



# **Chris Langmayer**

*Veolia Transportation, Area Vice  
President  
Dallas, Texas*



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# 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

