:

WHO IS RESPONSIBLE FOR THE OVERSIGHT?

Municipality or county where the vehicle is operating: *Taxi Commission:* *Local Government:*

DMV is responsible for insurance and vehicle registration, but municipalities may also regulate taxis: *Public Service/Utility Commission:*

Passenger Transportation Board: *DMV:* *No response:*

BRANDING RIDE-SHARE VEHICLES AS TAXICABS

[27 RESPONDENTS]

DOES YOUR JURISDICTION BRAND THE TITLE OF RIDE-SHARE OR "NETWORK" VEHICLES AS TAXICABS?

Yes:

No:

Visit AAMVA's website for resources related to TNCs. You will find information on legislation, regulations, jurisdiction news and more at **aamva.org/ridesharing-networks**.

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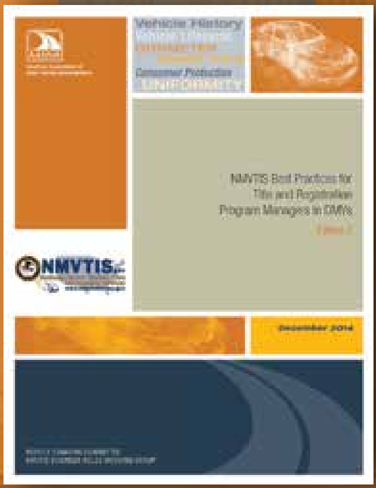
by following the guidance of subject matter experts and your peers

AAMVA SOLUTIONS & BEST PRACTICES

NMVTIS Best Practices
Edition 2



E-Odometer
Task Force Report

Best Practices for the
Deterrence & Detection
of Fraud

Motorcycle
Operator
Manual

For these and other AAMVA solutions & best practices, visit **AAMVA.ORG**

ALONG

BY MATT ALDERTON

On the morning of Oct. 28, 2014, taxicabs were scarce in Washington, D.C. Whether you were a senator on Capitol Hill, a student in Georgetown, a commuter in Adams Morgan or a tourist in Foggy Bottom, you were hard-pressed to hail a ride. If you happened to walk down Pennsylvania Avenue at 11 a.m., you saw—and likely heard—the reason why: For the third time in a matter of months, more than 100 taxis were circling Freedom Plaza

DMVs ARE ON THE FRONT LINES IN A MOVEMENT TO REGULATE TRANSPORTATION NETWORK COMPANIES

FOR THE RIDE

in downtown D.C., zealously honking their horns in protest of "transportation network companies" like Uber, Lyft and Sidecar.

Cabbies, who have staged similar protests in cities such as Boston, Chicago and San Francisco, say transportation network companies—also known as TNCs—are infringing unfairly on their business. "Unfairly" because while public vehicles for *continued on page 18*

The Search for Identity Gold…

Bridging the Gap Between In-Person and Online Transactions

MARK DIFRAIA
Senior Director of
Market Development,
MorphoTrust USA

Let me ask you this: how many of you have multiple online accounts with multiple username and passwords, or better yet, how many of you have so many online accounts you use the same password for all of them so that you don't forget?

I'm sure many of you would have just raised your hand. I'm guilty of it too. So in other words, it probably would be pretty easy to pretend to "be you" in an online purchase or transaction, right?

Unfortunately, today, we aren't presented with many options to remedy the situation. We are lucky that the general public is now becoming far more aware of the shortcomings of usernames and passwords as well as the ever-present risk of data breaches. The problem then is figuring out what to do about it to take the risk out of our daily lives. Americans need new ways to assert their identities and to protect their privacy in the face of an ever-growing online economy. Many of us in the Motor Vehicle Agency (MVA) community (vendors and state agencies included) have spent decades building trust into our in-person transactions with secure documents and processes such that the driver license has become our de facto proof of identity. It only seems logical that some of the keys to adding trust and protection in the online domain should come from many of the same players. Times are changing, transactions are moving online, and identities are facing all kinds of new risks. But, they **can** be addressed and people **can** take control through our collaborative efforts.

Let's take a step back.

We've come to trust the use of a driver license/state ID for in-person transactions and proof of identity as the "gold standard" of verification. In the U.S., the driver license is the de facto proof-of-identity document due to both the in-person proofing process, and the security of the card itself. Why is this?

Well, it's because we've all been informally trained to know what the driver license (DL) is supposed to look and feel like, as well as knowing to compare the photo with the person standing in front of us. This is good enough for nearly all in-person transaction you may want to do in the U.S.

With the driver license at the heart of the normal identity lifecycle vetting process we see on a daily basis (i.e. Enroll, Verify, Issue and Authenticate), everything is "golden" for in-person transactions, but now the identity landscape is shifting. Our lives have crossed over into the digital domain, but our methods of asserting our identity with a high degree of trust really haven't

Together we will make sure we provide our constituents with the identity assurance and trust they need to conduct their personal affairs in our ever-changing digital world. And, we will do it in a way that adds new levels of protection of our personally identifiable information (PII) and our personal privacy.

made the journey. Furthermore, as soon as we make that crossover to the online/digital world, we lose our ability to use our "human methods" of verifying identity; our view of the person is blurred with a lack of common credential and the ability to relate that credential to the physical person. Thus, we have been left with a gap.

In lieu of a true replacement of the gold standard, this gap has been addressed with substitutes for our human methods of authenticating identities — things like KBAs (knowledge-based authentication), behavior biometrics, username and passwords, etc. These are all replacements for the high level of trust we are able to create when the transaction is conducted in person, but the major problem is that few, if any, of these substitutes are based upon an in-person proofing at the beginning (like the processes MVAs follow). These substitutes are built from aggregated data or self-attested information — and are therefore less secure or trustworthy.

Why do we have to substitute?

Why can't we bridge the trust we enjoy in the in-person transaction world into the online/digital world? The technology is there, and the trusted identities exist. What's missing is the glue or bridge that brings the two together in a way that can spread widely.

We think we have the answer…

Leveraging the Trust of a State Driver License Vetting Process for Creating Trusted Transactions Online

Let's go back to "the gap" we mentioned earlier. This gap we need filled is that most authentication methods, most substitutes, don't yield high enough trust. But, why?

There are two main reasons that substitutes are **not** the answer:

- The enrollment of the identity wasn't trustworthy enough to begin with.
- The authentication can be compromised (stolen UN/PW, KBAs, etc.).

Nearly all adult Americans carry a DL or a state-issued ID, right? All of which required in-person identity proofing that rivals that of **any** highly secure credentialing program (LOA 3-4), making it a potentially universal source to make a smart push forward in pursuit of identity security online. The key will be successfully porting the trust of that process over into a digital credential…

We have the path, and it fits in your pocket (specifically, your mobile device).

Addressing the Gap

We are focused on the high-trust end of the spectrum. Thus, the MorphoTrust Electronic ID (eID) is an electronic credential issued by MorphoTrust, **but *with support from MVAs***, for use online, so it:

- Carries the trust inherent in the MVA's identity proofing process
- Relates the physical person to their driver license/state ID record
- Is controlled and managed by the consumer to ensure privacy
- Uses photo matching to protect the privacy and the attributes of the individual

With the changing landscape, it is our duty to bring that same level of trust offered by the physical license to the digital domain. For online transactions, the natural solution is eID, which provides new opportunities to both reduce the risk of existing transactions and pave ways for new interactions that were previously not possible.

As MVAs, you can adjust your current strategies and technologies to address these new challenges. Although **today**, the state-issued DL is the document we rely on to establish our identity to receive a wide range of in-person services, benefits and privileges, the changing landscape will require you to play an increasingly critical role in those same ***digital*** services, benefits and privileges. Digital identity solutions like eID will complement the physical driver license, extending the trust of the credential to the online environment and provide increased convenience and security for consumers.

> It is our duty to bring the same level of trust offered by the physical license to the digital domain.

MorphoTrust® USA

MorphoTrust USA is **the** expert in relating real people with trusted identity records. Today, the state-issued DL is the document we rely on to establish our identity to receive a wide range of services, benefits, and privileges; but the changing landscape will require MVAs to play an increasingly critical role. You need a proven, trusted innovative partner to support you as you navigate through the uncertain future of identity — MorphoTrust engineers and card experts are leading industry efforts to define and architect the next generation credential and authentication solutions.

Visit our booth to discuss your future. And, visit our NSTIC grant information online!

www.morphotrust.com/NSTIC

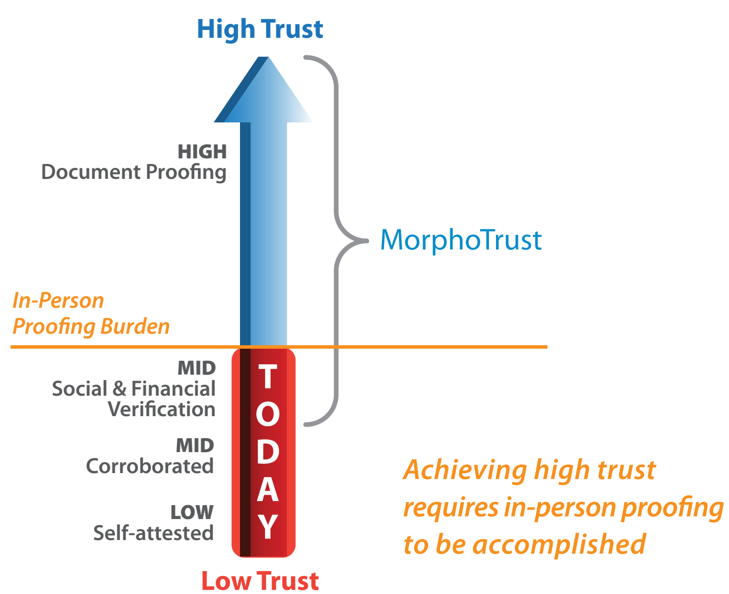


Photo by Mark Wilson/Getty Images

District of Columbia taxi drivers protest on Pennsylvania Ave. in front of the D.C. Council's Wilson building, Oct. 28, 2014, in Washington, DC. District cab drivers protested as the D.C. Council debated approval to legislation that would allow transportation network companies such as Uber and Lyft to continue operating in the District.

continued from page 15

hire (e.g., taxicabs and limousines) are strictly regulated by state and local government, TNCs are not.

"There's still a significant amount of rides taken by public vehicles for hire in the District; however, that number is down from around 22 million in 2013 to just over 20 million in 2014," explains Neville Waters, public information officer for the District of Columbia Taxicab Commission. "It's hard to say what the direct correlation is to [TNCs]—there are many other issues that have impacted drivers, including the fact that more people are turning to bikes, carpooling, public transportation and walking—but there are definitely fewer people riding in public vehicles for hire, and drivers are certainly feeling some competitive pressures as a result."

In response to those competitive pressures, along with questions regarding the safety and security of ride-sharing, jurisdictions nationwide are asking themselves whether they should regulate TNCs in the same manner that they have long regulated taxis and limos. On the same day as the capital's taxicab protest, its city council answered a resounding "yes" by casting a near-unanimous vote in favor of the Transportation Network Services Innovation Act of 2014, which establishes new regulatory requirements for TNCs operating in Washington, D.C.

As lawmakers elsewhere consider similar measures, AAMVA jurisdictions with regulatory authority over taxis and TNCs are in a unique position to serve as arbiters brokering a critical compromise between them, the result of which can be increased safety, competition and innovation. "The competition is between public vehicles and private vehicles," Waters says. "As regulators, we are the referees on the sideline."

TRANSPORTATION MEETS TECHNOLOGY

The California Public Utilities Commission—which in 2013 became the first state body to regulate ride-sharing services—coined the term "transportation network company" to describe a company that "provides transportation services using an online-enabled platform to connect passengers with drivers using their personal vehicles."

The world's largest TNC, Uber, launched in 2009 and currently operates in more than 290 cities in 55 countries, including the U.S. and Canada. It was followed by Lyft and Sidecar in 2012, which operate in 65 and 10 U.S. cities, respectively. All three services allow consumers to use an app on their smartphone or tablet to "hail" a ride from a nearby driver who is transporting passengers using his or her personal vehicle. Drivers and passengers can use the app to rate one another, and to pay for their ride using a stored credit card.

"Lyft is a people-powered movement driven by drivers and passengers," explains Lyft spokesperson Chelsea Wilson. "We're not looking to build a better taxi service; rather, we're combining technology and humanity to create an enjoyable, affordable and safe ride experience while also fundamentally changing the way people get around."

Their contention that they are technology companies—not transportation providers—is central to TNCs' business model—and by extension, to their position in regulatory debates. "At its core, Uber is a smartphone app that connects riders and drivers, and connects riders with a safe, reliable and seamless ride," says Uber spokesperson Lauren Altmin. "I think that's the most important thing to remember: Uber is a technology company."

Whatever you call these companies, consumers have wholeheartedly and irreversibly embraced them. "Ride-sharing is a completely new industry, but it's caught on," continues Altmin, who stresses the inherent benefits of ride-sharing, including flexible employment opportunities for drivers, increased transportation access for underserved neighborhoods and, because TNCs offer alternative transportation to impaired drivers, enhanced public safety. "We're transforming the way people move around their cities, with millions of trips happening every week."

THE CASE FOR REGULATION

The fact that there are millions of trips happening every week is precisely why TNCs must be regulated, according to Richard Holcomb, commissioner of the Virginia Department of Motor Vehicles, which recently concluded its own legislative tango over TNCs.

"First of all, this is obviously a business model that offers a tremendous option to our citizens, and, therefore, should clearly be allowed to operate," Holcomb says. "However, any time you're moving a citizen, the state has an obligation and a duty to ensure that it's being done safely."

State and local governments want to ensure that drivers and vehicles are safe—and so do TNCs, which have a record of supporting regulations that reinforce policies they already have in place, such as criminal background checks for drivers, but opposing those regulations that place undue financial and administrative burdens on their drivers, such as those requiring drivers to pay for vehicle permits or full-time commercial insurance coverage.

> **"OVERSIGHT AND TAXATION SHOULD BE APPLIED EVENLY TO PEOPLE—NO MATTER HOW THEY FIT INTO THE REGULATORY STRUCTURE—IF THEY ARE PERFORMING THE SAME TASKS.**
> —Cian Cashin, director of Government Affairs, AAMVA

"We're very much in favor of comprehensive and smart regulation," states Altmin, who says TNCs prefer that those regulations be unique to their business model, governing them as technology rather than transportation companies. "In the U.S. alone, over 20 [states or municipalities] have now adopted permanent regulatory frameworks for ride-sharing, a transportation alternative that didn't even exist four years ago. This demonstrates a trend with momentum across the U.S. More and more cities and states are crafting new legislation specifically for ride-sharing options, rather than forcing old rules onto modern innovations."

There's the rub, according to AAMVA's director of Government Affairs, Cian Cashin. When parties perform the same functions with different requirements, the potential exists for an unfair competitive advantage. "Oversight and taxation should be applied evenly to people—no matter how they fit into the regulatory structure—if they are performing the same tasks," he says. "It's a really difficult thing for jurisdictions. They don't want to jeopardize or damage industries that have been doing their due diligence toward compliance, but neither do they want to stifle innovation in the transportation industry that provides benefits to their constituencies."

WITH WHOM ARE YOU RIDING?

Within the last few years, a number of "transportation network companies" have begun operating in the U.S. and Canada. Here's a look at six ride-sharing services that continue to grow in popularity among consumers.

UBER

The largest TNC in the world, Uber classifies itself as a "technology company" that connects passengers to drivers through its mobile application.

LYFT

Lyft is Uber's biggest rival in the U.S., operating in 65 cities across the country. Lyft drivers can be identified by a 5-inch-long pink "glowstache" on their dashboard.

SIDECAR

Sidecar is a TNC that allows users to choose their driver based on ETA, vehicle or price; the price is set before the trip begins.

WINGZ

A TNC exclusively for airport transportation, Wingz allows passengers to book their ride to or from the airport in advance. Prices are set before the trip.

CARMA

Carma Carpooling enables people to find and connect with others nearby who are making a similar drive so they can share their commute.

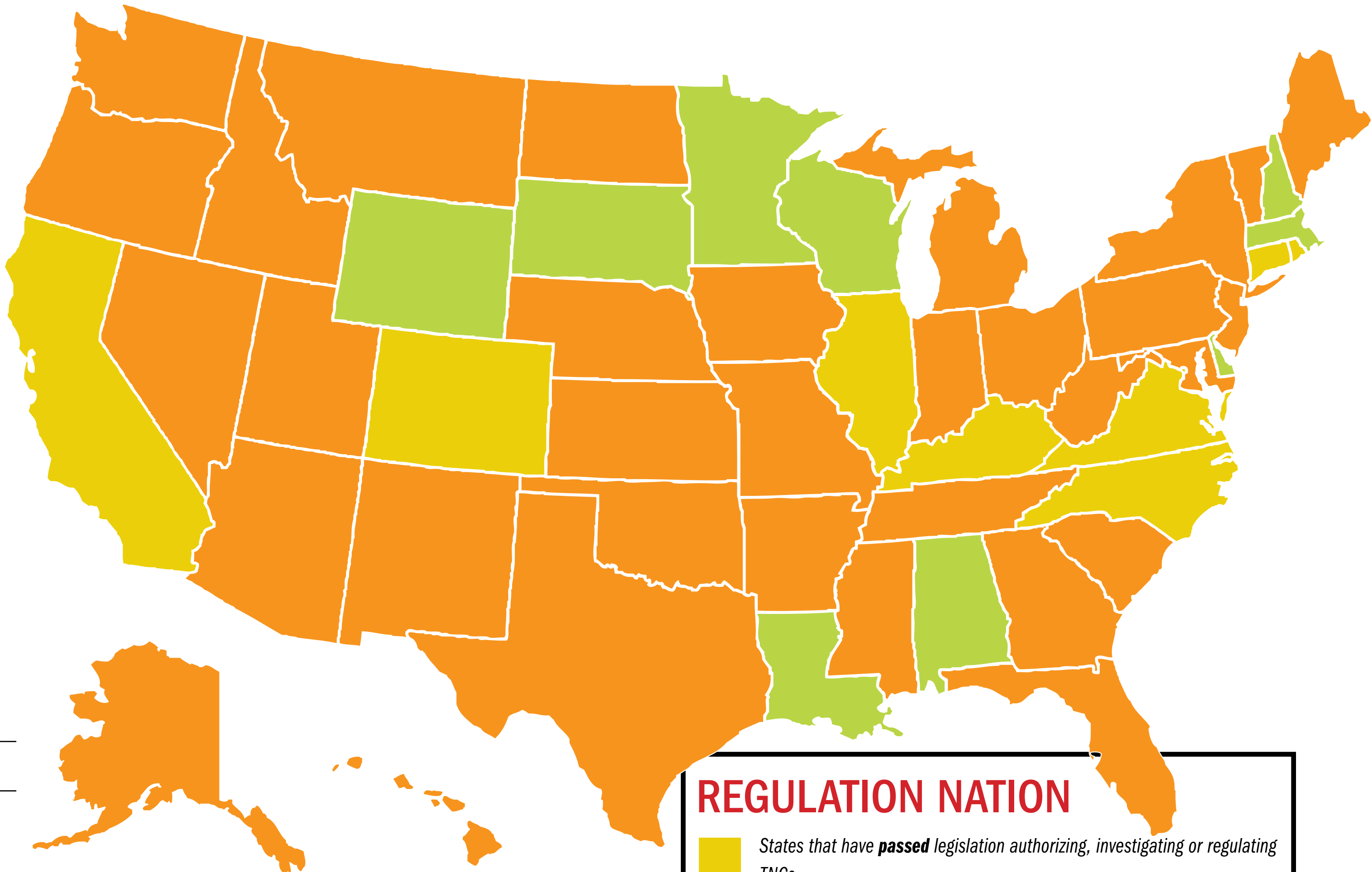
RELAYRIDES

In contrast to ride-sharing, RelayRides is a car-sharing service. It allows car owners to rent out their vehicles to others who want to use them.

DESTINATION: COMPROMISE

Since 2013, eight states and the District of Columbia have adopted legislation investigating, authorizing or regulating TNCs, including Colorado, which in June 2014 became the first state to pass a ride-sharing law, and Illinois, which in January 2015 became one of the latest to do so. At least 34 more states have introduced legislation—and that's to say nothing of the many municipalities that have likewise introduced and passed regulations, including Seattle, Chicago and San Francisco, just to name a few.

In some jurisdictions, TNC regulating authority falls to DMVs. In others, it's taxicab commissions. And in still others, public



VISIT **MOVEMAG.ORG** TO WATCH A VIDEO ABOUT TRANSPORTATION NETWORK COMPANIES.

utilities commissions. While regulating frameworks differ, best practices remain the same, according to Holcomb, who holds up Virginia's legislation—Senate bill 1025 and House bill 1662, which will be administered by the Virginia DMV when they become law on July 1, 2015—as a model for compromise.

"Did everyone like every aspect of it? No. Did everyone hate every aspect of it? No. But we brokered a compromise, and at the end of the day we had a bill that everyone—taxis, insurance companies, TNCs, law enforcement, airports—said they could support," Holcomb says.

Signed on Feb. 17, 2015 by Gov. Terry McAuliffe, Virginia's TNC law includes several key provisions that can serve as starting points for DMVs commencing the regulatory process:

- **Licensing:** A highlight of Virginia's law is its licensure provision, which requires a TNC to pay the DMV an initial licensing fee of $100,000, with annual renewals of $60,000 thereafter. TNCs have generally avoided licensing by contending that they are technology, not transportation, companies; gaining an admission that they are, indeed, motor carriers is a major accomplishment, according to Holcomb, because it gives the DMV the funding it needs to administer the new regulations.
- **Driver Screening:** TNCs must ensure drivers are at least 21 years old and properly licensed to drive; conduct comprehensive criminal background checks and driving record checks on potential drivers; and automatically reject drivers with DUIs or violent crime convictions.
- **Vehicle Standards:** Drivers must use personal vehicles that meet state registration and safety inspection requirements. Additionally, vehicles have a maximum seating capacity; must be registered with the DMV for TNC use; and must display an identifying decal issued by the DMV, as well as one identifying the TNCs with which the vehicle is associated.
- **Insurance:** Insurance was one of the largest points of contention, according to Holcomb, who says some stakeholders wanted drivers to have 24/7 coverage while others wanted to mandate coverage only when drivers were carrying passengers. The final bill requires a minimum level of coverage—personal or commercial—when drivers have their app turned on, with

additional coverage—greater than that required of a taxi—whenever they're carrying a passenger.

- **Operations:** Among other things, TNCs must display basic driver information to passengers via their app; give passengers an electronic receipt at the end of their trip; provide to DMV and law enforcement officers who request it information about individual trips arranged through the TNC; and adopt a policy of nondiscrimination on the basis of passengers' points of origin and destination. Additionally, TNCs are prohibited from accepting street hails.
- **Recordkeeping:** TNCs must maintain records for law enforcement on ride-specific data, and for regulators, records needed to demonstrate compliance with the law. They must retain records for three years.

D.C.'s law includes many of the same provisions, according to Waters, who says highlights include an annual fee paid to the taxicab commission in lieu of the passenger surcharge collected and paid by taxicabs; criminal background checks on drivers; driver registration with the taxicab commission; annual safety inspections; a prohibition on street hails; and liability insurance covering drivers when they're en route to and carrying passengers.

"These are all things that we are very much in agreement with," Altmin says of D.C.'s legislation, which Uber developed collaboratively with local lawmakers whom it spent $314,074 lobbying in 2014, according to media reports. "We worked hand-in-hand with the city council to make sure the law worked for D.C., worked for us and, ultimately, worked for the community."

> **"ANY TIME YOU'RE MOVING A CITIZEN, THE STATE HAS AN OBLIGATION AND A DUTY TO ENSURE THAT IT'S BEING DONE SAFELY.**
> —Richard Holcomb, commissioner, Virginia Department of Motor Vehicles

DMVs: THE VOICE OF REASON

In March, both Uber and Lyft promised to pull out of San Antonio, citing "onerous" and "duplicative" regulations passed by the city council. For the same reasons, Lyft likewise suspended operations in Columbus, Ohio, in January, while Uber ceased operations in Nevada in November 2014.

Jurisdictions that want to promote consumer choice, passenger safety and fair competition—all three—must take a balanced approach, TNCs and DMVs agree.

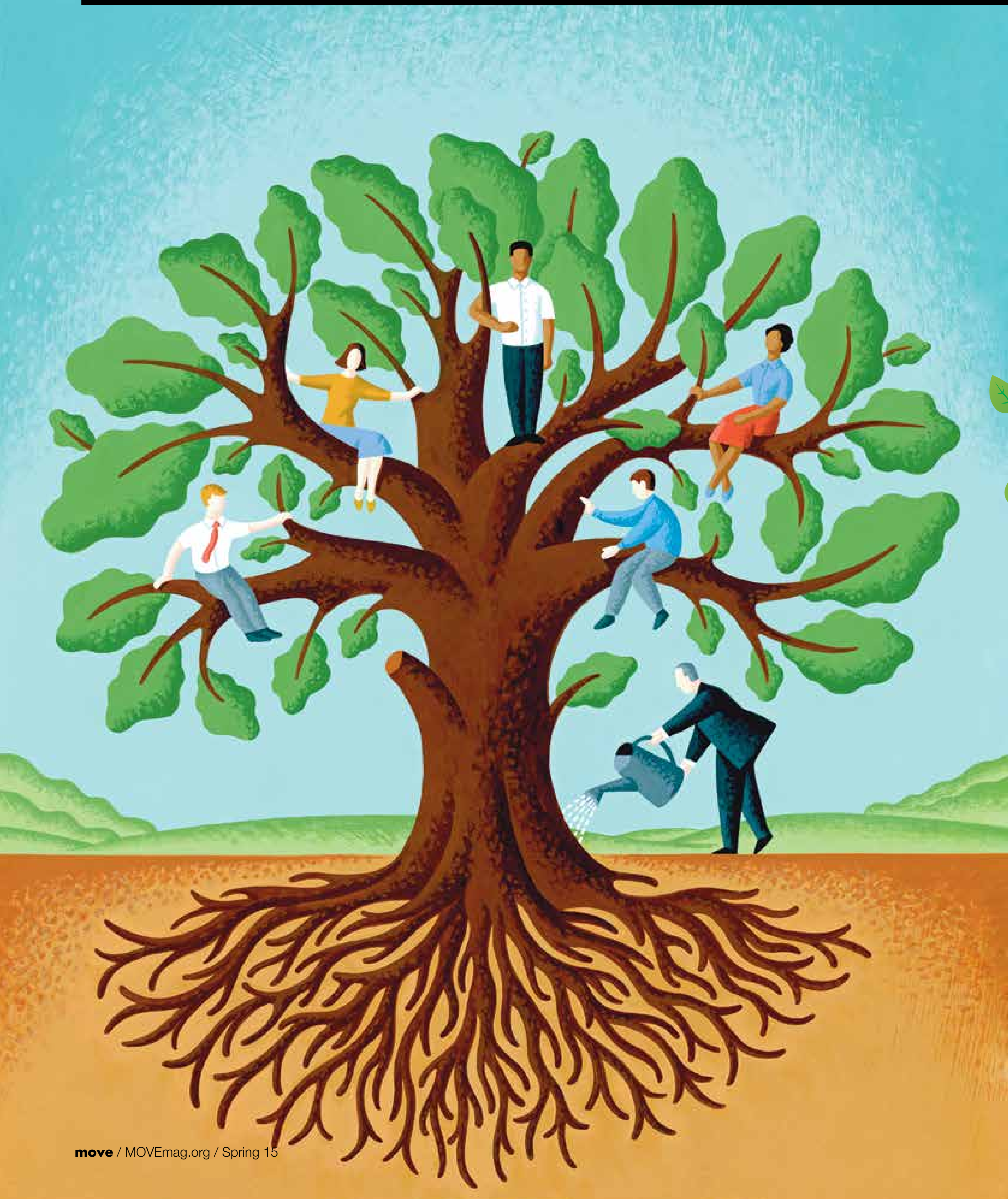
"DMVs can play an important role in ensuring that a regulatory framework prioritizes public safety while still allowing people to take advantage of new economic opportunities," says Lyft's Wilson.

To accomplish exactly that, consider the following lessons learned by Holcomb during his TNC exercise:

- **Engage, then unite, stakeholders.** "We met in small groups, soliciting input from each group individually before we brought everyone together as a group," explains Holcomb, who says individual attention allowed each stakeholder group to feel heard and represented, which ultimately fostered compromise.
- **Leverage lobbyists.** When TNCs paid lobbyists to negotiate their position with lawmakers, the DMV used those relationships to successfully communicate its own position—which is how the DMV ultimately got the TNCs to agree that they would be classified in Virginia as motor carriers. "They served as a tremendous liaison not only from their clients to us, but from us to their clients," explains Holcomb, who says TNCs' lobbyists understood and communicated to their clients the value of compromise. "They helped educate the TNCs."
- **Encourage transparency.** When regulation efforts in Virginia commenced, Holcomb received more than 1,000 angry emails from TNC drivers and passengers. He responded to each and every message. "Public relations is always really important, and I learned a lot from those emails," Holcomb says. "As a result, we found common ground and have heard some very positive things from the user community and from the driver community, thanking us for our pro-business, pro-passenger, pro-safety approach to regulating this new industry."
- **Embrace technology.** TNCs are powered by technology—and so are their users, who expect to be engaged via Web, email and social media. "It's a different group to communicate with and traditional tools are not going to get your message out to the people who ultimately need to receive it," Holcomb says.
- **Think ahead.** Implementing and enforcing Virginia's new law places additional burdens on the DMV, which avoided being overwhelmed by being as proactive as possible. "Don't wait until the last minute for implementation," Holcomb advises. "We knew we had a bill that was working its way through the legislature, so even before the governor signed the bill we started having internal meetings about what the requirements were going to be and how we were going to implement them."

One final word of wisdom, according to Cashin: Instead of assuming the position of "regulator," start by playing the role of "diplomat." "It takes incredible diplomacy skills to bring together people that don't traditionally get along—business entities and the regulators that have governance and oversight over them," he concludes. "The worst thing you can do is be reactive. Take a step back, listen to what the issues are from every perspective available, then develop your plan going forward." **m**

For more information about TNC regulations, including a library of laws proposed and passed by other jurisdictions, please visit AAMVA's Transportation Network Companies Web page: **aamva.org/ridesharing-networks**.



Growth Opportunities

WITH GENERATIONAL SHIFTS AT PLAY, LEADERSHIP AND SUCCESSION EFFORTS AT MOTOR VEHICLE AGENCIES ARE GAINING MORE PROMINENCE

BY ELIZABETH MILLARD

ILLUSTRATION BY ADAM NIKLEWICZ

As a business term, "leadership" gets thrown around so frequently that it's almost in danger of becoming jargon. But even as a buzzword, there's a deeper meaning—and definitely a stronger purpose—that should be recognized, believes Mark Lowe, director of the Motor Vehicle Division for the Iowa Department of Transportation and AAMVA Chair of the Board.

"Simply put, leadership is key for any organization, because it creates alignment and common purpose," he says, adding that people often mistake leadership as a top-down, pyramid-type of structure in which the boss or CEO supplies leadership in any group, and all leadership decisions are up to that person.

But that idea misses the mark, says Lowe. "To think that way will shortchange an organization, because leadership is really defined as many people functioning effectively within their spheres of influence. Everyone is a leader, and that drives change and excellence."

He adds that bringing these insights into motor vehicle agencies can strengthen engagement throughout a staff, and also set up multi-generational levels of leadership and succession.

PUTTING LEADERSHIP IN THE MIX

When implementing leadership training, it's important to emphasize specific skills that can be taught, advises David Delong, president of consulting firm Smart Workforce Strategies. For instance, rather than trying to do a workshop on "communication," agencies should drill down into skills that impart leadership within that category, such as using communication technologies more effectively to decrease departmental conflicts.

Identifying which types of skills are needed at a certain agency is a good start toward building an effective leadership-training program. At the Texas Department of Public

> THERE IS TREMENDOUS NEED TO INVEST IN MILLENNIALS FOR LEADERSHIP. WITH LOW UNEMPLOYMENT RATES, EVERY AGENCY WILL BE FACING INCREASED COMPETITION FROM THE PRIVATE SECTOR AND NONPROFITS. PROVING THAT YOU HAVE A COMMITMENT TO LEADERSHIP TRAINING IS A WAY TO ATTRACT MUCH-NEEDED MILLENNIALS TO FILL YOUR POSITIONS AND GROOM THEM AS LONG-TERM LEADERS.
>
> —David Delong, president, Smart Workforce Strategies

Safety, for example, a change in organizational structure in 2009 created a number of newly appointed supervisors, assistant managers and regional managers who hadn't been trained in leadership, says JoeAnna Mastracchio, deputy assistant director in the department's Driver License Division.

The department created the Texas DL Leadership Academy and decided to put its initial focus on customer service and train the entire workforce rather than only the supervisors. Mastracchio says there were many challenges to overcome, including budget resources, scheduling and curriculum development. But fortunately, a high level of buy-in from the agency's executive director was incredibly helpful.

Now, the academy is four weeks long, with a focus on leadership-themed modules like managing data, earning respect and determining temperament styles. Over 200 people have gone through the courses, and the results are notable, adds Paul Watkins, another deputy assistant director in the Driver License Division. He says that the median wait time in driver license agencies has been reduced by 60 percent across the state, and customer satisfaction levels have increased by huge percentages.

"This has changed the culture of the division, from process-focused to customer-focused," Watkins says. "We consider it a major success."

FOCUS ON MILLENNIALS

Training is particularly important right now as agencies are managing multi-generational workforces, often with baby boomers and millennials as the "barbells" that make up the majority of employees.

With the millennials coming in quickly, leadership skills need to change to appeal to their interests and strengths, says Delong. For instance, innovation and technology are more likely to be emphasized as ways to improve customer service, make better use of organizational resources and reduce budgets.

"There is tremendous need to invest in millennials for leadership," Delong notes. "With low unemployment rates, every agency will be facing increased competition from the private sector and nonprofits. Proving that you have a commitment to leadership training is a way to attract much-needed millennials to fill your positions and groom them as long-term leaders."

With millennials, there tends to be more focus on clarifying the importance of their jobs, because that generation puts great stock in careers that have meaning rather than security. They often require more feedback as well, which can be difficult for Gen X and boomer managers, Delong says.

But despite those differences, the irony is that millennials and boomers have a great deal in common. "Both these generations want a sense of purpose, flexible work schedules and a show of respect," Delong adds. Drawing on these similarities should help agencies to set up more mentorship between the generations, he advises. This not only builds skills for millennials, but also softens any potential conflict that may crop up because of generation-based misunderstandings.

SUCCESSION PLANNING

A stronger focus on mentorship within an agency provides more than skill-sharing and leadership opportunities; it also helps to set the stage for the next generation of managers and directors. Succession planning is crucial for creating seamless leadership as people retire or leave for other positions, says Joe Cook, director of Government Relations at U-Haul.

Cook experienced the benefits of succession planning firsthand when his superior, Pat Crahan, celebrated 52 years with the company, most recently as vice president of Government Relations. Although at that point Crahan didn't plan to retire for four years, he knew the transition needed to go smoothly and chose Cook as his successor.

Having worked for U-Haul since 1996, Cook was familiar with multiple facets of the company's operations, which would prove to be helpful for a shift into government relations. But what he didn't know were all of the network contacts within that role, as well as

Visit **MOVEmag.org** to watch a video about leadership training and succession.

specific laws and regulations related to the transportation industry.

Because part of the job involves a fair amount of travel to association meetings, Cook and Crahan became an inseparable pair, with Crahan making crucial introductions and giving Cook insight into the mission of each association, as well as major challenges they were facing. When Crahan stepped aside in 2014, Cook took on the role easily, thanks to years of preparation for the succession.

"Pat's leadership and his generosity with knowledge of our company and industry have made all the difference," Cook says. "Also, the endorsement he has given me to his wide network of friends and colleagues has been invaluable. I'm looking forward to continuing the great work he's done."

As the transition at U-Haul demonstrates, succession planning is often a years-long process, but it can pay off handsomely. Delong points out that many positions in motor vehicle agencies are complex, and there's tremendous learning that needs to happen to do them well. If a transition is too abrupt, or no successor has been groomed for the role, the result can be costly, both in terms of operational slowdowns and leadership gaps. "Thoughtful mentoring and succession planning are necessary so you don't have a jarring change that could affect your whole agency," Delong says.

BRINGING EFFORTS TOGETHER

Putting more training and succession plans into place takes time, energy and buy-in from senior leadership, and budgets usually need to be tweaked for additional resources like consulting help or training materials. But by developing more leadership programs and providing succession-planning options, an agency will be in a much better position to create a staff that's energized and committed, Lowe says.

"With efforts like these, we're telling people that they're worth the investment, and that can do wonders for any workplace," he notes. "People who feel valued tend to be charged up and engaged. When you emphasize leadership throughout an organization, and develop good succession plans, those efforts can make a big difference." m

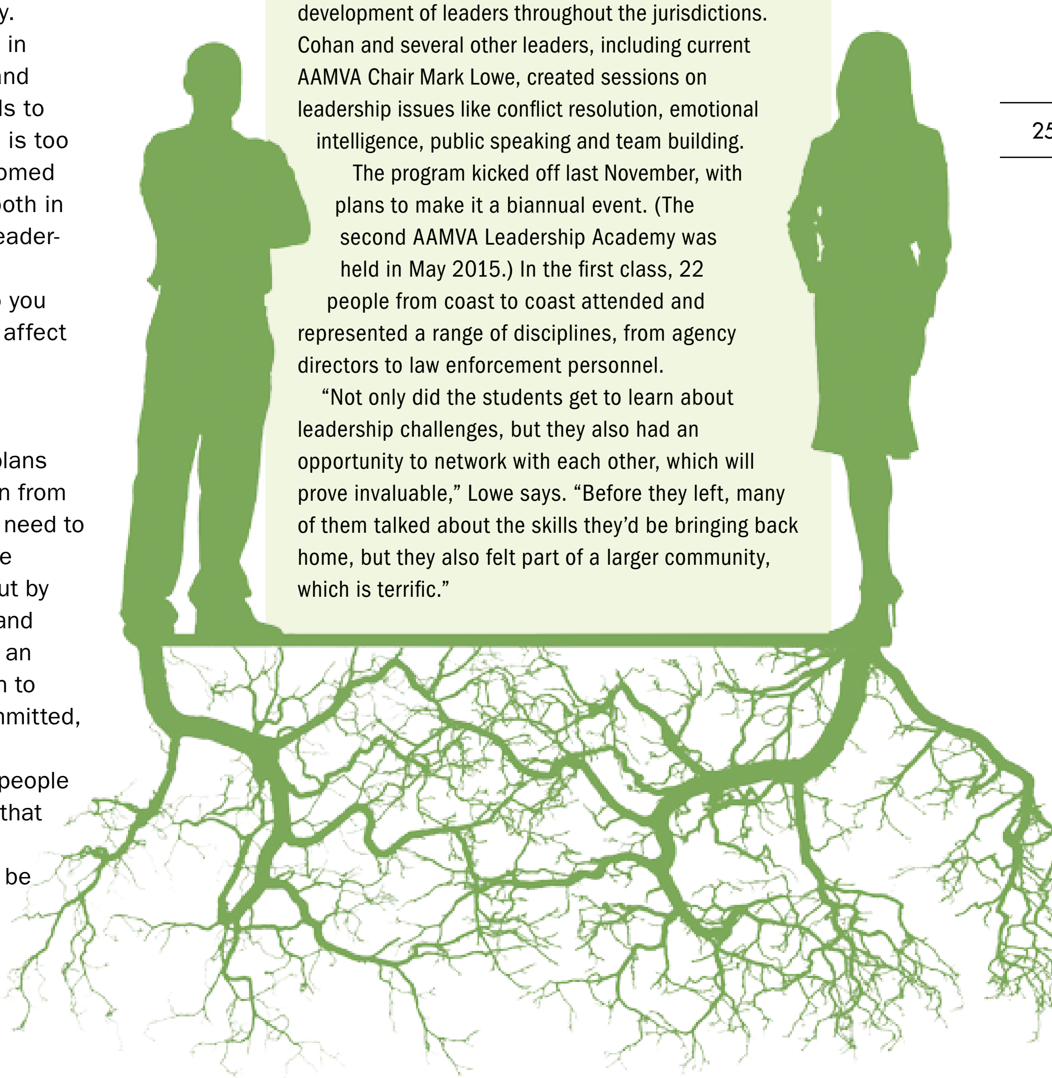
AAMVA'S VERY OWN LEADERSHIP ACADEMY

As several motor vehicle agencies implement leadership programs, AAMVA is also leading the way, with a new effort that brings together agency representatives across North America.

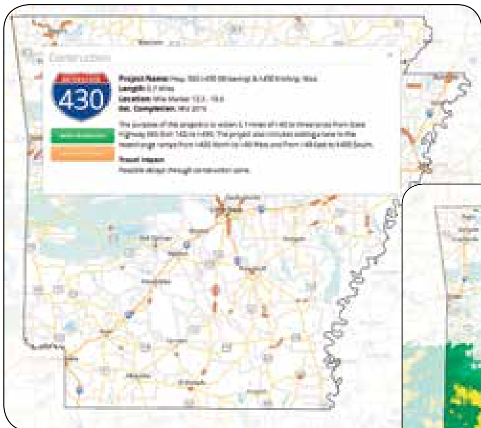
The AAMVA Leadership Academy is a program conceived by Jennifer Cohan, past AAMVA Chair of the Board, and now secretary at the Delaware Department of Transportation. She recognized the need to foster development of leaders throughout the jurisdictions. Cohan and several other leaders, including current AAMVA Chair Mark Lowe, created sessions on leadership issues like conflict resolution, emotional intelligence, public speaking and team building.

The program kicked off last November, with plans to make it a biannual event. (The second AAMVA Leadership Academy was held in May 2015.) In the first class, 22 people from coast to coast attended and represented a range of disciplines, from agency directors to law enforcement personnel.

"Not only did the students get to learn about leadership challenges, but they also had an opportunity to network with each other, which will prove invaluable," Lowe says. "Before they left, many of them talked about the skills they'd be bringing back home, but they also felt part of a larger community, which is terrific."



INDUSTRY INSIGHT



Top: Arkansas citizens and news organizations use the IDriveArkansas application and Web portal for the latest news on road conditions. Left: IDriveArkansas provides details about construction on Arkansas highways. Bottom: Weather radar provided by the Weather Channel can be displayed on the map so drivers can see when severe weather is coming. This past February, the site had a record number of 236,000 visits during winter weather events.

TRAFFIC TECHNOLOGY

IDRIVEARKANSAS OFFERS ARKANSAS DRIVERS A FEATURE-FILLED ALTERNATIVE TO STANDARD TRAFFIC APPS

BY ANDREW CONNER

With IDriveArkansas and its Web portal IDriveArkansas.com, the Arkansas State Highway and Transportation Department (AHTD), in partnership with the Information Network of Arkansas (INA), created a Web-based traffic app that aims to take the place of apps like Waze or INRIX for Arkansas drivers. Like these popular national driving information apps, IDriveArkansas provides users with real-time data about traffic issues; however, there are a few key features that set IDriveArkansas apart.

"Where we differ from the national platforms is all of our information comes directly from the AHTD," says Danny Straessle, assistant public information officer for the AHTD and project manager of IDriveArkansas. "What I mean is, we're not using [user-submitted information, also known as crowdsourcing] for any of our data, so we can control the integrity of that data. We directly populate all of the data, so when work zones come online, they go on the map and stay there until construction is finished."

Other information users can find on IDriveArkansas that is often absent from national apps includes locations of rest areas, welcome centers and commuter park and ride lots; alternate routes for avoiding construction; a winter weather road conditions map; and the ability for users to give feedback about the app or ask questions of the AHTD. These additions make the app not only more useful for civilian drivers, but also for government employees, including staff at the AHTD.

"We use IDriveArkansas in the public information office daily," says Straessle. "Our field personnel use it, radio dispatch uses it and dispatchers who communicate with law enforcement use it as well. Our employees who travel the state use it just as a member of the public would."

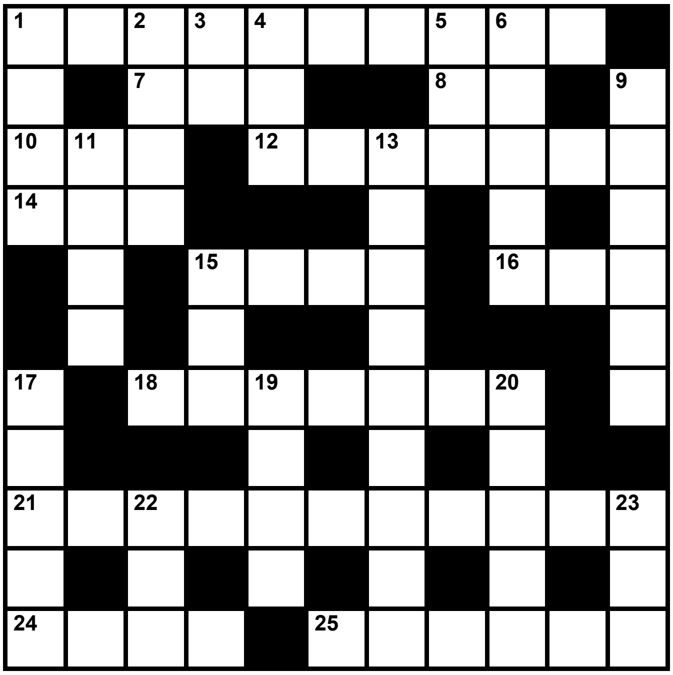
And members of the public are certainly using the app. Since its launch in 2013, IDriveArkansas.com has seen 1.3 million unique visitors, which represents over 60 percent of Arkansas drivers.

Bob Sanders, general manager of INA, attributes the success of the product to the strong partnership between INA and the AHTD. "We have a very good, highly collaborative working relationship," says Sanders. "Danny had a million ideas of what he wanted to see [in IDriveArkansas], so our job was really taking his creativity and making it a reality."

Straessle agrees with Sanders, emphasizing how quickly INA was able to get a grasp of the details of the project. "[INA] caught on really fast as to how we function," says Straessle. "They began to speak our language and learn our process, so our collaboration has worked out very well. Just about every week we have a project meeting, which is very productive and helps us get a good handle on what we're doing and where we're going."

The plan for the future of IDriveArkansas is to continue this successful partnership. Straessle and Sanders have been discussing ways to increase the functionality of the app. Possible upcoming features include the ability for users to program their commute into the app and then receive notifications on alternate routes if there is construction on the regular path, and an interface for wearable technology, such as the Apple Watch or Samsung Gear. m

CROSSWORD



Across

1 Quality of being able to manage and get things done

7 Important auto number, abbreviation

8 Over eight hours work in a day, for short

10 There's one for license registration

12 Training for these operators is part of legislative consideration for TNCs

14 Plasma sets

15 Transportation companies, for short

16 Take to court

18 Gear setting

21 Important demographic

24 16 or 18

25 Car manufacturing problem

Down

1 San Francisco-based TNC

2 Streets, for short

3 English princess

4 Terminate

5 Aka diamond, of a lane

6 They are on an agenda

9 Weigh up the value of

11 Uniform

13 Critical issue in the operation of TNCs

15 Link together

17 Organization that created graduated driver's license best practices

19 App-based company that offers rides

20 Alternative to buy

22 Perjure

23 Establish

Q&A WITH
VERN JANZ

INTERVIEW BY ANDREW CONNER

VERN JANZ IS THE DIRECTOR OF TRANSPORT SERVICES FOR THE YUKON TERRITORY DEPARTMENT OF HIGHWAYS AND PUBLIC WORKS, AND SINCE MAY OF 2014 HE ALSO SERVES AS CHAIRMAN OF THE CANADIAN COUNCIL OF MOTOR TRANSPORT ADMINISTRATORS (CCMTA). *MOVE* SPOKE WITH JANZ ABOUT HOW HE GOT HIS START IN TRANSPORTATION, HIS POSITION AS CCMTA CHAIRMAN AND MORE.

HOW DID YOU GET STARTED IN THE TRANSPORTATION INDUSTRY?

I came out of the University of British Columbia with a Bachelor of Commerce and a major in transportation and logistics. My first job out of school was in middle management as a cost analyst for a line-haul trucking company that at the time, in 1990, hauled for the largest lead-zinc mine in the world.

SO WHAT DREW YOU TO TRANSPORTATION?

It's tangible, it affects everyone and the public can easily see the worth of the work. It's all contributing to social welfare, and the public benefits through good work in transportation.

FROM STARTING OUT AS A COST ANALYST, HOW DID YOU END UP WHERE YOU ARE NOW?

I worked for 2½ years in the private sector, and after that I transitioned into government as a transportation analyst. The work I did in that role was functional planning for transportation improvement projects, asset management and a bit of geometrics. I did that for five years.

I then relocated to Alberta where I worked for the government in developing highway policy. My major responsibility there was improving transportation efficiencies along the CANAMEX corridor [trade route of highways linking Canada and Mexico]. After that, we came back to Whitehorse [in Yukon, Canada], and I was a transportation analyst again for another five years before I transitioned into this job as director, about nine years ago. With this job came the responsibility of being a board member on CCMTA.

WHAT ARE SOME OF THE ACTIVITIES YOU'RE INVOLVED IN AS THE DIRECTOR OF TRANSPORT SERVICES?

Obviously, we do motor vehicles administration, licensing and registration. In addition, I have all of the responsibility for commerce vehicle enforcement for the territory. For road safety, we do social marketing to try and improve the driving behavior of the general public.

ARE THERE ANY IMPORTANT TRENDS OR ISSUES YOU'RE SEEING IN YOUR JURISDICTION RIGHT NOW?

As a border jurisdiction, we have a strong relationship with Alaska, particularly on the commercial vehicle front. Improving our transportation efficiencies through there is important, and border issues always play a part in keeping the goods moving.

We have a large proportion of U.S. travelers on a good part of our network. Upwards of three-quarters of our traffic on some sections of our highways are actually Americans. Most are on their way to mainland Alaska, toward Anchorage and Fairbanks. So we recognize the importance of that relationship in improving the travel experience for everyone—commercial vehicles as well as tourist traffic.

WHAT WERE SOME OF YOUR GOALS COMING IN AS CHAIRMAN OF THE CCMTA IN MAY 2014?

We want to continue to build a strong relationship with AAMVA. Anne Ferro has been a friend of mine for many years, and I was really pleased that the board selected her [as president and CEO last July]. As well, we want to continue to build on our relationship with the Federal Motor Carrier Safety Administration, and improve the safety and security of the goods crossing between the countries.

WHAT DO YOU SEE AS THE FUTURE OF TRANSPORT, IN PARTICULAR AS IT RELATES TO THE YUKON TERRITORY AND THE U.S. AND CANADA BORDER?

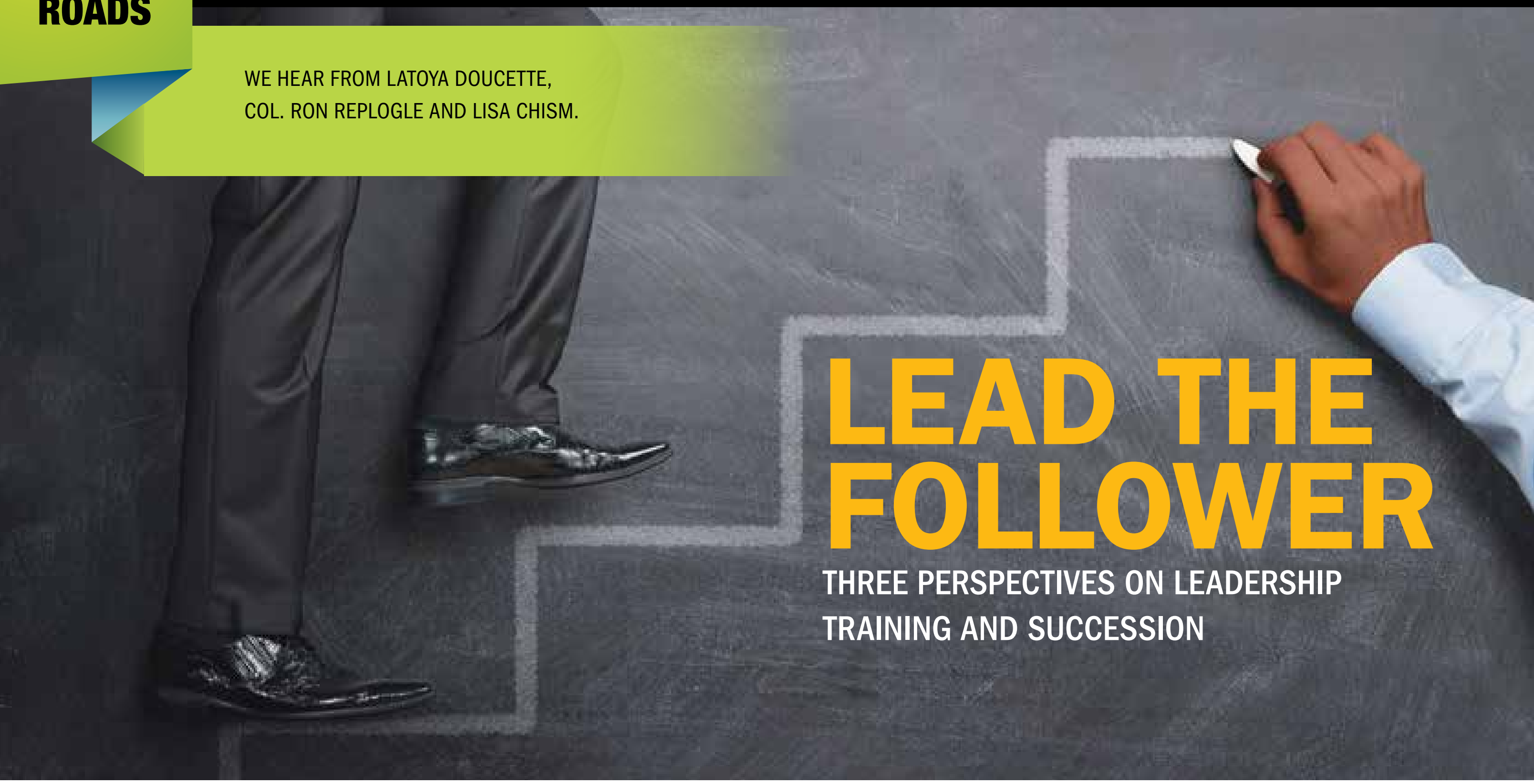
As a border jurisdiction, pre-clearance and increasing the clearance zones between Canada and the U.S. will probably affect us. There's also a lot of talk going on about autonomous vehicles, and AAMVA's working group will definitely help guide us on how to address those going forward.

Driver fitness will be an increasing issue, particularly around an aging population and with medical interactions. We have to ask: How do we fully assess a driver for fitness to drive while keeping in mind his or her personal mobility and freedoms, and balancing those with safety concerns?

WHAT DO YOU LIKE TO DO FOR FUN?

I like to golf, play baseball, hunt and work on cars. I've said a few times, if I couldn't get paid for playing golf, I'd love to get paid for playing ball. I play softball now, but I've been playing [baseball or softball] since I was 6 years old. I like that it's a collective effort, but the difficulty is what I really enjoy about it: trying to hit that small of a ball moving that fast. The coordination and strength ballplayers show nowadays is incredible. **m**

> **"WE HAVE TO ASK: HOW DO WE FULLY ASSESS A DRIVER FOR FITNESS TO DRIVE WHILE KEEPING IN MIND HIS OR HER PERSONAL MOBILITY AND FREEDOMS, AND BALANCING THOSE WITH SAFETY CONCERNS?**



WE HEAR FROM LATOYA DOUCETTE, COL. RON REPLOGLE AND LISA CHISM.

LEAD THE FOLLOWER

THREE PERSPECTIVES ON LEADERSHIP TRAINING AND SUCCESSION

Leadership Development a Priority in Georgia

LATOYA DOUCETTE
HUMAN RESOURCES DIRECTOR, GEORGIA DEPARTMENT OF DRIVER SERVICES

The Georgia Department of Driver Services (DDS) recognizes that the successful training and development of team members is the hallmark of a thriving organization. DDS has made tremendous investments in developing and delivering the high-quality training and leadership development courses needed to equip our team members to excel both professionally and personally. These course offerings have been formalized into a training and leadership development program proudly known as DDS University.

DDS University, which was launched in August 2013, has created a platform for the organization to attract and retain a talented workforce, and provide opportunities for team members to advance within their career field. Specifically, DDS University's leadership development courses are designed to challenge team members currently engaged in leadership roles to strive to become more effective leaders. The courses also present an opportunity to cultivate leadership skills in high performers who have the potential to be future leaders within the organization.

Currently, the leadership development program is targeting the district level managers who are responsible for leading the managers and assistant managers who handle the day-to-day operations of our customer service centers. This level of management was targeted first because they are the bridge between the executive-level leadership and the front-line managers. Therefore, oftentimes our district managers are responsible for effectively communicating and implementing changes or enhancements to our driver's license services. Equally important are the district managers' responsibilities with regard to team member engagement to ensure the agency is meeting its goal of providing exceptional customer service.

To facilitate our district managers in excelling in these areas of responsibility, over a 12- to 18-month-period, the team members progress through courses designed to develop leadership competencies in four categories: management development, leading the organization, leading the self and leading others.

As DDS University continues to grow, the agency looks forward to expanding the focus of the leadership development program to managers and assistant managers of the customer service centers. Investing in our team members demonstrates that we value them, and it helps to create a work environment that promotes our commitment to providing excellent service to the citizens of Georgia.

Leadership Training in Law Enforcement

COL. RON REPLOGLE
PAST SUPERINTENDENT, MISSOURI STATE HIGHWAY PATROL

[At the Missouri State Highway Patrol], leadership development starts pretty far down in the agency. It begins as soon as officers receive their first promotion [from trooper to corporal] with attending a two-week, first-line supervision school. When they get promoted to sergeant, they then attend a weeklong supervision school.

In order to move up to administrative rank [lieutenant], sergeants must pass through an assessment center. It's a very involved process. There is a writing exercise to assess how well they do with interagency communications, and there's also a situational exercise in which they deal with several issues that could happen in "a day in the life of a lieutenant." A critical incident will be thrown at them, and a team of assessors will judge how well they respond to it.

We send eligible sergeants, lieutenants and civilian managers to a three-week leadership course called Leadership in Police Organizations (LPO). It's a program created by the International Association of Chiefs of Police that we implemented within our agency. We're all leaders in some shape or fashion, and that's where the LPO program comes into play. It's a top-to-bottom leadership program that recognizes the leader in all of us, at any level of the organization. We also send eligible sergeants and lieutenants to the FBI's National Academy, which is a 10-week leadership program for law enforcement. A third place we send officers for leadership training is Northwestern University's School of Police Staff and Command.

There are people with natural leadership abilities, but there is certainly a lot to learn about leadership. I like this definition: Leadership is the art and science of getting someone to follow you. Leadership in the law enforcement community is very important, and it has changed over the years. It has become more involved and very complex—as evidenced by the issues in Ferguson, Missouri—so it's important that we start leadership training early.

> "THERE ARE PEOPLE WITH NATURAL LEADERSHIP ABILITIES, BUT THERE IS CERTAINLY A LOT TO LEARN ABOUT LEADERSHIP.
> —Col. Ron Replogle, past superintendent, Missouri State Highway Patrol

We have a state statute that requires our colonels/superintendent to be promoted from within our ranks. I think this is very appropriate because of the institutional knowledge of the agency someone gains by coming up through the ranks. When I said I would be retiring, the governor asked my opinion about my successor (the Missouri State Highway Patrol superintendent is appointed by the governor and confirmed by the state Senate). Col. Bret Johnson, [my successor], has served on my command staff as the commander of the Field Operations Bureau and has been at the table when we made major decisions. He comes very well qualified, and is certainly ready for this leadership role.

Becoming a Leader

LISA CHISM

DEPUTY DIRECTOR OF PROPERTY TAX, MISSISSIPPI DEPARTMENT OF REVENUE

After I graduated from the University of Mississippi, I got a job at the Mississippi Department of Revenue as an auditor for the motor vehicle department. From there, I switched to income tax and was eventually promoted to the director of individual income tax. Then, I became the title bureau director and held that position for about three years. Now, I'm the deputy director of property tax, which covers motor vehicle licensing, titles and property tax.

I have always wanted to be more involved in the agency. I have always wanted something better; I never wanted to settle; I wanted that leadership role. When I heard about the AAMVA Leadership Academy, I wanted to attend because I want to be in a higher leadership position one day, and I also want to help my agency. I knew it would be a great opportunity for me to go and experience what other agencies are doing. I felt that I would be a better leader for the agency if I could bring knowledge back to help us grow.

I had a great experience at the Academy. The camaraderie among the group was great, and I made new friends and networking connections. I learned a lot from the sessions, and I often think back to the classes and remember what I learned and apply it to my daily work.

One takeaway that stands out was uncovering the differences between my personal perspective and my work perspective. Before attending the Leadership Academy, all attendees were asked to complete a Myers-Brigg Type Indicator® personality test. Then, we were broken into groups for various activities at the Academy based on our results. I didn't always feel like I was in the right group, because I came to recognize that I had answered the questions from more of a personal standpoint rather than a professional one. My personal life and work life are different, and although personal feelings sometimes overlay with work, there are times when you can't let your personal feelings or perspectives get involved.

I would encourage anyone who can attend an AAMVA Leadership Academy to do so. If you strive to be in a higher leadership position or leadership role in an agency, the Academy could help tremendously, like it did for me. I was able to bring things I learned back to my agency, and the other managers have been impressed with my new ideas. m

TAILLIGHTS

I HAVE MET THE MILLENNIAL, AND IT IS I

You may have noticed a focus on millennials at recent AAMVA forums. Who are they? What do they want? How do they work? How do we manage them? These are all questions we've been asking. The 2015 AAMVA Law Institute and Workshop featured a panel of four millennials who braved our collective scrutiny to share their perspectives.

I admit I was mystified when I first encountered this topic. I had no clear concept of who or what a millennial was, and had never considered my own "generationality"—I just knew I wasn't a boomer. (Born in 1966, I missed the cut by two years.)

So, with a lack of knowledge but armed with access to the Internet, I went searching. What I found suggests our focus on millennials may be misguided—not because millennials aren't an important part of our workforce and community, but because we need to adopt a "post-generational" strategy that bridges multiple generations.

We currently have four generations in our workforce:

- traditionalist—born before 1946;
- baby boomer—born between 1946 and 1964;
- Gen X—born between 1965 and 1976; and
- millennial—born between 1977 and 1997.

2015, however, is a pivotal year. 2015 not only marks the point at which boomers cede the workplace majority to millennials (Gen X remains a minority to both), but it also marks the senior year of high school for the last full class of millennials. The class of 2016 will graduate a new generation into the workforce, Gen 2020, which includes people born after 1997.

My immediate family covers not two but three generations. My wife and I are Gen X, but my four children are split evenly between millennials and Gen 2020. My extended family spans all five generations, which leads to the key point: over the next five years, so will our workforce.

Will we need to convene a panel of Gen 2020s five years from now? I advocate that we won't, and (at the risk of sounding "peace, love, AAMVA") suggest our focus shouldn't be on our differences across generations, but what binds us. The tools we use and the ways we share and receive information have changed—and will continue to change—but the basic, human elements of an effective, engaged workforce have not and remain consistent across generations.

As an article in the *Harvard Business Review* aptly stated: "All employees want to feel valued, empowered and engaged at work. This is a fundamental need, not a generational issue. And, though Gen Xers and millennials openly discuss and even demand more flexibility in their jobs, boomers and traditionalists . . . want it too, even if they are less vocal about it. You can think of the millennials as pushing for change that all generations want to see happen." (See "Mentoring Millennials" at **hbr.org/2010/05/mentoring-millennials**.) I respectfully suggest organizations that address these fundamental needs will find generational differences to be relevant details but not insurmountable obstacles.

It's also dangerous to assume all members of a generation have identical attributes or, conversely, members of other generations don't share attributes. Individual behaviors, values and attitudes are influenced by many factors, and especially in a time of hyper-connectivity, can trend across generations.

As an example, I took an online quiz titled "How Millennial Are You?" (**pewresearch.org/quiz/how-millennial-are-you**). Despite being 31 years older than the youngest millennials, I scored 79 out of 100 points, six points higher than the average millennial. Turns out I have met the millennial, and it is I. I'm pretty sure I'm not alone. **m**

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