

LOCAL TECHNICAL ASSISTANCE PROGRAM

**KEEPING TEAMS IN THE
RIGHT LANE:
ACCOUNTABILITY**

June 2026



Pennsylvania
Department of Transportation

SESSION BEING RECORDED

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By participating in this session, you are consenting to the recording, retention, and use of this session.

Additionally, as a reminder by asking a question verbally you are also consenting to the recording, retention, and use of your statements.

PRESENTERS

Presenter: Kristy Shinn, MS, CIT

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VIRTUAL IN-SESSION ATTENDEE GUIDE

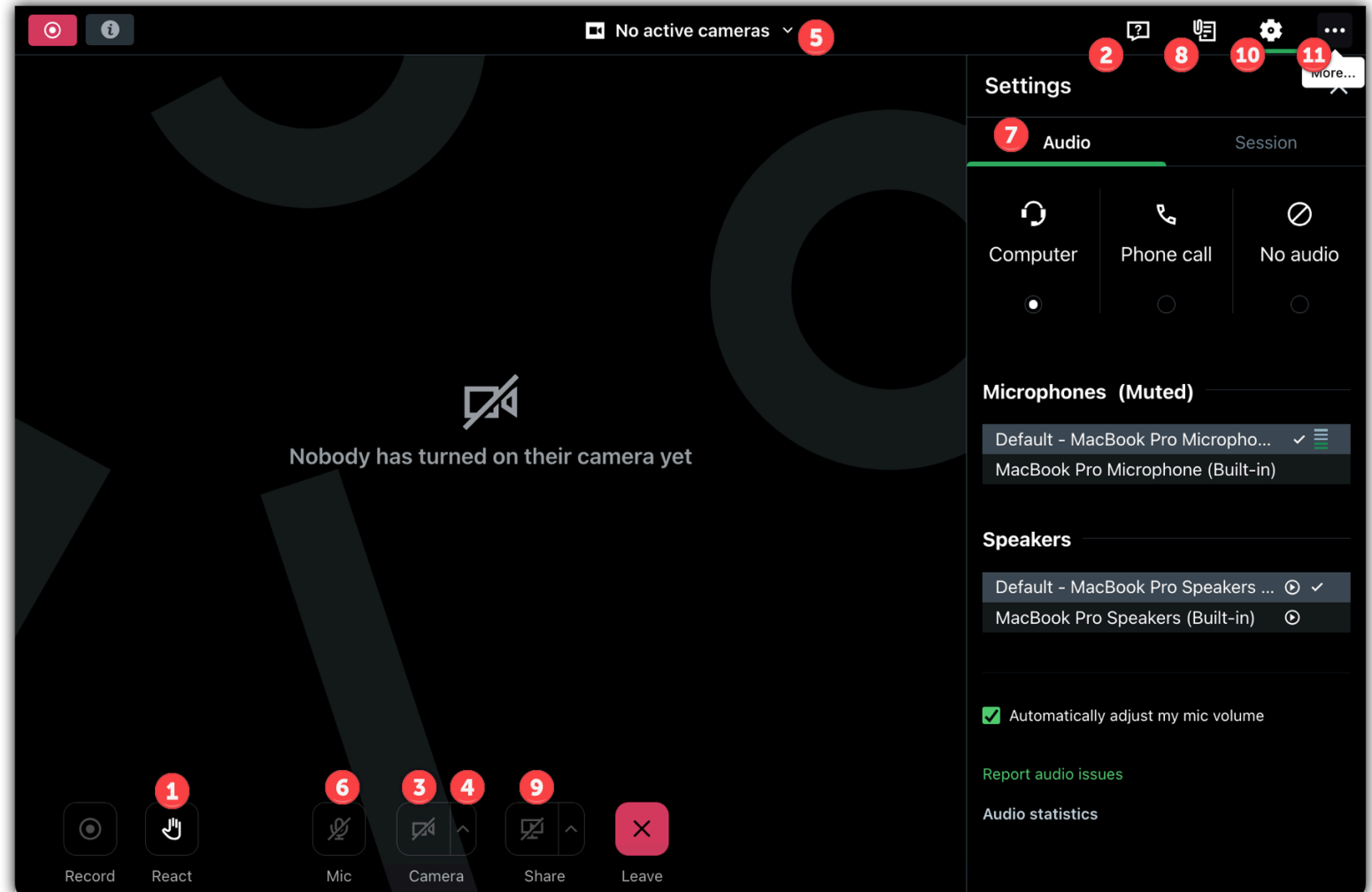
Interact with the presenter/organizer:

(1) Use the Hand icon to raise your hand.

(2) Use the Question icon to type your question/comment and send it to the staff.

(7) To change your audio mode (if available) or audio device, select Settings > Audio.

(8) If materials have been shared such as handouts or PDF slides, you can access them through the Materials icon.







HANDOUTS ONLINE

- <https://gis.penndot.pa.gov/ltap/> - Training Descriptions
- Click on the course description and scroll to the bottom to download handouts.

Handout Upload: No file chosen

Course Handouts :

#	File Name	Date	Download	Delete
1	00.ClassWorkbook_2021-01-13.pdf	1/13/2021 10:23:00 AM		
2	01. Handout_ 1.pdf	1/13/2021 10:23:00 AM		

Pennsylvania Local Technical Assistance Program

Providing:

Training

- In-Person & Virtual
- Road Shows

Technical Support Services

- Onsite
- Phone/email

- Website: www.gis.penndot.pa.gov/ltap

All Services are FREE.

The screenshot shows the Pennsylvania Department of Transportation Local Technical Assistance Program (LTAP) website. At the top is the logo for Pennsylvania Department of Transportation Local Technical Assistance Program. Below the logo is a navigation bar with links for Home, LTAP Tools, My Tools, Administrative Tools, Reports, Help, and Sign out. The main content area features six green boxes with white text, arranged in two rows of three. The top row includes: 'My Training Schedule' (Upcoming training, completed training and completion certificates), 'My Technical Assistance Requests' (Information on your current and past tech assist requests), and 'My User Data and Roads Scholar Status' (Update your user information, view Roads Scholar status, and print certificates). The bottom row includes: 'Register for Training' (Classes, Drop-Ins, Webinars and Workshops), 'Request Technical Assistance' (Have a technical expert evaluate your transportation issue and provide potential solutions), and 'Resources and Technical Information' (Resources to assist with safety and maintenance topics). Below these boxes is the text 'All services are free to municipalities'. Underneath is a section titled 'LTAP Programs' with a horizontal menu containing 'About LTAP', 'Roads Scholar Program', 'LTAP Resources', 'Training Descriptions', and 'Why do I need an Account?'. To the right of the main content is a photograph of a road construction site with a yellow roller and a white truck. Below the photo is a logo for 'BUILD A BETTER MOUSETRAP INNOVATION CHALLENGE' featuring a lightbulb with a road winding through it. At the bottom right is a section titled 'Upcoming Training' with a card for 'TRAFFIC SIGNALS BASICS (RS2-S33-D1) VIRTUAL PA' on '30 JAN' at '08:00 AM'. A yellow arrow points to the 'About LTAP' link in the 'LTAP Programs' menu.

INTRODUCTION

Accountability

It's not punishment. It's clarity.



Clear Expectations

Ownership of
Actions

Honest
Conversations

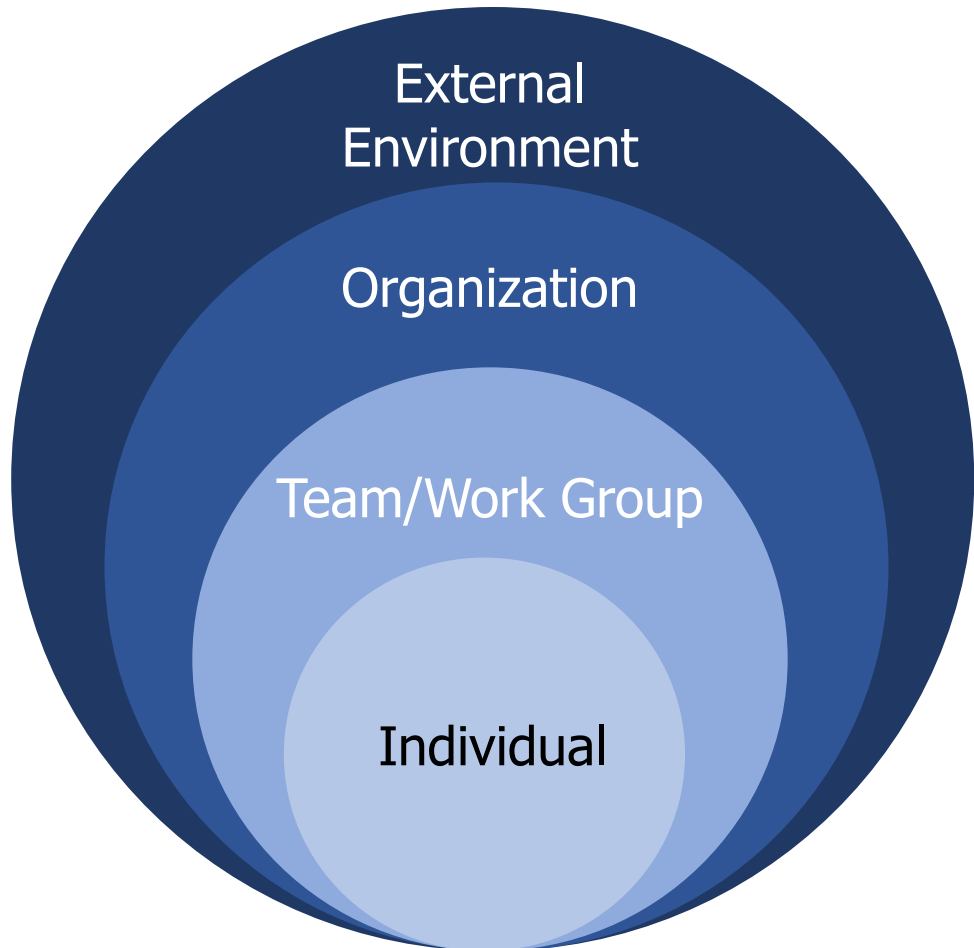
Follow-through that
builds trust

The absence of accountability doesn't create comfort.
It creates **confusion**.



How comfortable are you with holding your team accountable?

TASKS, PEOPLE, SELF



External Environment

(Limited Control, Strategic Influence)

Regulations and enforcement, industry standards and best practices, public and societal expectations.



Organization (System Influence)

Training quality and frequency, workload and production pressure, equipment/facilities design and maintenance, how success is measured.



Team/Work Group (Strong Influence)

Peer norms or "how we *really* do things,"
Psychological safety (can people stop work or raise concerns?)



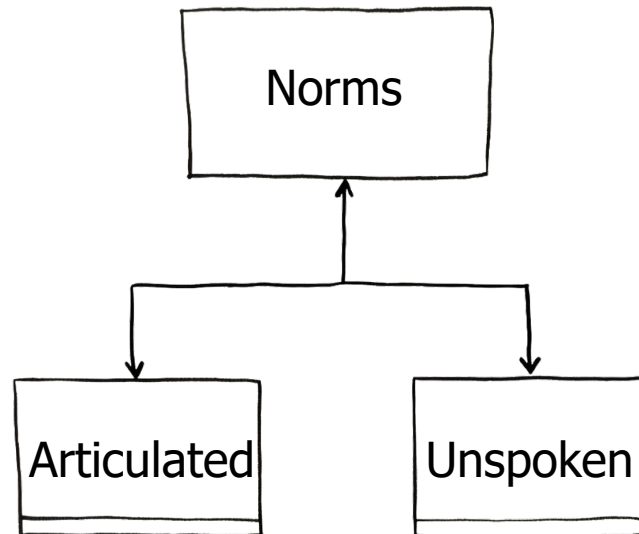
Individual (Direct Control)

Following procedures, personal accountability and situational awareness

TASKS, PEOPLE, SELF

What are Norms?

Team norms are the “rules of the road” for how we work together. They make expectations clear, build trust, and help us handle challenges with consistency.





All organizations have articulated and unspoken norms.

What is the challenge of balancing both?

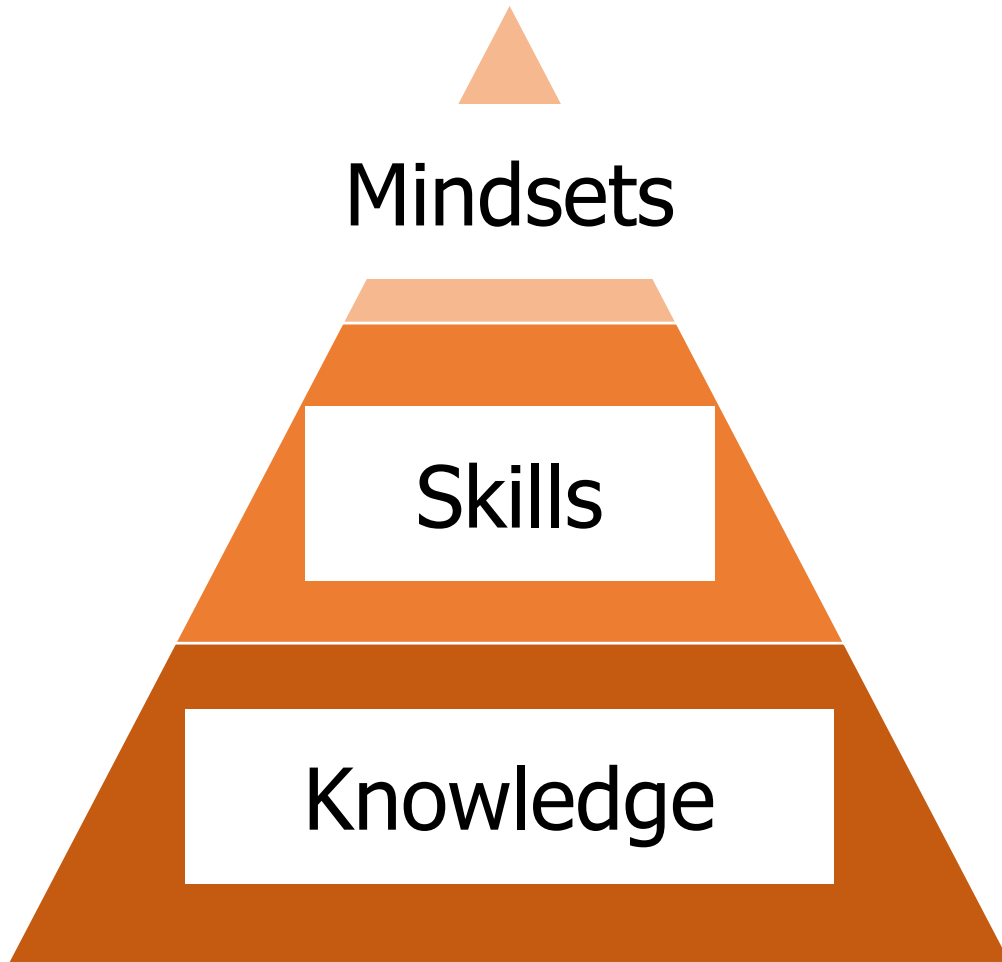
ACCOUNTABILITY

Foundation of Accountability



Why are members of the team not living up to expectations?

ACCOUNTABILITY



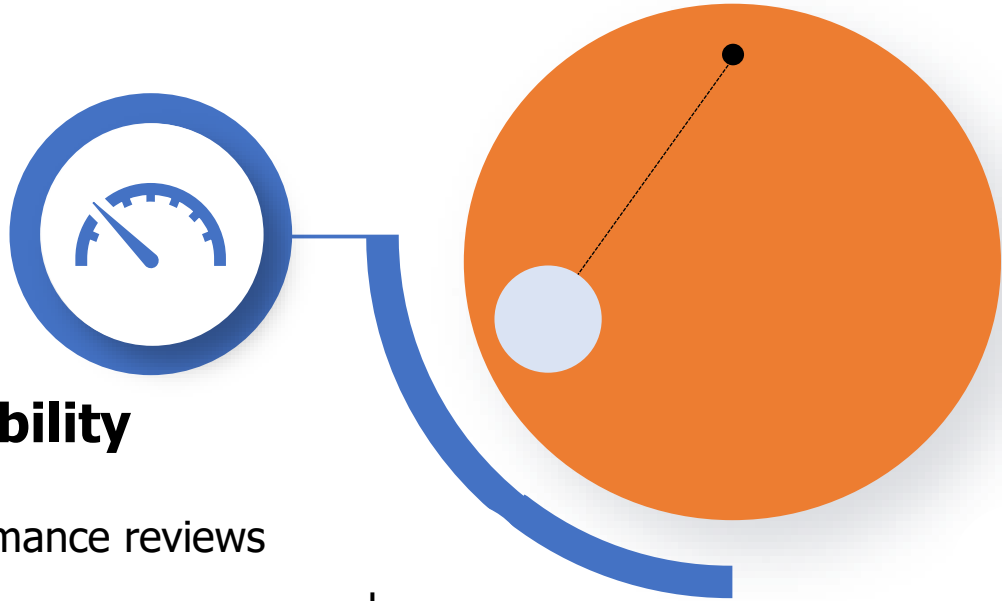
Are people *invested in* and/or *care* about the expectation? How do you know?

Do people know *how* to meet the expectations? How do you know they know?

Do people *know* the expectations? How do you know they know?

ACCOUNTABILITY

The Accountability Pendulum



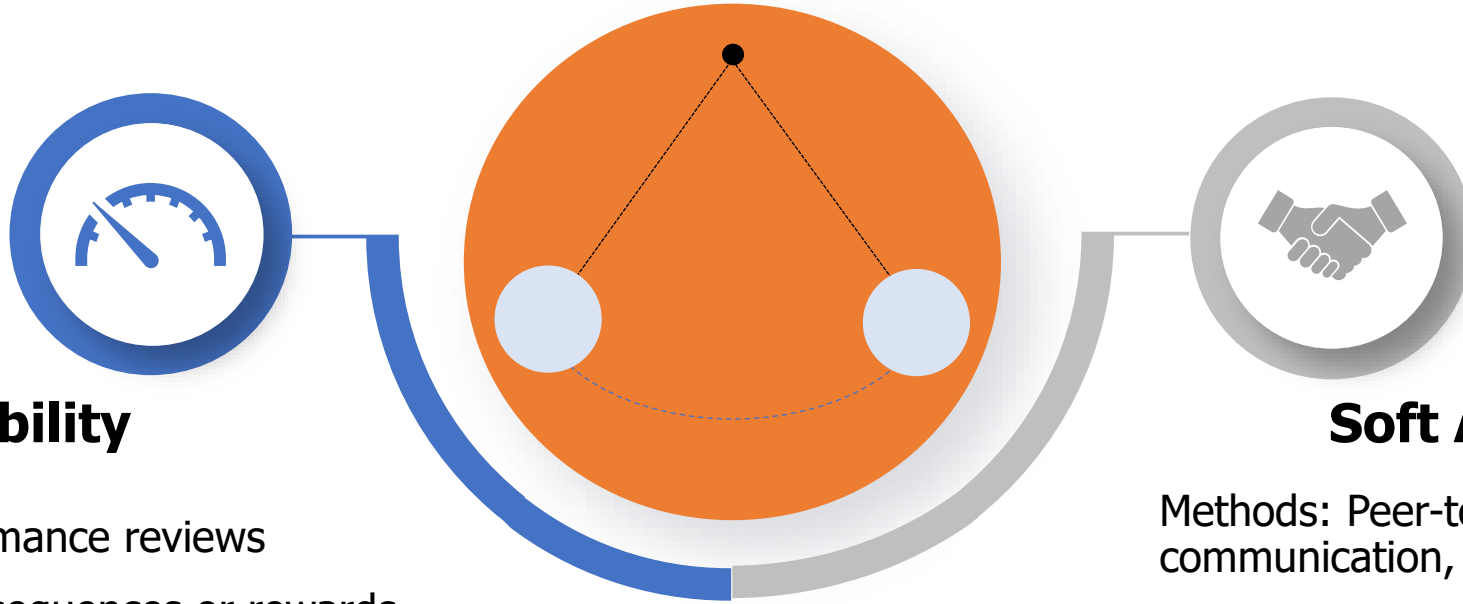
Hard Accountability

Methods: OKRs, performance reviews

Mechanism: Direct consequences or rewards

ACCOUNTABILITY

The Accountability Pendulum



Hard Accountability

Methods: OKRs, performance reviews

Mechanism: Direct consequences or rewards

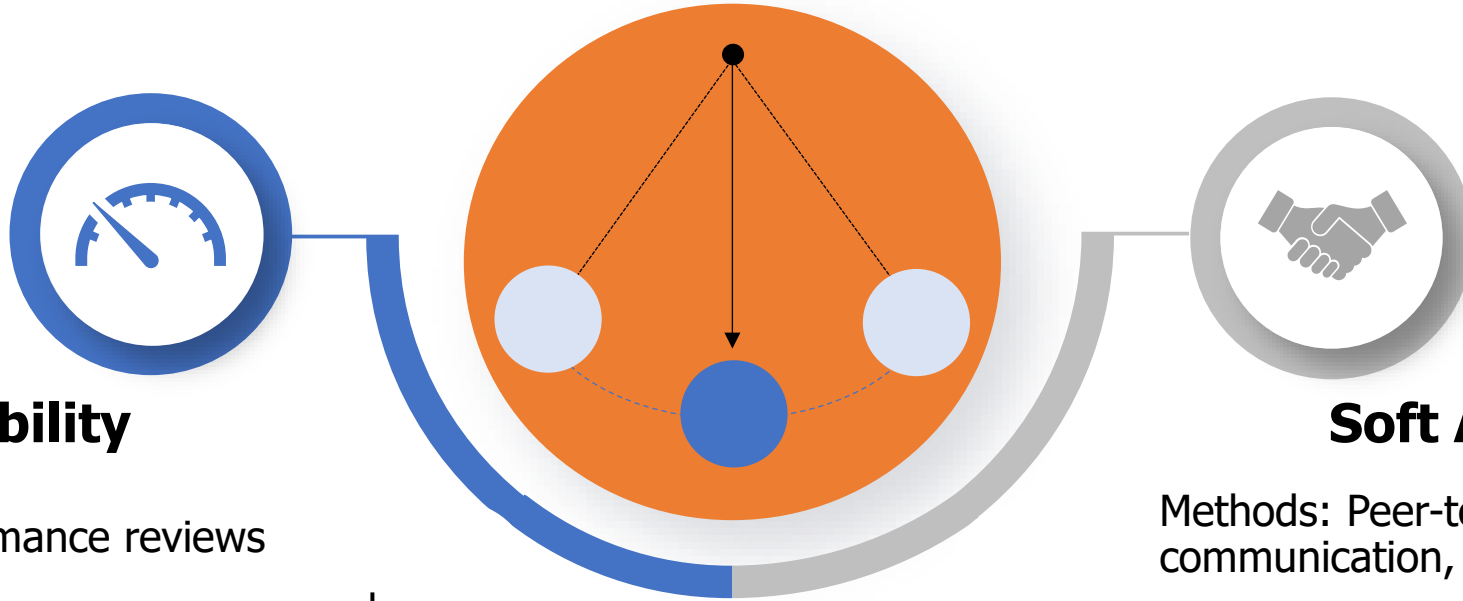
Soft Accountability

Methods: Peer-to-peer, open communication, fostering shared ownership

Mechanism: Intrinsic motivation, professional relationships

ACCOUNTABILITY

The Accountability Pendulum



Hard Accountability

Methods: OKRs, performance reviews

Mechanism: Direct consequences or rewards

Soft Accountability

Methods: Peer-to-peer, open communication, fostering shared ownership

Mechanism: Intrinsic motivation, professional relationships



As a team member, which form of accountability do you prefer?



**As a leader, which form of
accountability do you prefer?**

ACCOUNTABILITY

The Accountability Scale



Clear Objective
Performance
Standards

Supportive,
Empathetic
Leadership

ACCOUNTABILITY

Recipe for an Accountability Culture

Clear
Expectations

Systems for
Follow-Through

Regular, frequent
feedback



Address gaps quickly
and meaningfully

Nurture team
accountability

Model accountability as
a leader



Imagine you were going to evaluate accountability in your department. Would you rate it:

KEY TAKEAWAYS

Focusing only on tasks can damage culture

Strong accountability balances:

- **Tasks** → the work
- **People** → relationships and team impact
- **Self** → personal ownership and leadership

Accountability is not one-dimensional



Focusing only on people can reduce performance standards

Sustainable accountability requires all three working together

CONTACT LTAP

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