# Public Transportation Occupational Guidebook

**Based on an identified Public Transportation Industry need to create a common understanding of occupations and work within the industry in order to better plan workforce development efforts, the Heldrich Center for Workforce Development has created this Occupational Guidebook. The objective of this effort is to create a beginning framework to assist public officials and transit industry stakeholders in recruitment, succession planning, and career awareness efforts, as well as offer a foundational aid for the improvement of data collection instruments.**

**Public Transportation Functional Areas of work, Job Groups, Occupational descriptions**

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Foreword

This report has been designed as a broad overview of the occupations and areas of work within Public Transportation, in order to form the foundation for an ongoing discussion of the nature and content of work within this industry. It is intended to reach an audience including but not limited to public transit agency managers, human resource professionals, researchers, leaders of industry organizations, and policy experts interested in Public Transportation workforce issues. This document includes 4 Functional Areas of work in the Public Transportation industry, which has been broken down into 20 Job Groups that represent sets of related occupations, 13 Job Sub-Groups that represent specializations within these Job Groups, and 177 sample occupations representing the primary types of work within the industry.

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7. Public Information Officer
8. Marketing Manager
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10. Assistant Accounting Supervisor
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This guidebook provides a broad overview of work in the Public Transportation industry, including jobs at public transit agencies and other employers that provide transportation-related services to the public. This document is a pioneering effort in the industry. It is meant to offer a starting point for Public Transportation managers and policy makers interested in building a common framework for a national discussion of the structure and content of work in the Public Transportation industry. The guide was created by the John J. Heldrich Center for Workforce Development at Rutgers, The State University of New Jersey through an initiative of the National Transit Institute, also located at Rutgers University. The initiative was funded by the Federal Transit Administration.

The guidebook provides working definitions of the following:

- **4 Functional Areas** of work in the Public Transportation industry
- **20 Job Groups** that represent sets of related occupations that require similar skills
- **13 Job Sub-Groups** that represent specializations within Job Groups
- **177 Key Occupations** that represent the primary types of work and opportunities available in each Job Group.

The Public Transportation industry is large, complex, and diverse with regard to the types of jobs that are available. Limited agreement exists across employers, and state and federal agencies with regard to how to classify and discuss these occupations. Also, the numbers and types of jobs offered, as well as job titles, vary significantly based on modes of transportation offered, employer size, and a wide range of other factors. In constructing this guide, it was not possible to capture every job or job title in the Public Transportation industry. Nor is this meant to constitute a definitive taxonomy for organizing these occupations.

Created using knowledge from Public Transportation industry managers, experts, and public and private Web-based and print resources, and guided by a national Advisory Council of Public Transportation leaders, this guidebook represents a culmination of the latest information on jobs and related areas of work in the industry. The authors recommend that this document be continuously reviewed and refined to build national agreement among a wide range of stakeholders and to develop more sophisticated taxonomies of the structure of jobs in the industry. The Center’s hope is that this provides the beginning of a framework that may help industry and public officials enhance national and regional workforce planning efforts, including career awareness, recruitment, and succession planning initiatives, as well as aid in the improvement of national and regional data collection instruments.
INTRODUCTION

Public Transportation is a vibrant industry with a large diversity of occupations and career options. However, the industry lacks a document or set of documents that describes the common job functions, occupation groups, job titles, and key duties and requirements of jobs in the industry. The U.S. Department of Labor’s Bureau of Labor Statistics has developed a global taxonomy for all occupations in the American economy, which includes sectors involved in Public Transportation, but this taxonomy does not always reflect the day-to-day organization of work in the industry. Within the industry, the Federal Transit Administration maintains the National Transit Database, which houses yearly data on four major functional areas of work in the industry, which include Vehicle Operations, Vehicle Maintenance, Non-Vehicle Maintenance, and General Administration.

Federal officials recognized the need for better agreement among industry and public officials regarding the structure of work in the industry beyond the four major categories in the National Transit Database. Such agreement will help industry leaders to develop better coordinated efforts to inform job seekers and others of career options in the industry, recruit a new generation of Public Transportation workers, and better track growth and change in the industry through standardized data collection efforts.

The Federal Transit Administration, in cooperation with the National Transit Institute at Rutgers, The State University of New Jersey, commissioned this project to develop a more detailed guide to work in Public Transportation. This guidebook was developed by the John J. Heldrich Center for Workforce Development with guidance from a national Advisory Council of Public Transportation leaders and input from the Federal Transit Administration. It is designed for public transit agency managers and human resources managers, transit workforce researchers, leaders of other Public Transportation employers and industry organizations, and public officials and other stakeholders interested in Public Transportation workforce issues.

The guidebook presents a draft framework for discussing the organization of work and the key aspects of major occupations in the industry. It is meant to form the starting point for developing a national taxonomy of Public Transportation jobs and to spur improved coordination of career awareness, data collection, and other workforce initiatives. The document contains an overview of the major Functional Areas of work, Job Groups, Job Sub-Groups, and key Occupations in Public Transportation. It is not designed to be comprehensive of all possible jobs and job titles in the industry, but to provide a broad, working overview of key aspects of Public Transportation work. Salary ranges included are intentionally broad, to reflect the diversity of compensation within the field based on varying regions, urban versus rural locations, organizational size, and rates of union collective bargaining agreements.

The Public Transportation industry, for the purposes of this effort, includes publicly funded transit agencies and their key subsidiaries and contractors, with the exception of capital construction contractors. The industry is broad and diverse, varying significantly in terms of the size of the population served, the size of the organization, urban or rural nature, number of modes of transportation, the degree to which particular services are managed by a transit agency or outsourced to other companies, and the extent of workforce unionization.
Research Approach

The groupings and information contained in this guidebook result from a careful review of existing sources on Public Transportation jobs, including occupational data from the Occupational Employment Statistics and O*Net jobs database published by the U.S. Department of Labor, Bureau of Labor Statistics, as well as data on jobs in four major job categories from the National Transit Database, the Federal Transit Administration’s main source of data on transit jobs. Researchers also compared job descriptions and organizational charts from several large and small transit agencies, performed interviews with Public Transportation industry managers and other experts, reviewed past reports commissioned by the Transit Cooperative Research Program (TCRP), and obtained information from various Public Transportation related Web sites and reports. The Advisory Council for this effort also provided input on the content and organization of the guidebook. A complete list of sources is found at the conclusion of this document.

Researchers made several key assumptions when constructing this guidebook. These assumptions influenced the decisions made about how occupations are grouped together and defined.

Key assumptions include:

Assumption 1: Effective industry-wide workforce planning requires a common basic understanding of occupations and occupational groupings.

As a foundation for discussion, information in this guide has been generalized to represent the most common understanding of occupational duties and relationships among groups of jobs.

The guidebook, therefore, is but a sample of the occupations and groupings that appeared, based on the Center’s research, to be most representative of key work functions in Public Transportation.

Assumption 2: Despite the diversity among employers, there are distinct areas of work and job groups in Public Transportation that share common skills, knowledge, and abilities.

While each employer may structure work in unique ways and occupational titles may vary, there is broad agreement across sources that certain jobs are often clustered together in departments and divisions that require workers to have similar skills and knowledge.

Developing common occupational and Job Group definitions may ease the collection of data utilized for analysis of workforce needs and challenges and allow for regional and national collaboration on workforce planning and career awareness efforts.
Assumption 3: Occupations in Public Transportation are arranged in order of increasing responsibility. However, career lattices and paths are difficult to map due to their complexity and diversity.

Many experts interviewed for this project stressed the myriad of ways workers can advance and plan unique careers in Public Transportation. However, within various Job Groups, occupations can be grouped into categories that represent advancing responsibilities and knowledge, if not a direct career pathway. This guidebook organizes occupations into one of four possible levels within each Job Group to demonstrate increasing responsibility, experience, and/or educational requirements.

Two sample organizational charts are included at the conclusion of this document. The first displays a possible organizational chart at a small, single-modal agency, and the second displays a possible organizational chart at a large, multi-modal agency.

Assumption 4: The degree of centralization or decentralization of management, and the placement of Central Services & Administrative positions within an organizational chart will vary significantly. However, to promote a basis for common dialogue, the structure found to be most common to Public Transportation agencies has been represented.

Occupations that are commonly found in other industries, such as marketing, accounting, and human resource management, are placed within the Functional Area of Central Services & Administration. Senior managerial positions for the three other Functional Areas and organization-wide management are also included within this category. Occupations specific to Public Transportation have been placed within their associated Functional Areas.
Overview of Work in the Public Transportation Industry

The Public Transportation industry includes a diverse selection of jobs. Individual occupations and related sets of occupations have unique elements, but there are several requirements and work conditions that characterize most, if not all, Public Transportation occupations.

Drug Testing and Background Checks

A large number of jobs in the Public Transportation industry, especially those that involve operating vehicles, enhancing security, and handling money, require a thorough background check and random drug testing. Background checks may involve a criminal records check, driver’s license records check, and a credit check. Infractions may prevent job seekers from entering many jobs in Public Transportation and they may lead to disciplinary action and/or termination for incumbent workers.

Understanding of Agency and Industry Standards and Policies

Like workers in other industries, Public Transportation workers must follow the rules and regulations set by their employers. Public Transportation workers, however, must also be uniquely aware of a larger set of federal, state, and local laws that govern their operations. Public Transportation is a heavily regulated industry. While not all modes of transportation are regulated to the same extent, workers in this industry must be aware of the broader policy context within which their work takes place.

Work Conditions

Working conditions and settings are diverse throughout the Public Transportation industry. From field operations to office environments, Public Transportation workers operate in a number of different settings. However, a large number of jobs in Public Transportation involve interaction with the public and working non-traditional hours (weekends, evenings, early mornings, and midnight shifts – it is a 24/7 operation). Work hours, especially for frontline workers, are often highly structured. Workers in many positions work eight-hour standard shifts with scheduled breaks. Less desirable shifts are often provided to new workers, with workers moving to shifts of their choosing as they gain seniority.

Labor Unions

Many, although not all, workers in the Public Transportation industry are represented by a labor union. Union membership is especially common among frontline workers at publicly funded transit agencies, though non-management and professional workers at other types of Public Transportation employers may also belong to a labor union. Management teams, supervisors, and unions may create collective bargaining agreements that can create particular requirements for work as well as promotion schedules. Across both unionized and non-unionized worker groups, however, in most cases worker promotions are based on seniority within the organization, demonstrated skill sets, and educational attainment.
How this Guide is Organized

4 Functional Areas  The Functional Areas describe the primary functions of Public Transportation. These areas are similar to categories used in the National Transit Database and they form the broadest level of categorization for jobs in the industry.

20 Job Groups  The Job Groups nest within the Functional Areas. They describe more detailed divisions of work and areas of shared skills and knowledge within each of the four Functional Areas.

177 Occupations  The occupations profiled here represent key job functions in the Public Transportation industry and are not intended to comprise an exhaustive list. For ease of reference, jobs are organized into four categories based on increasing levels of responsibility. However, these are not meant to suggest rigid career paths.

Frontline Workers  Frontline Workers are at the entry level of their Job Group, often, though not always, requiring minimal formal education.

Supervisors/Senior Technicians  Supervisors/Senior Technicians supervise Frontline Workers, or are those who have specialized responsibilities that require skill, education, and/or experience beyond what Frontline Workers need.

Managers/Superintendents  Managers/Superintendents require senior level subject matter expertise, previous supervisory or management experience, and advanced training or education.

Senior Managers  (Central Services & Administration Job Group only)  Senior Managers lead Public Transportation organizations. They often require industry leadership experience, advanced education, and a record of successful management.
Overview of Functional Areas & Job Groups

Functional Area #1: Vehicle Operations
1. Bus Operations
2. Rail Operations
3. Demand Response Paratransit Operations
4. Ferry Operations
5. Other Vehicle Operations
6. Security & Police
7. Technical Operations Training

Functional Area #2: Vehicle Maintenance
8. Vehicle Cleaning & Servicing
9. Vehicle Maintenance & Repair
10. Vehicle Inspection
11. Inventory Control
12. Systems Engineering
13. Technical Operations Training

Functional Area #3: Facilities, Track, & Road Maintenance
14. Building, Facilities, Maintenance, & Repair
15. Track/Signal/Road System Inspection & Maintenance
16. Technical Operations Training

Functional Area #4: Central Services & Administration
17. Public Transportation Management
18. Route Planning & Scheduling
20. Public Transportation Business Occupations
Vehicle Operations comprises nearly **6 out of 10 jobs** (60% or over 150,000 jobs) in the nation’s large, urban, public transit agencies (National Transit Database, 2008). Many more of these jobs can be found at smaller agencies and at other types of Public Transportation employers. Vehicle Operations workers ensure that everything, from buses and trains, to ferries and other vehicles, run safely and on time. In addition to Job Groups involving the operation of different types of vehicles, this area also includes Technical Operations Training to ensure that employees are properly trained, as well as Security/Police to guarantee that employees, passengers, and vehicles are kept safe from criminal activity and other potential dangers during operations.

Most operator and related jobs in Vehicle Operations are highly organized and routine based. Workers in Vehicle Operations are also generally required to pass criminal background checks and randomly administered drug tests. Workers show up early for shifts to ensure that routes are run on time and shift changes happen smoothly. Jobs run in shifts that sometimes span 24-hour, seven-day-a-week schedules. New workers may be required to work night and weekend shifts. However, workers with seniority may obtain more morning and afternoon shifts.

Those operating vehicle monitoring and communications technologies must also work similar schedules to the operators. These workers spend the majority of their time monitoring equipment, gauges, and signals.

Some of the most common unions represented in the Vehicle Operations area include the Amalgamated Transit Union; the United Transportation Union; the Transport Workers Union; the American Federation of State, County, and Municipal Employees; the Marine Employees’ Commission; the Service Employees International Union; Seafarers International Union of North America; and the Inlandboatmen’s Union of the Pacific.
Job Group Description

One of the most recognizable aspects of the Public Transportation industry, Bus Operations includes a range of jobs responsible for keeping the bus fleet operating smoothly and safely. This Job Group includes Bus Operators, Bus Dispatchers, and Bus Services Monitors, as well as Bus Traffic Controllers, the Bus Operations Manager, and Bus Operations Superintendent.

Driving a bus through traffic while dealing with passengers, working as a Dispatcher handling emergency calls, or working as a Supervisor or Manager troubleshooting challenges does not require as much physical strength as other Job Groups, but does require the ability to manage potentially stressful situations effectively. Often, interactions with the public are pleasant and give meaning to the job. However, Bus Operators must frequently handle challenging situations, as they may work driving in heavy traffic and deal with a wide-ranging public. Bus Operators work in varying environments, from the bus garage to the field, and work in a seated position for extended periods of time with limited breaks. Some Bus Operators work eight-hour shifts that may include weekends and nights. To accommodate commuters, some drivers may have the opportunity to work split shifts, for example 6 a.m. to 10 a.m. and 3 p.m. to 7 p.m., with time off in between.

Bus Dispatchers and Bus Traffic Controllers also cover the same shifts as the Bus Operators. Dispatchers are subject to a very fast-paced environment, and must be able to multitask in emergency situations. Dispatch may be housed within a bus garage, which could include a noisy environment with exposure to fumes and varying temperatures. Bus Operations Managers tend to work in the garage and in an office environment, with a standard workweek, although they may have exposure to the field, as well, while Superintendents work a standard workweek, primarily in an office environment.
Overview of Bus Operations Occupations

FRONTLINE WORKERS

- Bus Operator
- Bus Dispatcher

SUPERVISORS/ SENIOR TECHNICIANS

- Bus Services Monitor
- Bus Traffic Controller

MANAGERS/ SUPERINTENDENTS

- Bus Operations Manager
- Bus Operations Superintendent
## Bus Operator

Bus Operators safely navigate large to mid-size buses and motorcoaches in urban, suburban, and rural traffic conditions, while following all applicable traffic and safety regulations. These workers arrive early for their shifts and maintain route schedules. Time off is highly structured in advance and assignments usually last three to four months. They interact with their community, and assist all types of passengers, including those who may have special needs. They also answer passenger questions, maintain trip logs, ensure passenger safety, collect fares, and operate lifts. They communicate frequently with dispatchers and bus traffic controllers, and may need to act independently to troubleshoot any emergency situations, traffic accidents, or weather-related challenges faced in the course of their shift.

### Priorities, Knowledge, Skills, and Abilities

- Technical ability to operate the bus and ensure passenger safety
- Troubleshooting, communication, and conflict management skills
- Ability to maintain schedules and assist passengers
- Ability to sit for an extended period of time operating the vehicle with limited breaks

### Education and Certifications

- High school diploma or GED
- Valid driver’s license, CDL preferred

### Alternate Job Titles

- Bus Driver
- Motor Coach Operator

### Compensation

- $ – $$
Bus Dispatcher

Dispatchers ensure that buses or motorcoaches arrive on time to the appropriate location and alert drivers to potential delays and changes to traffic patterns, driving conditions, or schedules. They are critical in ensuring customer expectations of timely service are met. These workers maintain communication with drivers on the road throughout the day through a growing array of technologies. Dispatchers prepare driving assignments and also communicate with maintenance personnel regarding equipment needs. When buses return from the road, Dispatchers check them in and prepare records of trips.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of laws, policies, and procedures regarding bus operation
- Communication, record-keeping, and problem-solving skills
- Ability to work well under pressure and manage time
- Familiarity with computer systems and in some cases with PDAs, time-tracking software, and/or GPS location-tracking systems

**EDUCATION AND CERTIFICATIONS**

- High school diploma or GED
- Bus operator experience preferred

**ALTERNATE JOB TITLES**

- Dispatcher

**COMPENSATION**

- $ – $$
Bus Services Monitor

Bus Services Monitors ensure buses run with consistent quality within the region. They board buses and monitor bus activity and safety procedures in the field. They also may check driver equipment and speak with drivers as they return to the Public Transportation facility. They are responsible for noting any additional training needs or Vehicle Maintenance needs, and reporting these to supervisors or management personnel. They may also assist with routine training updates.

**Priorities, Knowledge, Skills, and Abilities**

- Strong understanding of bus operations and safety procedures
- Written and oral communication skills
- Ability to record and track information
- Problem-solving skills and attention to detail

**Education and Certifications**

- High school diploma or GED
- Valid driver’s license, CDL preferred

**Alternate Job Titles**

- None listed

**Compensation**

- $5 – $7

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**Supervisors/Senior Technicians**

**Central Services & Administration**

**Public Transportation Management**

(Job Group #17)
Bus Traffic Controller

Bus Traffic Controllers oversee the day-to-day functioning of Bus Operations and its Operators, inspect buses, conduct investigations, and respond to vehicle emergencies. These workers manage and document accidents and coordinate with Vehicle Maintenance staff, as needed. They also monitor bus activity via Automated Vehicle Locating systems.

**Priorities, Knowledge, Skills, and Abilities**

- Strong understanding of bus operations and safety procedures
- Two to five years of experience in frontline bus operations as an operator and/or dispatcher
- Communication, supervisory, computer, customer service, and record-keeping skills and attention to detail
- Familiarity with industry tracking software

**Education and Certifications**

- High school diploma or GED
- Supervisory training and valid driver’s license, CDL preferred

**Alternate Job Titles**

- Field Supervisor

**Compensation**

- $\$ - $\$$
Bus Operations Manager

Bus Operations Managers oversee the Bus Operations Job Group and may have direct as well as indirect supervisory responsibilities for workers within the Job Group. They manage budgets, cost containment efforts, hiring, retention, and disciplinary actions, and must coordinate policies that match Public Transportation standards. They also coordinate their work with Superintendents to ensure that the Job Group is meeting the performance expectations of the Senior Management team. This position may be combined with other functions in a smaller agency.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Strong understanding of bus operations and safety procedures
- Extensive experience in bus operations is strongly preferred
- Budgeting, oral and written communication, documentation, and supervisory skills
- Attention to detail

**EDUCATION AND CERTIFICATIONS**

- High school diploma or GED, BA preferred
- Valid driver’s license, CDL preferred

**ALTERNATE JOB TITLES**

- Manager of Operations Department

**COMPENSATION**

- $$$ – $$$$$
Bus Operations Superintendent

Superintendents serve as a liaison between Bus Operations Managers and Senior Managers. They develop and implement policies and oversee the management of day-to-day operations. They are responsible for monitoring programs and policies, tracking performance, and providing written evaluations for senior staff. These workers will supervise other employees, may have some budgeting responsibilities, and might communicate with union representatives. In some organizations, this position may reside within Central Services & Administration, depending upon the degree to which the organization is centralized or decentralized.

Priorities, Knowledge, Skills, and Abilities

- Strong understanding of policies and procedures related to the Public Transportation department
- Two to four years of managerial or industry experience
- Oral and written communication and managerial skills

Education and Certifications

- High school diploma or GED, BA strongly preferred
- Extensive training and prior experience in rail operations, valid driver’s license, CDL preferred

Alternate Job Titles

- Supervising Manager

Compensation

- $$$$ – $$$$$
Job Group Description

Rail Operations includes workers responsible for ensuring safe, comfortable passage for customers on a wide range of rail vehicles, from the commuter rail trains that move large volumes of people between cities and towns, to the heavy rail subway and metro systems that make many cities manageable to navigate, to light rail cars, streetcars, and other rail-based transportation. For a full description of each rail mode, please see the glossary at the conclusion of this document. Occupations in Rail Operations include Rail Yard Engineers/Switch Operators, Brakeman/Assistant Conductors, Conductors/Yardmasters, Locomotive Engineers, Heavy Rail/Subway Operators, Light Rail/Streetcar Operators, Train Dispatchers, the Station Manager, and the Rail Operations Superintendent.

As in Bus Operations, many of these positions tend to be more stressful than physically demanding. Frontline workers in this Job Group, including Rail Yard Engineers/Switch Operators, Brakeman/Assistant Conductors, Conductors/Yardmasters, Locomotive Engineers, Heavy Rail/Subway Operators, and Light Rail/Streetcar Operators work on the trains or other rail cars, typically in a temperature controlled environment. Operators and Locomotive Engineers, while operating on a dedicated track, may face obstacles on the track, and must be prepared to stop in an emergency situation. Light Rail Operators may face an additional difficulty of dealing with motor vehicles and traffic lights in an urban setting. Although some light rails have elevated or underground operations, much light rail operates in or around other vehicular or pedestrian traffic.

Commuter rail, where Rail Yard Engineers/Switch Operators, Brakeman/Assistant Conductors, Conductors/Yardmasters, and Locomotive Engineers can be found, is heavily regulated federally, and these workers must conduct themselves within a stringent regulatory compliance framework. Light rail is much less heavily regulated than commuter rail, and allows Operators greater flexibility. Regardless of the type of rail, many frontline Rail Operations workers may have to work one or both weekend days on a regular basis. Some also work in the early morning, in the evening, or after midnight. Typically, Rail Operators have regular shift schedules, although some workers in this category work variable shifts. With seniority, Rail Operations workers can acquire more desirable shifts.

Yardmasters and Conductors with Yardmaster duties spend a significant period of time outdoors, and complete their work regardless of inclement weather. Their work requires heightened attention to safety. In many locations, trains run 24 hours a day, seven days a week, including holidays. Train Dispatchers face similar working conditions to their Bus Operations counterparts. They work in train stations or other Public Transportation facilities in a very fast-paced environment that involves monitoring computer screens and other equipment. They must be able to multitask in emergency situations and often work similar shifts to Operators. Train Dispatchers, Station Managers, and the Rail Operations Superintendent generally work at a train station or other Public Transportation facility, often working a standard nine-to-five workweek.
Overview of Rail Operations Occupations

**FRONTLINE WORKERS**
- Rail Yard Engineer/Switch Operator
- Brakeman/Assistant Conductor
- Conductor/Yardmaster
- Locomotive Engineer
- Heavy Rail/Subway Operator
- Light Rail/Streetcar Operator

**SUPERVISORS/SENIOR TECHNICIANS**
- Train Dispatcher

**MANAGERS/SUPERINTENDENTS**
- Station Manager
- Rail Operations Superintendent
Rail Yard Engineer/Switch Operator

Rail Yard Engineers and Switch Operators ensure that rail cars are moved efficiently into, out of, and around the rail yard. They may work across various rail modes. Switch Operators operate railroad switches in the yard, while Rail Yard Engineers remotely operate trains to reposition them in the yard. These workers may also inspect the cars, perform routine maintenance, or report difficulties to the Vehicle Maintenance team.

PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

- Ability to work multiple shifts
- Communication and record-keeping skills
- Good hearing and vision, attention to detail
- Previous experience working in the rail yard, and general familiarity with operation of the vehicles and switching of cars

EDUCATION AND CERTIFICATIONS

- High school diploma or GED preferred
- Certified as Train Operator, valid driver’s license

ALTERNATE JOB TITLES

- None listed

COMPENSATION

- $$ – $$$$
### Brakeman/Assistant Conductor

Brakemen watch the back of the train to look for approaching trains, and to look for any signs of danger of derailment. They work primarily with commuter rail. They may also assist passengers with boarding and departing the train at station platforms, opening and closing of doors, and may assist with fare collection. The Brakeman also notifies the Operator or Locomotive Engineer when all doors are closed. They may also be responsible for slowing down particular types of trains.

### Priority Knowledge, Skills, and Abilities
- Ability to work multiple shifts
- Communication skills
- Good hearing and vision
- Attention to detail
- General familiarity with operation of the vehicle and one to two years of previous experience working with trains

### Education and Certifications
- High school diploma or GED preferred

### Alternate Job Titles
- Trainman

### Compensation
- $$ – $$$$
Conductor/Yardmaster

Conductors are responsible for the interior of the train while it is operating, and Yardmasters are responsible for the movement of the train within the yard when it is not operating with passengers. Conductors, primarily on commuter and heavy rail, coordinate train crew activities, make announcements, interact with passengers, collect tickets and fares, and issue citations to those without fare. They also often perform Yardmaster duties, overseeing crews that handle car switches. Yardmasters determine which cars are to go out for service and maintain safe and efficient movement of trains throughout the yard by coordinating the work of engineers.

- Strong knowledge of train operation policies and procedures
- Communication, organizational, supervisory, and customer service skills
- Detail oriented
- Certified as a Train Operator

- High school diploma or GED preferred
- Extensive experience in rail operations and valid driver’s license, CDL preferred

- None listed

- $$$ – $$$$$
Locomotive Engineer

Locomotive Engineers operate commuter trains, and ensure the safe and efficient movement of the train and its passengers. These operators work on trains that travel between cities, or between suburbs and large metropolitan areas. Prior to departure, the Operator inspects the train and notifies Vehicle Maintenance of any concerns. Locomotive Engineers drive trains powered by several power sources, including diesel, electric, and biodiesel. Throughout the trip, they check train equipment and monitor gauges to ensure safe operation.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Strong understanding of train operation and safety procedures
- Strong oral communication, record-keeping, and troubleshooting skills
- Ability to keep to a schedule and be detail oriented
- Good vision and hearing

**EDUCATION AND CERTIFICATIONS**

- High school diploma or GED preferred
- Extensive training and experience in Rail Operations

**ALTERNATE JOB TITLES**

- Commuter Train Operator

**COMPENSATION**

- $$ – $$ $$ $$
Heavy Rail/Subway Operator

Heavy Rail/Subway Operators operate rail cars on a fixed rail system with frequent stops. Increasingly automated by computers, subway trains are in some ways less involved than large locomotives. However, operators of these vehicles must complete extensive agency-specific training, often work independently, and be alert to track signals, potential maintenance problems, and obstacles on the track. They make announcements to customers, operate doors, and communicate with dispatchers and supervisors.

**Priority Knowledge, Skills, and Abilities**

- Understanding of rail or subway operation policies and procedures
- Communication, problem-solving, and customer service skills
- Safety conscious with ability to stay alert for long periods of time
- Familiarity with Public Transportation computer systems
- Good vision and hearing

**Education and Certifications**

- High school diploma or GED preferred
- Internal organizational certifications and valid driver’s license

**Alternate Job Titles**

- None listed

**Compensation**

- $$$ – $$$$
Light Rail/Streetcar Operator

Light Rail/Streetcar Operators ensure customers reach their intended destinations safely and on time, and may have the opportunity to interact directly with passengers. These workers operate light rail vehicles in mixed traffic and must be alert for other vehicles and pedestrians. Operators of these vehicles must complete extensive agency-specific training, often work alone, and must be alert to track signals, potential maintenance problems, and obstacles on the track. They must make announcements, operate doors, and communicate with dispatchers and supervisors.

PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

- Understanding of rail operation policies and procedures
- Safety conscious with the ability to stay alert for long periods of time
- Oral communication, problem-solving, and customer service skills

EDUCATION AND CERTIFICATIONS

- High school diploma or GED preferred
- Internal organizational certifications and valid driver’s license

ALTERNATE JOB TITLES

- None listed

COMPENSATION

- $$ – $$

FRONTLINE WORKERS
Train Dispatcher

Train Dispatchers ensure trains arrive safely and on time. Dispatchers are critical to the effective and safe functioning of Rail Operations, and these workers can be found across all modes of rail. They monitor train movements from afar and alert Operators about delays, track conditions, emergencies, or schedule changes. They may also communicate with Vehicle or Facilities, Track, and Road Maintenance staff regarding equipment conditions. Generally speaking, Train Dispatchers require a higher level of skill and operator experience than bus dispatchers, making this a more senior position.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of rail operation policies and procedures
- Communication, computer, problem-solving, and organizational skills
- Detail oriented
- Familiar with GPS tracking systems and rail equipment
- Ability to work under pressure

**EDUCATION AND CERTIFICATIONS**

- High school diploma or GED preferred
- Experience as an Operator or Engineer is preferred

**ALTERNATE JOB TITLES**

- Dispatcher

**COMPENSATION**

- $ – $$
Station Manager

Station Managers are experienced Public Transportation industry workers who manage the operations of one or more train stations, and may work in a variety of modes of Rail Operations. They communicate and coordinate with Dispatchers, Operators, Customer Service Agents, customers, public safety personnel, and others. Ultimately they are responsible for ensuring the safe operation of the station. They may be responsible for direct supervision of workers, budgeting, and strategic planning, and they work with the Superintendent to ensure operations are meeting the goals of the Senior Management team.

**Priority Knowledge, Skills, and Abilities**

- Understanding of rail operation policies and procedures, with special focus on facilities management, public safety, and customer service
- Five to eight years of experience or a BA and experience
- Supervisory, customer service, problem-solving, and communication skills

**Education and Certifications**

- High school diploma or GED required, BA preferred
- Extensive training, prior experience in Rail Operations, valid driver’s license, CDL preferred

**Alternate Job Titles**

- Station Operator, Supervising Manager

**Compensation**

- $$$$ – $$$$$
Rail Operations Superintendent

Rail Operations Superintendents serve as a liaison between Station Managers and the Senior Management team. They may assist in developing and implementing policies, and are responsible for monitoring programs, tracking performance, and providing written evaluations for senior staff. These workers may directly supervise other employees, may have some budgeting responsibilities, and might communicate with union representatives. In some organizations, this position may reside within Central Services & Administration, depending upon the degree to which the organization is centralized or decentralized.

**Priority Knowledge, Skills, and Abilities**
- Strong understanding of policies and procedures related to rail operations
- Two to four years managerial plus five to eight years of prior experience
- Oral and written communication and managerial skills

**Education and Certifications**
- High school diploma or GED required, BA preferred
- Extensive training and experience in rail operations
- Valid driver’s license, CDL preferred

**Alternate Job Titles**
- Supervising Manager, Station Operator

**Compensation**
- $$$$ – $$$$$
Job Group Description

Paratransit Operations involve providing “demand-response” ride services to specialized populations, such as people with disabilities, elderly riders, or rural populations. Essentially, this involves scheduling custom pickups and drop-offs on an as-needed basis for individuals who qualify for this service. Paratransit Operations are more often outsourced to private sector or nonprofit Public Transportation organizations, or they may exist as part of a publicly funded transit agency. Occupations in this group include Paratransit Vehicle Operators, Paratransit Schedulers, Travel Training Specialists, and Paratransit Managers.

Like other Vehicle Operations positions, Paratransit Operations positions require the ability to manage emergency or stressful situations calmly. Paratransit Vehicle Operators face physical challenges similar to those of Bus Operators; however, they must also be able to assist individuals with wheelchairs or physical disabilities from their location into and out of the vehicle. Paratransit Vehicle Operators are exposed to both the garage and the road, and must work in a seated position for several hours with limited breaks. However, these workers generally move more often due to their duty to physically assist passengers. Paratransit Vehicle Operators must also be comfortable with using GPS navigation tools and maps, as routes may not be standardized as they are with buses.

Operators usually have a five- or six-day workweek. When new to the organization, they may have to work one or both weekend days on a regular basis until they achieve seniority. Some Paratransit Operations run 24 hours a day, seven days a week; however, this varies significantly depending upon the size of the organization.

Travel Training Specialists ensure that passengers qualify for paratransit services, assist passengers with learning how to navigate Public Transportation systems, and provide other personalized assistance for passengers. These individuals spend time in an office environment, as well as riding vehicles and traveling off-site. They generally work a standard Monday to Friday workweek, but this may vary.

Paratransit Schedulers perform some of the duties of a typical Bus Dispatcher, communicating with drivers to pass on information and address issues on the road. However, these workers also schedule custom pickups and plan routes for Paratransit Vehicle Operators. Schedulers and Paratransit Managers work in an office environment, although it does tend to be fast paced, and requires efficient and effective decision-making skills when responding to emergency situations. Paratransit Managers and Schedulers typically work a standard Monday through Friday shift, though this may vary, especially for Schedulers, whose shifts may mirror those of Operators.
Overview of Demand Response Paratransit Operations Occupations

FRONTLINE WORKERS
- Paratransit Vehicle Operator

SUPERVISORS/ SENIOR TECHNICIANS
- Paratransit Scheduler
- Travel Training Specialist

MANAGERS/ SUPERINTENDENTS
- Paratransit Manager
Paratransit Vehicle Operator

Paratransit vehicles can be minibuses, vans, or other smaller vehicles. In addition to driving such vehicles, Paratransit Vehicle Operators generally provide more assistance to passengers, many of whom have a disability, than regular Bus Operators. They may also need to operate wheelchair lifts and other specialized equipment, lock in wheelchairs, help passengers move from a residence or store into the vehicle, and carry groceries or other items for the passenger. These positions may exist within a Public Transportation agency or be outsourced to other organizations in the private or not-for-profit sectors.

**Priorities, Knowledge, Skills, and Abilities**

- Technical ability to operate the vehicle and ensure passenger safety
- Attention to customer service, and the special needs of people with disabilities
- Ability to keep to a schedule, communication and problem-solving skills

**Education and Certifications**

- High school diploma or GED
- Valid driver’s license (CDL with Passenger Endorsement may be required)

**Alternate Job Titles**

- Paratransit Driver

**Compensation**

- $ – $$$
Paratransit Scheduler

Paratransit Schedulers ensure paratransit customers receive appropriate service when they need it. Scheduling of trips can be done anywhere from an hour to weeks in advance. They schedule customized pickups of seniors, individuals with disabilities, and other passengers; plan and schedule driver routes; and communicate with drivers. These workers use specialized scheduling software, ensure adherence to ADA regulations, and use various communications technologies. Dispatchers prepare driving assignments and also communicate with maintenance personnel regarding equipment needs. In larger organizations, the function of scheduling and dispatching Paratransit Vehicle Operators may be separated into two positions.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of ADA guidelines and policies, and procedures related to paratransit services
- Communication, computer, organizational, and customer service skills
- Detail oriented
- Ability to multitask in a fast-paced environment

**EDUCATION AND CERTIFICATIONS**

- High school diploma or GED
- Valid driver’s license

**ALTERNATE JOB TITLES**

- Dispatcher

**COMPENSATION**

- $ – $$$

SUPERVISORS/SENIOR TECHNICIANS
Travel Training Specialist

Travel Training Specialists ensure riders qualify for Paratransit Operations services, assess their ability to use Public Transportation services, and develop transportation plans for qualified paratransit users. These Specialists may also provide training to paratransit users, to help them know how to use the Public Transportation system safely.

### PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

- Understanding of ADA guidelines, policies, and procedures related to paratransit services
- Attention to passenger safety, customer service, and the special needs of people with disabilities
- Communication, problem-solving, and training skills

### EDUCATION AND CERTIFICATIONS

- High school diploma or GED, AA preferred
- Valid driver’s license

### ALTERNATE JOB TITLES

- Assessment Specialist

### COMPENSATION

- $$ – $$$
Paratransit Manager

Paratransit Managers oversee Paratransit Operations to ensure safe and efficient service. Responsibilities include scheduling, training, and monitoring staff. They review the records of passengers’ use of scheduled trips and resolve any issues that may arise. They are responsible for implementing all applicable ADA guidelines, policies, and procedures related to paratransit services. They are also responsible for interacting with higher-level management to ensure smooth operations. They manage budgets, cost containment efforts, hiring, retention, and disciplinary actions, and must coordinate policies that match Public Transportation standards. These workers may work within an agency, or this function may be outsourced.

**Priority Knowledge, Skills, and Abilities**

- Understanding of ADA guidelines, policies, and procedures related to paratransit services
- Attention to passenger safety, customer service, and the special needs of people with disabilities
- Communication, problem-solving, supervisory, project management, budgeting, and strategic planning skills

**Education and Certifications**

- High school diploma or GED, BA preferred
- Valid driver’s license

**Alternate Job Titles**

- Paratransit Director

**Compensation**

- $$$$
**VEHICLE OPERATIONS**

**Ferry Operations (Job Group #4)**

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**Job Group Description**

Ferries are used across the United States, operating in lakes, rivers, bays, sounds, and ocean waters to carry passengers where bridges are busy or impractical. Although the total number of passengers carried is small compared to Rail and Bus Operations, Ferry Operations are an important part of commuting patterns of large populations centered near waterways. The primary responsibilities of Ferry Operations workers are to ensure safe passage for customers from one port to another, and to keep to assigned schedules efficiently and effectively. Ferry Operations require a varying number of workers to operate depending upon the size of the vessel. Occupations in this category include Deckhands, Able-Bodied Seamen, Ship Engineers, Mates, and Ferry Captains. As in other parts of this guidebook, more occupations exist within this Job Group than have been detailed here, but these jobs provide an overview of key jobs involved in operating (not repairing) large to mid-size passenger ferries. Water Taxis and other small watercraft are covered in the Other Vehicle Operations Job Group.

Ferry positions can be stressful, especially when navigating in difficult weather. Physical strength is also needed to manipulate on-board equipment. Workers in Ferry Operations must work outdoors, regardless of inclement weather. They work in naturally damp conditions, and waves may create significant, and at times unpredictable, movement while these individuals are working. They must be in good physical condition, as they are required to possibly carry or move up to or over 100 pounds.

Ferry positions are subject to Coast Guard licensing and regulations and the structure of work resembles a military structure. Deckhands are the most entry-level position, often involving significant manual labor or standing watch to assist with navigation in difficult weather. Able-Bodied Seamen are the highest-ranking unlicensed personnel on a ferry, though several levels of responsibility exist for Able-Bodied Seamen, from entry-level through Quartermaster and Boatswain, which deal with navigation and supervision of other unlicensed personnel, respectively. Similarly, Mates, which report to the Captain and are licensed by the Coast Guard, have varying levels of rank and responsibility, from a Fourth Mate to the First Mate, who interacts directly with the Ferry Captain.

Workers who are stationed in the engine room are frequently subject to varying temperatures, dust, grease, dirt, as well as potentially toxic fumes and materials. They must be able to stand and work for extended periods of time. Ferry workers may be called upon to ensure the safe evacuation of the ship’s passengers. Typically, water vehicles have set schedules to match peak commuter hours and tourist needs, and likely run on a more limited schedule than buses and commuter trains, making for fewer late night schedules. However, they do generally operate on weekends. All on-board ferry workers work similar shifts since everyone is working to run the same ship.
Overview of Ferry Operations Occupations

FRONTLINE WORKERS
- Deckhand

SUPERVISORS/ SENIOR TECHNICIANS
- Able-Bodied Seaman
- Ship Engineer
- Mate

MANAGERS/ SUPERINTENDENTS
- Ferry Captain
Deckhand

Deckhands are entry-level workers who report to Able-Bodied Seamen, Boatswains, Mates, or the Captain depending upon the size of the vessel. They handle lines and cables for docking the vessel, may assist in completing minor repairs, and care for the equipment and tools utilized by other Ferry Operations workers.

**Priorities, Knowledge, Skills, and Abilities**
- Knowledge of maritime rules and procedures
- Excellent physical condition
- Communication skills, basic mechanical ability, and good vision

**Education and Certifications**
- High school diploma or GED preferred, TWIC card
- U.S. Coast Guard G certificate, Z-card, MMD, or STCW 95 needed for advancement

**Alternate Job Titles**
- Ordinary Seaman

**Compensation**
- $ – $$$
Able-Bodied Seaman

Able-Bodied Seamen carry out docking procedures, complete minor repairs, and may watch for obstacles in the path of the vessel. They may also be responsible for the safety and security of passengers. Boatswains and Quartermasters are senior level Able-Bodied Seamen, and are responsible for supervising and training other Able-Bodied Seamen. In the event of an emergency, they may be called upon to assist with life-saving procedures or evacuation of the vessel.

- Thorough knowledge of maritime rules and procedures
- Excellent physical condition
- Communication and problem-solving skills, mechanical ability, and excellent vision

EDUCATION AND CERTIFICATIONS

- High school diploma or GED preferred, TWIC card
- U.S. Coast Guard G certificate, Z-card, MMD, or STCW 95

ALTERNATE JOB TITLES

- Boatswain, Quartermaster

COMPENSATION

- $ – $$$
Ship Engineer

Ship Engineers manage the engine room crew on the ferry. Engineers ensure the safe and efficient functioning of the propulsion equipment of the ship. This includes inspecting equipment, making necessary repairs or adjustments, and ensuring that all federal, state, and local laws and regulations are followed. They may also be responsible for scheduling routine maintenance and for performing emergency maintenance should a malfunction occur in transit.

**Priorities, Knowledge, Skills, and Abilities**

- Knowledge of rules and procedures related to maritime machinery (propulsion, boiler, electrical, and fuel systems)
- Two to six years of maritime experience
- Communication, emergency management, problem-solving, and supervision skills

**Education and Certifications**

- High school diploma or GED, BA preferred
- TWIC card

**Alternate Job Titles**

- Engineer

**Compensation**

- $$$ – $$$$$
Mate

Mates directly report to the Ferry Captain and assist with navigation of the vessel and with operations on the deck, including docking of the vessel. Depending upon the size of the vessel, there may be several levels of Mates, with increasing levels of responsibility. They operate machinery on the deck, and may be responsible for managing the work of the Seamen, inspecting of the vessel, reporting of any maintenance needs, and possibly scheduling routine cleaning or maintenance. They may also assist with any emergency maintenance required while in transit. They are also responsible for the safety and security of passengers while they are on the vessel.

**Priority Knowledge, Skills, and Abilities**

- Knowledge of maritime rules and procedures
- Two to six years of maritime experience
- Mechanical and navigation abilities
- Communication, problem-solving, and management skills

**Education and Certifications**

- High school diploma or GED, BA preferred. TWIC card
- U.S. Coast Guard G certificate, Z-card, MMD, or STCW 95

**Alternate Job Titles**

- Fourth Mate, Third Mate, Second Mate, First Mate, Assistant Captain

**Compensation**

- $$$ – $$$$$
Ferry Captain

Ferry Captains command vessels of varying size to carry passengers, or passengers and vehicles, across various waterways, ranging from rivers and lakes to ocean waterways. They also oversee a crew of Deckhands, Seamen, Engineers, and others. They are responsible for navigating and operating the vessel. These workers must arrive early to inspect the vessel and confer with crew members, and are responsible for maintaining strict route schedules. They must also evaluate weather conditions to determine if it is safe to operate the vessel, to ensure the safe arrival of passengers to their destination. They troubleshoot any emergency situations and weather-related challenges faced in the course of the voyage.

PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

- Knowledge of maritime rules and procedures
- Knowledge of navigation, meteorology, oceanography, and safety procedures
- Mechanical abilities and extensive knowledge of the vessel
- Communication, computer, problem-solving, and management skills

EDUCATION AND CERTIFICATIONS

- High school diploma or GED, plus experience, TWIC card
- GMDSS, STCW 95, MMD (500 or 1,600 Ton Master)

ALTERNATE JOB TITLES

- Ship Captain

COMPENSATION

- $$ – $$$$$
Some Vehicle Operations are unique to particular Public Transportation agencies, and are not broadly used in the Public Transportation industry. However, it is important to recognize that there are a variety of occupations throughout the United States that involve operating vehicles ranging from water taxis, to shuttles, taxis, and other vehicles such as Inclines.

Similar to other Vehicle Operations workers, their work is usually structured and routine based. Workers must show up early for shifts, and may work specific shifts, or on an on-call basis. Jobs may run in shifts that sometimes span 24-hour, seven-day-a-week schedules. New workers may be required to work night and weekend shifts and may obtain more traditional morning and afternoon shifts with seniority. These workers are often required to pass criminal background checks and drug tests like other Vehicle Operations workers, as well.
Other Motor Vehicle Operator

Some Public Transportation agencies need workers to operate vehicles such as road-based trolleys, incline vehicles, taxis, or other less commonly used vehicles. Training is generally provided and job duties are similar to Light Rail Operators or Bus Operators. They ensure passenger safety and communicate with customers and Dispatchers. Operators must have a tremendous amount of flexibility and independent responsibility in working with riders, traffic conditions, and unusual and/or varying schedules.

**Priority Knowledge, Skills, and Abilities**

- Technical ability to operate the vehicle and ensure passenger safety
- Communication, customer service, and problem-solving skills
- Ability to stay alert for prolonged periods and to deal with stresses of traffic, weather, and customer needs and demands

**Education and Certifications**

- High school diploma or GED preferred
- Valid driver’s license, CDL may be required

**Alternate Job Titles**

- Trolley Bus Operator, Taxi Driver, Shuttle Driver

**Compensation**

- $ – $$$
Other Water Vessel Operator

Other Water Vessel Operators pilot shore boats or small craft water taxi services. Small water craft operators generally work alone on the vessel, or with a deckhand or two, but may be supported by Dispatchers, Ticket Sales Agents, and other workers stationed in a central office on land. Operators must have a tremendous amount of flexibility in working with riders, weather conditions, and unusual and/or varying schedules. They may be responsible for inspecting the vessel, and performing routine or emergency maintenance. They may also be responsible for the safety and security of passengers in transit. In the event of an emergency, they may be called upon to assist with life-saving procedures or evacuation of the vessel.

**Priority Knowledge, Skills, and Abilities**

- Knowledge of maritime rules and procedures
- Two to six years of maritime experience
- Mechanical and navigation abilities
- Communication, problem-solving, and emergency management skills

**Education and Certifications**

- High school diploma or GED preferred, TWIC card
- U.S. Coast Guard G certificate, Z-card, MMD, or STCW 95

**Alternate Job Titles**

- Water Taxi Operator, Seaman

**Compensation**

- $$$ – $$$$$
Job Group Description

Workers in this Job Group are charged with keeping Public Transportation passengers, vehicles, and facilities safe. Security & Police workers patrol stations and vehicles and respond to emergencies, working in partnership with local authorities. Occupations in this Job Group include Security Guards, Police Officers, Lieutenants, Security Managers, and in some large agencies, Police Chiefs. Some publicly funded transit agencies directly employ Security & Police workers, while others contract this service with private firms or local police departments.

Security & Police workers must be alert to criminal activity and other dangers that might harm people or infrastructure, requiring strong attention to detail and security skills. They have immediate contact with passengers as well, and must have superior customer service skills.

These workers must meet standards required by physical, mental, and background checks. They must be physically healthy enough for walking, running, standing, sitting, lifting, or driving for prolonged periods of time, and for operating firearms for which special certification or tests will be required.

Workers in this Job Group are required to work varying shifts, holidays, weekends, and overtime. They may work full time or part time, may be required to work occasional overtime, and may be required to be on call in case of emergency. Security & Police are commonly on patrol and have the opportunity to work outdoors, and may be exposed to construction sites, heat, cold, moving vehicles, and weather conditions. They may interact with difficult personalities, individuals who have committed crimes, and at times may risk personal bodily harm. However, they also work in an office at a computer to complete incident reports and track their activities and may spend extended periods of time sitting. Police Chiefs may spend more time working in an office environment and working a standard nine-to-five workweek, but they must also be available to respond to emergencies.
Overview of Security & Police Occupations

FRONTLINE WORKERS
- Security Guard
- Police Officer

SUPERVISORS/ SENIOR TECHNICIANS
- Lieutenant

MANAGERS/ SUPERINTENDENTS
- Security Manager
- Police Chief
Security Guard

Security Guards patrol, secure, or monitor Public Transportation buildings to prevent theft, violence, or infractions of rules. They can be required to implement defensive tactics, handle hazardous materials, assist with emergency management, and may intervene in tense situations to de-escalate conflict. Guards may be armed and require a knowledge of appropriate use of force.

**Priorities, Knowledge, Skills, and Abilities**

- Knowledge of Public Transportation security policies and procedures
- Oral and written communication skills, including report writing, customer service, problem-solving, conflict management, and observation skills
- Ability to manage stressful and emergency situations

**Education and Certifications**

- High school diploma or GED
- May be required to have a valid driver’s license and/or be firearm qualified

**Alternate Job Titles**

- Security Officer, Public Safety Officer

**Compensation**

- $ – $$$
Police Officer

Police Officers patrol facilities, investigate suspicious activities, intervene to stop criminal acts, inspect baggage or cargo, enforce fare collection, and screen passengers to detect and prevent potentially dangerous objects from being transported into Public Transportation facilities or vehicles. Police Officers may work with trained dogs or have special anti-terrorism training. They are required to assist with emergency management, and work with individuals to de-escalate conflict with regard to passengers or workers. Police officers have the power to arrest while security officers can only detain.

**Priorities, Knowledge, Skills, and Abilities**

- Understanding of local, state, federal, and Public Transportation security laws, policies, and procedures
- Very close attention to detail and the ability to work under pressure
- Oral and written communication, record-keeping, and conflict management skills

**Education and Certifications**

- High school diploma or GED, BA preferred
- Valid driver’s license, firearm qualified, related certifications required

**Alternate Job Titles**

- Transit Police Officer

**Compensation**

- $$$ – $$$$$
Lieutenant

Lieutenants manage and train police officers and security workers. Lieutenants review and monitor these employees’ work and provide guidance and leadership. They plan schedules for special events as well as enforce, review, and revise departmental policies and procedures. They are required to assist officers in emergency situations, and are responsible for planning and training officers in emergency response and crisis management.

PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

- Two years of experience in a policing supervisory role
- Communication, public relations, computer, planning, problem-solving, and management skills
- Ability to respond quickly, decisively, and efficiently to emergency situations

EDUCATION AND CERTIFICATIONS

- BA degree
- Valid driver’s license, firearm qualified, related certifications required

ALTERNATE JOB TITLES

- None listed

COMPENSATION

- $$$ –$$$$$
Security Manager

Security Managers are responsible for developing, implementing, and reviewing security plans for Public Transportation properties. They evaluate performance on key security issues and programs and suggest solutions to any existing problems. Security Managers must effectively coordinate responses to emergency situations as they arise, as well as remain up-to-date on current technologies, trends, and security issues. Security Managers are also expected to analyze and investigate incidents and assist in their resolution as well as coordinate training for new and incumbent workers in their Job Group.

PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

- Thorough knowledge of local, state, federal, and Public Transportation policies and procedures, and 6 to 10 years of experience
- Supervisory/managerial, communication, problem-solving, interpersonal, management, presentation, negotiation, analytical, and investigative skills; sound judgment and ability to maintain confidentiality

EDUCATION AND CERTIFICATIONS

- BA degree
- Valid driver’s license, firearm qualified, related certifications required

ALTERNATE JOB TITLES

- None listed

COMPENSATION

- $$$$$
Police Chiefs are responsible for managing the Public Transportation police force, developing and implementing policy, strategic plans, and emergency management protocols. They communicate with Lieutenants to review and monitor departmental performance, to manage community and passenger relations and any complaints, and to provide guidance and leadership. They work with all departments to ensure the safety of passengers and workers. They take command in emergency situations, and may communicate any necessary security and safety information to Public Transportation customers. This also requires maintaining a working partnership with local, county, state, and federal authorities, both public and private.

**Priority Knowledge, Skills, and Abilities**

- Thorough knowledge of local, state, federal, and agency policies and procedures and 10 or more years of experience in policing
- Supervisory/managerial, communication, budgeting, strategic planning, problem-solving, management, and negotiation skills
- Analytical, community relations, and public speaking skills
- Coordination with local law enforcement, developing strategic plans to prevent terrorism

**Education and Certifications**

- BA degree, MA preferred
- Valid driver’s license, firearm qualified, related certifications required

**Alternate Job Titles**

- Chief of Police

**Compensation**

- $$$$$
Job Group Description

There are many types of training provided by Public Transportation agencies to their workers, but one of the most important is the safety and operations training offered to frontline Vehicle Operations staff. From training provided in controlled environments, to road tests and evaluations, these workers do the assessment and training needed to ensure Public Transportation agencies operate safely and effectively. This Job Group includes Technical Operations Trainers and Technical Training Supervisors. Higher-level positions are discussed in the Human Resources Job Group, located in the Central Services & Administration Functional Area.

Technical Operations Training workers are required to work in both an office and classroom environment, as well as out in the field with Vehicle Operations workers. They work primarily at a desk in front of a computer to complete scheduling and employee tracking tasks, but are also required to be in front of a classroom. They must interact heavily with both staff and supervisors, and must have the ability to make presentations to either large or small audiences.

These workers are also in the garage or in the field to test employees, where they may be exposed to weather, fumes, and traffic conditions. They may also be required to demonstrate specific skills, which may require physical exertion, and possibly carrying or moving up to 50 pounds. Typically, they have a standard weekly schedule, but may be required to extend work hours to accommodate trainings for workers on split shifts or evening shifts.
Overview of Technical Operations Training Occupations

**FRONLINE WORKERS**
- Technical Operations Trainer

**SUPERVISORS/ SENIOR TECHNICIANS**
- Technical Training Supervisor

**MANAGERS/ SUPERINTENDENTS**
- Positions at this level are found in Central Services, Human Resources
Technical Operations Trainer

Technical Operations Trainers acquaint new Vehicle Operations workers with both internal agency policies and external regulations. These workers train new operators on proper inspection and safe operation of vehicles and water craft, evaluate operator skills for job promotions and state or federal certifications, increase operator proficiency, ensure training records are maintained, and administer appropriate tests. They also conduct refresher training courses and sometimes work with simulations.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of vehicle or vessel operations policies and procedures
- Ten years of operator experience preferred
- Oral and written communication, organizational, planning, record-keeping, and training skills

**EDUCATION AND CERTIFICATIONS**

- High school diploma or GED, plus extensive experience
- Relevant licenses and certifications based on Job Group

**ALTERNATE JOB TITLES**

- Technical Training Specialist

**COMPENSATION**

- $5 – $55

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Technical Training Supervisor

Technical Training Supervisors plan, direct, and coordinate training and development activities for the Public Transportation agency. These workers must be aware of any changes to the operational responsibilities of workers and be able to provide relevant training in a timely way.

PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

- Knowledge of Public Transportation training needs and procedures
- Three to five years of Public Transportation training experience
- Supervisory, planning, research, training, and oral and written communication skills
- Ability to speak to varying audiences

EDUCATION AND CERTIFICATIONS

- High school diploma or GED, BA preferred
- Relevant licenses and certifications based on Job Group

ALTERNATE JOB TITLES

- Training Supervisor

COMPENSATION

- $$ – $$$$
VEHICLE MAINTENANCE
Functional Area #2

Much smaller in number but still the second largest area of work in Public Transportation next to Vehicle Operations, Vehicle Maintenance accounts for 2 out of 10 jobs (19% or nearly 48,000 jobs) in the country’s large, urban public transit agencies (National Transit Database, 2008). These types of workers are also employed at smaller agencies and at other types of Public Transportation workplaces. Workers in Vehicle Maintenance are responsible for keeping the vehicles operated by Public Transportation organizations in good working condition. This Functional Area includes Job Groups focused on cleaning, servicing, maintaining, repairing, and inspecting a variety of vehicles. Also included are workers who oversee the inventory of parts and tools needed to keep vehicles operational, those focused on maintaining and improving the efficiency and function of transportation systems, and, as in other Functional Areas, individuals who provide technical operations training to all of these workers.

Maintenance workers keep similar hours to workers in the Vehicle Operations Functional Area in order to keep the fleet moving when breakdowns occur. Strong technical ability and mechanical skills are needed to work in Vehicle Maintenance. Much of the necessary training is provided on the job, but vocational training in diesel engine repair can be helpful for jobs in the Vehicle Maintenance and Repair Job Group. Occupations within this area often require strong physical stamina as well as strength, possibly requiring workers to lift or shift weights between 50 and 100 pounds. They must work in garages and in the field regardless of weather conditions, and in many cases will be required to pass criminal background checks and drug tests. Vehicle Maintenance shops often work in three shifts (covering all 24 hours) in order for vehicles to be worked on when they are not in service. Workers in this area may also face exposure to dirt, and fumes, and may be required to work with chemicals. However, these workers also increasingly work with computers to perform complex diagnostics, inventory control, and other tasks. Finally, some jobs in this area may be considered “green jobs” at employers where biofuel and other green products are being used to decrease the carbon footprint of many types of vehicles. Vehicle Maintenance workers work most directly with these technologies.

Many of the workers in this area also belong to unions. Examples of unions active in Vehicle Maintenance include the Amalgamated Transit Union, the Service Employees International Union, the Brotherhood of Railroad Signalmen, and the American Federation of State, County, and Municipal Employees.

Summary of Job Groups

8. Vehicle Cleaning & Servicing
9. Vehicle Maintenance & Repair
10. Vehicle Inspection
11. Inventory Control
12. Systems Engineering
13. Technical Operations Training
Job Group Description

The first impression customers get of a Public Transportation organization often comes in the form of the vehicle they ride. Workers in Vehicle Cleaning & Servicing are important preservers of the organization’s public image, providing a vital maintenance service that ensures continued safe and smooth operation of vehicles. Occupations in this Job Group include Vehicle Cleaners, Hostlers, Vehicle Fuelers, and Maintenance Supervisors. These workers clean vehicles and provide the routine services needed to keep equipment functioning properly.

At larger Public Transportation organizations, Vehicle Cleaning & Servicing is likely a 24/7 operation; however, smaller employers may have more limited shifts for workers in this Job Group. These workers are often required to be able to carry/lift up to 50 pounds, drive, walk, stand for extended periods of time, bend, and reach. These workers generally work in a garage setting and are exposed to noise, grease, oil, chemicals, and fumes. Some may work outdoors, as well, facing varied weather conditions.

Supervisors may work in both a garage and office environment. They are likely to have shifts similar to frontline workers in this Job Group; however, their work tends to require more communication, planning, computer work, and tracking than physical exertion. However, this will vary based on the size of the Public Transportation organization.
Overview of Vehicle Cleaning & Servicing Occupations

**FRONTLINE WORKERS**
- Vehicle Cleaner
- Hostler
- Vehicle Fueler

**SUPERVISORS/ SENIOR TECHNICIANS**
- Maintenance Supervisor

**MANAGERS/ SUPERINTENDENTS**
- Vehicle Maintenance Manager and Superintendent listed under Vehicle Maintenance & Repair Job Group
Vehicle Cleaner

Vehicle Cleaners ensure that vehicles (buses, trains, boats) meet Public Transportation standards for sanitation, safety, and appearance. Tasks include mixing and applying cleaning solutions, disposing of waste materials, and use of cleaning equipment. These workers must be able to stand for long periods of time, and perform tasks such as vacuuming, polishing floors, and cleaning windows. These workers can advance to other positions through internal training programs. Training might also be provided in such areas as handling of hazardous materials.

**Priority Knowledge, Skills, and Abilities**
- Detail oriented
- Basic mechanical ability
- Problem-solving and communication skills

**Education and Certifications**
- High school diploma or GED preferred

**Alternate Job Titles**
- None listed

**Compensation**
- $
Hostler

Hostlers, conducting basic labor, move vehicles to and from Vehicle Maintenance facilities for repairs or cleaning, or return the vehicle into use by Operators. Often seen in rail yards moving cars within the yard, Hostlers may also move buses and other vehicles within or between maintenance facilities. This job may include other tasks to support cleaners, fuelers, or maintainers. This entry-level position can lead to advancement through internal training programs.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of policies and procedures related to cleaning of vehicles
- Good physical condition
- Driving ability
- Communication and problem-solving skills

**EDUCATION AND CERTIFICATIONS**

- High school diploma or GED preferred
- Valid driver’s license

**ALTERNATE JOB TITLES**

- Laborer

**COMPENSATION**

- $ – $$
Vehicle Fueler

Vehicle Fuelers perform the routine services necessary for buses, trains, and other vehicles to run safely and efficiently. From filling fluids to changing oil or lubricating parts, these workers focus on vehicle mechanical systems.

**Priority Knowledge, Skills, and Abilities**
- Detail oriented
- Communication and problem-solving skills
- Computer and record-keeping skills to track service data for vehicles

**Education and Certifications**
- High school diploma or GED preferred
- Valid driver’s license

**Alternate Job Titles**
- Servicer

**Compensation**
- $
Maintenance Supervisor

Maintenance Supervisors lead repair and maintenance team members, direct work schedules, prioritize projects, and may be responsible for mentorship. The Maintenance Supervisor is responsible for ensuring all work is completed correctly and within appropriate time frames. They may be required to lead team meetings and report overall team performance to management.

**Priorities, Knowledge, Skills, and Abilities**

- Two or more years of experience in Vehicle Maintenance and Repair
- Supervisory/managerial, contract administration, report writing, and problem-solving skills
- Written and verbal communication skills

**Education and Certifications**

- High school diploma or GED
- Vocational school training preferred
- Valid driver’s license

**Alternate Job Titles**

- Foreman/Frontline Supervisor

**Compensation**

- $$$ – $$$$$$
VEHICLE MAINTENANCE
Vehicle Maintenance & Repair (Job Group #9)

Job Group Description

Workers in Vehicle Maintenance & Repair do the tasks that most people think about first in relation to the Vehicle Maintenance Functional Area. They perform diagnostic checks using computers and specialized software, replace worn or broken parts, and make other repairs as needed. Occupations in this Job Group include Maintenance Helpers, Painters, Maintenance Technicians, Automotive Body Repairers, Diesel Engine Specialists, HVAC Technicians, Vehicle Maintenance Managers, and Vehicle Maintenance Superintendents.

Workers may start out in Vehicle Cleaning & Servicing or other areas, but many start as entry-level Vehicle Maintenance & Repair workers and progressively move through the ranks to positions of more expertise and authority by participating in on-the-job technical training. Work in this area requires mechanical ability, problem-solving skills, the ability to read and understand complex instructions, and technical skills related to the job at hand. Some frontline and technical positions require moderate physical strength to manipulate tools and equipment, as well as computer skills needed to operate diagnostic software and other relevant programs. Most work 40 hours a week; however, they must be willing to work weekends or extra hours when necessary.

The body shop environment exposes workers to loud noises and fumes, though most shops are well ventilated. Workers may need to assume cramped or awkward positions to do their work. There is also the potential for injuries, though these may often be avoided by maintaining protocols and strictly observing safety practices.

Managers and Superintendents may spend more of their time in an office environment, but frequent visits to the maintenance shop are essential to understanding the needs and operations of this Job Group. These senior workers often work a more traditional nine-to-five workweek, or eight-to-four schedule.
Overview of Vehicle Maintenance & Repair Occupations

**FRONTLINE WORKERS**
- Maintenance Helper
- Painter
- Maintenance Technician

**SUPERVISORS/ SENIOR TECHNICIANS**
- Automotive Body Repairer
- Diesel Engine Specialist
- HVAC Technician

**MANAGERS/ SUPERINTENDENTS**
- Vehicle Maintenance Manager
- Vehicle Maintenance Superintendent
# Maintenance Helper

Maintenance Helpers assist their supervisors with whatever needs to be done to maintain vehicles. Responsibilities can include transporting tools, making sure all equipment is working properly, and keeping the work environment clean and organized.

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<th>PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES</th>
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<td>• Some prior experience with Vehicle Maintenance preferred</td>
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**VEHICLE MAINTENANCE**

Vehicle Maintenance & Repair (Job Group #9)

**FRONTLINE WORKERS**
**VEHICLE MAINTENANCE**
*Vehicle Maintenance & Repair (Job Group #9)*

**FRONTLINE WORKERS**

**Painter**

Painters maintain the exterior and interior of facilities, equipment, furniture, parking lots, and vehicles. They apply primer, paint, and protective coatings or sealants to ensure that surfaces appear clean and neat and remain in good condition. These workers use hand and power tools, climb ladders, work with paints and chemicals, use stencils and templates, and use safety equipment and procedures (to protect themselves, co-workers, and customers).

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Detail oriented
- Communication, problem-solving, and record-keeping skills
- Ability to follow safety procedures, including use of safety rigging, cones, and signs to protect customers and other workers

**EDUCATION AND CERTIFICATIONS**

- Painting apprenticeship completion, with training in use of painting equipment
- Valid driver’s license

**ALTERNATE JOB TITLES**

- None listed

**COMPENSATION**

- $$ – $$$$

**Moving**
Maintenance Technician

Maintenance Technicians use computerized diagnostic systems to identify problems, then put their mechanical and electrical skills to work repairing engines and electronic systems on increasingly complex buses, trains, and other vehicles. They are responsible for both preventive and emergency maintenance, and some may be required to be on call to respond to emergencies. Training is generally provided on the job.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Two years of directly related work experience
- Mechanical, electrical, troubleshooting, communication, record-keeping, and computer skills

**EDUCATION AND CERTIFICATIONS**

- High school diploma or GED, vocational school training preferred
- Automotive certification, valid driver’s license

**ALTERNATE JOB TITLES**

- None listed

**COMPENSATION**

- $ – $$$
Automotive Body Repairer

Automotive Body Repairers make basic structural repairs to vehicles. They ensure that any damage to a vehicle’s exterior is repaired or replaced quickly to ensure good working order and appearance. Much of the training for these positions is learned on the job, including use of hand and power tools and blowtorches.

### PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

- Three to four years of relevant experience
- Detail oriented
- Communication, troubleshooting, record-keeping, and computer skills

### EDUCATION AND CERTIFICATIONS

- High school diploma or GED, AA preferred
- Certification by the National Institute for ASE is optional but preferred

### ALTERNATE JOB TITLES

- None listed

### COMPENSATION

- $5 – $$$
Diesel Engine Specialist

Diesel Engine Specialists ensure the safe and efficient functioning of diesel-propelled buses, trucks, shuttles, and other vehicles. They inspect vehicles and diagnose problems, repair or replace parts, and conduct basic maintenance such as oil changes and replenishing fluids.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Three to four years of relevant experience, training in automobile repair, with special focus on diesel engines
- Mechanical, math, record-keeping, trouble-shooting, and communication skills, ability to use computerized diagnostic equipment

**EDUCATION AND CERTIFICATIONS**

- High school diploma, GED, AA, or coursework preferred
- Valid driver’s license, certification by ASE is helpful

**ALTERNATE JOB TITLES**

- None listed

**COMPENSATION**

- $$ – $$$$
HVAC Technician

HVAC Technicians are involved with the installation, maintenance, and possibly design of heating, ventilation, and air conditioning units or systems. Some workers specialize in one of these fields, while others may perform all of the tasks.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**
- Experience as a journey-level HVAC Technician preferred
- Strong technical, communication, prioritization, and record-keeping skills

**EDUCATION AND CERTIFICATIONS**
- High school diploma or GED preferred
- Two or more years of certified technical HVAC training, valid driver's license

**ALTERNATE JOB TITLES**
- None listed

**COMPENSATION**
- $$ – $$ $$
Vehicle Maintenance Manager

Vehicle Maintenance Managers provide day-to-day supervision of the tasks of vehicle repair, cleaning and servicing, and inspection workers. Vehicle Maintenance Managers may also train staff and organize schedules, and must be up to date on the maintenance requirements of all vehicle types their workers repair. These workers must also communicate frequently with Inventory Control workers and Superintendents.

**Priorities, Knowledge, Skills, and Abilities**
- Five to seven years of related experience
- Supervisory, training, computer, and communication skills

**Education and Certifications**
- High school diploma or GED, vocational school training preferred
- Valid driver’s license

**Alternate Job Titles**
- None listed

**Compensation**
- $$$ – $$$$$

MANAGERS/SUPERINTENDENTS
Vehicle Maintenance Superintendent

Vehicle Maintenance Superintendents serve as a liaison between direct hiring managers and division and department leadership. They develop and implement policies and oversee day-to-day operations. They are responsible for monitoring programs and policies, tracking performance, and providing written evaluations for senior staff. These workers have some budgeting responsibilities, and likely communicate with union representatives. In some organizations, this position may reside within Central Services & Administration, depending upon the degree to which the organization is centralized or decentralized.

**Priority Knowledge, Skills, and Abilities**
- Strong understanding of policies and procedures related to the Public Transportation department
- Two to four years of managerial or industry experience
- Oral and written communication and managerial skills

**Education and Certifications**
- High school diploma or GED required, BA preferred
- Extensive training in Vehicle Maintenance and Repair
- Valid driver’s license

**Alternate Job Titles**
- None listed

**Compensation**
- $$$$$
Job Group Description

Workers in the Vehicle Inspection Job Group are the final check on passenger safety. Occupations in this Job Group include Vehicle Inspectors and Vehicle Inspection Supervisors. These workers have a thorough working knowledge of the mechanics of the vehicles they are inspecting and are charged with ensuring that vehicles and systems are fully operational and in compliance with safety standards.

These workers inspect the work performed by maintenance workers. They also examine the conditions under which vehicle operators drive their buses, trains, and other vehicles, paying close attention to conditions that may compromise safety and other mechanical concerns.

Many of these workers must occasionally be able to lift up to 100 pounds, and will frequently be asked to lift 25 pounds. They may face exposure to weather, fumes, and dust, and must physically be able to handle heavy standing, walking, and reaching. Workers generally work a 40-hour workweek, but shifts may include nights and weekends, especially for new workers, since inspections must occur in tandem with operations and vehicles are more available to be worked on after service to the public has ended.
Overview of Vehicle Inspection Occupations

**FRONTLINE WORKERS**

Vehicle Inspector

**SUPERVISORS/SENIOR TECHNICIANS**

Vehicle Inspection Supervisor

**MANAGERS/SUPERINTENDENTS**

Vehicle Maintenance Manager and Superintendent listed under Vehicle Maintenance & Repair Job Group
**Vehicle Inspector**

Vehicle Inspectors look for problems on Public Transportation vehicles that can affect performance and safety. Inspectors recommend corrective actions and follow up to ensure that problems are rectified and documented and that regular maintenance is done properly. Depending upon the size of the organization, these workers may make small repairs or adjustments as needed.

**Priorities, Knowledge, Skills, and Abilities**

- Two to four years of Vehicle Maintenance experience
- Mechanical, problem-solving, record-keeping, and communication skills
- Detail oriented

**Education and Certifications**

- High school diploma or GED, vocational training, ASE training or AA preferred
- Valid driver’s license

**Alternate Job Titles**

- Train Car Inspector

**Compensation**

- $$ – $$ $$
Vehicle Inspection Supervisor

Vehicle Inspection Supervisors oversee the work of inspectors, schedule inspections, and interact with Vehicle Maintenance Managers and Superintendents. They also assist in developing policy and training plans for inspectors. They may be required to assist in creating budgets, organizing schedules, and responsible for mentorship of team members.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Three to five years of inspection or vehicle repair experience
- Management, written and oral communications, computer, problem-solving, record-keeping, and budgeting skills

**EDUCATION AND CERTIFICATIONS**

- High school diploma or GED, vocational training, ASE training or AA preferred
- Valid driver’s license

**ALTERNATE JOB TITLES**

- None listed

**COMPENSATION**

- $$$ – $$$$$
Job Group Description

Workers in this area keep tabs on vehicle equipment and the tools needed to repair, clean, service, and inspect vehicles. Occupations in this Job Group include Stock Laborers, Parts Clerks, and Inventory Control Specialists.

In addition to ordering materials, these individuals assign tools to workers and monitor the use of key tools and supplies. They must have solid computer and monitoring skills, although training may be provided on the job. Effective control of the inventory of parts and tools is critical to ensuring workers have the items they need to keep vehicles moving on time, as well as to keeping inventory costs low. Some organizations are beginning to outsource this work to inventory solutions companies.

These individuals often work a 40-hour workweek in an office setting with computers; however, they may also work part of their shift in a warehouse environment, and could be exposed to noise, dirt, and fumes from vehicles. Some workers may be needed to staff weekend and night shifts. Workers must be able to walk, stand, and sit for long periods of time and may be required to be able to lift up to 50 pounds.
Overview of Inventory Control Occupations

**FRONTLINE WORKERS**
- Stock Laborer
- Parts Clerk

**SUPERVISORS/SENIOR TECHNICIANS**
- Inventory Control Specialist

**MANAGERS/SUPERINTENDENTS**
- Vehicle Maintenance Manager and Superintendent listed under Vehicle Maintenance & Repair Job Group
Stock Laborer

Stock Laborers ensure that parts and tools are accounted for in their department, stocked, and ready to use. They assist Parts Clerks with stocking, inventory, and maintaining of equipment logs.

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<td>• Communication, organizational, and problem-solving skills</td>
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<td>• Record-keeping and computer skills, with ability to use electronic inventory equipment</td>
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Parts Clerk

Parts Clerks use computers to track parts and supply inventories. They provide vehicle repair workers and others with tools and supplies and unpack and organize deliveries. They may drive a vehicle or forklift.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- One to two years of parts experience
- Communication, organizational, computer, and record-keeping skills
- Detail oriented
- May need a license or training to operate a forklift or other vehicle

**EDUCATION AND CERTIFICATIONS**

- High school diploma or GED
- Valid driver’s license may be preferred

**ALTERNATE JOB TITLES**

- Store Clerk and Order Filler, Office Clerk

**COMPENSATION**

- $ – $$
Inventory Control Specialist

Inventory Control Specialists organize the tracking of Public Transportation supplies, equipment, tools, and vehicles. They determine the correct amount of supplies to order and may do so through increasingly sophisticated analysis and e-business applications. Depending upon the size of the organization, these workers may be required to negotiate with vendors or evaluate contracts.

**Priorities, Knowledge, Skills, and Abilities**
- Three to five years of parts experience
- Computer, record-keeping, organizational, analytical, math, negotiating, and communication skills
- Detail oriented

**Education and Certifications**
- High school diploma or GED, AA preferred
- Certified Production Inventory Manager Certification helpful

**Alternate Job Titles**
- Inventory Analysis and Control Specialist

**Compensation**
- $ – $$$
Job Group Description

Workers in Systems Engineering see the big picture. These individuals think about how to improve the functioning and efficiency of Public Transportation equipment, vehicles, and entire systems. Occupations within this Job Group include Systems Engineers and Senior Systems Engineers. Managers and Superintendents are included under the Vehicle Maintenance & Repair Job Group.

These jobs are most often found in larger, complex Public Transportation organizations, though even smaller systems may hire workers or contractors to perform some of these duties. These jobs require a college degree in Engineering or a related field, as well as experience with transit systems and other certifications, as required.

Although their working conditions are more similar to Central Services & Administration personnel, these occupations are placed within Vehicle Maintenance as the work is intimately tied to the functioning of frontline systems. Typically, these individuals work in an office environment, although they occasionally may visit sites. Often they work typical business hours on a Monday through Friday schedule.
Overview of Systems Engineering Occupations

FRONTLINE WORKERS

Systems Engineer

SUPERVISORS/ SENIOR TECHNICIANS

Senior Systems Engineer

MANAGERS/ SUPERINTENDENTS

Vehicle Maintenance Manager and Superintendent listed under Vehicle Maintenance & Repair Job Group
Systems Engineer

Systems Engineers look at Public Transportation systems as a whole, mindful of the parts that work together to affect service. They perform complex analyses of IT systems, transportation infrastructure, energy use, fleet operations, and other factors affecting service, including forecasting and risk analysis. Systems Engineers are important for planning large service, equipment, and infrastructure changes, and for monitoring the overall workings of the system on an ongoing basis.

**Priority Knowledge, Skills, and Abilities**

- Understanding of Public Transportation system policies and procedures and relevant laws and regulations
- Management, organizational, communication, analytical, planning, and math skills
- IT and computer skills necessary, and extensive experience in transportation systems

**Education and Certifications**

- BS or BA in engineering or related field
- Certified Systems Engineering Professional (CSEP) may be required

**Alternate Job Titles**

- Transportation Engineer

**Compensation**

- $$$ – $$$$$
Senior Systems Engineer

Senior Systems Engineers supervise the development of engineering plans for Public Transportation systems in collaboration with a team of Systems Engineers. Senior Systems Engineers are experienced, educated professionals who guide Public Transportation managers in making upgrades to services. These workers may organize contracted services through vendors and manage the completion of new projects. They may be required to train other Systems Engineers, and complete budgeting and strategic planning tasks.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of Public Transportation system policies and procedures and relevant laws and regulations
- Five to seven years of experience
- Supervisory, oral and written communication, analytical, and problem-solving skills

**EDUCATION AND CERTIFICATIONS**

- BA in related field
- MA preferred

**ALTERNATE JOB TITLES**

- Senior Transportation Engineer

**COMPENSATION**

- $$ – $$$$$
Job Group Description

Technical Operations Training in Vehicle Maintenance is conducted by expert, incumbent Vehicle Maintenance staff. Generally, workers in these positions have excelled in one area or another of Vehicle Maintenance, and have then been promoted to a training opportunity. There are many types of training provided by Public Transportation organizations to their workers, but the most common and most critical is the training that experienced team members provide to their new workers, or incumbent workers seeking new skills. This training will occur primarily in a garage setting, although some training may be conducted in a classroom or simulation environment.

These workers are required to work both in the field and in the office. While they commonly have a standard business schedule, they may need to make themselves available to extend work hours to accommodate training for workers on varying shifts. They will spend time directly showing workers how to physically complete tasks, and may test workers in the field, but they will also work at a desk in front of a computer to complete scheduling and employee tracking tasks. These workers interact with both supervisors and staff on a daily basis, and may be required to make presentations to both small and large audiences. Important skills include strong technical abilities and strong oral and written communication skills.

When training workers in the field, they may be exposed to weather, fumes, and traffic conditions. They may also be required to demonstrate specific skills that may require physical exertion.
Overview of Technical Operations Training Occupations

**FRONTLINE WORKERS**
- Technical Operations Trainer

**SUPERVISORS/ SENIOR TECHNICIANS**
- Technical Training Supervisor

**MANAGERS/ SUPERINTENDENTS**
- Positions at this level are found in Central Services, Human Resources
Technical Operations Trainer

Technical Operations Trainers work with Vehicle Maintenance Supervisors, Managers, and Superintendents to ensure that both new and incumbent workers get the hands-on training required to be successful in their positions. They conduct hands-on instructional sessions, must ensure that training records are maintained, and must administer appropriate tests. They may also conduct periodic refresher training courses.

PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

- Understanding of maintenance policies and procedures
- Ten years of operator experience preferred
- Oral and written communication, organizational, planning, record-keeping, and training skills

EDUCATION AND CERTIFICATIONS

- High school diploma or GED, plus extensive experience
- Relevant licenses and certifications

ALTERNATE JOB TITLES

- Training or Safety Specialist

COMPENSATION

- $5 – $8$
Technical Training Supervisor

Technical Training Supervisors are tasked with coordinating and directing a plan for the Job Groups within Vehicle Maintenance to ensure all workers are properly trained to perform their duties, and ensure the efficiency and effectiveness of their teams. They must ensure that Technical Operations Trainers are able to provide relevant training in a timely manner. They may be responsible for scheduling, budgeting, and planning tasks, along with supervision of Trainers.

**Priority Knowledge, Skills, and Abilities**

- Knowledge of Public Transportation training needs and procedures
- Three to five years of Public Transportation training experience
- Supervisory, planning, research, training, and oral and written communication skills
- Ability to speak to varying audiences

**Education and Certifications**

- High school diploma or GED, BA preferred
- Relevant licenses and certifications based on Job Group

**Alternate Job Titles**

- Safety Specialist, Training Coordinator

**Compensation**

- $$$ – $$$$$
The Facilities, Track, & Road Maintenance Functional Area accounts for just over 1 in 10 jobs (11% or nearly 29,000 jobs) in large public transit agencies located in urban areas (National Transit Database, 2008). More of these jobs may also be found at smaller public agencies and at other types of Public Transportation employers. Workers in this Functional Area maintain the facilities and other equipment Public Transportation agencies own. Workers in the Building, Facilities, Maintenance, & Repair Job Group maintain rail and bus stations and address physical plant issues ranging from elevator repairs to HVAC system adjustments and janitorial services. This Functional Area also includes the Track/Signal/Road Inspection & Maintenance Job Group, which is comprised of workers who ensure that the infrastructure—the tracks and signals—for railroads and other modes of transportation is working properly. As with the two previous Functional Areas, this group maintains its own Technical Operations Training Job Group to provide hands-on training to frontline personnel.

These workers are often required to keep similar hours to workers in Vehicle Operations in order to keep tracks and roadways clear, and facilities in good physical condition. Mechanical skills and technical abilities are needed for many of the occupations in Facilities, Track, & Road Maintenance. Much training is provided on the job, but vocational training and college education may be required depending upon the position. Occupations within this area may require strong physical stamina as well as strength, possibly requiring workers to lift or shift heavy weight. They may work in buildings or in the field, and must work regardless of inclement weather. Many of these workers are required to pass criminal background checks and drug tests. Workers in this area may also face exposure to dirt and fumes, and may be required to work with toxic chemicals. Increasingly, these workers use technology to diagnose equipment problems and perform other tasks. This is also a prime area for “green jobs” to develop as a growing number of Public Transportation employers switch to using green cleaning products and energy efficient equipment and tools.

Facilities, Track, & Road Maintenance workers may also belong to unions. Examples of unions in this Functional Area include the Amalgamated Transit Union; the Service Employees International Union; the International Brotherhood of Electrical Workers; and the American Federation of State, County, and Municipal Employees.
Job Group Description

Building, Facilities, Maintenance, & Repair workers fix and maintain the buildings and other facilities owned by Public Transportation agencies and the varied types of equipment they hold. Occupations in this Job Group include Grounds Workers, Janitors/Cleaners, Maintenance Helpers, Locksmiths, Shop Welders, Shop Machinists, Electrical/Electronic Repairpersons, Escalator/Elevator Specialists, Structure Inspectors, Facilities Maintenance Supervisors, Facilities Maintenance Managers, and Building, Facilities, Maintenance, & Repair Superintendents.

Duties range from traditional building maintenance work to specialized work on Public Transportation agency signs, fare machines, and other equipment. Workers may operate heavy machinery or motor vehicles, for which they must have appropriate training with regard to safety precautions in the workplace. These workers may be required to work regular or split shifts, and may work evenings, weekends, or holidays on a rotating 24/7 schedule. They must be in relatively good physical condition, and have the ability to lift or move objects over 100 pounds.

Maintenance personnel may have the opportunity to work outside, or in a garage rather than an office, and therefore may be exposed to varying temperatures and chemicals. Their work is often physical in nature, and they must be able to stand and exert themselves physically for extended periods of time.
Overview of Building, Facilities, Maintenance, & Repair Occupations

**FRONTLINE WORKERS**
- Grounds Worker
- Janitor/Cleaner
- Maintenance Helper
- Locksmith
- Shop Welder
- Shop Machinist

**SUPERVISORS/SENIOR TECHNICIANS**
- Electrical/Electronics Repairperson
- Structure Inspector
- Escalator/Elevator Specialist
- Facilities Maintenance Supervisor

**MANAGERS/SUPERINTENDENTS**
- Facilities Maintenance Manager
- Building, Facilities, Maintenance, & Repair Superintendent
Grounds Worker

Grounds Workers maintain landscaped areas on Public Transportation properties. Tasks include mowing of lawns, planting and possibly landscape work, cleaning up leaves or debris, watering of plants and lawn areas, and fertilizing. They may deal with chemical herbicides.

PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

- Basic understanding of policies and procedures for grounds maintenance
- Three years of gardening and grounds maintenance experience
- Physical ability to do manual labor outdoors and be on feet most of the day
- Knowledge of gardening tools

EDUCATION AND CERTIFICATIONS

- High school diploma or GED preferred
- Valid driver’s license

ALTERNATE JOB TITLES

- None listed

COMPENSATION

- $
Janitor/Cleaner

Janitors and Cleaners keep Public Transportation facilities clean. They clean windows, restrooms, furniture, floors, equipment, and walls. They also empty trash, report need for repairs, and make sure doors are locked and equipment is unplugged. They may be responsible for mixing their own cleaning fluids and keeping inventory of cleaning supplies. They may need training for appropriate disposal of hazardous materials.

**Priority Knowledge, Skills, and Abilities**
- Understanding of cleaning methods for Public Transportation facilities
- Familiarity with procedures for safe and efficient use of cleaning chemicals and equipment
- Communication, problem-solving, and record-keeping skills

**Education and Certifications**
- High school diploma or GED preferred

**Alternate Job Titles**
- Building Maintenance Laborer

**Compensation**
- $
Maintenance Helper

Maintenance Helpers observe and help with minor maintenance tasks at Public Transportation facilities and gradually learn each of the duties associated with the position. Tasks may include organizing or gathering tools, making small repairs, or checking equipment, as needed.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Basic understanding of policies and procedures related to maintenance of facilities
- Detail oriented
- Physical ability to do manual tasks and lift up to 50 pounds

**EDUCATION AND CERTIFICATIONS**

- High school diploma or GED
- Vocational training in related area preferred

**ALTERNATE JOB TITLES**

- Junior Maintenance Worker, Buildings Worker

**COMPENSATION**

- $ – $$
Locksmith

Locksmiths are responsible for all aspects of locks, deadbolts, doorknobs, and related security hardware on the Public Transportation property. They repair and maintain these devices, issue keys and track their use, and maintain inventories.

**Priorities, Knowledge, Skills, and Abilities**
- One year of journeyman-level experience in the installation, repair, and maintenance of locks and security hardware, including work with master keying systems
- Written and oral communication, record-keeping, problem-solving, and customer service skills
- Apprenticeship or technical training in locksmithing

**Education and Certifications**
- High school diploma or GED
- Valid driver’s license and bondable

**Alternate Job Titles**
- None listed

**Compensation**
- $ – $$$
Shop Welder

Shop Welders perform welding tasks necessary to maintain and repair Public Transportation equipment, structures, tools, and vehicles. They assemble, maintain, or replace welded metal joints or plates for vehicles, machinery, or sheet metal for platforms. These workers operate hand tools, power tools, and torches. Safety—for themselves, co-workers, and customers—is a priority. They may also use computerized equipment, particularly for arc welding.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Knowledge of welding and necessary safety procedures
- Detail oriented
- Mechanical skills
- Organizational, communication, problem-solving, and record-keeping skills

**EDUCATION AND CERTIFICATIONS**

- High school diploma or GED, training and apprenticeship
- Valid driver’s license and welder certification

**ALTERNATE JOB TITLES**

- None listed

**COMPENSATION**

- $ – $$$
Shop Machinist

Shop Machinists inspect, maintain, and repair machines used by Facilities Maintenance personnel. These machines may be used at various locations. They may work independently in the field or under direct supervision at a facility workshop.

PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

- One year of journeyman-level experience in machining and metal working
- Precision machining, metal working and mechanical, communication, and organizational skills
- Troubleshooting and prioritization skills
- Ability to operate computer-controlled equipment

EDUCATION AND CERTIFICATIONS

- Millwright or machinist apprenticeship completion
- Valid driver’s license and good driving record

ALTERNATE JOB TITLES

- None listed

COMPENSATION

- $$ – $$$
Electrical/Electronics Repairperson

Electrical/Electronics Repairpersons maintain electronic equipment used in Public Transportation facilities, including electronic schedule boards and signs. They inspect all equipment and fix and charge it when necessary. These workers document work orders and communicate the status of their repairs to other workers. They may also be responsible for acquainting other workers with new electronics installed.

**Priority Knowledge, Skills, and Abilities**
- Two to four years of experience in electronics or electrical repair
- Detail oriented
- Communication and problem-solving skills
- Must be able to do physical labor in tight spaces
- Must occasionally lift heavy objects

**Education and Certification**
- High school diploma or GED
- Vocational training in electronics repair preferred

**Alternate Job Titles**
- Electrician, Electrical Maintenance Technician

**Compensation**
- $$ – $$ $$
Escalator/Elevator Specialist

Escalator/Elevator Specialists maintain, install, test, alter, repair, and ensure the safe and efficient functioning of escalators and elevators that are essential in many Public Transportation facilities. They are charged with both the routine inspection and maintenance of equipment, as well as repairs of faulty or damaged equipment. They keep records and prepare reports on equipment.

**Priority Knowledge, Skills, and Abilities**
- One year of journeyman-level experience
- Mechanical ability and knowledge of electronic equipment, hydraulics, and electrical components needed to install and repair escalators and elevators
- Communication, problem-solving, and record-keeping skills
- Detail oriented

**Education and Certifications**
- High school diploma or GED, training and apprenticeship in escalator/elevator repair
- Valid driver’s license

**Alternate Job Titles**
- None listed

**Compensation**
- $$$ – $$$$$
Structure Inspector

Structure inspectors ensure that all Public Transportation structures (which may include bridges, garages, shop facilities, offices, storage buildings, and/or stations) are structurally sound. These workers perform routine inspections of facilities, document the status of structures, report needed repairs, and track follow-up actions.

**Priority Knowledge, Skills, and Abilities**

- Three years of experience in structural maintenance or heavy concrete/steel construction, with special knowledge of steel and concrete structures and surveying
- Written and oral communication, organizational, planning, record-keeping, and problem-solving skills
- Detail oriented
- Self motivated

**Education and Certifications**

- High school diploma or GED
- Vocational school or AA in related field preferred

**Alternate Job Titles**

- None listed

**Compensation**

- $$$ – $$$$$
Facilities Maintenance Supervisor

Facilities Maintenance Supervisors oversee the work of Janitors/Cleaners and Maintenance Helpers. This work may include carpentry, heating, electrical, plumbing, painting, and/or air conditioning. They handle workers’ schedules, ensure work is performed properly, keep records, prepare reports, and develop and follow budgets.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Three to five years of directly related trade experience at journeyman level
- Supervisory experience in facilities management or building operations management preferred
- Communication, record-keeping, budgeting, computer, and problem-solving skills
- Detail oriented
- Ability to work with a varied staff

**EDUCATION AND CERTIFICATIONS**

- High school diploma or GED
- Vocational school or AA preferred
- Valid driver’s license

**ALTERNATE JOB TITLES**

- Maintenance Assistant Manager

**COMPENSATION**

- $ – $$
Facilities Maintenance Manager

Facilities Maintenance Managers are in charge of all workers, contracted personnel, and tasks that occur in the Facilities Maintenance area. These workers establish and revise policies and communicate about maintenance issues with other managers inside and outside of the department. They may also have budgetary, scheduling, and strategic planning responsibilities.

**Priorities, Knowledge, Skills, and Abilities**
- Five to seven years of experience in Facilities Maintenance, including at a supervisory level
- Supervisory, organizational, customer service, public relations, problem-solving, record-keeping, budgeting, and communication skills

**Education and Certifications**
- High school diploma or GED
- Vocational school or AA strongly preferred
- BA in related field preferred for promotion

**Alternate Job Titles**
- Maintenance Manager

**Compensation**
- $$$$$
Superintendents communicate directly with both Senior Managers and Supervisors within this Job Group. They track the success of this Job Group in meeting the goals and policies set by Central Services & Administration, and report their findings to the management team. They are responsible for providing evaluations of the programs and policies they are monitoring. They may directly supervise one or more employees, have some budgeting responsibilities, and work with union representatives. Superintendents appear within this Job Group in decentralized transit agencies; however, if the agency is centralized, this position may reside within Central Services & Administration.

### Priority Knowledge, Skills, and Abilities
- Strong understanding of policies and procedures related to the Public Transportation department
- Two to four years of managerial or industry experience
- Oral and written communication and managerial skills
- Competent in asset management

### Education and Certifications
- High school diploma or GED, BA strongly preferred
- Valid driver’s license, extensive training and prior experience
- Some agencies may require asset management or project management certification

### Alternate Job Titles
- Supervising Manager

### Compensation
- $$ – $$$$$
Job Group Description

Track/Signal/Road System Inspection & Maintenance workers ensure that the infrastructure—the tracks and signals—for railroads and other modes of transportation work properly. They are critical to the safe operation of the Public Transportation industry. Occupations in this Job Group include Tie Gang Laborers, Railroad Signal Maintainers, Crane Operators, Assistant Roadmasters, and Roadmasters.

Mainly concentrated in rail, these jobs involve repairing tracks and signals and ensuring tracks are clear and other equipment is functioning properly. Workers are skilled laborers, often operating large equipment or performing other skilled work. These workers will be trained in appropriate safety procedures for their working environment. They may be assigned to shifts at varying times, as this is typically a 24/7 operation. They may be required to work on holidays and weekends, following schedules similar to workers in Vehicle Operations. Many of these workers must be able to lift up to 100 pounds with a co-worker and/or guide items being moved by crane.

These workers will be frequently asked to exert themselves physically, and must be prepared to work regardless of inclement working conditions. They have the opportunity to work outdoors frequently and may face exposure to weather elements, as well as potentially dangerous chemicals and fumes.
Overview of Track/Signal/Road System Inspection & Maintenance Occupations

**FRONTLINE WORKERS**
- Tie Gang Laborer
- Railroad Signal Maintainer
- Crane Operator

**SUPERVISORS/ SENIOR TECHNICIANS**
- Assistant Roadmaster

**MANAGERS/ SUPERINTENDENTS**
- Roadmaster
Tie Gang Laborer

Tie Gang Laborers maintain and repair railroad tracks and ties. This is challenging work, which is usually done at night after service is finished, and requires significant physical labor and travel within the Public Transportation rail system. Much of the necessary training is completed on the job.

PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

- Previous track maintenance experience preferred
- Physical ability to do manual labor, lift heavy objects, and work in all weather conditions with exposure to dust, dirt, wetness, and other difficult conditions
- Ability to drive and to travel to multiple locations
- Knowledge of tools

EDUCATION AND CERTIFICATIONS

- High school diploma or GED
- Manual trades training is helpful

ALTERNATE JOB TITLES

- Track Serviceperson

COMPENSATION

- $$ – $$$
Railroad Signal Maintainer

Railroad Signal Maintainers closely monitor the signals used within the Public Transportation rail system. Requiring electrical skills, Railroad Signal Maintainers install signals, diagnose problems, and repair, clean, and maintain all traffic/rail signals and electrical switches. These workers can be required to work long shifts in a variety of outdoor weather conditions.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Electrical and mechanical ability
- Occupational training and/or experience in electrical repair required
- Detail oriented
- Communication, problem-solving, and record-keeping skills

**EDUCATION AND CERTIFICATIONS**

- High school diploma or GED
- Some vocational training preferred

**ALTERNATE JOB TITLES**

- Signalman, Switch Operator, Track Signal Repairers

**COMPENSATION**

- $$ – $$
Crane Operator

Crane Operators sit in the cabs of a variety of crane types or possibly in a remote control center. They are responsible for operating the cranes by using the controls, including switches or pedals, although many of the controls are now computerized. There are several types of cranes, including truck mounted, self-propelled, and those that operate on top of towers. Crane Operators are often expected to set up the crane, which requires lifting heavy parts, and then may be asked to lift steel, concrete, or dig and move dirt. They may also be expected to knock down walls while using a wrecking ball.

**Priority Knowledge, Skills, and Abilities**
- Must be in top physical condition, have good hand–eye coordination, and the ability to work as part of a team
- Must be able to simultaneously operate many controls at once and judge spacing correctly

**Education and Certifications**
- High school diploma or GED
- Prior apprenticeship strongly preferred
- Qualifications and licensing vary by state

**Alternate Job Titles**
- None listed

**Compensation**
- $$ – $$$
Assistant Roadmaster

Assistant Roadmasters work on crews that keep the Public Transportation organization’s tracks clear. These workers patrol track areas and clear obstructions. They minimize delays caused by weather or construction and investigate and document accidents. They are responsible for supervising the work of maintenance workers and laborers. These workers coordinate with other crews, particularly Tie Gang crews, to schedule appropriate times for maintenance.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Two years of experience in related work
- Strong physical ability
- Investigative, documentation, and communication skills
- Detail oriented

**EDUCATION AND CERTIFICATIONS**

- High school diploma or GED, BA in related field preferred
- Valid driver’s license

**ALTERNATE JOB TITLES**

- Road/Track Supervisor

**COMPENSATION**

- $$$ – $$$$
Roadmaster

Roadmasters supervise the Public Transportation’s track maintenance personnel to ensure the safety, timeliness, and efficiency of rail transportation. They communicate with their counterparts in neighboring territories. They may be responsible for organizing and scheduling crew, prioritizing work projects, budgeting, planning, and are ultimately responsible for ensuring the safety of track operation and completion of projects within strict deadlines.

**PRIORITIZE KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of policies, regulations, and procedures related to rail track maintenance
- Three years of related track experience
- Previous supervisory experience preferred
- Supervisory, communication, computer, budgeting, record-keeping, and problem-solving skills
- Ability to manage multiple teams in remote locations

**EDUCATION AND CERTIFICATIONS**

- High school diploma or GED, BA in related field preferred
- Valid driver’s license

**ALTERNATE JOB TITLES**

- Road Supervisor

**COMPENSATION**

- $$$ – $$$$
Job Group Description

Facilities, Track, & Road Maintenance Technical Operations Trainers provide critical frontline training to new and incumbent workers. These trainers are experienced frontline professionals who have been tasked with teaching mechanical and maintenance skills to their team members. Training may be provided both in the field, as well as in a classroom environment. Field tests are typically performed to ensure that workers have acquired the necessary skills for their job function. Trainers must track the progress of their trainees, to ensure Public Transportation agencies operate safely.

They work extensively with managers, supervisors, and staff members, and must be able to communicate effectively with all levels of individuals within the organization. Typically, they will have a standard weekly schedule, but may accommodate training for workers on split shifts or evening shifts, and thus are required to have the flexibility to work some varying hours.

When completing scheduling and employee tracking tasks, they will likely be in an office environment, but may also be required to be in front of a classroom. When trainers are in the field testing or training employees, they may be exposed to traffic conditions and varying weather conditions. They may also be required to demonstrate specific skills, which may require standing, walking, stooping, and possibly carrying or moving up to 50 pounds.
Overview of Technical Operations Training Occupations

FRONTLINE WORKERS

Technical Operations Trainer

SUPERVISORS/ SENIOR TECHNICIANS

Technical Training Supervisor

MANAGERS/ SUPERINTENDENTS

Positions at this level are found in Central Services, Human Resources
Technical Operations Trainer

Technical Operations Trainers are knowledgeable of all policies and regulations related to Facilities, Track, & Road Maintenance for Public Transportation. These workers train new maintenance workers on appropriate maintenance and repair procedures for Facilities, Track, & Road Maintenance. They test newly trained workers, and sometimes incumbent workers, on their proficiency with regard to core job tasks, and ensure training records are maintained. They also may work in the classroom or with simulators.

PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

- Understanding of Public Transportation policies and procedures
- Ten years of related experience preferred
- Oral and written communication, organizational, planning, record-keeping, and training skills

EDUCATION AND CERTIFICATIONS

- High school diploma or GED, plus extensive experience
- Relevant licenses and certifications

ALTERNATE JOB TITLES

Training Specialist

COMPENSATION

- $$ – $$$$
Technical Training Supervisor

Technical Training Supervisors coordinate the Facilities, Track, & Road Maintenance’s Job Group development and training activities, both for incumbent and new staff. They are responsible for directing and planning the efforts of trainers within the Facilities, Track, & Road Maintenance Job Group. These workers must be aware of any changes to tools or technologies used, as well as any changes to rules or regulations with regard to the maintenance of facilities, tracks, or roads. They are responsible for coordinating with managers and supervisors to ensure necessary training occurs for frontline personnel.

PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

- Thorough knowledge of Public Transportation training needs and procedures
- Three to five years of Public Transportation training experience
- Supervisory, planning, research, training, and oral and written communication skills
- Ability to speak to varying audiences

EDUCATION AND CERTIFICATIONS

- High school diploma or GED, BA preferred
- Relevant licenses and certifications

ALTERNATE JOB TITLES

- Training Supervisor

COMPENSATION

- $$ – $$$$
Public Transportation employers need a diverse group, but relatively small number, of workers to manage business and planning tasks. Central Services & Administration is the smallest, but most varied Functional Area in Public Transportation, comprising just 1 in 10 jobs (10% or over 26,000 jobs) in the country’s largest metropolitan public transit agencies (National Transit Database, 2008). The number of job titles in this Functional Area, however, is often more wide ranging than in other areas. Of course, rural Public Transportation employers differ greatly from their larger, urban and suburban counterparts in terms of the number and structure of Central Services & Administration jobs. At smaller employers, workers often perform several roles at once, while jobs are more specialized at large, multimodal employers, leading to a wide variety of job functions.

The Job Groups within Central Services & Administration include:

- Public Transportation Management includes the senior workers who are in charge of managing the strategic operations of a Public Transportation organization.
- Route Planning & Scheduling is comprised of workers who use analysis and specialized training to plan and time the services delivered by the transit agency or other Public Transportation employer. This Job Group includes the subgroups of Transportation Planning & Traffic Analysis, and Crew Service Planning & Scheduling.
- Capital Project Development & Planning is made up of workers who are responsible for the planning, fundraising, and communications needed to ensure that expansion and improvement projects are properly executed. This Job Group includes the subgroups of Equipment Planning & Purchasing, and Other Capital Project Occupations.
- Public Transportation Business Occupations includes workers of many types who perform core business functions that are not unique to the Public Transportation industry, including Customer Service & Sales, Marketing & Public Affairs, Human Resources, Administrative & Support, Professional Development Training, Finance & Accounting, Legal, Purchasing, Health & Safety, Insurance & Risk Management, and Information Technology.

Workers in Central Services & Administration are more likely to work a standard nine-to-five workweek than workers in other Functional Areas. Workers use computers to complete many tasks and most duties are carried out in an office setting. Background and credit checks may be required for some workers, especially those working for Public Transportation agencies and those who handle money or other sensitive materials. However, drug testing is somewhat less likely in this Functional Area (though this depends on the employer).

Many workers in this area are considered professional or managerial class workers and are therefore not eligible for union membership. However, there are still a significant number of frontline workers who may belong to a union, such as the Office and Professional Employees International Union.
Job Group Description

These Senior Managers are in charge of managing the strategic operations of Public Transportation agencies. This Job Group includes Division Managers, Department Directors, Chief Financial Officers, Assistant General Managers, and the General Manager/CEO/Executive Director. These workers analyze and plan for the long-term operations of their respective areas. They oversee the divisions, departments, and staff that allow Public Transportation agencies to serve their communities.

Positions at this level are typically staffed by individuals with extensive experience in one or more Job Groups or Functional Areas in Public Transportation. Their work often has direct impacts across the entire organization. Much of the work at the senior level is completed via interpersonal communication, management of the supervisors within Job Groups, and analysis and planning utilizing computer applications.

Some of their work may require travel to various property sites, and internal or public speaking engagements may be frequent. Typically, individuals within these occupations work within an office environment, on a Monday through Friday schedule during normal business hours.
Overview of Public Transportation Management Occupations

**SENIOR MANAGERS**

- (Superintendents found in Job Groups)
- Division Manager
- Department Director

**SENIOR MANAGERS**

- Chief Financial Officer
- Assistant General Manager

**SENIOR MANAGERS**

- General Manager/CEO/Executive Director
Division Manager

Division Managers are often in charge of a geographic area or route system within a Public Transportation organization’s department. They may be responsible for budgeting, strategic planning, and analysis, and may make occasional presentations. They are also responsible for managing team members. They ensure services are delivered effectively in a given area and coordinate with Department Directors to implement key policies and training within their divisions.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**
- Strong understanding of procedures and policies related to Public Transportation
- Skills in planning, financial and data management, leadership, communication, and staff development

**EDUCATION AND CERTIFICATIONS**
- High school diploma or GED
- BA in relevant field preferred

**ALTERNATE JOB TITLES**
- Division Director

**COMPENSATION**
- $$$$ – $$$$$
Department Director

Department Directors manage the operations of a given department, such as Bus Operations or Rail Operations. They coordinate with Superintendents, providing strategic and policy direction; coordinating budgets; implementing needed hiring, staffing, and training plans; and communicating to their departments how large capital projects, regulations, and other large issues affect their department operations. They also work with other Directors across department lines to coordinate joint projects and ensure optimal outcomes.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Strong understanding of procedures and policies related to the department
- Five to seven years of experience at a management level
- Skills in planning, financial, and data management, conflict resolution, leadership, communication, and staff development
- Leadership, conflict resolution, and team-building skills
- Familiarity with public communication and relevant public policy issues

**EDUCATION AND CERTIFICATIONS**

- BA in related field strongly preferred
- MA preferred for promotion

**ALTERNATE JOB TITLES**

- Operations Officer, Senior Manager

**COMPENSATION**

- $$$$ – $$$$$
Chief Financial Officers lead Public Transportation agencies’ financial operations. These workers set strategic financial direction for the organization and oversee and manage the teams responsible for everything from payroll and purchasing to grants, accounting, and the investment of Public Transportation funds. They must ensure that the departments they oversee comply with all local, state, and federal rules and regulations. These workers may assist in coordinating internal and/or external audits, and may directly manage a number of workers.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Strong understanding of financial management policies, laws, and Public Transportation regulations and procedures, especially as used in a Public Transportation organization
- Ten to fifteen years of experience
- Planning, budgeting/accounting, oral and written communication, problem-solving, networking, and conflict resolution skills
- Knowledge of public policy issues and appropriate analysis and communication of public issues as they relate to transit

**EDUCATION AND CERTIFICATIONS**

- BA in accounting or finance
- MA and CPA strongly preferred

**ALTERNATE JOB TITLES**

- Chief Accounting Officer

**COMPENSATION**

- $$$$$
Assistant General Manager

Assistant General Managers provide key support to the General Manager, making decisions in the General Manager’s absence. The Assistant General Manager may have direct oversight of day-to-day operational and staffing issues. These workers may be responsible for budgeting, planning, reviewing monthly accounting and finance reports, and maintaining internal administrative procedures and protocols. In larger organizations, this function may be split into multiple positions with special areas of concern such as construction, communications and marketing, or planning.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Strong understanding of Public Transportation policies and procedures
- Seven or more years of experience in Public Transportation operations departments, including four years of executive administrative responsibility
- Supervisory, communication, budgeting, and problem-solving skills
- Leadership and team-building skills

**EDUCATION AND CERTIFICATIONS**

- BA in related field
- MA preferred

**ALTERNATE JOB TITLES**

- Chief Operating Officer

**COMPENSATION**

- $$$ – $$$$$
**GENERAL MANAGER/CEO/EXECUTIVE DIRECTOR**

General Managers, CEOs, or Executive Directors hold the top position in a Public Transportation organization and have ultimate responsibility for the effective implementation of all Public Transportation operations. They represent the organization to the public, government, media, organized labor, and other stakeholders. They carry out the vision and policies set by the Board of Directors. Workers in this position manage organizational leadership to ensure goals of quality service and fiscal responsibility are met.

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<td>• Strong understanding of Public Transportation policies, laws, and procedures, with 10 to 15 years of relevant experience, with significant experience in executive management over multifunctional program areas</td>
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<td>• Outstanding oral and written communication, supervision, strategic planning, budgeting, and crisis management skills</td>
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Job Group Description

Workers in this Job Group use analysis and specialized training to plan and time the services that Public Transportation agencies deliver, from bus to rail to monorail service. Workers in this Job Group fall into two subgroups. The Transportation Planning & Traffic Analysis subgroup includes occupations such as Traffic Specialists, Route Planners, Transportation Planners, Policy Analysts, GIS Specialists, Senior Transportation Planners, Research Projects Supervisors, Transportation Planning Managers, and Services Contract Managers. The Crew Service Planning & Scheduling subgroup includes occupations such as Data Entry Specialists, Crew Callers, Lead Crew Callers, Schedule Makers, and Scheduling Managers. These workers coordinate the schedules and activities of key Public Transportation agency Vehicle Operations, Vehicle Maintenance, and Facilities, Track, & Road Maintenance staff. Especially important for ensuring smooth work flow for workers within Vehicle Operations, scheduling and service planning workers make sure that qualified workers are available and ready to report for their jobs in time for shifts to begin. Using analytical and scheduling software, these workers make the schedules, routes, and other plans needed to keep Public Transportation operating efficiently and safely.

These workers typically work in an office environment. Planning and Analysis workers often work a Monday through Friday shift during normal business hours. However, Crew Callers and their Managers work the same schedule as workers in the Vehicle Operations Functional Area, which is often a 24/7 operation, regardless of weather. Workers in these occupations often face stress as a regular part of their job. These occupations are heavily dependent upon computer systems, and their work rarely requires the kind of physical exertion prevalent in Functional Areas such as Vehicle Maintenance and Facilities, Track, & Road Maintenance.
Overview of Transportation Planning & Traffic Analysis Occupations

**FRONTLINE WORKERS**
- Traffic Specialist
- Route Planner
- Transportation Planner
- GIS Specialist

**SUPERVISORS/SENIOR TECHNICIANS**
- Policy Analyst
- Senior Transportation Planner
- Research Projects Supervisor

**MANAGERS/SUPERINTENDENTS**
- Transportation Planning Manager
- Services Contract Manager
## Traffic Specialist

Traffic Specialists use software and planning methods to analyze traffic patterns. Important for determining routes and schedules, as well as for planning capital projects, these workers help other planners see how the flow and timing of traffic will likely affect route and development plans. They analyze information on cyclists and pedestrians as well as vehicle traffic. These workers may be responsible for meeting with stakeholders, including residential or commercial developers, to answer questions or gather additional information.

### Priority Knowledge, Skills, and Abilities

- Strong understanding of policies and procedures related to Public Transportation planning
- Communication skills
- Knowledge of traffic patterns and analytical methods
- Strong computer skills necessary to operate relevant software programs

### Education and Certifications

- BA in related field
- MA preferred

### Alternate Job Titles

- Traffic Analyst

### Compensation

- $$$ – $$$$$
Route Planner

Route Planners develop the route schedules for buses and trains based on an intimate understanding of traffic and ridership patterns. They may be required to physically follow routes or use GIS tools to develop the precisely timed schedules that vehicle operators must follow. They must account for man-made physical as well as geographical barriers, peak traffic flows, and community needs. These workers may be responsible for gathering and analyzing data and presenting findings to internal and/or external audiences.

**Priorities, Knowledge, Skills, and Abilities**

- Strong understanding of policies and procedures related to Public Transportation route planning
- Three to five years of experience
- Detail oriented, with a strong understanding of traffic patterns
- Requires both hard analytical and creative problem-solving skills
- Good oral and written communication skills

**Education and Certifications**

- BA in urban or transportation planning
- MA preferred for advancement

**Alternate Job Titles**

- Route Cutter

**Compensation**

- $$$ – $$$$$
Transportation Planner

Transportation Planners help to develop the strategic plans for new Public Transportation routes and projects. They use software and expertise to plan transportation systems that meet community needs. This includes drafting plans for the use of land and physical facilities that maximize transportation objectives. Common responsibilities include data collection, analysis, and presentation of findings to both internal and external audiences. This position may require previous experience or education in the areas of transportation and land use planning. These workers must take into account not only physical structures, land, and budgeting constraints, but also community and stakeholder involvement and social goals.

**Priority Knowledge, Skills, and Abilities**

- Strong understanding of Public Transportation policies and procedures
- Five years of experience in project analysis and financial planning, including at least two years of supervisory or administrative experience
- Supervisory, oral and written communication, managerial, strategic planning, and computer skills

**Education and Certifications**

- BA in urban planning or related field
- MA preferred

**Alternate Job Titles**

- Fleet and Capacity Planner, Planning Associate

**Compensation**

- $$$ – $$$$$
GIS Specialist

GIS Specialists are planners with specialized skills in Geographic Information Systems. These individuals create maps using GIS software and perform other analysis and planning tasks. They may be responsible for collecting their own data or may have data provided to them for analysis. Workers who conduct data modeling and manipulation will convert, generalize, aggregate, and model data, and must understand data management. They will work to provide key information to analysts and planners.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Strong understanding of policies and procedures related to Public Transportation planning and use of GIS technology
- Strong communication skills to present findings to both internal and external audiences
- Research and analysis skills

**EDUCATION AND CERTIFICATIONS**

- BA in urban planning, with a concentration or coursework in GIS
- MA preferred

**ALTERNATE JOB TITLES**

- GIS Transportation Planner

**COMPENSATION**

- $$$ – $$$$$
Policy Analyst

Policy Analysts are responsible for handling federal and local issues that are critical to Public Transportation. Additionally, this role often calls for knowledge of policies relevant to issues of livability or environmental stability. They conduct wide-ranging Public Transportation-related research, and may be expected to perform legislative analysis, assist in the tracking of funding coming from federal programs, as well as write policy briefs. They may make presentations to internal or external audiences.

**PRIORITIZED KNOWLEDGE, SKILLS, AND ABILITIES**
- Flexibility, prioritizing, quantitative policy, and funding analysis skills
- Excellent written and verbal communication, and computer skills
- Ability to summarize complex legislative issues

**EDUCATION AND CERTIFICATIONS**
- BA and three years of experience in related field
- MA preferred

**ALTERNATE JOB TITLES**
- None listed

**COMPENSATION**
- $$ – $$$$$
Senior Transportation Planner

Senior Transportation Planners have broad knowledge of Public Transportation and strong project management skills to oversee studies on the use of Public Transportation services, as well as vehicle, cycling, and pedestrian patterns. They may directly supervise or manage other Transportation Planners. Results from their studies will be reported to managers and government officials. These workers analyze performance of various Job Groups to optimize systems to meet organizational goals, as well as external requirements.

PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

- Strong understanding of policies and procedures related to Public Transportation route planning
- Three to five years of relevant experience
- Extensive industry expertise, strong analytical, management, and communication skills
- Strong computer skills required to use relevant software

EDUCATION AND CERTIFICATIONS

- BA in urban or transportation planning
- MA preferred

ALTERNATE JOB TITLES

- None listed

COMPENSATION

- $$$ – $$$$$
Research Projects Supervisor

Research Projects Supervisors coordinate evaluation procedures to ensure customer satisfaction. Evaluations of marketing procedures, service delivery, and general customer service allow the Research Projects Supervisor to determine the outcomes of specific programs, recommend improvements, and report successes. These workers must be able to coordinate their work among multiple departments, and should have strong organizational and strategic planning skills.

**Priorities, Knowledge, Skills, and Abilities**
- Strong understanding of Public Transportation-related evaluation policies and procedures
- Experience in customer/market research, including administrative/supervisory experience
- Strategic planning, organizational, quantitative and qualitative research, computer, and communication skills are required

**Education and Certifications**
- BA in related field
- MA preferred

**Alternate Job Titles**
- None listed

**Compensation**
- $5 – $8000
Transportation Planning Manager

Transportation Planning Managers oversee the planning and analysis activities of the Public Transportation organization. Their work is key to the strategic planning function conducted across Functional Areas. These workers frequently report study and planning results at external and public meetings, as well as to internal audiences and management teams in Public Transportation agencies. They will likely manage frontline Transportation Planners and possibly an administrative staff member as well.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Strong understanding of policies and procedures related to Public Transportation route planning
- Five to seven years of relevant experience
- Supervisory, troubleshooting, project management, and written and oral communication skills
- Strong computer skills required to use relevant software

**EDUCATION AND CERTIFICATIONS**

- BA in urban or transportation planning
- MA preferred

**ALTERNATE JOB TITLES**

- None listed

**COMPENSATION**

- $$$ – $$$$$
**Services Contract Manager**

Contract management is becoming an increasingly important aspect of the Public Transportation industry, as agencies meet increasing demands for service by contracting out to private providers. The Services Contract Manager must cultivate and oversee the relationship between the transit agency and the firm providing service, and is also responsible for monitoring delivery of services in compliance with the contract. This professional oversees the drafting, planning, and coordination of fixed-route privatization contracts. The Services Contract Manager conduct oversight to ensure quality of service in accordance with agency expectations, and also ensures the contractor is complying with all relevant rules and regulations required of the agency, such as compliance with the ADA.

**Prior Knowledge, Skills, and Abilities**

- Understanding of policies and procedures of the transit agency, especially as they relate to service delivery
- Strong organizational skills and detail oriented
- Planning, written and oral communication, computer, and financial record-keeping skills
- Extensive administrative and managerial experience, most of it in transportation

**Education and Certifications**

- BA in transportation, business, or public administration or a related field, or equivalent work-related experience

**Alternate Job Titles**

- Manager, Contracted Services; Contracts Manager

**Compensation**

- $$$ – $$$$$
Overview of Crew Service Planning & Scheduling Occupations

**FRONTLINE WORKERS**
- Data Entry Specialist
- Crew Caller

**SUPERVISORS/ SENIOR TECHNICIANS**
- Lead Crew Caller
- Schedule Maker

**MANAGERS/ SUPERINTENDENTS**
- Scheduling Manager
Data Entry Specialist

Data Entry Specialists must be comfortable using computers and typing alphanumeric information quickly without errors. They enter data from records and reports using a data entry device, which is often a computer, but sometimes includes other specialized machinery. Duties may include verifying data; preparing materials for printing, collating, and/or filing in hard copy; or saving data electronically.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**
- Strong computer, typing, and record-keeping skills
- Detail oriented
- Able to rapidly learn software applications required for particular workplaces

**EDUCATION AND CERTIFICATIONS**
- High school diploma or GED
- Coursework or experience operating data entry equipment

**ALTERNATE JOB TITLES**
- Clerk, Data Entry Assistant

**COMPENSATION**
- $ – $$
Crew Caller

Crew Callers are the frontline workers responsible for ensuring trains and other vehicles have the right number of workers available for all shifts. If a worker is sick, Crew Callers identify and contact other workers to replace the sick worker on the shift.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**
- Understanding of Public Transportation policies, requirements, and schedules
- Detail oriented
- Customer service, problem-solving, motivational, and communication skills
- Ability to prioritize to meet tight deadlines

**EDUCATION AND CERTIFICATIONS**
- High school diploma or GED
- Experience in customer service or dispatch helpful

**ALTERNATE JOB TITLES**
- Shift Caller

**COMPENSATION**
- $ – $$
Lead Crew Caller

Like the manager of a customer service call center, Lead Crew Callers must oversee the interactions of multiple callers with their targets, in this case other Public Transportation workers. They monitor calls to ensure efficiency and effectiveness, provide guidance and motivation to frontline workers regarding how to interact with people, and ensure that the appropriate individuals are being called based on organizational policies and work rules.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of Public Transportation policies and schedules
- Two to four years of Crew Caller experience
- Supervisory, motivational, problem-solving, and communication skills

**EDUCATION AND CERTIFICATIONS**

- High school diploma or GED

**ALTERNATE JOB TITLES**

- None listed

**COMPENSATION**

- $$ – $$$$
Schedule Maker

Schedule Makers develop crew schedules for buses, trains, and other vehicles. They make the Public Transportation crew schedules based upon worker availability, seniority, and possibly labor agreement provisions in an organized labor environment. These workers are critical in ensuring that appropriate individuals are scheduled for work so that Vehicle Operations will flow smoothly. This role has tremendous impact on the budget and efficiency of an agency since the major expense of a transit agency is the provision of actual service.

PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

- Basic understanding of Public Transportation policies and procedures, with special knowledge of vehicle operations, worker seniority, and labor agreement provisions
- Three to five years of experience in operations or scheduling
- Detail oriented
- Record-keeping and communication skills
- Ability to work with computer scheduling software

EDUCATION AND CERTIFICATIONS

- High school diploma or GED

ALTERNATE JOB TITLES

- Scheduler

COMPENSATION

- $ – $$
Scheduling Manager

Scheduling Managers monitor the assignment of vehicle operator and crew schedules. Working with an intimate knowledge of routes and shift requirements, these workers manage a complex and shifting set of schedules that must be precisely correct to keep Public Transportation operations moving. These workers may be charged with developing schedules for special events, holidays, or detours. They may also assist with tracking ridership, and investigating rider complaints such as overcrowding or missed schedules.

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CeNTRAL SeRvICeS & ADMINISTRATIoN
Route Planning & Scheduling (Job Group #18, Crew Service Planning & Scheduling Subgroup)
Job Group Description

Public Transportation agencies sometimes need to expand or improve their infrastructure and facilities. There are two subgroups in this Job Group. The Equipment Planning & Purchasing subgroup includes occupations such as Equipment Purchasing Agents, Assistant and Principal Equipment Planners, and Equipment Planning Managers. The Other Capital Project Occupations subgroup includes Capital Program Planners, Architects and Engineers, Capital Funding Agents, Public Affairs Managers, Chief Sustainability Officers, and Construction Managers.

Individuals who work in Equipment Planning perform analyses to determine equipment needs for Operations and Capital Projects. They use computers and coordinate with vendors, Public Transportation Managers, and purchasing agents to ensure that the right equipment is on hand when needed. Individuals who work in Capital Project Occupations complete the planning, fundraising, communication, and other functions needed to ensure that these projects are executed well. In smaller agencies, some of the Capital Project Occupations, such as Architects and Engineers, may be outsourced to private companies.

Some of this work may require travel to various property sites, and internal or public speaking engagements. Typically, individuals in these occupations work within an office environment, on a Monday through Friday schedule during normal business hours.
Overview of Equipment Planning & Purchasing Occupations

FRONTLINE WORKERS
- Equipment Purchasing Agent
- Assistant Equipment Planner

SUPERVISORS/SENIOR TECHNICIANS
- Principal Equipment Planner

MANAGERS/SUPERINTENDENTS
- Equipment Planning Manager
Equipment Purchasing Agent

Equipment Purchasing Agents prepare the documents needed to purchase equipment in a Public Transportation organization. They interact with vendors and the purchasing department, and they track the delivery of orders. Once a request is made for a purchase by a department, these workers review the request, determine if any modifications need to be made based on established policies, and seek out appropriate vendors, while attempting to reduce overall cost to the organization for necessary purchases. Depending upon the size of the organization, these workers may be responsible for drafting or sending out requests for proposals and tracking corresponding submissions.

**Priorities, Knowledge, Skills, and Abilities**
- Understanding of policies and procedures related to Public Transportation purchasing
- Written and oral communication, bookkeeping, accounting software, planning, and networking skills
- Detail oriented

**Education and Certifications**
- High school diploma or GED
- BA in related field preferred

**Alternate Job Titles**
- None listed

**Compensation**
- $$$ – $$$$$
Assistant Equipment Planner

Assistant Equipment Planners organize and implement equipment purchases for Public Transportation agencies. They work under the direction of senior workers, supervisors, and managers to identify equipment and supply needs, and coordinate purchases of those items. They are responsible for ensuring that Job Groups and Functional Areas have all of the tools necessary to complete their work efficiently and effectively. They may also be required to assist in tracking inventory.

**Priorities, Knowledge, Skills, and Abilities**

- Understanding of Public Transportation supply policies and procedures
- Planning, computer, financial record-keeping, and oral and written communication skills

**Education and Certifications**

- BA in related field strongly preferred

**Alternate Job Titles**

- None listed

**Compensation**

- $$$ – $$$$$
Principal Equipment Planner

Principal Equipment Planners use software to forecast and track organizational needs for new equipment and major supplies, from buses and train cars to construction materials and tools. They supervise the work of Assistant Equipment Planners and possibly administrative staff, and report to the Equipment Planning Manager. They are responsible for strategic planning and analysis, and may be responsible for budgetary or fiscal responsibilities as well.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of policies and procedures related to Public Transportation equipment planning
- Three to five years of relevant experience
- Computer, strategic planning, math, supervisory, and communication skills

**EDUCATION AND CERTIFICATIONS**

- BA in related field

**ALTERNATE JOB TITLES**

- None listed

**COMPENSATION**

- $$$ – $$$$$
Equipment Planning Manager

Equipment Planning Managers oversee the planning and ordering of major equipment used in Public Transportation agencies. They interact with managers across the various Job Groups within the Public Transportation organization to determine operational needs, and make presentations regarding equipment plans and purchasing needs to management and others. Depending upon the size of the organization, they may also be responsible for supervising or managing multiple planners. These workers play a strong role in budgeting and strategic planning.

**Priority Knowledge, Skills, and Abilities**

- Understanding of policies and procedures related to Public Transportation equipment planning
- Five to seven years of equipment planning experience
- Supervisory, budgeting, communication, and strategic planning skills

**Education and Certifications**

- BA in related field
- MA preferred

**Alternate Job Titles**

- None listed

**Compensation**

- $$$ – $$$$$
Overview of Other Capital Project Occupations

FRONTLINE WORKERS

Capital Program Planner

SUPERVISORS/ SENIOR TECHNICIANS

Architect/ Engineer
Capital Funding Agent

MANAGERS/ SUPERINTENDENTS

Public Affairs Manager for Capital Projects
Chief Sustainability Officer
Construction Manager
Capital Program Planner

Capital Program Planners use computer software to develop site plans that involve the placement of buildings and other structures within municipal, county, or state boundaries. They know and apply local zoning laws and restrictions and other regulations affecting development. These workers often perform cost-benefit analysis, compile statistical and demographic data, maintain project databases, and typically complete quarterly and annual visual reports presenting site plans and recommendations.

Priorities, Knowledge, Skills, and Abilities

- Understanding of policies, laws, regulations, and procedures related to Public Transportation capital planning
- Skills in strategic planning, computers, and written and oral communication
- Ability to analyze extensive amounts of data and present reports to senior managers

Education and Certifications

- BA in related field
- MA preferred

Alternate Job Titles

- Capital Projects Planner

Compensation

- $$$ – $$$$$
Central Services & Administration
Capital Project Development & Planning (Job Group #19, Other Capital Project Occupations Subgroup)

Supervisors/Senior Technicians

**Architect/Engineer**

Architects provide the technical and creative detail that Construction Managers and their crews need to carry out a building project. They draw technical plans and provide creative direction. Engineers work to design internal systems for Public Transportation facilities, from HVAC to electrical systems. These workers also provide the detailed specifications construction personnel need to build and maintain facilities, tracks, and roadways.

### Priority Knowledge, Skills, and Abilities

- Understanding of policies, regulations, and procedures related to design and construction of Public Transportation facilities
- Requires communication, design, planning, computer, leadership, and budgeting skills
- Detail oriented
- Visual acuity and manual dexterity

### Education and Certifications

- BA in related field

### Alternate Job Titles

- None listed

### Compensation

- $$$ – $$$$$
Capital Funding Agent

Public Transportation agencies are largely supported by public funds. Capital Funding Agents prepare the grant applications required for some types of competitive funding that support capital building projects. They interact with managers and supervisors across Job Groups to understand funding needs, write effective grant requests, network with policy makers and grant funders, and ensure the completion of grant-related paperwork. Depending upon the size of the organization, these workers may be responsible for tracking progress throughout the life of the grant.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of policies and procedures related to Public Transportation funding
- Five years of increasingly responsible experience, including three years in a supervisor capacity
- Supervisory, strategic planning, grants administration, budgeting, training, evaluation, tracking, analytical, problem-solving, written and oral communication, relationship cultivation, and computer skills

**EDUCATION AND CERTIFICATIONS**

- BA in related field
- MA preferred

**ALTERNATE JOB TITLES**

- Grant Writer

**COMPENSATION**

- $$ – $$$$$$
Public Affairs Manager for Capital Projects

Public Affairs Managers are responsible for managing public relations and media events related to Public Transportation projects, participating in committees related to public affairs cross-organizationally, and participating in budgeting and strategic planning activities. Building new structures can generate controversy within communities. These workers must thus understand details of project plans and then communicate with the public and government officials about the benefits and challenges of Public Transportation-related building projects.

**Priority Knowledge, Skills, and Abilities**

- Understanding of policies and procedures related to Public Transportation public relations
- Experience in public or media relations, including two or more years of project management experience
- Public and media relations, and written and oral communication skills, ability to understand and interpret technical information

**Education and Certifications**

- BA in related field
- MA preferred
- Valid driver’s license

**Alternate Job Titles**

- None listed

**Compensation**

- $5 – $5000
Chief Sustainability Officer

Some employers are creating new “green” occupations to reduce their environmental impact. Chief Sustainability Officers track environmental standards and regulations, forecast organizational needs, and create and coordinate plans, practices, and programs that reduce energy and fossil fuel usage, eliminate waste, or otherwise contribute to sustainable environmental practices. A new and emerging occupation, Chief Sustainability Officers may have various titles and may be found performing similar duties in a range of Job Groups. Often, workers with traditional job titles, such as Engineer and Architect, Construction Manager, Senior Facilities Maintenance Supervisor, and Supervisor of Equipment Planning, may perform some or all of the duties of a Chief Sustainability Officer.

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<tr>
<th>PRIORITYKNOWLEDGE, SKILLS, AND ABILITIES</th>
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<tr>
<td>• Understanding of policies and procedures related to Public Transportation purchasing</td>
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<td>• Written and oral communication, bookkeeping, accounting software, planning, and networking skills</td>
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<td>• Detail oriented</td>
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<th>EDUCATION AND CERTIFICATIONS</th>
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<td>• High school diploma or GED</td>
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<tr>
<th>ALTERNATE JOB TITLES</th>
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MANAGERS/SUPERINTENDENTS
Construction Manager

Construction Managers are key to the planning and implementation of the construction of Public Transportation facilities. These workers interact with Architects and Engineers, as well as construction personnel, suppliers, government officials, and others involved in the creation of these facilities. Construction Managers are responsible for the project from beginning to end: planning, coordinating, monitoring, and reviewing final project outcomes. This role requires the ability to hold contractors accountable to the specific deliverables assigned to them. They may also be responsible for managing Engineers, Capital Program Planners, and administrative personnel across multiple departments.

PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

- Understanding of policies and procedures related to construction of Public Transportation facilities
- Supervisory, project management, communication, strategic planning, and budgeting skills required
- Ability to coordinate work across departments

EDUCATION AND CERTIFICATIONS

- BA in related field

ALTERNATE JOB TITLES

- None listed

COMPENSATION

- $$$$ – $$$$$
Job Group Description

Workers in this Job Group carry out the many business-related functions of Public Transportation agencies. Similar to business occupations in other industries, these jobs range from legal work to health and safety operations.

Subgroups within this Job Group include the following:

- Customer Service & Sales
- Marketing & Public Affairs
- Human Resources
- Administrative & Support
- Professional Development Training
- Finance & Accounting
- Legal
- Purchasing
- Health & Safety
- Insurance & Risk Management
- Information Technology

A diverse group, these workers support the core functions of Public Transportation agencies. Some knowledge of the Public Transportation industry is very helpful and often preferred, but these jobs include skills that would also be necessary in a similar job in another field. Some of their work may require travel to various property sites, and internal or public speaking engagements. Typically, individuals in these occupations work within an office environment, on a Monday through Friday schedule during normal business hours.
Overview of Customer Service & Sales Occupations

**FRONTLINE WORKERS**
- Customer Service Representative
- Ticket Sales Agent

**SUPERVISORS/ SENIOR TECHNICIANS**
- Assistant Customer Service Supervisor
- Assistant Ticket Sales Supervisor

**MANAGERS/ SUPERINTENDENTS**
- Customer Service Manager
- Ticket Sales Manager
Customer Service Representative

Customer Service Representatives assist Public Transportation passengers with basic needs, such as fare and route information, ticket sales, and directions. These workers attempt to resolve initial customer questions or refer customers to the appropriate party.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of policies and procedures for serving customers, as well as understanding of how to navigate the Public Transportation system
- Experience with computer and customer service tracking software
- Must be personable, have good communication and problem-solving skills, and the ability to deal with unhappy or confused customers

**EDUCATION AND CERTIFICATIONS**

- High school diploma or GED, AA or BA preferred for advancement
- Valid driver’s license

**ALTERNATE JOB TITLES**

- Call Center Representative, Customer Service Specialist

**COMPENSATION**

- $ – $$
Ticket Sales Agent

Ticket Sales Agents are responsible for selling tickets to customers who are utilizing the Public Transportation services. They interact heavily with the public throughout their workday. These workers may also answer questions, provide directions or route information, and provide basic customer service functions.

PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

• Understanding of policies and procedures for Public Transportation ticket sales and customer service
• One year in customer service and/or retail sales experience
• Bilingual or multilingual abilities are desirable
• Cash handling, customer service, basic math, and communication skills

EDUCATION AND CERTIFICATIONS

• High school diploma or GED

ALTERNATE JOB TITLES

• Fare Media Sales Agent, Fare Sales Agent

COMPENSATION

• $
Assistant Customer Service Supervisor

Assistant Customer Service Supervisors ensure that Public Transportation customer questions or complaints are answered by call center personnel in a tactful and efficient manner. They may be responsible for training new customer service personnel and monitoring their work. These workers may also organize call center shifts and take escalated calls if frontline personnel cannot resolve the customer’s issue.

PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

- Understanding of Public Transportation policies and procedures
- Two to five years of experience
- Supervisory, communication, problem-solving, and customer service skills
- Ability to work in a fast-paced environment, detail oriented

EDUCATION AND CERTIFICATIONS

- High school diploma or GED
- AA or BA strongly preferred

ALTERNATE JOB TITLES

- Call Center Assistant Manager, Assistant Customer Service Call Center Supervisor, Senior Customer Service Specialist

COMPENSATION

- $$ – $$$$
Assistant Ticket Sales Supervisor

Assistant Ticket Sales Supervisors complete daily ticket sales reports and account for any discrepancies that may occur. These workers manage the work of Ticket Sales Agents who may be located at multiple sites. They may also train new Ticket Sales Agents, track sales, and update agents on any ticket cost or route changes.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of policies and procedures related to Public Transportation ticket sales and customer service
- Two to five years of experience
- Supervisory, communication, documentation, bookkeeping, and customer service skills

**EDUCATION AND CERTIFICATIONS**

- High school diploma or GED, AA strongly preferred
- BA preferred for advancement

**ALTERNATE JOB TITLES**

- Reservation Agent

**COMPENSATION**

- $$ – $$$$
Customer Service Manager

Customer Service Managers oversee the operations of the Public Transportation call center and ensure that information provided to customers is correct and provided efficiently and tactfully. To communicate accurate information, Customer Service Managers must work with other departments in the agency to coordinate information. These workers may also be responsible for spot-checking calls, planning, budgeting, managing staff, and handling the most sensitive or volatile calls received by staff. They may also be responsible for tracking statistics on number and length of calls.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Comprehensive understanding of Public Transportation policies and procedures
- Five to seven years of experience
- Supervisory, communication, problem-solving, basic math, and customer service skills
- Ability to work in a fast-paced environment, detail oriented

**EDUCATION AND CERTIFICATIONS**

- BA in related field preferred

**ALTERNATE JOB TITLES**

- Call Center Supervisor

**COMPENSATION**

- $$ – $$$$
Ticket Sales Manager

Ticket Sales Managers oversee ticket sales for the Public Transportation organization across multiple sites within the region. They analyze ticket sales, track variations, coordinate with other Supervisors, and plan for any changes to ticket prices and routes. They may at times be called upon to assist with budgeting and planning, particularly around special events.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of policies and procedures related to Public Transportation ticket sales and customer service
- Supervisory, planning, problem-solving, bookkeeping, communication, and customer service skills
- Professional demeanor

**EDUCATION AND CERTIFICATIONS**

- High school diploma or GED
- AA or BA preferred

**ALTERNATE JOB TITLES**

- None listed

**COMPENSATION**

- $$ – $$$$
Overview of Marketing & Public Affairs Occupations

FRONTLINE WORKERS
- Communications Representative
- Graphic Artist
- Marketing and Design Representative

SUPERVISORS/ SENIOR TECHNICIANS
- Multimedia Producer
- Government Relations Specialist
- Assistant Marketing Manager

MANAGERS/ SUPERINTENDENTS
- Public Information Officer
- Marketing Manager
- Manager of Government Affairs and Community Relations
Communications Representative

Communications Representatives update customers about schedule or track changes through auditory messages and electronic reader boards. They ensure that passengers know where they need to go and are made aware of delays.

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<td>• Understanding of how the Public Transportation system works and how to communicate necessary information to customers</td>
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<td>• Written and oral communication, and computer skills, and the ability to work in a fast-paced environment</td>
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Graphic Artist

Graphic Artists create the visual look and feel of marketing materials for the organization. They may also design signs for properties or vehicles and provide print-ready materials (e.g., signs, advertisements, banners, billboards, and Web pages) for various media outlets.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of policies and procedures for Public Transportation media presentations
- Three years of experience in design, graphics, drafting, or illustration
- Visual acuity and manual dexterity
- Excellent written and oral communication skills

**EDUCATION AND CERTIFICATIONS**

- High school diploma or GED, vocational school or AA preferred
- Two years of experience in graphic arts

**ALTERNATE JOB TITLES**

- Graphic Designer

**COMPENSATION**

- $ – $$$
Marketing and Design Representative

Marketing and Design Representatives contact customers directly to determine rider needs and preferences and assist with multimedia campaigns targeted at increasing ridership. They may also respond to advertisers wishing to do business with the organization. These workers may also maintain relationships with print, radio, video, or billboard media outlets.

**PRIORITy KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of policies and procedures for Public Transportation marketing and branding
- Public relations, marketing, and communication skills

**EDucATION AND CERTIFICATIONS**

- BA in related field

**ALTERNATE JOB TITLES**

- Marketing Representative

**COMPENSATION**

- $ – $$$
Multimedia Producer

Multimedia Producers coordinate the work of Public Transportation marketing departments that create presentations for multiple types of media outlets. Media may include print, radio, television, billboards, Web sites, and/or podcasts. This position is typically found in larger organizations, while smaller agencies might have this function covered by a Marketing Manager or Representative.

PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

- Understanding of policies and procedures for Public Transportation media presentations, knowledge of contracts and media outlets
- Four or more years of experience working with media
- Written and oral communication, budgeting, financial analysis, organizational, and rapport-building skills
- Ability to work with multiple departments and external stakeholders

EDUCATION AND CERTIFICATIONS

- BA in related field
- Valid driver’s license

ALTERNATE JOB TITLES

- None listed

COMPENSATION

- $$ – $$$$
Government Relations Specialist

Government Relations Specialists carry out the projects developed by the Manager of Government Affairs and Community Relations. They conduct background research related to community needs, elected officials’ requests, and legislative initiatives relevant to Public Transportation. These workers must interface extensively with customers, lobbyists, and elected officials.

**PRiORiTy KNOWLEDGE, SKILLS, AND ABILITIES**

- Research and analytical, professional demeanor, rapport- and network-building, and excellent written and oral communication skills
- Knowledge of political climate and public policy

**EDUCATION AND CERTIFICATIONS**

- BA in related field
- MA preferred for advancement

**ALTERnATE JOB TITLES**

- None listed

**COMPenSatiON**

- $$ – $$ $$ $$
Assistant Marketing Manager

Assistant Marketing Managers guide and oversee Marketing and Design Representatives. In smaller organizations, they may contract out some marketing or sales functions. Assistant Marketing Managers help design and implement marketing campaigns based on community research. They may evaluate existing campaigns and recommend improvements. They may also be responsible for assisting to develop budgets and strategic plans.

PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

- Understanding of policies and procedures for Public Transportation marketing
- Three to five years of experience in marketing
- Supervisory, research, written and oral communication, network-building, and evaluation skills

EDUCATION AND CERTIFICATIONS

- BA in related field
- MA preferred for advancement

ALTERNATE JOB TITLES

- None listed

COMPENSATION

- $$ – $$$$

SUPervisors/SeNior technicianS
Public Information Officer

Public Information Officers are responsible for designing, enacting, and maintaining effective public information programs. They are often the spokesperson of the Public Transportation organization, the primary liaison with the media, and the writer of press releases. These officers support the Public Transportation organization with the development of newspaper articles, presentations, and speeches, and prepare various reports for external audiences. These workers will be expected to communicate with the public in the event of a crisis.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**
- Supervisory/managerial experience
- Four or more years of experience in public relations or related position
- Excellent written and verbal communication skills
- Public speaking and report writing skills

**EDUCATION AND CERTIFICATIONS**
- BA in related field
- MA preferred

**ALTERNATE JOB TITLES**
- Public Affairs Officer

**COMPENSATION**
- $$ – $$$$$
Marketing Manager

Marketing Managers oversee all marketing functions, manage teams or contractors, and participate in strategic planning with Senior Managers. These workers develop creative messages and manage the process of creating new media campaigns from conception, to design, to implementation, to evaluation. They are responsible for budgeting, forecasting, and image branding for the organization as a whole, as well as working with community partners in joint promotions.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Strong understanding of policies and procedures for Public Transportation marketing
- Five to ten years of experience
- Supervisory, written and oral communication, strategic planning, budgeting, forecasting, and customer service skills
- Ability to build networks among media outlets within the region

**EDUCATION AND CERTIFICATIONS**

- BA in related field
- MA preferred

**ALTERNATE JOB TITLES**

- None listed

**COMPENSATION**

- $$ – $$$$

**MANAGERS/SUPERINTENDENTS**
MANAGERS/SUPERINTENDENTS

Manager of Government Affairs and Community Relations

Managers of Government Affairs and Community Relations communicate with local, state, and federal governmental agencies and officials; identify potential areas for collaboration; and build positive relations with government stakeholders. These Managers also partner with Public Transportation Planning and Capital Funding staff to tie the organization’s government relations strategy to organizational goals and initiatives. They coordinate legislative and lobbying efforts at all levels of government.

PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

- Understanding of relevant laws and regulations, and Public Transportation policies and strategies for communicating with public officials
- Five to ten years of government relations experience
- Strategic planning, problem-solving, organizational, written and oral communication, budgeting, supervisory, and project management skills
- Ability to develop partnerships and coalitions to further agency goals

EDUCATION AND CERTIFICATIONS

- MA in related field
- Valid driver’s license

ALTERNATE JOB TITLES

- None listed

COMPENSATION

- $$ – $$$$$
Overview of Human Resources Occupations

FRONTLINE WORKERS
- Drug Testing Coordinator
- Human Resources Associate
- EEOC or ADA Specialist
- Labor Relations Representative

SUPERVISORS/ SENIOR TECHNICIANS
- Compensation Analyst/ Benefits Analyst
- Employee Services Specialist

MANAGERS/ SUPERINTENDENTS
- Manager of EEOC and/or ADA Compliance
- Human Resources Manager
Drug Testing Coordinator

Drug Testing Coordinators ensure that all appropriate drug testing is done, including pre-employment testing and random testing of incumbent workers. These Coordinators report test results to the Human Resources Manager and/or other appropriate management staff.

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<tr>
<td>* Understanding of Public Transportation policies and procedures related to employee drug testing</td>
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<tr>
<td>* One to three years in a Human Resources environment</td>
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<tr>
<td>* Written and oral communication, record-keeping, and organizational skills, detail oriented</td>
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<td>* Ability to maintain confidentiality</td>
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<td>* BA preferred for advancement</td>
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Human Resources Associate

Human Resources Associates manage the recruitment, interviewing, testing, background checking, and orienting of new employees. They also maintain employee records, both digital and hard copy. These functions may be handled by one worker or by many workers with specialized areas of expertise.

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<tr>
<td>• Familiarity with Public Transportation Human Resources policies and procedures and relevant regulations as stipulated by the Equal Employment Opportunity Commission, the Americans with Disabilities Act, and relevant Affirmative Action guidelines</td>
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<td>• Good written and oral communication, problem-solving, record-keeping, customer service, and organizational skills</td>
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<td>• BA in related field or AA degree plus experience</td>
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EEOC or ADA Specialist

EEOC or ADA Specialists receive, investigate, and respond to worker grievances related to civil rights violations. They are responsible for taking reports and possibly interviewing witnesses related to allegations, and may be required to travel to various site locations.

**Priority Knowledge, Skills, and Abilities**

- Understanding of laws, regulations, and Public Transportation policies and procedures related to EEOC and ADA
- Written and oral communication, planning, research, customer service, and problem-solving skills
- Ability to communicate EEOC and ADA-related information effectively to varying audiences across the organization

**Education and Certifications**

- BA in related field or two-year degree plus equivalent experience

**Alternate Job Titles**

- None listed

**Compensation**

- $$$$$
Labor Relations Representative

Labor Relations Representatives help workers with grievance processes and assist managers with disciplinary actions according to labor agreement rules. Representatives must understand policies and procedures set by the labor agreement, investigate claims and determine facts, and recommend appropriate courses of action. They assist with arbitration and collective bargaining. They may also make recommendations about changes to the labor agreement based on national labor relations trends, and they must communicate any changes effectively to both union workers and their supervisors.

- Understanding of Public Transportation labor relations policies and procedures
- Two years of related experience
- Research, investigative, and problem-solving skills
- Written and oral communication skills

- BA in related field
- Labor Relations Officer, Employee Relations Specialist

- $$ – $$$$
# Compensation Analyst/Benefits Analyst

Compensation Analysts and Benefits Analysts review existing compensation and benefits policies and communicate them effectively to Public Transportation staff. In some organizations, these functions may be managed by one staff member. They oversee employee enrollments and benefits and leave programs. These workers must understand how to determine appropriate compensation for workers based on their experience and education. They input and maintain employee databases and may administer COBRA benefits upon employee termination or leave. These employees may also be responsible for conducting compensation surveys of other transit agencies.

## Priorities, Knowledge, Skills, and Abilities
- Understanding of Public Transportation policies and procedures
- Project management, written and oral communication, analytical, computer, and math skills
- Detail oriented

## Education and Certifications
- BA in related field or AA degree plus experience

## Alternate Job Titles
- Human Resources Administrator – Benefits

## Compensation
- $ – $$$$

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**CENTRAL SERVICES & ADMINISTRATION**

Public Transportation Business Occupations (Job Group #20, Human Resources Subgroup)
Employee Services Specialist

Employee Services Specialists manage the employee assistance program, including case management for incumbent workers. Responsibilities may include helping employees connect to counseling providers, substance abuse clinics, or other services. These workers often coordinate their work with Supervisors or Managers in each Job Group.

PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

- Understanding of Public Transportation Human Resources policies and procedures
- Three years of related experience in Human Resources
- Communication, organizational, problem-solving, and computer skills
- Experience working in a confidential environment, ability to be tactful and work with diverse populations

EDUCATION AND CERTIFICATIONS

- BA in related field strongly preferred
- Employee Assistance Professional certificate preferred

ALTERNATE JOB TITLES

- None listed

COMPENSATION

- $$ – $$$$
MANAGERS/SUPERINTENDENTS

Manager of EEOC and/or ADA Compliance

Managers of EEOC and/or ADA Compliance plan, implement, explain, and enforce compliance with civil rights regulations. These workers review grievances, assign work to EEOC or ADA Specialists, and may investigate and respond to grievances. They are responsible for identifying any cross-organizational challenges to civil rights, and strategically and tactfully recommending necessary organizational changes to ensure compliance. In smaller organizations, this function may be managed by the Human Resources Manager.

PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

- Understanding of relevant civil rights and Public Transportation policies and procedures
- Three to five years of related experience
- Excellent written and verbal communication, supervisory, problem-solving, budgeting, decision making, and conflict management/mediation skills
- Ability to initiate appropriate change

EDUCATION AND CERTIFICATIONS

- BA in related field
- MA preferred

ALTERNATE JOB TITLES

- Human Resources Manager of Compliance

COMPENSATION

- $$ -$$$$
Human Resources Manager

Human Resources Managers oversee all aspects of the Human Resources function from recruiting and hiring to orienting workers, as well as possibly civil rights compliance and pension planning. In smaller organizations, one person may be required to manage all of these functions. In larger organizations, Human Resources Managers supervise multiple specialists, and deal with labor relations, troubleshooting, budgeting, and organizational planning.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of Public Transportation Human Resources policies and procedures
- Five to seven years of related experience at a supervisory level
- Supervisory, written and oral communication, planning, research, and problem-solving skills
- Knowledge of relevant state, local, and federal regulations
- Knowledge of necessary applicant tracking systems

**EDUCATION AND CERTIFICATIONS**

- BA in related field
- MA strongly preferred

**ALTERNATE JOB TITLES**

- None listed

**COMPENSATION**

- $$$$$
Overview of Administrative & Support Occupations

**FRONTLINE WORKERS**
- Mail Courier
- Information and Record Clerk
- Switchboard Operator
- Administrative Assistant

**SUPERVISORS/ SENIOR TECHNICIANS**
- Executive Assistant

**MANAGERS/ SUPERINTENDENTS**
- Office Manager
Mail Courier

Mail Couriers collect mail, route it, and deliver it to the appropriate location. They are responsible for ensuring deliveries are made in a timely manner.

**Priorities, Knowledge, Skills, and Abilities**
- Communication and organizational skills
- Detail oriented

**Education and Certifications**
- High school diploma or GED

**Alternate Job Titles**
- None listed

**Compensation**
- $ – $$
Information and Record Clerk

Information and Record Clerks maintain all Public Transportation files, whether digital or hard copy. They coordinate the receipt of new information, store it in the appropriate location, and retrieve it when required. They may also suggest new methods of information storage to improve efficiency or effectiveness.

**Prior Knowledge, Skills, and Abilities**
- Understanding of departmental policies and procedures related to record keeping
- Excellent organizational, record-keeping, computer, and written and oral communication skills

**Education and Certifications**
- High school diploma or GED

**Alternate Job Titles**
- None listed

**Compensation**
- $
Switchboard Operator

Switchboard Operators ensure all calls or messages reach the appropriate staff person within the Public Transportation organization. They may act as an answering service. This function may reside within the Public Transportation organization, or may be managed by a private contracting organization. These workers are the first point of contact for many customers and vendors.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of the organization's departments and personnel
- Ability to provide customer service to and communicate with a diverse audience
- Organizational skills
- Ability to multitask and operate a multi-line phone system

**EDUCATION AND CERTIFICATIONS**

- High school diploma or GED

**ALTERNATE JOB TITLES**

- None listed

**COMPENSATION**

- $
Administrative Assistant

Administrative Assistants ensure that all Public Transportation internal administrative processes run smoothly in the office. They may answer phones, greet internal or external customers, make copies, file, fax, enter information into databases, manage mail, schedule appointments, and maintain calendars. They may also make recommendations to improve the efficiency or effectiveness of administrative processes.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of organizational policies and functions
- Two or more years of office administrative experience
- Experience dealing with governmental and business officials and confidential information preferred
- Written and oral communication, customer service, organizational, and computer skills
- Detail oriented, ability to type quickly and accurately, and to multitask

**EDUCATION AND CERTIFICATIONS**

- High school diploma or GED
- AA preferred

**ALTERNATE JOB TITLES**

- Secretary

**COMPENSATION**

- $ – $$
Executive Assistant

Executive Assistants perform some clerical functions in a Public Transportation organization such as entering information into a database, answering phones, and managing calendars. However, they function as paraprofessionals and have higher-level responsibilities as well, such as taking minutes at and preparing for Board Meetings. These may include supervising and training clerical staff and communicating directly with vendors, event staff, and multiple departmental managers to ensure effective flow of work through the organization. Given the high-level executives these professionals work with, maintaining confidentiality and a professional demeanor is critical.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**
- Understanding of Public Transportation policies and functions
- Excellent oral and written communication skills
- Organizational, customer service, and computer skills

**EDUCATION AND CERTIFICATIONS**
- High school diploma or GED and five to seven years of administrative experience
- AA or BA in related field strongly preferred

**ALTERNATE JOB TITLES**
- Executive Secretary

**COMPENSATION**
- $$ – $$$$

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**SUPERVISORS/SENIOR TECHNICIANS**
MANAGERS/SUPERINTENDENTS

Office Manager

Office Managers administer the flow of work through a department, or may manage the administration for an entire Public Transportation organization. They may supervise multiple Administrative Assistants, manage schedules, and perform bookkeeping duties. They may also track budgets, organize event planning, and make procurement and vendor decisions related to office equipment maintenance and supplies.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of policies and procedures related to Public Transportation
- Oral and written communication, computer, budgeting, basic math, and problem-solving skills
- Able to prioritize and organize the work of the office and motivate and guide staff
- Detail oriented

**EDUCATION AND CERTIFICATIONS**

- AA in related field and five to seven years of experience
- BA preferred

**ALTERNATE JOB TITLES**

- None listed

**COMPENSATION**

- $$ – $$$$$
Overview of Professional Development Training Occupations

FRONTLINE WORKERS

SUPERVISORS/ SENIOR TECHNICIANS

Senior Training Specialist
Employee Development Specialist

MANAGERS/ SUPERINTENDENTS

Training Manager
Senior Training Specialist

Senior Training Specialists provide appropriate training for all new and current Public Transportation staff. They orient new workers to relevant policies and procedures and provide ongoing mandatory and/or requested training to strengthen employee skills to ensure their productivity, safety, and ability to advance. Senior Training Specialists need to identify appropriate training content, select trainers from within or outside the organization, and organize training activities that meet worker needs and schedules. These workers will coordinate their activities with hands-on training staff in the Job Groups, and may have leadership responsibilities.

**Priority Knowledge, Skills, and Abilities**

- Understanding of the organization’s training policies, needs, and procedures
- Needs assessment, planning, communication, and customer service skills
- Detail oriented and well organized to ensure timely and relevant training
- Advanced Microsoft Office Skills

**Education and Certifications**

- BA in related field

**Alternate Job Titles**

- Senior Training Instructor

**Compensation**

- $$$$$
Employee Development Specialist

Employee Development Specialists track the progress of incumbent workers and conduct training needs analysis. These Specialists create individual employee development plans, which may include on-the-job training, seminars, or college courses designed to prepare the employee for their current work assignment or to progress to new roles within the organization. These workers coordinate with Technical Training and Professional Development Training staff.

**Priorities, Knowledge, Skills, and Abilities**

- Understanding of organizational training policies and procedures
- Three years of experience in providing/evaluating training, and producing instructional materials
- Supervisory and training, outstanding written and oral communication, rapport-building and relationship maintenance, record-keeping, and organizational skills
- Knowledge of promotional policies, opportunities, and procedures within the organization, knowledge of labor union work rules

**Education and Certifications**

- AA in related field required
- BA strongly preferred

**Alternate Job Titles**

- None listed

**Compensation**

- $$ – $$ $$
Training Manager

Training Managers maintain direct contact with Public Transportation Supervisors, Managers, and Senior Executives to determine the training needs of their workers and create schedules for one-time as well as ongoing training. They also manage succession planning and guide the identification process and development of candidates for key positions. They may be responsible for budgeting, strategic planning, and development of organization-wide training initiatives. Training Managers may conduct training themselves, or manage a team of trainers. This function may exist within the Public Transportation organization, or may be provided by a contracting organization.

**Priority Knowledge, Skills, and Abilities**

- Understanding of the organization's training needs, policies, and procedures
- Three to five years of training experience
- Planning, training, supervisory, communication, documentation, budgeting, and evaluation skills
- Detail oriented, ability to track training plans and results for individuals and the organization

**Education and Certifications**

- BA in related area

**Alternate Job Titles**

- Training and Education Manager

**Compensation**

- $$$$$
Overview of Finance & Accounting Occupations

**FRONTLINE WORKERS**
- Money/Fare Counter
- Cash Handler
- Bill and Account Collector
- Payroll Analyst
- Staff Accountant
- Financial/Budget Analyst
- Pension Specialist
- Internal Auditor

**SUPERVISORS/SENIOR TECHNICIANS**
- Assistant Payroll Administrator
- Assistant Accounting Supervisor
- Payroll Administrator
- Accounting Supervisor
- Assistant Treasurer
- Senior Internal Auditor

**MANAGERS/SUPERINTENDENTS**
- Comptroller
- Manager of Internal Auditing
- Manager of Budgets
- Treasurer
Money/Fare Counter

Money or Fare Counters count and record fares collected by operators and machines at Public Transportation agencies. They compare receipts with money counted to confirm accuracy of transactions and report any discrepancies to supervisors.

**Priority Knowledge, Skills, and Abilities**

- Understanding of policies and procedures for fare collection
- Math, record-keeping, problem-solving, and written and oral communication skills

**Education and Certifications**

- High school diploma or GED

**Alternate Job Titles**

- None listed

**Compensation**

- $
Cash Handler

Cash Handlers ensure the safety of cash collected from or resupplied at various locations. They report mechanical difficulties in automated machines, document meter readings, balance totals, verify the collection of fares, and count the money deposited in the vault. They may also escort armored truck drivers and provide access to machines for either drivers or repair workers.

**Priorities, Knowledge, Skills, and Abilities**
- Understanding of policies and procedures for fare collection
- Experience in money processing or the maintenance of cash machine equipment
- Good communication, math, organizational, and record-keeping skills
- Detail oriented

**Education and Certifications**
- High school diploma or GED

**Alternate Job Titles**
- None listed

**Compensation**
- $
Bill and Account Collector

Bill and Account Collectors ensure that the organization receives all of the money it is due. They work with a variety of organizations and individuals to secure funds due in a timely manner. These employees record transactions, may make postings to the general ledger, and make account reconciliations.

**Priority Knowledge, Skills, and Abilities**

- Understanding of policies and procedures related to bill collection
- Experience working with the public and in call centers is helpful
- Customer service, communication, computer, telecommunications, conflict resolution, negotiation, problem-solving, accounting/bookkeeping, basic math, and organizational skills
- Detail oriented

**Education and Certifications**

- High school diploma or GED
- Vocational courses or AA in related field preferred

**Alternate Job Titles**

- Accounts Receivable and Collections

**Compensation**

- $ – $$
Payroll Analyst

Payroll Analysts ensure that all workers are appropriately compensated for time worked. They track time worked by employees; account for overtime, leave time, and wage and garnishment issues; and ensure that all information entered into databases is accurate.

**Priorities, Knowledge, Skills, and Abilities**

- Understanding of Public Transportation and government payroll policies and procedures
- Two years of relevant experience in accounting or payroll
- Strong math, computer, communication, organizational, research, problem-solving, and analytical skills
- Detail oriented, ability to maintain confidentiality

**Education and Certifications**

- High school diploma or GED
- Vocational school or AA in related field preferred

**Alternate Job Titles**

- Timekeeper

**Compensation**

- $ – $$$
Staff Accountant

Staff Accountants make entries into the general ledger, perform account and bank reconciliations, and assist in closing the books at the end of the month. They may also handle taxes, asset depreciation, accounts payable, accounts receivable, and payroll. In a larger organization, they may specialize in one area of accounting.

PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

- Understanding of accounting policies and procedures
- Detail oriented
- Excellent written and oral communication, problem-solving, research, math, and organizational skills

EDUCATION AND CERTIFICATIONS

- BA in related field

ALTERNATE JOB TITLES

- None listed

COMPENSATION

- $$$ – $$$$$
Financial/Budget Analyst

Financial/Budget Analysts review costs (both direct and indirect), analyze accounting data, and prepare financial statements. They may also review budgets and supply chains. Depending upon the size of the organization, they may be assigned one function or be responsible for multiple functions.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of policies and procedures related to financial management of a Public Transportation organization
- Two years professional experience in financial analysis
- Written and oral communication, computer and spreadsheet, and math and analytical skills
- Detail oriented

**EDUCATION AND CERTIFICATIONS**

- BA in related field

**ALTERNATE JOB TITLES**

- None listed

**COMPENSATION**

- $$$ – $$$$$
Pension Specialist

Pension Specialists enroll new employees in retirement funds, assist current workers with changes to their plans, and help workers when they are ready to retire. They explain eligibility requirements, matching funds, and investment options to workers, record decisions made by workers, and maintain records.

| PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES | • Understanding of organizational policies and procedures related to employee pensions  
• Excellent written and verbal communication, research, and computer/database skills  
• Detail oriented |
| EDUCATION AND CERTIFICATIONS | • BA in related field preferred |
| ALTERNATE JOB TITLES | • 401K/Pension Specialist |
| COMPENSATION | • $5 – $5,500 |
## Internal Auditor

Internal Auditors maintain internal financial controls and frequently audit accounting records, review contracts, ensure financial and accounting systems are performing appropriately, and make the systems more efficient and cost effective. They also monitor grants to ensure expenditures are appropriate and ensure that all local, state, and federal laws and regulations are being followed.

### Priority Knowledge, Skills, and Abilities
- Understanding of auditing policies, laws, regulations, and procedures
- Entry-level auditing positions require limited experience, while higher-level auditors require two years of professional auditing experience
- Accounting, written and oral communication, analytical and math, organizational, research, and report writing skills
- Detail oriented

### Education and Certifications
- BA in related field
- Certified Public Accountant certificate preferred

### Alternate Job Titles
- None listed

### Compensation
- $$$ – $$$$$
Assistant Payroll Administrator

Assistant Payroll Administrators ensure timely and accurate processing of paychecks and related reports. These workers may supervise multiple payroll processors. These Administrators may complete general ledger journal entries and help process quarterly and annual reports. They ensure compliance with all relevant local, state, and federal regulations and organizational payroll policies and procedures. They may investigate and resolve payroll-related complaints or discrepancies.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Two or more years of experience in payroll or accounting
- Understanding of organizational and governmental payroll policies and procedures
- Computer, problem-solving, research, written and oral communication, organizational, bookkeeping, supervisory, and customer service skills

**EDUCATION AND CERTIFICATIONS**

- AA in related field
- BA preferred

**ALTERNATE JOB TITLES**

- None listed

**COMPENSATION**

- $$$ – $$$$$
Assistant Accounting Supervisor

Assistant Accounting Supervisors coordinate the work of payroll, accounts payable, and general accounting departments. They make journal entries and help manage the general ledger, following Generally Accepted Accounting Principles, and may assist in producing financial statements. These workers are responsible for the direct supervision of staff accountants, and may be responsible for their training as well.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of relevant governmental laws and regulations, and organizational policies and procedures related to accounting
- Supervisory, training, communication, research, and computer skills
- Detail oriented

**EDUCATION AND CERTIFICATIONS**

- AA in related field
- BA preferred

**ALTERNATE JOB TITLES**

- None listed

**COMPENSATION**

- $$$ – $$$$$
Payroll Administrator

Payroll Administrators ensure that organizational and government payroll policies and procedures are followed. These workers may train new staff and revise internal procedures. They complete general ledger entries and monthly reconciliations, and prepare quarterly and annual reports for senior management in accordance with Generally Accepted Accounting Principles.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of organizational and governmental policies and procedures related to payroll
- Five to seven years of payroll experience
- Supervisory, training experience, computer, bookkeeping, and communication skills
- Ability to meet deadlines

**EDUCATION AND CERTIFICATIONS**

- AA in related field
- BA strongly preferred

**ALTERNATE JOB TITLES**

- None listed

**COMPENSATION**

- $$$ – $$$$$
Accounting Supervisor

Accounting Supervisors typically report directly to the Comptroller and are responsible for initial analysis and oversight of work completed by payroll and accounts payable staff. These workers oversee the general ledger and may make journal entries, complete a variety of financial reports for the Comptroller’s review, and ensure that all accounting staff adhere to Generally Accepted Accounting Principles. They may also train new staff and maintain accounting software and databases.

**PrioritY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of Public Transportation organizational and governmental policies and procedures related to financial management
- Relevant experience
- Outstanding accounting skills, as well as solid communication, troubleshooting, analytical, and supervisory skills

**EDUCATION AND CERTIFICATIONS**

- BA in accounting, MA preferred
- Certified Public Accountant certificate preferred

**ALTERNATE JOB TITLES**

- Accounting Manager

**COMPENSATION**

- $$$ – $$$$$
Assistant Treasurer

Assistant Treasurers coordinate how the organization handles its debts and investments. These workers must communicate effectively with the organization’s departments, external lenders, and investment strategists. They may be responsible for supervising junior staff.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of financial management policies and procedures
- Five years of accounting or financial management experience with at least two years of supervisory responsibility
- Excellent written and oral communication, strategic planning, analytical, budgeting, and forecasting skills
- Ability to pass a credit check

**EDUCATION AND CERTIFICATIONS**

- BA in related field
- MA preferred for advancement

**ALTERNATE JOB TITLES**

- None listed

**COMPENSATION**

- $$$$ – $$$$$
Senior Internal Auditor

Senior Internal Auditors maintain internal controls; track grants and contracts; perform financial and operational audits; and ensure that all local, state, and federal laws and regulations are being followed. They also conduct research and present findings to both internal and external audiences. They may be called to testify during special investigations.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of auditing policies, laws, regulations, and procedures
- Four years of auditing experience
- Supervisory, problem-solving, analytical, computer, and oral and written communication skills

**EDUCATION AND CERTIFICATIONS**

- BA in related field
- Certified Public Accountant certificate or Certified Internal Auditor certification preferred

**ALTERNATE JOB TITLES**

- None listed

**COMPENSATION**

- $$$ – $$$$$
**Comptroller**

Comptrollers coordinate the work of the payroll, accounts payable, and general accounting departments. Comptrollers maintain the general ledger, follow Generally Accepted Accounting Principles, and produce financial statements. They typically supervise a team of accountants and accounting clerks. They may train new or existing employees. They coordinate these activities with the finance and auditing departments.

**Priority Knowledge, Skills, and Abilities**

- Understanding of organizational and governmental policies and procedures related to financial management
- Strong skills in budgeting, forecasting, supervising, planning, training, analysis, and problem-solving

**Education and Certifications**

- BA in accounting, MA preferred
- Certified Public Accountant certificate

**Alternate Job Titles**

- Controller

**Compensation**

- $$$$ – $$$$$
MANAGERS/SUPERINTENDENTS

Manager of Internal Auditing

Managers of Internal Auditing manage the internal audit department and coordinate special investigations with the Board of Directors and the General Manager. These Managers are ultimately responsible for ensuring all grants, contracts, projects, and accounting functions comply with local, state, and federal laws and regulations. They coordinate any external audits and supply investigators with information requested. They also develop, implement, and guide any new internal policies necessary to ensure compliance, and maintain schedules of audits to be performed.

PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

- Strong understanding of auditing policies, laws, regulations, and procedures
- Seven to ten years of auditing experience
- Supervisory, communication, budgeting, and planning skills
- Detail oriented

EDUCATION AND CERTIFICATIONS

- BA, MA preferred
- Certified Public Accountant certificate required

ALTERNATE JOB TITLES

- None listed

COMPENSATION

- $$$ – $$$$$
Manager of Budgets

Managers of Budgets are responsible for coordinating the budgets of the individual departments and combining them into one coherent document. These positions are typically found in larger organizations. In smaller organizations, this work may be managed by the Comptroller, or by the joint work of individual departmental managers. These workers develop and implement budgeting policy for the departments, complete complex statistical and financial analysis of the departmental budgets, attempt to reduce expenditures where possible, and ensure that the combination of departmental budgets does not exceed planned expenditures for the organization as a whole.

**Priority Knowledge, Skills, and Abilities**

- Understanding of organizational budgeting policies and procedures
- Five years of experience in budgets and financial analysis, including two years in a supervisory role
- Supervisory, budgeting, accounting, financial analysis, communication, strategic planning, and problem-solving skills
- Ability to develop and analyze reports to identify efficiencies
- Detail oriented
- Ability to pass a credit check

**Education and Certifications**

- BA in related field
- MA preferred

**Alternate Job Titles**

- Budget Officer

**Compensation**

- $$$$ – $$$$$
Treasurer

Treasurers typically report directly to the Board of Directors or are Board members. They manage the risks associated with the organization’s cash and/or liquid assets. Treasurers maintain relationships with banking and funding institutions, and ensure a stable cash flow for the organization.

**PRIORITIZED KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of policies and procedures related to financial management
- Relationship management, accounting, communication, strategic planning, and analytical skills
- Ability to work with a variety of stakeholders, both internal and external to the organization
- Ability to pass a credit check

**EDUCATION AND CERTIFICATIONS**

- BA in related field
- MA strongly preferred

**ALTERNATE JOB TITLES**

- None listed

**COMPENSATION**

- $$$ – $$$$$
Overview of Legal Occupations

FRONTLINE WORKERS

SUPERVISORS/ SENIOR TECHNICIANS

- Lawyer/General Counsel
- Real Estate Asset Manager

MANAGERS/ SUPERINTENDENTS

- Chief Counsel
Lawyer/General Counsel

Lawyers represent the organization in any legal matters ranging from arbitration of employee disputes to labor relations matters. They are responsible for researching legal issues and preparing and presenting court briefs and motions resulting from litigation against the organization. They may need to travel to various site locations to interview complainants or witnesses.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Strong understanding of laws, regulations, and policies relevant to Public Transportation, including administrative, contract, and labor law
- Three to five years of related experience preferred
- Outstanding oral and written communication, analytical, and investigative skills
- Detail oriented

**EDUCATION AND CERTIFICATIONS**

- BA, JD
- Valid driver’s license

**ALTERNATE JOB TITLES**

- None listed

**COMPENSATION**

- $$$$$
Real Estate Asset Manager

Real Estate Asset Managers manage the organization’s existing properties and coordinate right-of-way management, appraisal of value, acquisition of new property, and the lease or sale of existing property. These Managers are responsible for budgeting, forecasting, analysis, and presenting proposals of purchase, sale, or lease of property to the Board of Directors and senior management.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**
- Understanding of real estate management policies, laws, regulations, and procedures
- Oral and written communication, problem-solving, troubleshooting, and negotiating skills

**EDUCATION AND CERTIFICATIONS**
- BA in related field
- MA preferred

**ALTERNATE JOB TITLES**
- Real Estate Asset and Portfolio Manager

**COMPENSATION**
- $$$ – $$$$$
Chief Counsel

Chief Counsels manage all of the organization’s legal matters. They supervise the work of Lawyers/General Counsel, assign work projects, and directly manage larger cases or investigations. They assist Senior Managers and the Board of Directors with strategic planning and coordinating Public Transportation organizational compliance with all relevant local, state, and federal laws and regulations. They help create policies that avoid legal entanglements.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of laws, regulations, and policies relevant to a Public Transportation organization, including employment, environmental, property, civil rights, tort, property laws, and union regulations
- Five to ten years of related experience
- Strategic planning, supervisory, presentation, research, and excellent written and oral communication skills

**EDUCATION AND CERTIFICATIONS**

- BA, JD

**ALTERNATE JOB TITLES**

- None listed

**COMPENSATION**

- $$$$$
Overview of Purchasing Occupations

FRONTLINE WORKERS
- Purchasing Support Assistant
- Expeditor

SUPERVISORS/ SENIOR TECHNICIANS
- Assistant Purchasing and Contracts Manager

MANAGERS/ SUPERINTENDENTS
- Purchasing and Contracts Manager
Purchasing Support Assistant

Purchasing Support Assistants receive purchasing requests, enter them into a database, and create a purchase order. They may be authorized to purchase standard items. They assist Expeditors and Assistant Purchasing and Contracts Managers with contacting and maintaining relationships with outside vendors, and may receive, inspect, and distribute procured items.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of organizational policies and procedures for purchasing
- Computer and database, bookkeeping, rapport-building, written and oral communication, and organizational skills
- Detail oriented

**EDUCATION AND CERTIFICATIONS**

- High school diploma or GED
- AA in related area preferred

**ALTERNATE JOB TITLES**

- Purchasing Assistant

**COMPENSATION**

- $ – $$
Frontline Workers

Expeditor

Expeditors organize the acquisition of equipment and supplies. These workers track purchase orders, develop relationships with external vendors and internal stakeholders, and prioritize to expedite the timely delivery of resources.

Priorities, Knowledge, Skills, and Abilities

- Understanding of policies and procedures for procurement of supplies needed by the organization
- Two years of experience in inventory control, purchasing, accounting support, or maintenance of detailed records and preparation of reports
- Organizational, computer, customer service, rapport-building, and written and oral communication skills
- Ability to work under pressure

Education and Certifications

- High school diploma or GED
- AA in related field preferred

Alternate Job Titles

- None listed

Compensation

- $ – $$$
Assistant Purchasing and Contracts Manager

Assistant Purchasing and Contracts Managers ensure that all purchasing and procurement policies and procedures are followed. These workers may also manage and train new staff, review existing contracts, and make recommendations about vendor selection. They maintain relationships with vendors, and approve purchase order requests and assist in planning for major projects.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of organizational policies and procedures related to purchasing
- Two to four years of purchasing experience
- Supervisory, training, written and oral communication, analytical, and problem-solving skills
- Detail oriented

**EDUCATION AND CERTIFICATIONS**

- High school diploma or GED
- AA in related area preferred

**ALTERNATE JOB TITLES**

- None listed

**COMPENSATION**

- $$$ – $$$$$$
Purchasing and Contracts Manager

Purchasing and Contracts Managers oversee all purchasing and contract functions. They may be responsible for vendor and community outreach or planning for procurement from Disadvantaged Business Enterprises. They also draft requests for proposals for vendors, manage the bidding process, supervise workers within Purchasing, and coordinate policies or major project plans with Senior Managers.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Knowledge of regulations and organizational policies and procedures related to purchasing and contracts
- Three or more years of experience in procurement and purchasing
- Experience in a public organization is preferred
- Supervisory, written and oral communications, computer, bookkeeping, and rapport-building skills
- Detail oriented

**EDUCATION AND CERTIFICATIONS**

- BA in related field

**ALTERNATE JOB TITLES**

- None listed

**COMPENSATION**

- $$$ – $$$$$
Overview of Health & Safety Occupations

FRONTLINE WORKERS
- System Safety Specialist
- Fire Protection Worker

SUPERVISORS/ SENIOR TECHNICIANS
- Occupational Health and Safety Specialist
- Hazardous Materials Compliance Officer

MANAGERS/ SUPERINTENDENTS
- Occupational Health and Safety Manager
System Safety Specialist

System Safety Specialists ensure that all workers are appropriately trained to work in their environment. These workers create and implement policies designed to safeguard employees and customers. They may also train new and current employees on safety policies and procedures relevant to their work assignment, ranging from dealing with hazardous materials to emergency response. System Safety Specialists also monitor training, investigate incidents, and proactively take actions to create a safer working environment.

PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

- Understanding of Public Transportation organizational and governmental safety policies and procedures
- Two or more years of experience in occupational health or safety program
- Written and oral communication, computer, organizational, training, problem-solving, and investigative skills
- Detail oriented

EDUCATION AND CERTIFICATIONS

- BA in related field
- Valid driver’s license

ALTERNATE JOB TITLES

- Safety Specialist

COMPENSATION

- $$$ – $$$$$
Fire Protection Worker

Fire Protection Workers ensure that Public Transportation facilities conform to fire codes. They check to ensure that fire suppression equipment is functioning, and that staff understand fire prevention and response procedures. These positions are likely found at larger Public Transportation properties, and in smaller organizations police or security personnel will likely assume this responsibility. These workers regularly test the equipment and make any necessary repairs. This equipment includes wet/dry standpipe systems, sprinkler systems, back-flow preventers, and Halon systems.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of fire protection policies, codes, equipment, and procedures
- Three years of journeyman-level experience in repair and inspection of fire protection equipment
- Electrical/mechanical, troubleshooting, and communication skills
- Excellent organizational skills to track inspection and maintenance of equipment

**EDUCATION AND CERTIFICATIONS**

- High school diploma or GED and an apprenticeship
- Valid driver’s license

**ALTERNATE JOB TITLES**

- Fire Inspection Worker

**COMPENSATION**

- $$$ – $$$$$
Occupational Health and Safety Specialist

Occupational Health and Safety Specialists ensure compliance with Public Transportation and governmental health and safety policies and procedures. They also create and lead training sessions, investigate complaints and incidents, and complete status reports for senior managers. Additionally, they may help with strategic planning and scheduling of mandatory training for incumbent and new employees.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**
- Understanding of Public Transportation and governmental safety policies and procedures
- Written and oral communication, organizational, investigative, computer, strategic planning, and training skills

**EDUCATION AND CERTIFICATIONS**
- BA in related field
- MA preferred
- Valid driver’s license

**ALTERNATE JOB TITLES**
- None listed

**COMPENSATION**
- $$$ – $$$$$
Hazardous Materials Compliance Officer

Hazardous Materials Compliance Officers ensure that all hazardous materials are stored and disposed of appropriately for the safety of workers, customers, the public, and the environment. This may include tracking the inventory and storage of materials; coordination of training of workers on site; creation, implementation, and evaluation of organizational policies and compliance with those policies; and coordination of recycling and disposal programs. These workers must work across departments and be able to communicate effectively with widely varying audiences.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of Public Transportation and governmental policies and procedures related to handling of hazardous materials
- Written and oral communication, strategic planning, organizational, problem-solving, research, and rapport-building skills
- Detail oriented

**EDUCATION AND CERTIFICATIONS**

- High school diploma or GED, AA strongly preferred
- Valid driver’s license

**ALTERNATE JOB TITLES**

- None listed

**COMPENSATION**

- $$ – $$$
Occupational Health and Safety Manager

Occupational Health and Safety Managers are responsible for developing, maintaining, and ensuring compliance with all safety procedures. These employees coordinate their work with Senior Managers to conduct safety reviews and inspections, as well as planning for all new projects. They are also responsible for managing, directing, budgeting, investigating, and troubleshooting. They must have an expansive knowledge of all local, state, federal, and industry safety standards. These workers are also responsible for drafting reports, and may be required to provide statistical analysis.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Five to ten years of experience
- Supervisory/managerial, written and verbal communication, budgeting, statistical analysis, and troubleshooting skills
- Knowledge of state, local, and federal regulations
- Strategic planning and report writing skills

**EDUCATION AND CERTIFICATIONS**

- BA in related area, MA preferred
- Valid driver’s license

**ALTERNATE JOB TITLES**

- Safety Officer

**COMPENSATION**

- $$$ – $$$$$
## Overview of Insurance & Risk Management Occupations

### Frontline Workers

| Assistant Claims Representative | Claims Representative |

### Supervisors/Senior Technicians

| Workman's Compensation Officer | Senior Claims Officer |

### Managers/Superintendents

| Manager of Risk and Loss |
### Assistant Claims Representative

Assistant Claims Representatives receive property claims filed against the organization, enter them into appropriate databases, process any required paperwork, and coordinate meetings for Claims Representatives. They manage the administrative duties of the office, and they may schedule meetings or interviews and conduct preliminary information gathering.

### Priorities, Knowledge, Skills, and Abilities

- Understanding of Public Transportation policies and procedures related to claims filed against the organization
- Computer (especially data entry), written and oral communication, research, and organizational skills
- Detail oriented

### Education and Certifications

- AA in related area
- BA preferred for advancement

### Alternate Job Titles

- Claims Assistant

### Compensation

- $ – $$
CENTRAL SERVICES & ADMINISTRATION
Public Transportation Business Occupations (Job Group #20, Insurance & Risk Management Subgroup)

FRONTLINE WORKERS

Claims Representative

Claims Representatives review damage claims, either property or personal, filed against the organization. They investigate claims in detail and coordinate insurance payments under direct supervision of a Manager. They may conduct research and interviews with claimants as well as Supervisors or Managers.

PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

• Understanding of Public Transportation policies and procedures related to claims filed against the organization
• Two to four years of experience
• Written and oral communication, computer, organizational, record-keeping, research, and negotiation skills
• Detail oriented
• Ability to track claims through a computer database

EDUCATION AND CERTIFICATIONS

• BA in related area
• Valid driver’s license

ALTERNATE JOB TITLES

• None listed

COMPENSATION

• $$ – $$$$
### Workman’s Compensation Officer

Workman’s Compensation Officers receive and process Workman’s Compensation claims and enter the information into a database. These workers may interview complainants and witnesses and document information obtained. They may develop, implement, and maintain internal procedures for the processing of claims.

### Priorities, Knowledge, Skills, and Abilities

- Understanding of Public Transportation and governmental policies and procedures related to Workman’s Compensation
- Oral and written communication, computer, research, and organizational skills
- Detail oriented

### Education and Certifications

- BA in related field
- Valid driver’s license

### Alternate Job Titles

- None listed

### Compensation

- $ – $$$$$
Senior Claims Officer

Senior Claims Officers analyze risk and loss policies and procedures and work with insurance companies and risk advisers to determine any needed changes. These Officers manage the liability and Workman’s Compensation programs, analyze claims, work with third party adjusters, and report on liabilities and losses to senior management. They also represent the interests of the organization in court proceedings.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of Public Transportation policies and procedures related to risk and loss management
- Seven to ten years of experience
- Written and oral communication, investigation, arbitration, negotiation, computer, rapport-building, and presentation skills

**EDUCATION AND CERTIFICATIONS**

- BA in related area
- MA preferred for advancement

**ALTERNATE JOB TITLES**

- Senior Manager of Risk and Loss Prevention

**COMPENSATION**

- $$$$ – $$$$$
Manager of Risk and Loss

Managers of Risk and Loss ensure the proper implementation of risk and loss policies. These Managers review the organization's risk and loss policies and procedures, compile and analyze relevant data, investigate claims, conduct safety inspections, and implement any necessary training for staff. They may be responsible for making internal presentations to teams or managers. They may work independently, or supervise a team, depending upon the size of the organization.

**PRIORITy KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of Public Transportation policies and procedures related to risk and loss management
- Five to seven years of related experience
- Supervisory, written and oral communication, organizational, analytical, strategic planning, computer, negotiation, and decision-making skills

**EDUCATION AND CERTIFICATIONS**

- BA in related area
- MA preferred

**ALTERNATE JOB TITLES**

- None listed

**COMPENSATION**

- $$$$$
Overview of Information Technology Occupations

FRONTLINE WORKERS
- Computer Specialist
- Telecommunications Technician
- Webmaster

SUPERVISORS/ SENIOR TECHNICIANS
- Computer Systems Engineer
- Database Administrator
- Information Technology Manager
- Information Systems Security Officer

MANAGERS/ SUPERINTENDENTS
- Information Systems Senior Manager
# Computer Specialist

Computer Specialists ensure that the Public Transportation organization’s computers are working effectively and that staff have the computer tools they need. These Specialists install and maintain hardware, software, and networks. They train staff on the use of the organization’s information technologies.

## Priority Knowledge, Skills, and Abilities
- Understanding of Public Transportation policies and procedures related to information technologies
- Written and oral communication, training, and troubleshooting skills
- Detail oriented

## Education and Certifications
- GED or AA, BA preferred for advancement, related certifications preferred but not required
- Valid driver’s license

## Alternate Job Titles
- None listed

## Compensation
- $$ – $$ $$ $$
Telecommunications Technician

Telecommunications Technicians ensure effective and efficient communication between Public Transportation facilities, workers in the field, and the public. This may include telephone as well as video and Internet communications. Technicians must review software systems, identify any challenges, and proactively suggest solutions, as well as respond to system failures or emergencies. These employees will likely work closely with the information systems security team as well as the Database Administrator.

**Priorities, Knowledge, Skills, and Abilities**

- Understanding of Public Transportation policies and procedures for internal and external communication technologies
- Three years of experience
- Written and oral communication, planning, troubleshooting, organizational, and customer service skills
- Detail oriented

**Education and Certifications**

- GED or AA, BA preferred for advancement, related certifications preferred but not required
- Valid driver's license

**Alternate Job Titles**

- None listed

**Compensation**

- $$$ – $$$$$
Webmaster

Webmasters design, maintain, and update the Public Transportation organization’s Web site and associated Web pages. These workers work closely with Senior Managers and Marketing and Public Affairs workers to ensure that the information on the site is current, accurate, and useful to internal and external stakeholders. The information should also encourage new passengers to use the organization’s services.

**Priorities, Knowledge, Skills, and Abilities**

- Understanding of Public Transportation policies and procedures related to the use of Internet technologies, with special expertise in programming, desktop applications, security protocols, software design, layout, and graphics
- Related experience, possibly to include database design experience
- Written and oral communication, troubleshooting, and rapport-building skills
- Vocational training or AA in related area

**Education and Certifications**

- BA preferred

**Alternate Job Titles**

- None listed

**Compensation**

- $$$$$
Computer Systems Engineer

Computer Systems Engineers ensure that all components of the organization’s computer systems are working effectively. They review existing software, hardware, and networks, and troubleshoot any challenges to effectively meeting organizational needs. They also recommend needed improvements, and develop new programming codes, software, or other components to meet the changing needs of departments.

PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES

- Understanding of Public Transportation policies and procedures related to information technologies
- Two years of computer systems engineering experience
- Extensive expertise in programming code
- Problem-solving, analytical, troubleshooting, monitoring, and documentation skills
- Written and oral communication skills to communicate effectively with wide-ranging audiences

EDUCATION AND CERTIFICATIONS

- BA in related field preferred
- Valid driver’s license

ALTERNATE JOB TITLES

- None listed

COMPENSATION

- $$ – $$ $$ $$
Database Administrator

Database Administrators design and maintain the organization’s databases in accordance with the data needs identified by Senior Managers and Supervisors across Job Groups. Database Administrators develop database usage and storage policies and work with Information Systems Security Officers to create manuals that explain these policies and procedures to employees. They may also conduct training for database users.

**Prior Knowledge, Skills, and Abilities**
- Understanding of Public Transportation database policies and procedures, with a comprehensive knowledge of programming languages and computer hardware
- Four years of related experience
- Computer, training, organizational, written and oral communication, troubleshooting, and strategic planning skills
- Detail oriented

**Education and Certifications**
- BA in related field preferred
- Related certifications preferred but not required

**Alternate Job Titles**
- None listed

**Compensation**
- $$$ – $$$$$
### Information Technology Manager

Information Technology Managers oversee the work of the organization’s Computer Specialists. These Managers prepare budgets, supervise staff, maintain service schedules, and may contract out some services. They write computer-use policies and procedures for each department and communicate these to Senior Managers. They also manage internal networks and work directly with Information Systems Security Officers.

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Information Systems Security Officer

Information Systems Security Officers ensure the security of data stored in the organization’s information systems. These Officers create and implement security policies, periodically test system access and integrity, and may train staff in information security procedures. They develop backup storage systems for data in the case of emergency and may coordinate relationships with external vendors.

**PRIORITY KNOWLEDGE, SKILLS, AND ABILITIES**

- Understanding of Public Transportation database policies and procedures, with a strong knowledge of programming languages
- Four years of experience
- Written and oral communication, training, rapport-building, organizational, planning, troubleshooting, and analytical skills
- Detail oriented

**EDUCATION AND CERTIFICATIONS**

- BA in related field
- Related certifications preferred but not required

**ALTERNATE JOB TITLES**

- None listed

**COMPENSATION**

- $$$$$
Information Systems Senior Manager

Information Systems Senior Managers coordinate with Senior Managers to identify the needs of end users and then evaluate current administrative and business information systems to determine areas for process improvement. They may also be responsible for strategic and budgetary planning and forecasting, supervision, and coordination with all departmental managers. Depending upon the size of the organization, they may also be responsible for managing a help desk or contracting out services.

**Priority Knowledge, Skills, and Abilities**
- Understanding of Public Transportation policies and procedures related to information technologies, with special expertise in programming languages, systems investigation and design, and database administration
- Five to seven years of related experience
- Written and oral communication, strategic planning, research, budgeting, and supervisory skills
- Detail oriented

**Education and Certifications**
- BA in related field, MA preferred
- Related certifications strongly preferred

**Alternate Job Titles**
- None listed

**Compensation**
- $$$$$


Interview and Group Meeting Participants
(Project staff spoke directly with multiple staff at a number of organizations. The primary contacts are listed below.)

AECOM Transportation, Robert Prince, Jr., Vice President
Amalgamated Transit Union, Jeff Rosenberg, Legislative Director
American Public Transportation Association, Pamela Boswell, Vice President, Program Management
Community Transportation Association of America, Brian Turner, Director
Connecticut Transit, David Lee, General Manager
Easton Coach Company, Charles Palmeri, Vice President
Eno Transportation Foundation, Barbara Gannon, ENO Center, Executive Vice President
Federal Transit Administration, Jarrett Stoltzfus, Transportation Program Specialist
GRTC Transit System, John Lewis, Chief Executive Officer
Lehigh and Northampton Transit Authority, Armando Greco, Executive Director
New Jersey Transit, Sue Wehmann, Human Resources Administrator
Ottumwa Transit, Pam Ward, Transit Administrator
Port Authority of Allegheny County, Steven Bland, Chief Executive Officer
Swayzer Engineering, Mary Ann Collier, Director of Operations
The Wathen Group, Deborah Wathen Finn, President
Transit Cooperative Research Program, Gwen Chisolm-Smith, Project Manager
USF National Center for Transit Research, Joel Volinski, Director
UVM Transportation Research Center, Karen Glitman, Program Director
Virginia Regional Transportation Association, Mark McGregor, Chief Executive Officer
**Light Rail/Streetcar**

Light Rail includes streetcars that operate in urban areas. They may operate in separate lanes, on raised roadways, or within vehicle and pedestrian traffic. They run at lower speeds than other rail modes, often with more frequent stops, and typically with lower volumes of passenger traffic than Heavy Rail and Commuter Rail. They are most often electric, although a few Public Transportation lines titled as Light Rail are gas powered.

**Heavy Rail/Subway**

Heavy Rail operates on a fixed rail system, which may be above ground, or underground. These systems make frequent stops, operate in urban centers, and frequently have high volume passenger traffic. Subway trains may be less complicated to operate than the large locomotives of Commuter Rail, as computer technology has enabled organizations to automate many functions. Heavy Rail vehicles are typically electrically powered.

**Commuter Rail**

Commuter Rail trains travel between cities, or between suburbs and large metropolitan areas. They travel on tracks that they may share with freight trains, and are subject to stringent federal regulations with regard to operations. As compared to their Light and Heavy Rail counterparts, they typically run at higher speeds, with less frequent stops, and higher volume passenger traffic. They may be diesel-electric, or electric powered.
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About the Heldrich Center

The John J. Heldrich Center for Workforce Development, based at the Edward J. Bloustein School of Planning and Public Policy at Rutgers, The State University of New Jersey, is a dynamic research and policy center devoted to strengthening the nation's workforce. It is one of the nation's leading university-based centers devoted to helping America's workers and employers respond to a rapidly changing 21st Century economy.

The Center's motto — “Solutions at Work” — reflects its commitment to offering practical solutions, based on independent research, that benefit employers, workers, and job seekers. The Center's policy recommendations and programs serve a wide range of Americans at all skill levels.

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