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2011 Bus & Paratransit Conference

Campus Veolia – North America

- Conducting Performance Reviews
 - Conflict Resolution
 - Connecting with Others
 - Developing your People
 - Franklin Covey's – 7 Habits for Managers
 - Improving your Productivity
 - Leading Performance Discussions
 - Learning to Lead
 - Managing Others
 - Managing within the Law
 - Managing Yourself
 - Positively Affecting Performance
 - Step Up to Managing People
 - True Colors: Keys to Personal Success
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- Veolia Induction Program (VIP)
 - Going For Green
 - Veolia Supervisor Academy (VSAP)
 - Veolia Ethics: Making the Right Choices



Filling The Gap

Good Operator to Good Supervisor

- Veolia recognized the skill gap between a good operator and a good supervisor
- All too often good drivers are selected to be supervisors based solely because they are a good driver
- Needed a program to bridge the skill gap
- Implemented "Step Up to Managing" to our Veolia Supervisor Academy (VSAP)
- Step Up to Managing Includes Training on:
 - The 4 F's:
 - Be First
 - Be Fair
 - Be Firm
 - Be Flexible
 - Setting Expectations
 - Done Well = Praise
 - Not Done Well = Redirection
 - Taking care of your customers by taking care of your employees



Supervising in a Union Environment

- Most new supervisors come from the driving ranks as union members
- Transition from being a Union member to supervising Union members
- Understanding the Articles in a Collective Bargaining Agreement (CBA)
- Transition from Union Co-worker to Supervisor
- Campus Veolia is finalizing this training module in conjunction with our Labor Relations team
- Recommendations:
- Each Supervisor should have their own copy of the CBA
- Require Supervisors to take notes on each Article; What works, what doesn't
- Homework and Reporting – Supervisors requires to do a presentation on a specific CBA Article at Supervisor meeting, then discuss

