

An Analysis of the
Administrative Unit of
the Maintenance Department

An SCRTD
Management
Services
Section
Report

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I. INTRODUCTION

At the request of the General Superintendent of Maintenance and Equipment, Management Services has analyzed and reviewed both the office work flow, including possible applications for the word processors, and the positions assigned to the Administrative Unit of the Maintenance Department. The study was undertaken to assist the Maintenance Department in improving the efficiency of its work flow and organizational structure. During the study the Personnel Department has provided input regarding the analysis and evaluation of several positions (see Personnel Department Position Analysis - appendix 1).

This report reviews and analyzes existing conditions in the Administrative Unit of the Maintenance Department and provides recommendations for immediate implementation.

It should be noted that the introduction of the Vehicle Maintenance System (VMS) and the word processor may have a great impact on the work conducted by most of the positions under study. This impact may require that major classification issues be addressed when both of the systems are operational.

II. METHODOLOGY

As noted in the introduction two major areas were reviewed: work flow and organizational structure and paperwork application for the word processor.

A. Work Flow and Organizational Structure

The major data sources regarding work flow in the office and responsibilities of each position were provided in writing by each staff member. During the two weeks following the initial meeting, the staff recorded their work activities on an hourly basis, noted paperwork flow and prepared a list of their tasks. This data compilation was accomplished by utilizing three forms specifically designed for this purpose. The forms were returned by the staff to the study team at the end of the two week period:

1. Office Work Analysis Form (exhibit 1)

This form includes paperwork and non-paperwork activities by day of the week and by hour.

2. Task List Form (exhibit 2)

This form lists all tasks completed and a description, frequency, quantity, and estimated hours per task.

3. Paperwork Analysis Form (exhibit 3)

This form includes a description of the paperwork and tracks its flow.

A Maintenance Department employee was assigned to serve as a liaison for the study, to assist in its execution, and to ensure the return of all forms to the study team. This liaison performed an Office Work Sampling (exhibit 4) for each desk at times specified in order to verify the accuracy of the forms completed by the staff and to facilitate departmental activity summaries.

Another source of data reviewed was the task statements completed by each person as part of the Personnel Research Center (PRC) Non-Contract Classification Study.

Once all written and oral data were compiled, work flow and responsibilities of each position were analyzed individually and then placed in perspective with the overall work flow and responsibilities of the Maintenance Department.

B. Paperwork Application for Word Processor

Copies of all routine paperwork presently completed were assembled and discussed with pertinent Department employees. These forms were then analyzed and assigned a priority weight for entry onto the word processor based on the projected benefits from their placement onto the system. For the purpose of this analysis, the paperwork is placed into high, medium, low and not justified categories.

The criteria used for priority allocation of forms and reports were:

1. the frequency of preparation or update;
2. the preparation time required;
3. the final format of the report (typed or handwritten);
4. the amount of content changed and/or data manipulated when the same report is prepared again; and
5. the amount of information in the report which is used by a number of positions or other departments.

III. GENERAL ANALYSIS AND FINDINGS OF WORK FLOW AND WORK LOAD

The findings and analysis of the study are presented both in relation to the Department as a whole and in relation to the individual positions.

The general areas analyzed for the Administrative Unit of the Maintenance Department are paperwork flow, non-written work, task frequency and quantity, and the office work sampling results.

A. Paperwork Flow

Generally most of the reports and forms handled in the Maintenance Department are initiated within the Department and completed in the office. The forms are either sent to the divisions or other departments. Due to the fact that only a few forms and reports require a supervisor's verification and signature, each position conducts its paperwork independently and very little interaction among the positions occur.

Supervisors are involved in writing memos and reports which relate to problem solving, technical and personnel issues, and performance evaluation, while the clerks are charged with the responsibility of recording ongoing activities i.e., vacation leave, sick leave, and other 3IR information of all maintenance employees.

The Maintenance Department regularly maintains written correspondence with the District's Accounting, Personnel and Data Processing Departments and the California Department of Motor Vehicles.

B. Non-paperwork Flow

As is expected the non-written activities of the supervisory position include giving instructions to clerical staff, conducting or participating in staff meetings and dealing with labor relations issues. The clerical staff also participates in meetings. However, the bulk of the clerical staff's written work time is devoted to clarification of routine division personnel matters, such as payroll and time off.

C. Task Frequencies, Duration, and Work Load

There is no consistent pattern of task allocation among the supervisory staff. Tasks such as writing performance evaluations, preparing for and conducting meetings, and coordinating and distributing work, are performed regularly.

The majority of tasks and duties performed by the clerical staff in the Maintenance Department are repetitive, conducted frequently (daily or weekly), and last for a duration of five minutes to one hour. The General Clerks are responsible for the routine administrative paperwork of various personnel tasks, i.e., time sheets, payroll records etc., of the different sections of the Maintenance Department. According to the current division of labor one General Clerk I monitors approximately 800 ATU and BRAC employees, while the other General Clerk I and one General Clerk II each monitor approximately 420 employees. The second General Clerk II monitors 130 Non-Contract employees.

Although the study team recognizes that the personnel administration of each division or group of employees has different needs and time requirements, the difference in the size of these groups does not seem justified.

D. Office Work Sampling

As previously stated, the study liaison conducted a work sample of each position. This sample was conducted four times a day for a two-week period and at a pre-determined random time each day.

The following results of this work sample (figure 1) may or may not be an accurate reflection of each position's activity. They do, however, provide an indication of how the department, as a whole, and each position individually allocate time to the various activities during a specific time period.

1. Departmental Analysis

A total of 384 observations were conducted in the department during the two weeks studied. The total number of observations fell into three groups: work related (59%); employee could not be contacted (21%); and Personal/Idle

(10%). Among the work-related activities, Handling Papers accounted for 24% of the total number of observations followed by Typing and Compiling Data each with 13%. Conversing, Telephoning, Writing and Meeting activities were observed less than 13%. It should be noted that all of the above activities may or may not be job related. The Filing activity was observed the least number of times (0.3%) and was conducted only by one person.

2. Position Analysis

The activity analysis by position reflected a pattern similar to that found in the paperwork flow and non-written work flow analysis discussed above. As expected, the supervisory positions were engaged, during more observations, in Conversing and Meetings than the clerical and typing personnel. Writing was also observed more often by the supervisory positions than the clerical staff.

Handling Papers, the most observed department-wide activity, was distributed unevenly among all positions. The Relief Typist Clerk was observed Handling Papers 45% of the time.

It should be noted that work patterns among clerical staff appeared to change during the second week of observations. A reduced awareness of the observation and a decline in the perceived threat of the study may have contributed to this recorded difference.

IV. PERSONNEL AND ORGANIZATIONAL STRUCTURE ANALYSIS AND RECOMMENDATIONS

The existing organizational structure of all positions under study is illustrated in figure 2. The description below presents the supervisory hierarchy and major responsibilities of each of the fifteen positions analyzed and lists recommendation to improve office efficiency.

A. Principal Administrative Analyst

1. Current Duties and Responsibilities

More than half of the incumbent's time is devoted to supervising the four Staff Assistants II assigned to him. Other responsibilities include: corresponding with OSHA concerning selected topics; providing technical information to Russo, the District's claims adjustor, claimant's attorneys and courts, regarding liability claim filed against the District and blamed on equipment failures; managing the auto fleet; and the developing and drafting justifications and specifications for the procurement of new automobiles. In addition, the incumbent is involved with some of the Department personnel issues.

2. Recommended Changes in Duties and Responsibilities

a. The incumbent should develop an action plan aimed at devising a more structured supervisory situation with the Staff Assistants II. This action plan would include a detailed desk procedure manual and report summary forms noting activities.

b. The incumbent should continue to provide technical information to Russo, the District's Insurance and Legal Departments, and others regarding equipment history and the possible relation of the equipment to insurance claims.

c. The Maintenance Department's management of the auto fleet should be the shared responsibility of the incumbent and the Personnel Coordinator. The incumbent should be instrumental in assessing fleet size require-

ments, while the Personnel Coordinator should assume the routine fleet tracking and monitoring function (See Personnel Coordinator recommendations).

d. The incumbent should assume an aggressive role in contract labor relations issues including the up-coming negotiations.

e. The Principal Administrative Analyst could more efficiently utilize his time by providing the Equipment Engineering Department with only the requirements and background of new equipment rather than a completed project. This would appear most cost effective, as it is that Department's mandate to develop justifications and specifications for new equipment.

B. Manpower Administrator

1. Current Duties and Responsibilities

The incumbent is primarily responsible for the overall coordination of all Maintenance Department staffing. The following staff are currently assigned to him in order to facilitate this task: one Personnel Coordinator, who in turn supervises three General Clerks, one Chief Clerk, and five BRAC clerks. Each of these positions will be discussed in detail under individual subject headings.

The aforementioned coordination involves not only ensuring appropriate hiring levels of mechanics, service attendants, and BRAC personnel assigned to the Maintenance Department, but also the monitoring of all leave time accrued and utilized, and the accuracy of other payroll information. In addition, the Manpower Administrator's staff is charged with performing all clerical support for Maintenance General (except for that work assigned to the Department's two Non-Contract secretarial positions). The clerical support includes all typing, filing, telephone answering, and routine report monitoring for verification of data accuracy.

Furthermore, the Manpower Administrator assists both the General Superintendent and the Superintendent of Maintenance.

nance Administrative Services in conducting special studies and writing miscellaneous reports.

2. Recommended Changes in Duties and Responsibilities

a. The incumbent should directly supervise all clerical positions in the Administrative Unit of the Department, including the three clerks who are currently supervised by the Personnel Coordinator (See figure 3 and Personnel Coordinator recommendations).

b. The Manpower Administrator should design and implement a plan to cross-train all clerks, thereby providing a more efficient and effective operation. Furthermore, this multi-training would not only increase each clerk's knowledge and enhance job interest but also reduce the need for a dedicated 'back-up' staff while ensuring a smooth continuation of the operation even in the absence of some staff.

C. Personnel Coordinator

1. Current Duties and Responsibilities

The Personnel Coordinator supervises the work of two General Clerks I and one General Clerk II, interviews new ATU and BRAC employees and solves contract personnel and payroll problems.

Additional responsibilities include maintaining and canvassing both ATU and BRAC union rosters, preparing correspondence relating to additional personnel requests, and serving as Acting Manpower Administrator in his absence.

2. Recommended Changes in Duties and Responsibilities

a. The incumbent should no longer supervise any BRAC positions (See Manpower Administrator recommendations).

b. The incumbent should report directly to the Superintendent of Maintenance Administrative Services.

c. The Personnel Coordinator should assist the Principal Administrative Analyst

1. in the preparation of background justification for new equipment,

2. by assuming the routine auto fleet tracking and monitoring function, and

3. on Contract labor relations issues.

d. The incumbent should assist the Superintendent of Maintenance Administrative Services

1. in general non-clerical office duties,

2. in personnel issues relating to Contract employee selection, and

3. by providing assistance in conducting special studies as needed.

The specific duties of the Personnel Coordinator in assisting each of the upper management positions would be determined according to need.

D. Chief Clerk

1. Current Duties and Responsibilities

The Chief Clerk is responsible for Non-Contract personnel payroll and attendance records, vehicle registration and other correspondence with the Department of Motor Vehicles (DMV). Although the incumbent has no supervisory duties, she does coordinate the work of a General Clerk II.

2. Recommended Changes in Duties and Responsibilities

a. The incumbent should assume the responsibility for ensuring correct preparation of bus documentation for the DMV. This paperwork is performed by General Clerks and currently checked by their supervisor, the Personnel Coordinator (See Personnel Coordinator recommendations).

b. The incumbent should administer and prepare all routine administrative personnel paperwork for the Non-Contract employees assigned to the Maintenance Department.

c. The Chief Clerk should serve as the Department's word processor coordinator and have primary responsibility for the Departmental implementation and coordination of the system and its needs.

E. Staff Assistant II

1. Current Duties and Responsibilities

Currently the Administrative Unit of the Maintenance Department includes four Staff Assistants II, each of whom is assigned to work with two or three different operating divisions.

Although their primary responsibility is to assist in warranty processing, this class also aids all of the Superintendents with special project requests. Total duties have not yet been established; however, once the procedures and routines have been developed, the operation should improve in efficiency and supervision time will be reduced.

2. Changes in Duties and Responsibilities

a. The incumbents should assist the Principal Administrative Analyst in developing a procedure manual for their jobs (See Principal Administrative Analyst recommendations).

b. The incumbents should complete and submit a periodic activity report (See exhibit 5). This report would serve as a work log and also assist in the work coordination, supervision and evaluation of total job performance. (See Principal Administrative Analyst recommendations).

c. The Staff Assistants II should conduct periodic evaluations of their travel patterns and adjust these patterns as work loads and needs change. The evaluation should concentrate on optimizing time and minimizing travel.

d. The incumbents should have direct contact and interface with all management personnel for whom they are conducting special studies.

F. General Clerks

1. Current Duties and Responsibilities

Currently four General Clerks are employed by the Administrative Unit. Two General Clerks I and one General

Clerk II, all supervised by the Personnel Coordinator, perform similar functions and, therefore, could, when the need arises, interchange duties. The primary function of these positions relates to monitoring, updating and solving payroll problems of ATU and BRAC employees for the divisions to which they are assigned. Most of the work is conducted by telephone although limited correspondence does take place. The other General Clerk II assumes parallel responsibilities, tasks and duties to the aforementioned clerks; however, she is responsible for the personnel paperwork of all Non-Contract employees in the Maintenance Department.

2. Recommended Changes in Duties and Responsibilities

a. These positions should participate in the recommended cross-training of all clerks (see Manpower Administrator recommendations).

b. The incumbents should report directly to the Manpower Administrator (See Manpower Administrator recommendations).

c. Work load should be reapportioned so that only two clerks handle equal numbers of ATU and BRAC records. (Currently one Clerk handles approximately 800 files while the other two handle 400 each).

d. The General Clerk II who handles the Non-Contract personnel files should be relieved of these duties and they should be assigned to the Chief Clerk (See Chief Clerk recommendations).

e. This General Clerk II should also be relieved of whatever general office work and inventory report work she currently performs.

f. The recommended cross-training of clerks would provide back-up in the case of an absence or emergency and, therefore, the current permanent back-up stance should be eliminated.

g. Two clerks should be freed from current responsibilities (one Clerk I and one Clerk II). This shift in manpower should guarantee the Department adequate

clerical support to handle its new and continually evolving needs, and also assure no need for additional clerical positions.

G. Relief Typist Clerk

1. Current Duties and Responsibilities

This position is currently under the supervision of the Manpower Administrator for the purpose of administrative and disciplinary actions only. The work conducted by the incumbent is for the two Superintendents of Maintenance Divisions.

2. Recommended Changes in Duties and Responsibilities

a. The Relief Typist Clerk position be removed from the supervision of the Manpower Administrator and placed entirely under the two Superintendents of Maintenance Divisions.

b. The incumbent should provide clerical support in the form of typing and data collection for the Staff Assistant IIs assigned to the Superintendents of Maintenance Divisions.

H. Mileage Clerk

1. Current Duties and Responsibilities

The Mileage Clerk is responsible for the the computerized Hub and Non-Revenue Vehicle reports, reviews and verifies data received from the divisions, and sends it to be keypunched. These data are verified again when the final printouts are returned to the office from the Data Processing Department prior to distribution.

2. Recommended Changes in Duties and Responsibilities

a. The incumbent should participate in the proposed cross-training, thereby making the job more diversified and interesting.

b. This position should assume some of the responsibilities related to the VMS systems when the system becomes operational.

I. Stenographer

1. The Stenographer types and proofreads correspondence, takes dictation from the Superintendent of Administrative Services, and contributes to the ongoing daily office operation i.e., answers phones, copies documents and files.

2. Recommended Changes in Duties and Responsibilities

a. The incumbent should participate in the proposed cross-training.

b. The incumbent should assume some of the current general office work and inventory reports currently performed by the General Clerk II (See General Clerks recommendations).

c. The incumbent should actively participate in the preparation of reports and other special projects, as needed.

J. Typist Clerk

1. Current Duties and Responsibilities

The Typist Clerk is a temporary position assigned to the Department to assist with the paperwork associated with the 940 bus procurement. Since this operation has been completed and the position is scheduled to terminate in late August no additional discussion is warranted.

V. WORD PROCESSOR APPLICATION ANALYSIS AND RECOMMENDATIONS

A. Analysis

A large amount of the paperwork in the Maintenance Department involves recordkeeping and continuous updating of data. This type of work is well suited for word processing, due to its capabilities of editing and updating the data needed, while reducing the time needed to complete a project. In addition, the word processor further increases efficiency by reducing the time required to assess and retrieve information.

Reports, such as the rosters for each employee group, individual employee personnel information and equipment data, lend themselves to a word processor application. New reports, not included in this study, should be evaluated by the priority criteria developed and, when appropriate, added to the word processor.

1. Maintenance Department's Reports

The following forms and reports are generated by the Maintenance Department:

1. ATU Seniority List by Division
2. BRAC Seniority List by Division
3. Employee Record Card
4. Work Schedule Bid Sheet
5. Monthly Manpower Report
6. Monthly Staffing Report
7. Training Attendance Record
8. Equipment Supervisors Shift
9. Non-Contract Employees Roster
10. Bus Location by Bus Number
11. Buses Out of Service
12. Buses Out of Service with BO Air
Condition Unit
13. Vandalism Report
14. Vehicle Equipment Record Report
15. Monthly Fuel and Oil Inventory

16. Department of Motor Vehicles Reports
17. Transmittal Letters for Ownership
Certificates

Examples of these forms and reports are located in exhibit 6.

An analysis of the forms and reports utilized in the Maintenance Department reveals that approximately three quarters of the reports are high priority while the remainder of the forms and reports currently are not justified for word processor application as they would increase cost by entering the information into the system.

2. High Priority

Reports and forms included in the high priority category have many of the following characteristics:

1. Preparation Frequency - Reports are prepared more than once a year and many are compiled daily.
2. Preparation Time - Reports require several hours for organization and preparation.
3. Final Format - Reports are typed and usually formal.
4. Amount of Content Change - Reports have only minor text changes.
5. Amount of Shared Information - Report entry would reduce and provide constant data.
6. Report Distribution - Reports are usually prepared for interdepartmental use.
7. Purpose of Report - Reports are used for reference or recordkeeping.

- B. Recommendations

1. High Priority

Reports 1 through 12 are related to inventory of personnel or buses. The data in these reports are constantly needed for ongoing operation and are frequently updated, and therefore, deserve the highest priority placement on the word processor.

Many of these forms and reports are utilized to collect and retain similar information, i.e. seniority rosters by name, badge number, seniority dates, shifts worked, and training history. The creation of one data file entitled Contract Personnel Data would eliminate the necessity to process all this information in several different reports. By combining reports 1 through 7 on the list above, a great amount of duplicated information would be avoided.

Additionally, the aggregation of the seven forms and reports into one data file located on the word processor would save typing time and reduce accessibility time needed to retrieve the information. Furthermore, the Text/Edit feature on the word processor would greatly reduce updating and typing time required for preparing both the rosters and other monitoring reports, since only the changes would have to be retyped.

Another advantage of combining these reports is the word processor's capability to manipulate data. This feature would make the summary of numerical information, such as that currently contained in the Monthly Manpower Report, much easier and far more cost effective.

The following data elements are recommended to be included in the Contract Personnel Data File:

1. Name
2. Address
3. Badge Number
4. Telephone Number
5. Date of Birth
6. Date of Employment
7. Date of Class or Roster Seniority
8. Job Title Classification
9. Shift Assignment
10. Social Security Number
11. Division Assignment
12. Tool Check Number
13. Clothes Locker Number

14. Driver License Number
15. Class of License
16. Date License Expires
17. Date of Last Physical
18. Number of Employee/Dependent Passes
19. Course Number
20. Course Date
21. Hours of Course
22. Personal Physician
23. Physicians Telephone Number
24. In-House/Factory Training
25. Number of Allocated Positions by Division

Reports 8 and 9 relate to Non-Contract employees and could form a second data file. The merger of these reports into one data file would both reduce preparation time and expedite report update and accessibility in the same manner as noted for the Contract Data File.

The data elements recommended for the Non-Contract Personnel Data File include the first 11 elements of the Contract Personnel Data File noted above plus the entry of day off and division telephone extension.

The third group of reports recommended to be placed on the word processor as high priority are reports 10, 11 and 12 on page. These reports provide an inventory of buses, their location and mechanical condition (out of service or BO cause). By combining these three reports into one Bus Data File, duplicate information would be reduced and all Supervisors and Superintendents of Maintenance would have up-to-date knowledge of each bus's condition and location. Consequently, they should be able to more effectively plan operations.

The Buses Out of Service report requires a weekly update provided to Maintenance General by the ERS or Typist Clerk at each Division. The person reporting "down coaches" merely reads the division's blackboard and reports via telephone that list to a Typist Clerk at Maintenance General who

in turn types the information. It should be noted that this information is not proofed or checked for accuracy.

It is recommended that the Division Manager submit, on a weekly basis, a handwritten copy of "down coaches". A listing prepared in this manner would assure the Superintendent that the Manager was aware of the "down coaches" at his division and would also eliminate the margin of error which results from oral transmission of the data.

The creation of Contract and Non-Contract Personnel Data Files as well as a Bus Data File would substantially reduce the workload of several positions.

2. Not Justified Reports

The remaining reports (13 through 17) do not justify word processing application at the present time.

a. Vandalism Report: This report is completed at the Division and transmitted to Maintenance General for extraction of only a few key elements. The limited information tabulated from this report does not require automation since it is done manually without additional manpower or time.

b. Vehicle Equipment Report: This form is completed only once per vehicle. The current procedure seems appropriate and effective in completing the required paperwork.

c. Monthly Fuel Oil Inventory: This inventory is compiled monthly at the division level and, therefore, entering the data onto word processing would necessitate additional work.

d. Department of Motor Vehicle Forms: These forms are completed only once per vehicle and utilize official DMV Applications. Consequently, the use of the word processor is not feasible.

e. Transmittal Letters for Ownership Certificates: No advantage is seen in placing the form onto the word processor.

VI. CONCLUSION

The study team has concentrated on the current needs of Administrative Unit of the Maintenance Department and developed a set of recommendations suitable for immediate implementation. It is imperative to note that the constantly changing and evolving needs and requirements of the Department necessitate an ongoing evaluation of the tasks and responsibilities of all positions. The need for future analysis will become most evident upon completion of each of the following events: implementation and adoption to the word processor; completion of both the Non-Contract and BRAC personnel classification studies; and the introduction of VMS.

Appendix 1
Personnel Department's Position Analysis

Introduction

When this study was first discussed, the Personnel Research Center (PRC) Classification and Validation Report for Non-Contract positions was expected to be completed by early July. The final PRC Report for BRAC positions is scheduled by late September. The Management Services study of the identified positions within the Maintenance Department was being done at the same time as the PRC studies.

Study Relationship to Consultant's Study

The PRC report looks at positions and classifications at a definite point in time. The duties which constitute a position determine the required knowledge and abilities for that position. (An incumbent may have knowledge and abilities greater than those required; however, it is the position as it exists which is classified and not the incumbent.) Salary grade is determined by the assigned duties and responsibilities and the resulting required knowledge and abilities and also by the comparison of the specific position with all other positions within the District.

While PRC defined the positions, Management Services was asked to analyze duties and work loads and recommend organization changes which would improve the overall efficiency and effectiveness of the office.

The timing of the Management Services Report was adjusted so that the PRC Report could be used as a basis for possible position changes. The PRC Report is on hold, however, until after the August arrival of the new General Manager.

Recommendations of the Management Services Report appear to impact only two Non-Contract positions to any notable extent. Affected are the Manpower Administrator and Personnel Coordinator. Neither incumbent completed a questionnaire in time for these positions to be included in the preliminary PRC Report, thus the classification recommendations are unknown.

Management Services recommends that the Manpower Administrator retain his basic job duties: only the scope of supervision would change. He will become first-line supervisor of seven full-time BRAC employees. Presently, he has four subordinates; the Personnel Coordinator, who is responsible for three more, also reports to him, as does the Chief Clerk.

The Personnel Coordinator will report to the Superintendent of Maintenance Administrative Services. New duties will be assigned pertaining to special projects; she will continue to perform many of the current personnel-related duties.

A department head is charged with achieving effective and efficient use of his personnel. He is free to move employees as he sees fit, as long as the new duties approximate the former duties in the area of required knowledge and abilities. It appears that the new Personnel Coordinator position as described will not involve sufficient change to require an adjustment in the PRC classification recommendation.

These findings of the Personnel Department are independent of the final PRC recommendations regarding proper classification of these two positions, since they consider only the changes to current responsibilities as proposed herein.

Recommended changes in the BRAC positions relate to work load and will not be affected by the PRC Report. The temporary position which was created to handle paperwork for the new buses will expire in late August and thus is not a consideration in future planning. The impact on work load as a result of the use of word processing equipment will be substantial. During this transitional period the General Clerks who have been relieved of present responsibility will be able to assume new duties and will make the use of additional staff or temporary clerks unnecessary. This is especially true if all General Clerks are cross-trained for all related office tasks.

Within the next year, there will be dynamic changes occurring in the word processing equipment and the Vehicle Maintenance System when they are put in place. BRAC position classification review will be called for when the System is fully operational, if not before.

Summary

Classification recommendations for both Non-Contract and BRAC positions will be determined by the outcome of the PRC studies. Changes in staffing and work load as proposed in this report do not appear to be substantial enough to require classification of any positions reviewed.

OFFICE WORK ANALYSIS FORM

Job Title: _____

Employees Name: _____

TIME OF DAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
8:00 A.M. TO 9:00 A.M.					
TO 10:00 A.M.					
TO 11:00 A.M.					
TO 12:00 NOON					
LUNCH					
1:00 P.M. TO 2:00 P.M.					
TO 3:00 P.M.					
TO 4:00 P.M.					
TO 5:00 P.M.					

Paperwork Analysis

1. What is the name of the report or form? _____

2. Briefly describe the form and its use. _____

3. How often do you do this paperwork? _____
4. Who gives this report to you? _____
5. Where do you get the data for the report? _____

6. How long does it take you to do your part of each report or form? _____
7. What do you do with or to this report? _____

8. To whom do you give this report? _____

Name _____

Date _____

OFFICE WORK SAMPLING

Name _____		Position _____									
ACTIVITY	1	2	3	4	5	6	7	8	9	10	TOTAL
Telephoning											
Conversing											
Writing											
Meeting											
Typing											
Compiling Data											
Filing											
Handling Papers											
Traveling											
No Contact											
Personal											
TOTALS											

<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>
9:35	9:02	9:44	9:50	9:12	9:33	9:35	9:57	9:01	9:12
10:55	10:17	10:45	10:11	10:29	10:53	10:04	10:14	10:42	10:13
11:58	11:16	11:42	11:54	11:22	11:03	11:28	11:09	11:26	11:47
2:35	2:03	2:44	2:14	2:48	2:13	2:46	2:32	2:06	2:57
3:11	3:36	3:26	3:52	3:19	3:06	3:14	3:38	3:51	3:46
4:51	4:40	4:15	4:35	4:35	4:07	4:37	4:27	4:41	4:05

EXHIBIT 5

NAME _____

DATE _____

STAFF ASSISTANT II ASSIGNMENT LOG

1. _____
Assignment Description % Completed Expected Completion Date

Status & Comments: _____

2. _____
Assignment Description % Completed Expected Completion Date

Status & Comments: _____

3. _____
Assignment Description % Completed Expected Completion Date

Status & Comments: _____

Meetings and Other Activities _____

EXHIBIT 6

1st Page Samples of Maintenance Department Reports

A.T.U. - DIVISION 3301 - SENIORITY LIST
BY CLASSIFICATION

YOUNG, Clevester	5810	Mechanic A Leadman	08-15-45	
YAMURA, Yoshito	5733	Mechanic A	01-12-53	
BEASLEY, Otis Jr.	5042	Mechanic A Leadman	08-30-55	
CHAVEZ, Manuel	6621	Mechanic A	06-16-61	
HARRIS, Alvin	5818	Mechanic A	10-29-66	
EVANS, Mack	5866	Mechanic A	06-08-67	
HOCKLESS, Floyd	6536	Mechanic A	01-21-70	
FEZ. R W E E N	6539	<i>mech A</i>	1-30-70	
URZUA, Robert	6614	Mechanic A	11-23-70	
SANDERS, Frederick A.	6649	Mechanic A	05-13-71	
PERRY, Henry C.	5014	Mechanic A	09-11-71	
ANDERSON, Gaylord	7311	Mechanic A Leadman	06-01-72	01-31-72
CARTER, Howard	5184	Mechanic A	04-04-73	
MORRIS, William A	5300	Mechanic A Leadman	09-26-73	
SALAZAR, A.	5449	Mechanic A	07-09-74	
SOBERANIS, Julio	5451	Mechanic A	06-12-74	
BUSTIOS, Salvador	5073	Mechanic A	09-02-75	

RTD 33-43
REV. 3/78

EMPLOYEES RECORD CARD

Name _____ Badge _____

Address _____

Telephone _____

Tool Check No. _____

Clothes Locker No. _____ Driver's Lic. No. _____

Date of Birth _____ Class of Lic. _____

Date Employed _____ Date expires _____

Employees Pass No. _____ or Physical _____

Dependent Pass No. _____ Personal Dr. _____

Social Security No. _____ Dr's. Phone _____

Remarks: _____

SOUTHERN CALIFORNIA RAPID TRANSIT DISTRICT
EQUIPMENT MAINTENANCE DEPARTMENT
WORK SCHEDULE BID SHEETS

Division 3301

NAME	ID	Hours 7:30 a.m. to 4:00 p.m.	Effective Date	February 1, 1981							
				S	M	T	W	T	F	S	
...	8-30-75	X							X
...	3-11-77	X	X						
...	9-11-75	X							X
...	12-18-77						X	X	
...	6-20-55	X							X
...	5-15-78				X	X			
...	2-17-80			X	X				
...	2-18-80		X	X					
...	3-21-71	X							X
...	5-2-74						X	X	
...	5-1-76			X	X				
...	4-7-70	X	X						
...	1-9-73	X							X
...	4-7-74							X	X
...	7-22-76				X	X			
...	10-14-77	X							X
...	11-7-73	X							X
...	9-22-75	X							X
...	6-16-75	X	X						

FEBRUARY 5, 1981

VIP CLASSIFICATION	3301	3302	3303	3304	3305	3306	3307	3308	3309	3312	3314	3315	3318	3334
Mechanic "AA" Leadman											2			
Mechanic "A" Leadman	5	5	4		5	4	2	5	4	2	10	5	3	6
Mechanic "B" Leadman							2							
Mechanic "A"	16	23	15		26	8	9	21	50	14	119	19	15	16
Mechanic "AA"								1			1			
Mechanic "B"	27	30	29		19	10	29	19	20	15	106	22	11	9
Mechanic "C"	22	21	27		28	10	21	9	3	11	72	4	7	

33

Sheet Metal Worker Lead											1			
Sheet Metal Workers											9			
Road Janitor Leadman														
Road Janitors														
Laborers "A"														
Utility "A" Leadman		2			3	1	1	2	2	1			1	
Utility "A"	13	13	12		16	7	10	9	21	10	10	9	9	
Service Attendant Lead.		1	2				1		1					1
Service Attendant	22	26	15		21	10	17	20	28	14	9		18	7
Utility "B"			4		5	1	4		4	2			1	
TU SUB-TOTAL	110	122	98		123	51	96	86	162	69	369	70	56	

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MAINTENANCE STAFFING REPORT

AS OF February 5, 1981

DIVISION	MECHANICS		UTILITY		ERAC	
	AUTH.	ACTUAL	AUTH.	ACTUAL	AUTH.	ACTUAL
3301	71	71	43	39	11	8
3302	81	79	52	43	13	12
3303	64	65	36	33	9	8
3304					2	2
3305	83	78	49	45	9	7
3306	33	32	22	19	5	5
3307	60	63	36	33	9	9
3308	57	55	34	31	9	6
3309	90	87	57	56	10	10
3312	44	42	27	27	7	7
3314	356	321	18	19	3	3
3315	51	50	32	29	6	5
3318	35	36	20	18	7	6
3399			S/A Pool	S/A Pool		
3399	Non-Rev 14	Non-Rev 14	Non-Rev 3	Non-Rev 3	9	7
Sub-Total	1,039	993	429	395	109	95
3334	35	33	11	11	2	2
3334 Elec.	17	17			1	1
Grand Total	1,091	1,043	440	406	112	98

MAINT. MGR.

DAYS

1st SHIFT

DAYS

2nd SHIFT

VI

-35-

Equipment
Supervisor
Shift

- 8 -

MAINTENANCE & EQUIPMENT DEPARTMENT PERSONNEL

NAME	BADGE #	CLASSIFICATION	COMPANY SENIORITY	EXT.	DIV.	NEW ANNIV. DATE	I.D.#
Adams, John	5928	Equip. Serv. Suprv.	05/27/75				
Adams, John C.	4872	Div. Maint. Manager	04/21/80				
Anderson, Wade	5357	Equip. Serv. Suprv.	12/21/74				
Arana, Joe	6012	Equip. Maint. Suprv. I	06/23/60				
Arrey, Henry	5683	Equip. Maint. Instructor	03/03/75				
Au, Richard	5382	" " "	08/04/80				
Bader, Fred	5027	Staff Assistant II	07/22/46				
Barron, Abraham	6664	Equip. Maint. Suprv. I	06/09/71				
Bauman, Charles	5038	Equip. Maint. Suprv. II	04/28/41				
Bjornsen, Neil	7988	Equip. Maint. Suprv. II	05/28/75				
Boyett, William	5061	Division Maint. Manager	09/17/44				
Bouffard, Jane	7662	Staff Assistant II	12/18/67				
Bryant, Sophie E.	7755	Chief Clerk	05/22/74				
Castro, Juan	5176	Equip. Maint. Instr.	11/12/74				
Caballero, Emilio	6721	Equip. Maint. Suprv. I	12/07/71				
Carrillo, Augusto	3822	Equip. Maint. Suprv. I	01/12/81				
Caudill, Robert E.	5871	" " " "	05/14/75				
Cayen, Leroy	6089	Scrn. Proc./Paint. Sup. I	03/29/76				
Chavira, Tony	5240	Asst. Gen. Supt. Maint.	06/11/73				
Cowley, George C.	5324	Bldg. & Grds Maint. Sup.	11/17/75				
Curtis, Martha	7949	Staff Assistant II	05/14/75				
Dahlstrom, Chris	4453	Prin. Admin. Analyst	10/01/60				
Davis, Garland	5852	Equip. Maint. Suprv. I	03/23/67				
Davis, L. R. (Rich)	8409	Gen. Supt. Maint & Eq.	08/01/79				
Dello, Charles	5932	Equip. Maint. Suprv. I	09/22/59				
Denaro, Frank	5168	" " " II	06/11/56				
Desy, Melvin A.	6749	" " " "	01/12/72				
Eich, Jack	6790	Supt. Maint. Divisions	02/14/72				
Eller, Gary	5735	Equip. Maint. Suprv. II	09/08/75				
Endicott, James D.	5877	" " " "	02/17/59				
Fabro, Carlos	5789	Engineering Tech	02/09/81				
Falvey, Bob	5202	Div. Maint. Manager	06/28/46				
Farris, Ray	5205	Equip. Maint. Suprv. II	02/28/61				
Fischer, John L.	5299	" " " "	03/22/76				
Fleming, Nathan	5241	Equip. Serv. Suprv.	01/18/77				
Flynn, Robert J.	6732	Equip. Maint. Suprv. I	12/22/77				
Frazier, Les R.	5242	" " " "	06/09/73				

US LOCATIONS --- BY BUS NUMBERS --- AS OF

LOCATION	BUS NUMBER	LOCATION	BUS NUMBER
1000	1053	1110	
1001	1054	1111	
1002	1055	1112	
1003	1056	1113	
1004	1057	1114	
1005	1058	1115	
1006	1059	1116	
1007	1060	1117	
1008	1061	1118	
1009	1062	1121	
1010	1063	1122	
1011	1064	1123	
1012	1065	1124	
1013	1066	1125	
1014	1067	1126	
1015	1068	1127	
1016	1069	1128	
1017	1070	1129	
1018	1071	1130	
1019	1072	1131	
1020	1073	1132	
1021	1074	1133	
1022	1075	1134	
1023	1076	1135	
1024	1077	1136	
1025	1078	1137	
1026	1079	1138	
1027	1080	1139	
1028	1081	1140	
1029	1082	1141	
1030	1083	1142	
1031	1084	1143	
1032	1085	1144	
1033	1086	1145	
1034	1087	1146	
1035	1089	1147	
1036	1090	1148	
1037	1091	1149	
1038	1092	1150	
1039	1093	1151	
1040	1094	1152	
1041	1095	1153	
1042	1096	1154	
1043	1097	1155	
1044	1098	1156	
1045	1099	1157	
1046	1100	1158	
1047	1101	1159	
1048	1102	1160	
1049	1103	1200	
1050	1105	1201	
1051	1106	1202	
1052	1107	1203	
	1108	1204	
	1109	1205	

BUS HELD OR REPAIR AT DIVSN	BUS NUMBER	P R O B L E M										OUT OF SERVICE		P A R T S N E E D E D
		ACCIDENT	AIR CONDNG	BRAKES	CHAIRLIFT	ELECTRICAL	ENGINE	FIRE	FRAME	TRANSMISN	O T H E R	DOWN DATE	WEEKS	
3305	5415								X	X		09-03-79	74	VII
	5358								X			07-20-79	83	
	5409								X	X		09-24-80	25	
	7086	X								X		10-12-79	72	VS 2-8
	5364								X			04-20-80	44	
	7015						X					11-05-80	17	
	7692		X									12-11-80	12	Parts
	7645		X									09-02-80	25	
	5840						X					12-19-80	11	
	7059						X					01-21-81	6	
	5833						X					01-28-81	5	
	5224						X					01-20-81	6	
	5062						X					02-02-81	5	
	5413						X					02-01-81	5	
	7075						X					02-02-81	5	
5408										Banjo	01-31-81	5		
7049										Banjo	02-09-81	3		
7080						X					02-16-81	2		
7039						X					02-16-81	2		
5835						X					02-16-81	2		
3306	8414										Miscellaneous	01-04-81	9	
	3127						X				Miscellaneous	02-21-81	2	
	3147										Miscellaneous	03-05-81		
	3103										Miscellaneous	03-04-81		
	3116										Body			
3307	1053								X			07-20-80	32	
	7259								X			11-01-80	17	
	31								X			11-25-80	14	
	50								X			11-23-80	14	
	5271								X			11-28-80	12	

BUSES IN SERVICE WITH BO AIR CONDITIONER UNITS

Date: 3/6/81

DIVISION	BUS NUMBER	DIVISION	BUS NUMBER	DIVISION	BUS NUMBER	DIVISION	BUS NUMBER
1	NONE	3305	7090	3312	NONE		
3302	3225		7093				
	3224		7077	3315	NONE		
	8048		7078				
	8045			3318	NONE		
	8058	3306	NONE				
	8214						
	8572	3307	1052				
	8575						
3303	4217	3308	7102				
	4220		7104				
	4318		7105				
	4337		7106				
	4339		7110				
	6142		7120				
	6146		7121				
	6152		7129				
	6153		7133				
	6155		7135				
	6160		8085				
	6183						
	7203	3309	1071				
	7223		4341				
	7224		7317				
3305	7028		7319				
	7047		7357				
	7096		8131				
	7018						

in other...

DATE (Month)

Year To Date					DATE (Month)					Year To Date				
Glass	Graffiti	Upnoi-stering	Other	TOTAL	Glass	Graffiti	Upnoi-stering	Other	TOTAL	Glass	Graffiti	Upnoi-stering	Other	TOTAL
1853		1,133		1,133	3972		1365		5337	2625		2485		5110
20255	7024	2645		9669	26612	1732	3175		31519	12074	5028	3606		20675
5190	4320	1541		6651	6849	708	2065		9622	14453	17177		609	32239
65531	12687	7754	256	13698	79120	4797	14069	355	98332	1945	109	5742		7796
860	64	2175		2239	1095	45	3567		4697	32586	2105	3675		78017
77720	1531	17285		18816	21865	874	19356		42096	5167	538	1374		7019
1764	510	425		939	3343	28	949		4320	6528	1956	4237	67	11488
22931	1356	15702	5	17053	26491	5600	26641	12	74902	2315	1833	2759		6899
1170	1833	705		2538	1143		2034		3177	29647	8112	21156	20	59015
14991	8086	3895	20	12002	4851	26	17254		32131	2533		94		3404
1297		355		355	1236		586		1822	2111	11			2122
20858	1013	8669	68	9750	53456	363	10381	10	42325	504	2367	25		2796
2217	2382	134		2513	2824		119		2943	36852	10831	5572	129	48384
15684	10752	2074	122	13028	21175	82	2776		23033	250	1406	1167		3673
1491	1586	1535		4612	1911		652		2563	5176	23	621	34	5834
21937	3658	16790	19	20404	29832	27	8422	15	38296	1107	1602	210		2919
397	1965	96		2458	770	104	114		988	14176	26871	4225	50	41126
5481	25433	2001	20	27435	8989	1388	2224	20	12611	882	2361	4690		7933
434	2361	2131		4926	448		2559		3007	2168	11752	17767		21507
10036	11710	9995		31741	11647	42	7712		19401	3667				3667
1450				1450	2157				2157	49647	2871	5704	50	52472
20952	2174	3786	20	26932	26695	697	4918	36	34346	43861	15906	24230		83997
18123	15021	10220		43364	25738	885	14010		40633	553298	101146	208309	1094	863647
237376	85520	91381	580	414857	315922	15626	928	514	448990					

RTD 33-11
7/16/71

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SOUTHERN CALIFORNIA RAPID TRANSIT DISTRICT
VANDALISM REPORT

VEHICLE NO. _____ LINE NO. _____ B.R. _____ DATE _____ DIV. _____

LOCATION FOUND IF OTHER THAN DIVISION _____

TYPE OF VANDALISM: NUMBER OF SEATS: _____ CUT _____ MARKED _____ LOCATION: FRONT _____ CENTER _____ REAR _____

WINDOWS BROKEN: _____

PANELS: CUT _____ MARKED _____ LOCATION: SIDE _____ FRONT _____ CENTER _____ REAR _____

OTHER: _____

APPROX. COST: LABOR \$ _____ MATERIAL \$ _____ TOTAL \$ _____

REMARKS:
1
2
3
4
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99
100

MAINTENANCE DIVISION: IF SEATS ARE NOT REPAIRED BEFORE RETURNING VEHICLE TO SERVICE, MAKE SMALL I.D. MARK NEAR DAMAGE TO PREVENT DUPLICATE REPORT.

SIGNED: _____

ORIG: SI AGENTS
CC: FILE

SOUTHERN CALIFORNIA RAPID TRANSIT DISTRICT
VEHICLE EQUIPMENT RECORD
GENERAL DATA

14

UNIT NO. _____
AFE NO. _____
ACCOUNT _____

DATE RECEIVED

DATE OF SERVICE

LEGAL OWNER

COST FACTORY LESS TAX
COST F. O. B. LOS ANGELES

BODY

Type
Make
Model

Seating Cap.
Serial No.

MOTOR

Serial No.
Right
Left
No. Cyl.
Location
Make
Model

Bore
Stroke
Displacement
Compression Ratio
Governed Speed M.P.H.
B.H.P.

TRANSMISSION

Make
Oil Capacity

Type Automatic/Manual

OIL CAPACITY

Crank Case

Filter Total

WEIGHT

G.V.W. — Unladen /

Front Weight
Rear Weight

DIMENSIONS

Overall
Wheelbase
Load Length

Maximum Height
Manimum Width
Floor Height From Ground

AIR COMPRESSOR

Type

ELECTRIC SYSTEM

Voltage

AIR CONDITION

Type Drive
Make
Model
No. Cyls.

Freon Capacity
Unit No.
Oil Capacity

AXLES

Number
Rear Single/Dual

Number of Wheels

DIFFERENTIAL

Ratio

TIRES

Front
Rear

No. Size
No. Size

REAR EXIT DOOR

Type

TURNING RADIUS

Feet

FUEL

Tank Capacity

Gasoline
Diesel
Other

SOUTHERN CALIFORNIA RAPID TRANSIT DISTRICT MONTHLY INVENTORY - FUEL OIL

T. NO. _____	PREPARED BY _____				DATE _____
	DIESEL 1	DIFSEL 2	GASOLINE	OIL	
OPENING STOCK INVENTORY					
PURCHASED DURING MONTH					
TO BE ACCOUNTED FOR					
CONSUMED DURING MONTH					
BOOK INVENTORY					
CLOSING STOCK INVENTORY					
OVER OR SHORT					
TOTALS					

DISTRIBUTION

	DIESEL 1	DIESEL 2	GASOLINE	OIL	
COACHES					
W.O. ACCOUNT					
TOTALS					

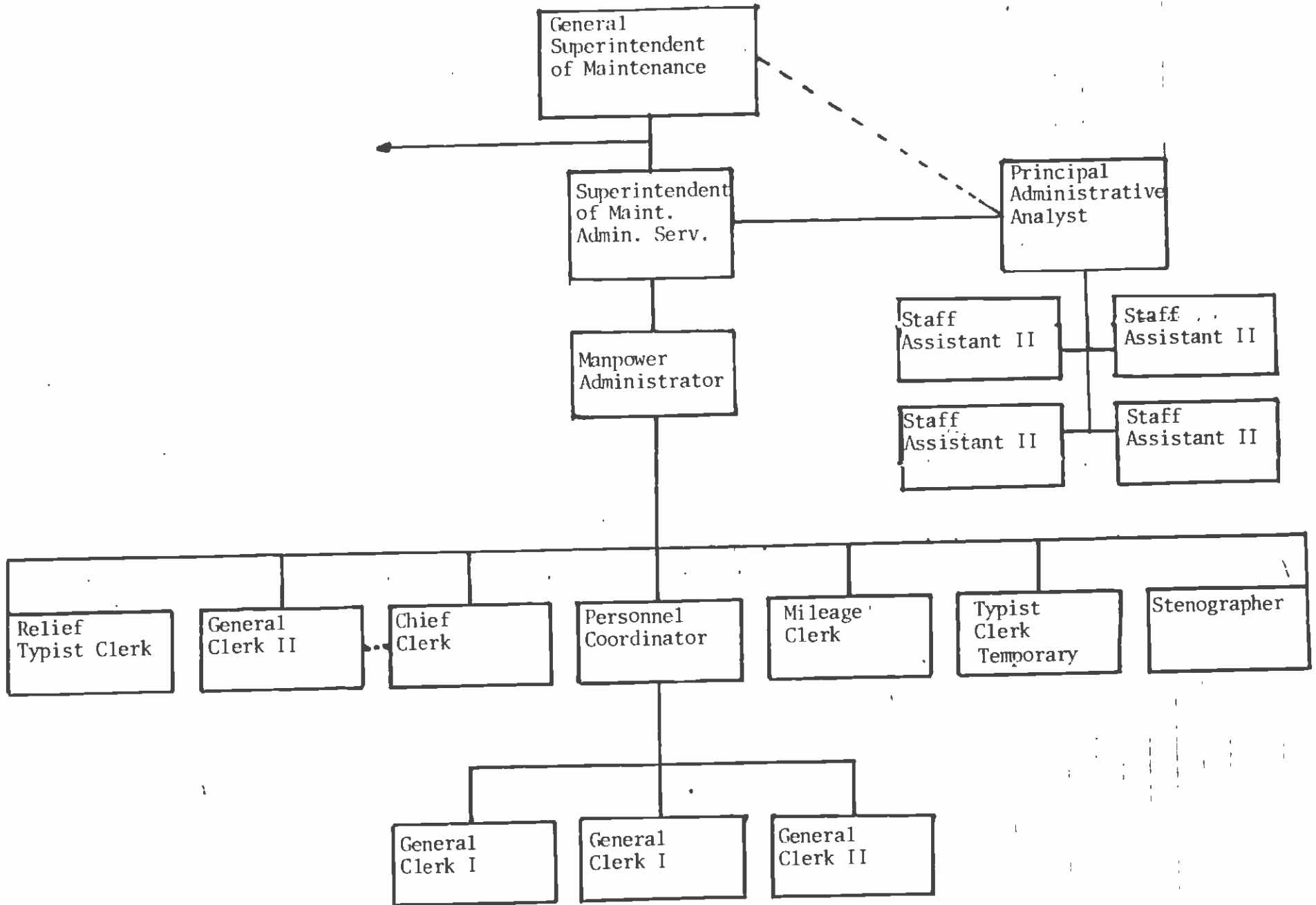
Figure 1

OFFICE WORK SAMPLING (Observations and Work Distribution 6-8-81 to 6-19-81)

ACTIVITY \ POSITION		Manpower	Prin.	Analyst	Personnel	Coordinator	Chief Clerk	Gen. Clk. I	Gen. Clk. I	Gen. Clk. II	Gen. Clk. II	Mileage Clk.	Typist Clk.	Relief Clk.	Stenographer	SECTION TOTAL		
		Admin.															2 #	3 %
Telephoning	1st wk.	0	11	0	12	5	6	16	0	5	5	10					9	
	2nd wk.	9	11	19	9	0	6	7	6	6	0	6					10	
	Total	4	11	9	11	3	6	12	4	5	3	8					19	5
Conversing	1st wk.	27	22	12	13	5	6	8	11		5	6					20	
	2nd wk.	18	17	6	0	17	11	0	6		0	0					13	
	total	23	19	9	5	9	9	3	8		3	3					33	9
Writing	1st wk.	0	22	13			6		11		5						10	
	2nd wk.	18	6	12			0		0		0						5	
	total	8	17	12			3		4		3						15	4
Meeting	1st wk.		6														1	
	2nd wk.		22														4	
	total		14														5	1
Typing	1st wk.				12	35	0	10	11		48	20	44				32	
	2nd wk.				0	8	6	13	12		21	6	50				19	
	total				5	19	3	12	11		37	13	47				51	13
Compiling Data	1st wk.			6	0		25	21	44	20	0	20	6				29	
	2nd wk.			0	18		22	0	24	33	21	6	0				21	
	total			3	11		24	12	31	32	7	13	3				50	13
Filing	1st wk.			0													0	
	2nd wk.			6													1	
	total			3													1	.26
Handling Papers	1st wk.	53	6	25	25	20	25	26	0	35	24	40	31				54	
	2nd wk.	18	0	25	18	33	28	0	6	17	50	50	0				37	
	total	56		25	21	25	27	15	4	26	37	45	15				91	24
Traveling	1st wk.																	
	2nd wk.																	
	total																	
No Contract	1st wk.	20	23	44	38	10	31	16	11	25	9	10	12				40	
	2nd wk.	36	44	31	18	8	6	40	8		7	28	11				42	
	total	27	32	38	26	9	18	26	31	29	9	18	12				82	21
Personal/Idle	1st wk.	0	0	0	0	0	0	5	11	5	0	0	0				3	
	2nd wk.	0	0	0	36	15	22	40	41	10	0	6	39				34	
	total	0	0	0	21	9	12	21	31	8	0	3	21				37	10
# of TOTALS/ Incidents	1st Wk.	15	18	16	8	20	16	19	9	20	21	20	16				198	186
	2nd Wk.	11	18	16	11	12	18	15	17	18	14	18	18					
	Total	26	36	32	19	32	34	34	26	38	35	38	34					(584)

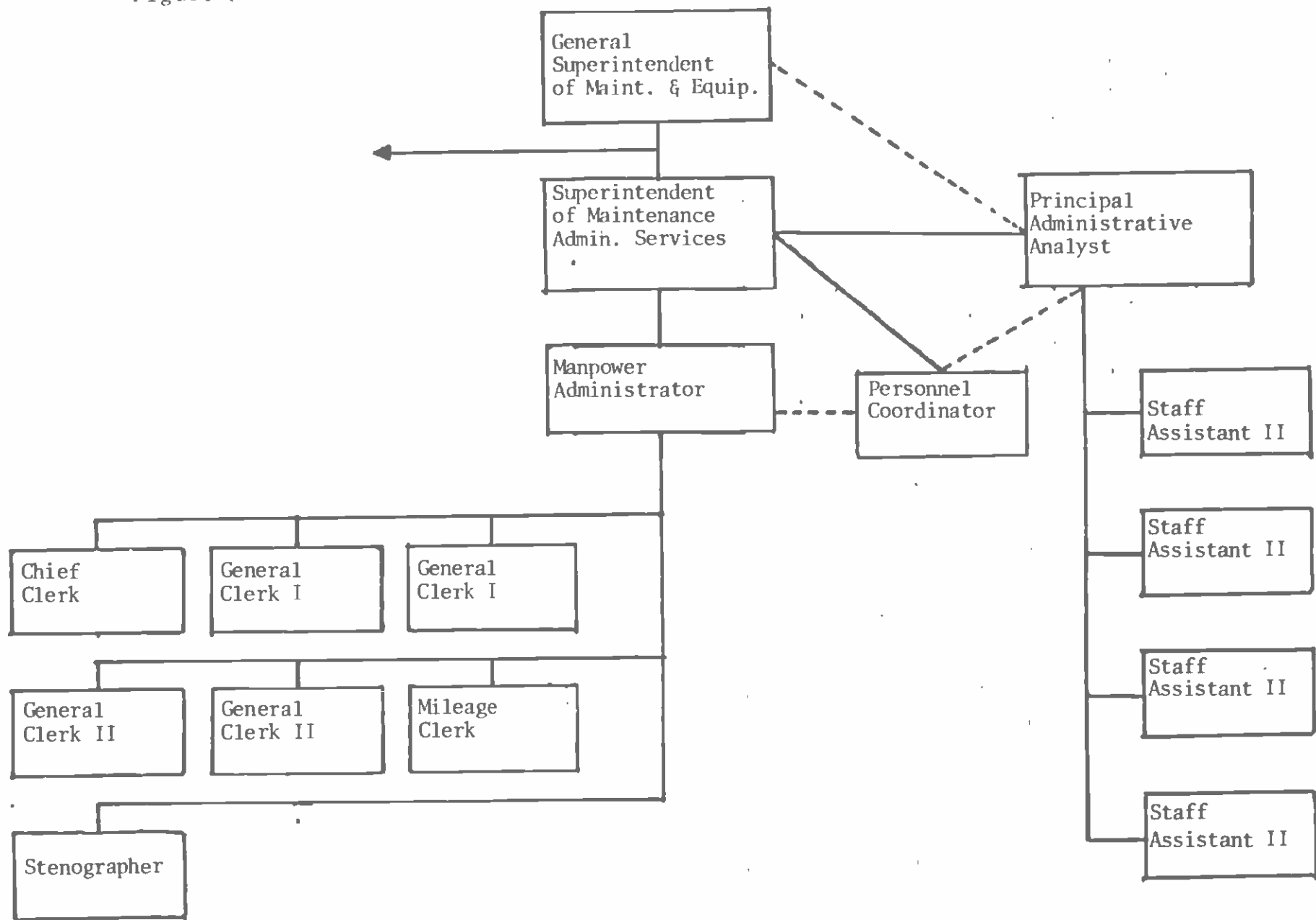
1. # of observations in a specific activity (aggregated from Work Sheets)
 2. Actual # of observations (aggregated from Work Sheets)
 3. Actual # of observations
- Total # of observations for the Department

FIGURE 2



MAINTENANCE DEPARTMENT - EXISTING ORGANIZATIONAL STRUCTURE

Figure 3



MAINTENANCE DEPARTMENT - RECOMMENDED ORGANIZATIONAL STRUCTURE