



P A C E

Professionals Achieving Communication Excellence

DALLAS AREA RAPID TRANSIT



PACE Program

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2010 BUS & PARATRANSIT CONFERENCE

PACE Program

The PACE Program is an initiative to improve communication and build trust between Station Supervisors and Bus Operators (to begin to provide the guidance and support that is currently missing).

Each operator at a given bus division is being matched to a Station Supervisor, based on their work assignments, together with their communication styles/temperament.

The assigned supervisor will provide coaching, guidance and mentoring to operators within his/her team.

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Supervisors will meet individually with each operator assigned to them on a scheduled basis, but will also be available to the operators within their team to provide assistance as needed.

- Each Bus Operating Division has 350-450 operators that report to one person (the Division Senior Manager)
- It's not possible for a Senior Manager to provide the support and guidance that employees need, with this number of direct reports

PACE Program

•Since studies have shown employees must relate to the organization through a person (typically their supervisor), the absence of this connection can result in:

- Reduced employee engagement
- Reduced commitment to the organization
- A lack of guidance and accountability

The key elements of the PACE Program include:

- Supervisor Training
- The Operator Scorecard
- The Supervisor Resource Guide
- Scorecard Feedback Form

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Supervisor Training

Training in proven coaching methods and techniques has been provided to all Station Supervisors.

The training included both the understanding of coaching concepts as well as role-playing and scripts to assist supervisors in gaining a comfort level in applying the coaching techniques.

The training was customized to the Station Supervisor's environment and role within this program.

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The Operator Scorecard

A one-to-two page summary scorecard has been developed, based on information stored in the Trapeze Ops Software system. The Scorecard information is divided into five sections; safety performance, attendance, customer service, rule/policy compliance and awards.

At least annually, the assigned supervisor will sit down with each employee to review their work record as reflected in the Operator Scorecard.

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Operator Scorecard (Cont'd)

This annual comprehensive review process is a significant departure from current performance management with operators, which is exceptions based (only when there's a problem).

The scorecard will be presented to operators as a tool to review their performance, highlight their accomplishments, as well as coach them on areas for potential improvement.

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Operator Scorecard (Cont'd)

Review of the Operator Scorecard assures transparency of work record information with operators.

This review will also provide an opportunity for the employee to question any information in their record (a process has been established to review these situations and make corrections, as needed).

Over time, these reviews allow supervisors to identify a change in performance or behavior that may indicate a personal problem or issue that is impacting the employee.

Operator Scorecard

JOHN DOE #12345
SOUTH OAK CLIFF

- Bus Operator

ASSIGNED SUPERVISOR
ENDY BROWN

General Information

SENIORITY DATE:
Friday, June 9, 2006

DOT CERTIFICATION EXPIRATION DATE
5/30/2010

UNIFORM ALLOWANCE BALANCE
1/1/10 \$310.00

DRIVERS LICENSE EXPIRATION DATE
3/20/2012

Safety Performance - Thirty Months

PREVENTABLE ACCIDENTS SINCE September 08, 2007
No Preventable Accidents

SAFETY VIOLATIONS SINCE September 08, 2007

DATE	TIME	DIVISION	WORK	VEHICLE	LOCATION
No Safety Violations					

AVERAGE WORK HOURS PER WEEK FOR LAST SIX WEEKS: 44 h 39

Attendance - Twelve Months

ABSENCE OCCURRENCES SINCE March 08, 2009

ABSENCE	FROMDATE	TODATE	TOTAL TIME LOST	ADMIN ACTION
SL	3/8/09	3/8/09	8 h 00	DMLD/FWW
SL	7/11/09	7/12/09	16 h 00	DMLD/FWW
SL	2/24/10	2/24/10	8 h 00	INFORMAL

CHARGED ABSENCE DAYS COUNT -- 4

LOSE OUTS SINCE March 08, 2009

August 04, 2009	INFORMAL
September 21, 2009	INFORMAL
October 23, 2009	1ST WW
December 23, 2009	2ND WW

LEAVE TYPE	AS OF DATE	ELIGIBLE BALANCE
SICK ACCRUALS	02/28/2010	6 h 44
VACATION ACCRUALS	02/28/2010	81 h 40
RESCHEDULED HOLIDAY	01/01/2010	16 h 00

LEAVE WITHOUT PAY HOURS SINCE March 08, 2009

DATE	DESCRIPTION	HOURS
4/18/09	Leave W/Out Pay	8.00
4/19/09	Leave W/Out Pay	8.00
4/20/09	Leave W/Out Pay	8.00
4/21/09	Leave W/Out Pay	8.00
4/22/09	Leave W/Out Pay	8.00
4/25/09	Leave W/Out Pay	8.00
4/26/09	Leave W/Out Pay	8.00
4/27/09	Leave W/Out Pay	8.00
4/28/09	Leave W/Out Pay	8.00
4/29/09	Leave W/Out Pay	8.00
5/2/09	Leave W/Out Pay	8.00
5/3/09	Leave W/Out Pay	8.00
5/4/09	Leave W/Out Pay	8.00
5/5/09	Leave W/Out Pay	8.00
5/6/09	Leave W/Out Pay	8.00
5/9/09	Leave W/Out Pay	8.00
5/10/09	Leave W/Out Pay	8.00
5/11/09	Leave W/Out Pay	8.00
5/12/09	Leave W/Out Pay	8.00
5/13/09	Leave W/Out Pay	8.00
5/16/09	Leave W/Out Pay	8.00
5/17/09	Leave W/Out Pay	8.00
5/18/09	Leave W/Out Pay	8.00
5/19/09	Leave W/Out Pay	8.00
5/20/09	Leave W/Out Pay	8.00

Customer Service - Three Months

COMPLAINTS SINCE December 08, 2009

COMPLAINT TYPE	RUN	DATE	TIME	COMMENTS
No Complaints				

COMMENDATIONS SINCE March 08, 2009

RUN	DATE	TIME	COMMENTS
No Commendations			

Rule/Policy Compliance - Twelve Months

CHARGED SUPERVISOR REPORTS SINCE March 08, 2009

LEVEL	DATE	TIME	DIVISION	WORK	VEHICLE	LOCATION
No Charged Supervisor Reports						

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Scorecard Feedback Form

- Used to soliciting feedback from employees regarding career goals, skills and talents that can be used at work.
- Gives employee an opportunity to identify areas that he/she feels needs improvement or attention.
- Allows any inaccuracies in an employees file to be corrected.

PACE Operator Scorecard Feedback

Part 1

JOHN DOE #12345

3/8/2010

Is there any information on your scorecard that you feel is incorrect? If so, please complete this form and it will be investigated. You will receive a written reply from the management staff.

Did you observe any erroneous information on your scorecard:

- Absence Supervisor Report
 Lose Out Other: NO

Please give us the date of disputed information and a brief explanation as to why you feel it is incorrect.

Am not disputing any dates but I received a lose out in the sleep room once and that just goes to show we are not in this together

Part 2

Are there any interests that you have that you would like to pursue within the DART Organization?

maybe one day getting a position down at 1401 Pacific

Do you have any skills or hobbies you would like to share?

I try to keep my typing skills up to date, love to type

Do you mind sharing your email address? If not, what is it?

TERRILLROBERTSON@YAHOO.COM

Any comments or concerns?

I wish the division between Supervisor's and Driver wasn't so profound, that's my opinion and should work together better

Was this a helpful tool to advise you of your performance level?

Very much so

Is there anything you would like to see added to your scorecard?

NO NOT AT THIS TIME

E Brown
Supervisor Signature

03/15/10
Date

PACE Program

The Supervisor Resource Guide

A resource guide has been developed for use by supervisors in assisting operators with questions or inquiries regarding DART or Transportation benefits and processes.

The intent is to help the supervisor in being a resource to the employees assigned to them, which will help in developing a trust-based relationship.

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Benefits of PACE

- Increases dialogue between front line supervisors and operators. Gives operators a forum to express interests, talents and career goals.
- Builds trust by exposing the operators record to him/her and allowing any inaccuracies to be corrected
- Gives the front line supervisors the opportunity to enhance their coaching/leadership skills and to be looked at as a resource to operators needing assistance