



APTA Human Resources Committee 2014 Webinar Series

Developing Frontline Workers: The Transit Industry's Backbone

**Wednesday, November 19, 2014
2:00 – 3:30 p.m. Eastern Time**

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**Once you connect to the webinar, click on the audio panel for a call in number and your
unique PIN to hear the audio over the phone. You also may listen via the internet.
This session is being recorded and will be made available to APTA members on the APTA web site.**



Session Moderator



Mr. Ferdinand Risco

Vice Chair, APTA's Workforce Development Subcommittee
Executive Director, Diversity and Equal Opportunity,
Metropolitan Atlanta Rapid Transit Authority

2014 Webinar Series



- **TCRP Report 162: Building a Sustainable Workforce in the Public Transportation Industry - A Systems Approach – Completed**
- **Developing Mentorship Programs: Successful models and pilots – March 19 - Completed**
- **FMLA- Understanding the Law; Light Duty Assignments & Worker Compensation – April 16 – Completed**
- **Implementing New National Training Frameworks for Frontline Technicians– May 21 - Completed**

2014 Webinar Series



- **Developing Internship Programs: Successful Models and Pilots – August 20 - Completed**
- **Safety Practices for Transit Agency Employees – October 1 - Completed**
- **Developing Front-Line Workers - The Industry's Backbone – November 19**
- **Engaging Your Frontline Workforce to Streamline Work Processes – December 17**

Front-Line Workforce – Training & Development Programs



- **Develop and gain skills, knowledge, tools, resources and management support**
- **Leverage tried-and-true practices and programs alongside outside-the-box practices and models**
- **Demonstrate industry accountability to sustain our industry and offer creative approaches and solutions to appeal to new audiences**

Session Presenters



Mr. Santiago Osorio
**Director of
Operations Training
Metropolitan Transit
Authority of Harris
County
(Houston Metro)**



Ms. Maryalice Keller
**Chief People and
Brand Officer
Rochester Genesee
Regional
Transportation
Authority**

Industry Discussants



Andrew Johnson
General
Manager
Connect
Transit



Eric Wolf
General
Manager
Altoona Metro



Dino Smith
Training &
Development
Manager
Long Beach
Transit



Geisha Ester
Senior Manager
Chicago Transit
Authority




What to Expect ...

- **Industry Presentations**
 - Frontline development programs for bus operators and mechanics
 - Wellness programs, performance measurement, employee forums contribute to positive culture change
- **Industry discussants: insights, local programs, lessons learned**
- **Audience Q&A and discussions with presenters and discussants**
- **Wrap up**



Asking audience questions

To submit a question or comment to the moderator during the session or during the Q&A, please type it into the **Chat** box on your screen and then click on the send arrow located at the bottom of the box. 



Session Presenter



Mr. Santiago Osorio
Director of
Operations Training Metropolitan Transit
Authority of Harris County
(Houston Metro)

Front Line Employees Training Programs

Santiago Osorio



Focus Areas

- Bus & Rail Transportation
- Bus Maintenance

Relief Program



Train and
develop
employees!

Prepare them to **move up**
into key supervisory and management
positions

Relief Program

Bus & Rail Operators

- Rail Supervisors
- Rail Controllers
- Service Supervisors
- Instructors
- Starters (Desk)

Criteria

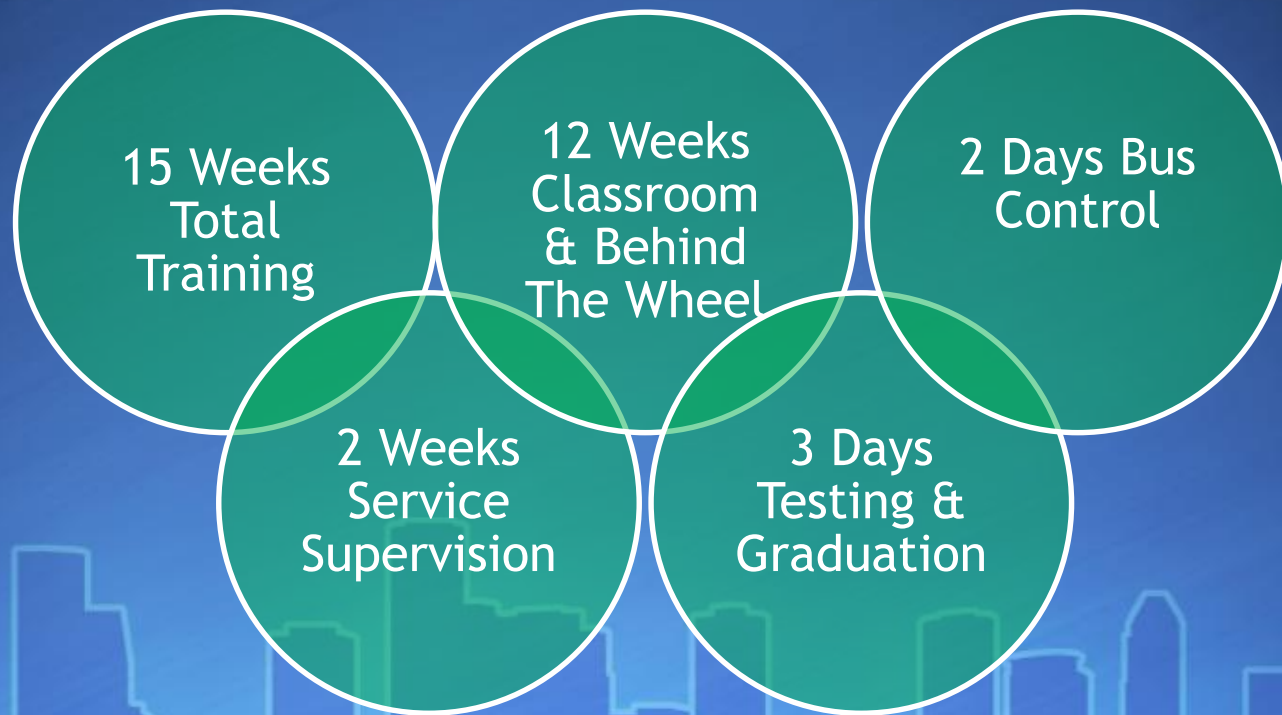
Bus & Rail Operators

- 3 years as a fulltime Operator
- Must be a current Line Instructor
- Excellent attendance record
- No preventable accidents
- No major rule violations
- No more than 3 verifiable complaints

Selected Employees

- 2 years program
- Must apply for supervisor positions
- If selected for an interview, one year extension

Training requirement



Maintenance Tsunami

- Retirement

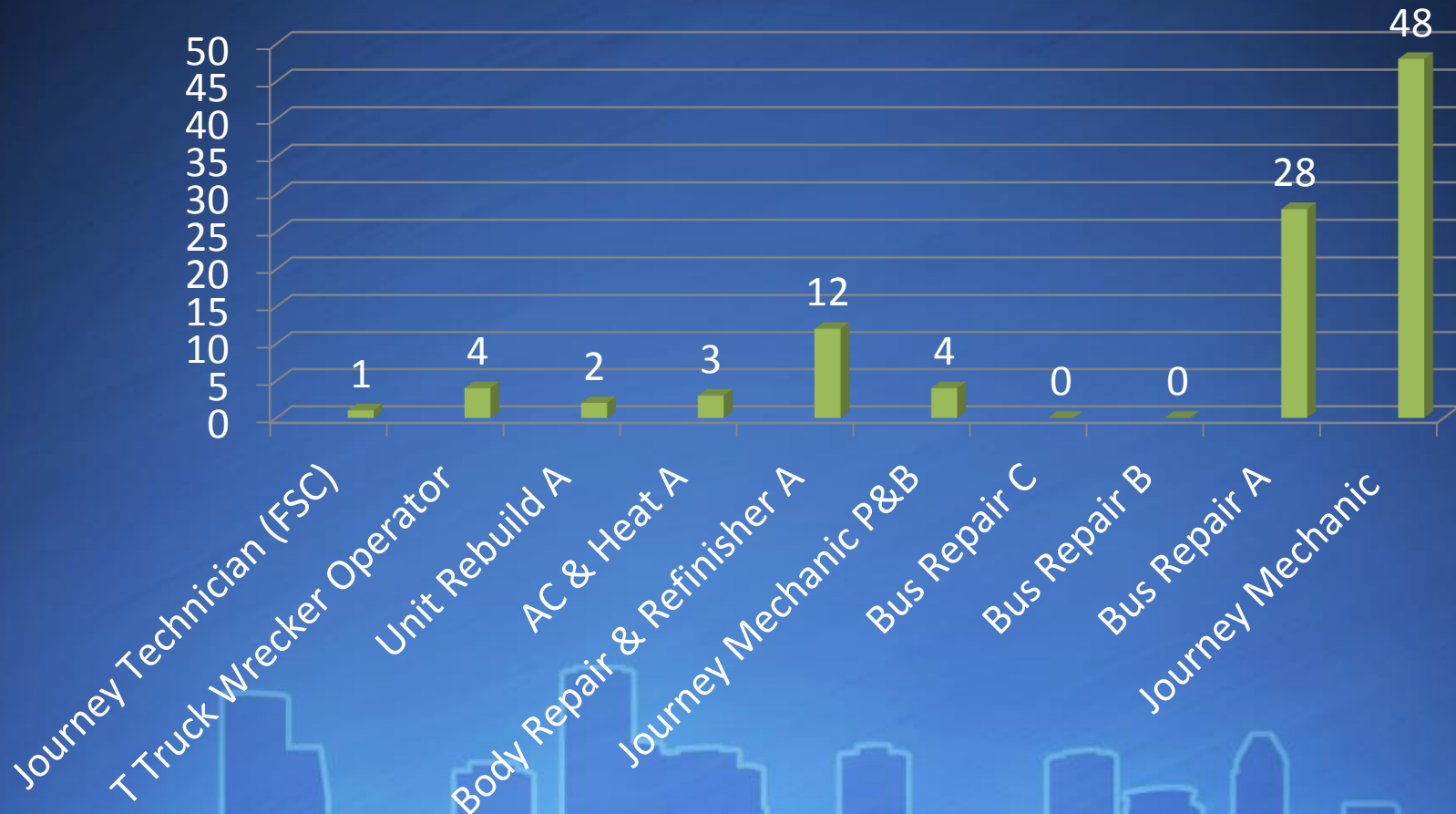


Age of Maintenance Workforce



As of 9/17/2012

Workforce Ages Greater than 55



As of 9/17/2012

Maintenance Workforce Years of Service



Training Programs

- Four Major Areas
 - Bus Repair
 - Body Shop
 - Unit Shop
 - Field Service Center

National Certified program

- ASE
 - Automobile Service Excellence
- AERA
 - American Engine Rebuilder Association
- I-CAR
 - Inter-Industry Conference on Auto Repair

Maintenance Program Path

- Cleaners
- Utility Workers
- Bus Repair C
- Bus Repair B
- Bus Repair A
- Technician
- Transit Master

Criteria

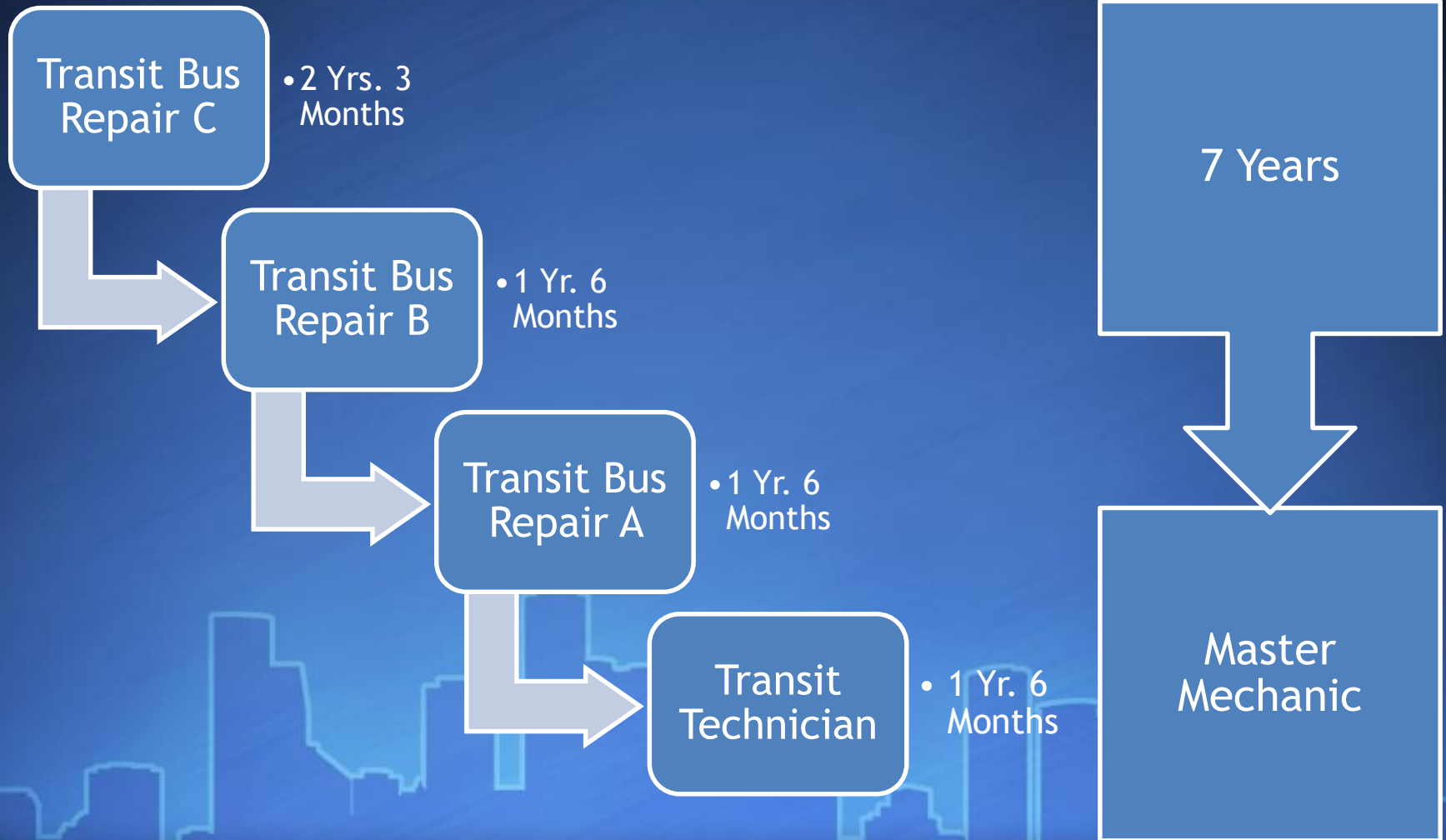
Volunteer Basis

- External Candidates
 - HR Administer Aptitude, reading and Arithmetic Test to selected candidates
- Internal Candidates
 - Labor Relations will Administer Aptitude, Reading and Arithmetic test to selected candidates

Partnership

- Legal
- Local 260 Union is 100% behind the program

Maintenance Program



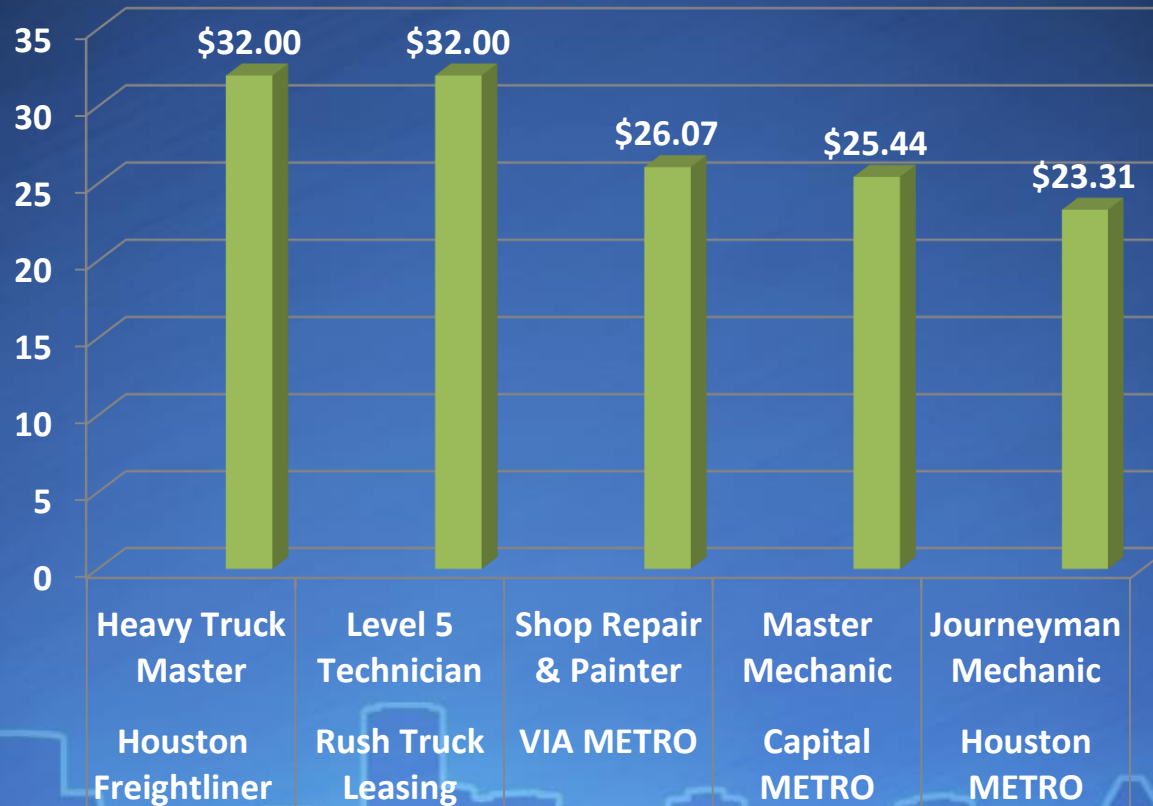
Compensation

- Completed Chapter Segments
 - Training Support
 - LMS support
 - Books
 - Work Shops
- Test attempts
- Completed test

Retention

- Competitive salaries and benefits
- Mechanics is not an issue
- Risk Group
 - Utility Workers
 - Cleaners with CDL

Local Comparable Wages for Master Technician



As of 6/15/2012

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Presentation Commentaries



Mr. Ferdinand Risco



Mr. Santiago Osorio



Session Presenter



Ms. Maryalice Keller
Chief People and Brand Officer
Rochester Genesee
Regional Transportation Authority



REGIONAL TRANSIT SERVICE

Fueling Culture Change with RTS Bus Operators

Maryalice Keller

Rochester Genesee
Regional Transportation
Authority

Fast Facts:

- Serving 8 counties
- 900 + employees, three unions
- 546 Bus Operators
- 451 vehicles
- Ridership: 18.5 million
- Fare: \$1
- Seven consecutive years of positive financial results
- RTS consistently achieves on-time performance of 90%
- Over 60 business partners



Creating a People Department

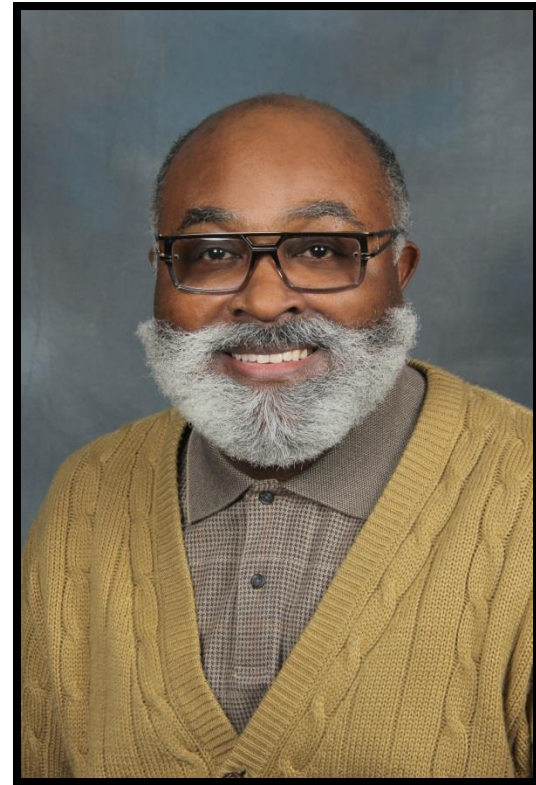


A Focus on Engagement

- Establishing forums for dialogue
- Empowering people by supporting ideas
- Asking the Operators for “the answers”
- Providing real time information on performance



Introducing Bus Operator Development Coaches



Opening a Wellness Center





Goal #1: Know your Numbers

- Education
- Nutrition
- Fitness

Blood Pressure Challenge

2013 – 20% participation

2014 – 57% participation

Metric: Obtain 25% participation in onsite annual biometric health screen. Increase participation by 20% each year.

Goal #2: Work Life Balance

Metric: Increase EAP utilization by 2% each year. Increase a variety of offerings to assist employees in maintaining a work life balance.

Defining Our Brand

WHO WE ARE, WHAT WE BELIEVE IN, AND HOW WE MAKE A DIFFERENCE.

REGIONAL TRANSIT SERVICE

Our Promise:
RTS makes it easy to enjoy your journey.

Our Mission:
We are our community's provider and partner for safe, reliable and convenient public transportation that more and more people can build their lives around.

Our Vision:
The preferred transportation choice.

Our Values:
INTEGRITY: We do what we say we are going to do and take responsibility for our actions.
RESPECT: We value and appreciate the diversity and opinions of those we work with and those we serve.
SERVICE EXCELLENCE: We strive to meet the needs of our customers every day, no exceptions.
PERFORMANCE FOCUS: We establish the outcomes that define our success and use data-based decision making to achieve them.
ENGAGEMENT: We understand how our work impacts customers and we maintain an environment focused on teamwork, dedication, and fun.
FRESH THINKING: We take time to discover and develop ideas that create value for our company, our customers, and our community.

C.A.R.E

- Courtesy
- Attire & Attitude
- Responsiveness
- Exceed Expectations





CARE PACKAGES DELIVERED!

Development of RTS customer service standards took an “out of the box” approach with the creation of CARE packages featured at the CARE FAIR!

- C ourtesy
- A ttire & Attitude
- R esponsiveness
- E xceed Expectations



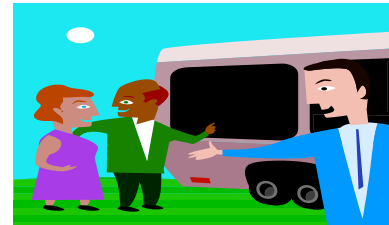
COURTESY

- **Greet every customer [and one another] with courtesy and a smile ~**

Examples:

Greet and Close;

- ☞ **Good morning, good afternoon or good evening**
- ☞ **Welcome to RTS, enjoy your ride**
- ☞ **Smile, make eye contact**
- ☞ **Say... “Thank You!” “Goodbye” or “Have a nice...day”**
- ☞ **Connect in some way**



ATTIRE & ATTITUDE

- **Represent RTS with a professional appearance and positive attitude ~**

Examples:


- Make sure your appearance is neat and professional. Wear your uniform with pride.
- A positive attitude on your part will go a long way.
- Leave personal and professional problems behind.
- Treat each customer like you are interviewing for a job of a lifetime.
- It's not always what you say, it's how you say it. Monitor your tone and body language.

New recognition programs



RTS - Regional Transit Service
November 3 at 1:42pm · 🌐

Read what a customer wrote about RTS Bus Operator Mark Brown: "...at a red light, over by Broad St., a blind man was trying to cross the street and was unsure of himself. Seeing this, the bus driver got out and assisted this gentleman across the street safely. Just seconds later when the driver returned to the bus, the passengers applauded him (and his humanitarian act didn't delay anyone getting to their destination on time) ...this is an example of the kind of employee I hope you are proud to have....He is an asset and an ambassador to your organization."



23,752 people reached

Boost Post

Unlike · Comment · Share · 👍 1,468 · 💬 145 · 🔄 135

23,752 People Reached		
2,569 Likes, Comments & Shares		
2,192 Likes	1,468 On Post	724 On Shares
230 Comments	160 On Post	70 On Shares
147 Shares	135 On Post	12 On Shares
820 Post Clicks		
496 Photo Views	0 Link Clicks	324 Other Clicks (🔗)
NEGATIVE FEEDBACK		
13 Hide Post	0 Hide All Posts	
0 Report as Spam	0 Unlike Page	



Spotlight on C.A.R.E.



Thanks for showing that you C.A.R.E. about great service!
On _____ (date), your RTS pride was shining as you:

You've put the following C.A.R.E. customer service standards into action and your extra effort is very much appreciated!
(check all that apply)

- ☐ Courtesy: Greet every customer (and one another) with courtesy and a smile.
- ☐ Attire & Attitude: Represent RTS with a professional appearance and positive attitude.
- ☐ Responsiveness: Respond to requests accurately and on time, every time.
- ☐ Exceed Expectations: Give more than expected and give the unexpected!

Sincerely, _____ (name)

Actively showing care for them as people



Engaging them to represent RTS





REGIONAL TRANSIT SERVICE

Fun!



Positive changes are evident

Employee Engagement Survey consistently reflects positive changes from 2012-13 to 2013-14:

- Employee participation improved from 33.2% to 36.3% a 3.1% gain and above our goal of 35%.
(Prior average was 15%).
- Employee satisfaction improved from 3.9 to 4.1

Positive changes are evident

Employee Survey comments:

- *“The gym is a place where functions, titles and other baggage disappears and we become a team.”*
- *More open-minded approach to employee issues and concerns. Management more open to new ideas and willingness to explore other suggested options.”*
- *“I have noticed that the employees are being given more authority to make decisions on front line issues. Employees are being respected more and appreciated. Employees are being looked at as an important part of the success of RGRTA.”*



REGIONAL TRANSIT SERVICE

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Presentation Commentaries



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Ms. Maryalice Keller



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Industry Conversation



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Next scheduled webinar session:

Engaging Your Frontline Workforce to Streamline Work Processes

Wednesday, December 17, 2014

2:00 – 3:30 p.m. Eastern Time

Registration flyer after Thanksgiving



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