

MANAGEMENT TRAINEE PROGRAM

Richard T. Powers
Acting General Manager

Byron Lewis, Administrator
Employee Development



A word from the General Manager:

It is my special pleasure to welcome you to the Southern California Rapid Transit District and to wish you success in all aspects of our Management Trainee Program.

We feel we're an organization whose managerial ranks you will be proud to join. We're the third largest Transit operation and the largest all-bus transit operation in the nation, with a fleet of 2,830 buses and 4,800 operators serving over 2,280 square miles in the Los Angeles area.

We're growing and as we grow new career opportunities are opening up in nearly every occupational area, especially in those of Planning, Finance Management and Line Operations Management. We're growing and with the environmental and social problems of air pollution, energy conservation and skyrocketing gas prices all pointing toward mass rapid transit as a partial solution, we envision many years of continued growth and challenging opportunities.

We see the Management Trainee Program as one source of managerial talent to help us solve the problems that increased growth and new challenges bring.

This brochure has been prepared to answer questions you may have about the District and the Management Trainee Program. You may obtain additional information from the Program Coordinator in the Employee Development Department.

As I invite you to read on, let me once again extend my best wishes for your success throughout the Management Trainee Program.

Sincerely,

Richard T. Powers
Acting General Manager

PROGRAM DESCRIPTION

The Management Trainee Program, established in 1974, is designed to prepare qualified college graduates for anticipated staff and managerial vacancies requiring a formal education. If you are selected, you will be rotated through ten key departments at three-month intervals to help you gain a comprehensive knowledge of District functions and to sharpen your administrative skills.

The departments involved in the rotation are the following:

- Maintenance and Equipment
- Transportation
- Administration
- Employee Development/Personnel
- Accounting & Fiscal Planning
- Marketing and Communications
- Operations
- Customer Relations
- Bus-Facilities-Engineering
- Management Information Systems
- Rapid Transit

We believe your intense involvement in the above departments will give you a base of knowledge that will prove invaluable in your pursuit of a managerial career with the District.

As a participant in the Management Trainee Program, your job title is Management Assistant. A basic concept underlying your job as a Management Assistant is "service-learning." While you are learning District functions, you will be performing vital managerial assignments, including data research and analysis, statistical comparisons, comprehensive report writing, general correspondence composition, presentation of recommendations and performance of related levels of work.

To help you develop and increase your administrative skills and your knowledge of District functions, you will be scheduled to attend various training programs sponsored by the District. We also encourage you to pursue an individual course of self-development by taking job-related courses at local colleges and universities. The District has a Tuition Reimbursement Program that may reimburse your costs up to \$275 for each graduate course and \$125 for each undergraduate course you successfully complete if the courses have been approved by the Employee Development Department.

We must stress that being in the Management Trainee Program does not guarantee you a promotion nor a permanent position. You are not being trained to assume a predesignated managerial job at the end of 30 months. Each District promotion occurs as the result of a competitive selection process and cannot be predesignated. The District's policy of promoting from within, however, will increase your promotional chances against a non-District applicant.

The Management Trainee Program is designed for ten rotations, or 30 months; however, we expect you will find a permanent staff position before you complete the entire 30 months. In order to insure you of having a comprehensive overview of the District, we expect that you will remain through six rotations before applying for a permanent position. If a position becomes vacant after you have been through only a few rotations and you are ideally qualified for that position and we have reason to believe the position will not become vacant again for the duration of the program, an exception can be made.

To insure us that each Management Assistant understands the intent and length of

the program and that no guarantee of a permanent position is extended, we require each Management Assistant, as a condition of employment, to sign a "Statement of Understanding."

PROGRAM COORDINATION

The "Home department" for all Management Assistants is the Employee Education, Training and Development Department. The Sr. Training Analyst, under the direction of the Administrator of Employee Development, is the Program Coordinator. Each Department involved in the rotation will have a Department Coordinator.

The Department Coordinator will be responsible for introducing you to various departmental operations and personnel, assigning you work or assigning you to an immediate working supervisor. He/she will also make sure you are assigned meaningful tasks and will assist you with work-related programs.

The Program Coordinator will work with each Departmental Coordinator to ensure each department has preplanned meaningful assignments for each Management Assistant. He will also develop your rotational schedule to meet your developmental needs, the needs of each department and of the program.

To help insure us that the Program is being responsive to your needs as a Management Assistant, weekly meetings for all Management Assistants are scheduled each Friday. The meetings will help to assess your developmental needs, resolve work-related problems you may be facing and provide you with additional in-depth information about the District. The Program Coordinator will inform you of specific times and content prior to each meeting.

PERFORMANCE EVALUATION

At the end of each rotation, the Department Coordinator will evaluate your performance in that department, discuss the evaluation with you, then send a written record of that evaluation to the Program Coordinator. Your first two departmental evaluations will be combined by the Program Coordinator to give you an overall probationary evaluation. If your overall evaluation is competent or better, you will be accorded permanent status and allowed to continue the rotations. If the evaluation is less than competent, you may be terminated or asked to complete a Needs Improvement program before continuing with the rotations.

Once you receive permanent status, you will receive four three-month departmental evaluations each year which will be combined into one overall annual evaluation by the Program Coordinator. Even though you will be a permanent employee, the duration of your position will then be 24 months. If you have not promoted out of the program before your position expires and you have consistently received performance evaluations of "Competent" or higher, we may extend your position an additional two rotations (six months), contingent upon the circumstances. We wish to reiterate, however, that we expect that the majority of Management Assistants will promote out of the Program prior to completing the 30-month rotational cycle.

EMPLOYEE BENEFITS

Management Assistants are non-contract employees and will receive the same benefits as other non-contract employees. We have a comprehensive benefits package designed to meet most crises of an employee and his family. A summary of these benefits will be given to you. For more

Information on benefits, we encourage you to thoroughly read that section in the Non-Contract Personnel Manual.

HANDOUTS

Earlier we stated that one of your responsibilities is to gain a broad knowledge of the District's responsibilities and functions. To assist you in acquiring that knowledge, you will be given several "handouts" that describe and summarize District information. By no means should you consider these handouts the only source of District information: the Marketing and Communications Department has many informative brochures and booklets and we have a library with District information on the 5th Floor.

DISTRICT DESCRIPTION

The Southern California Rapid Transit District is a public agency of the State of California, established by the State Legislature in 1964. The District has two mandates as defined by the Legislature.

- (1) To maintain, operate, and improve the existing bus system;
- (2) To design, engineer, build and operate a region-wide rapid transit system.

In response to its legislative mandates, the District is committed to two major goals. One is to provide the best possible service to the transit dependent: low-income families, senior citizens, handicapped people and young people. The other goal is to provide the middle-income suburban family a viable alternative to the second car.

The District operates under state law, with direct responsibility to the State Legislature, which provides that the S.C.R.T.D. be governed by a board of 11 directors appointed by locally-elected officials.

The policy-making Board of Directors appoints the General Manager who is the Chief Executive officer of the District. He has full charge of the acquisition, construction, maintenance, and operation of the facilities of the District; full charge of the administration of the business affairs of the District and full charge to administer the personnel system and collective bargaining agreements adopted by the Board. He also submits to the Board a State-of-the-District report and Annual report and keeps the Board advised as to the needs of the District.

Reporting to the General Manager are members of the Executive Staff, each having operational control over a group of related departments and/or operational units. (See organization chart for breakdown.) Each department and operational unit has specific functions to accomplish in order for the District to meet its goals.

Following is a description of each of the operational units managed by the members of the Executive Staff along with a description of each department within these operational units.

I. ADMINISTRATION

A. PERSONNEL

The Personnel Department provides a uniform and equitable system of personnel administration. The department is responsible for recruitment, selection, classification, compensation, manpower planning, separation, evaluation and pension and benefits administration.

Programs administered by the department include coordinating the visiting nurse program, federal and state manpower programs,

unemployment insurance, bond and blood drives.

The department is also responsible for maintaining position control, the employee hotline, employee handbooks, employment verification, organization charts, and all personnel policies and procedures.

B. BUS FACILITIES-ENGINEERING

This department has five major functions:

1. Project Management, which includes planning, budgeting, scheduling, and preparing justifications and reports on facility projects.
2. Facility Design, which includes staff design of both new construction and major facility renovation projects as well as management of design projects being carried out by consulting engineering firms.
3. Facility Construction, which includes the management and inspection of all facility construction projects.
4. Real Property Management, which includes the responsibility for all real property acquisition, disposition of excess property and management of all property leases.
5. The Grants Administration Unit, which is responsible for compiling the District's capital budget, seeking sources of funding, and for administering the use of funds once they are granted to the District.

C. TRANSIT POLICE

The mission of the Transit Police Department is to insure the protection and safety of the passengers who rely on the service of the District, the employees who provide this service, and the property owned and operated by the District.

The department is divided into sworn and non-sworn personnel. The sworn personnel have California peace officer powers and are graduates of a California police academy.

Working in support of local police jurisdictions, the department's sworn personnel operate in uniformed patrol, undercover operations, investigative and support services and revenue protection.

The non-sworn security guards perform security functions at fixed location throughout the District, while a group of service inspectors monitor the conduct of our operators in performing their duties.

D. PURCHASING AND STORES

This department serves as the centralized location for all aspects of District procurement, including inventories of material and stores. Purchasing and Stores is divided into two sections - (A) Purchasing and (B) Stores. (A) The Purchasing Section is responsible for negotiating, soliciting bids and placing orders for all equipment, material, goods, supplies and services required by the District; determining and developing sources of supply; disposing of surplus and obsolete property, managing Capital Assets, and Quality Control/Quality Testing of

materials purchased by the District. (B) The Stores Section is responsible for the functions of inventory control, central warehousing, shipping and receiving, and material distribution throughout the District. Essential records relative to material availability are maintained by this section.

E. ADMINISTRATION

In addition to providing administrative direction to the Bus Facilities-Engineering, Personnel, Transit Police and Purchasing Departments, the Administration Department has two major divisions, the Government Affairs Unit and the Management Services Section.

The Government Affairs Unit serves as a liaison between the District and such agencies as the Los Angeles County Transportation Commission, the Southern California Association of Governments, the County of Los Angeles, Caltrans, the State Legislature, the American Public Transit Association and the Congress in Washington.

The Management Services Section is the District's performance audit and internal management consulting unit. Management Services conducts in-depth policy and operational analysis of a wide range of topics with the objective of identifying ways of improving the District's efficiency.

II. CONTROLLER-TREASURER-AUDITOR

A. ACCOUNTING AND FISCAL

This department is responsible for all accounting and fiscal affairs of

the District, including financial planning and budget preparation. Additionally, it maintains general accounts and prepares financial reports; processes accounts payable, accounts receivable and employee payrolls; processes and deposits all daily farebox revenues; maintains property records and accounting control over all assets; maintains inventory control of ticket and pass stocks and performs audits of related sales reports from all sales outlets; performs or controls all banking operations and functions, and serves as receiver, disburser, investor and custodian of all funds.

B. DATA PROCESSING

This department is responsible for providing all the necessary computer support to the District. The department is divided into two sections: (1) Systems Analysis and Programming (S&P) and (2) Computer Operations and Data Control.

(1) Systems Analysis and Programming, which acts primarily as a service bureau and/or internal consulting organization for the District, is primarily responsible for the development of new computer applications and maintenance of existing ones. S&P section is further divided into four (4) groups. Each group is responsible for one or more large scale systems. The first is responsible for all accounting, payroll and personnel systems. The second group is responsible for all transportation systems as well as materials managements system. The third group is responsible for all

mini-computer support as well as scheduling systems. Finally, the fourth group is responsible for vehicle maintenance systems.

Computer Operation and Data Control section is responsible for (A) Operation and maintenance of all the computer and related peripherals; (B) Preparation of data into computer readable format, i.e., all keypunching and related activities; (C) Control and input of all data entered into the computer; (D) Maintenance of all documentation on the systems in production; (E) Provision of all technical support needed either directly or indirectly; (F) Running of all jobs set up for systems in production; (G) Distribution of reports to user department.

C. INSURANCE

This department performs the risk management function for the District. The department handles public liability insurance, workers' compensation and claims administration. Except for group insurance, this department purchases all insurance for the District.

III. CUSTOMER RELATIONS

The Customer Relations Department is divided into two units: (1) Passenger Services, which is responsible for central control of District correspondence; responding to letter or telephone inquiries, suggestions and complaints; resolving problems of walk-in patrons; and distributing District information material; and (2) Telephone Information, which provides 24-hour toll free telephone service seven days a week, to answer patrons' questions about

RTD's bus routes, schedules and fares. This unit also handles the District's Centrex Console and the Porta-Printer TTY operations, which enables Information Clerks to give bus service information to hearing-impaired patrons. In addition, it staffs the RTD Information Counter at the Downtown Greyhound Station.

IV. DISTRICT SECRETARY

The District Secretary's office serves as the coordinative and administrative arm of the Board of Directors. Functions of this department include: the preparation and coordination of notices, agendas, materials, recommendations, and minutes for the Board of Directors and Board Committees; maintenance of official District records and contracts; acceptance and processing of summonses, complaints, and subpoenas; coordination of public hearings; maintenance of City Selection Committee certified membership list, and coordination of meetings for election of four members of the Board of Directors; providing liaison between Board and Staff; and maintenance of records of Board requests.

V. EMPLOYEE RELATIONS

A. LABOR RELATIONS

Labor Relations is responsible for negotiating and administering our three labor contracts, including handling the highest level of appeal, representing management in fact-finding proceedings and arbitration hearings and providing guidance to other departments on labor-related matters.

B. SAFETY

This department is responsible for driving and occupational safety, ensuring compliance with Federal and State OSHA regulations, conducting safety classes and presenting safety awards.

C. EMPLOYEE EDUCATION, TRAINING AND DEVELOPMENT

This department has overall responsibility for the creation, planning and conduct of District employee training and development, including education and career guidance and counseling. The goals of the Employee Development Department are: (1) to develop the skills, knowledges and attitudes of employees to meet the present and future work needs of the District; (2) to make available to employees self-development programs to improve morale and/or promotional opportunities; and (3) to participate in training and educational programs with other transit organizations when development of District personnel will result.

D. EMPLOYEE RELATIONS ADMINISTRATION

Employee Relations provides administrative direction to three departments, prepares and publishes our monthly house organ, Headway, and coordinates all employee recreational activities.

VI. HUMAN RELATIONS

The Human Relations Department administers the Human Relations Programs for the District. These programs include:

Equal Employment Opportunity (EEO)

Investigates formal and informal complaints of employment discrimination; evaluates personnel policies and practices; reviews affirmative action efforts of the District— hiring, promotion, transfers, termination; analyzes work force; availability analysis; present staffing; sets affirmative action hiring goals and timetables; provides on-going District EEO training for management staff; maintains community outreach effort; maintains liaison with federal and state agencies; develops annual affirmative action plan and submits for Board approval.

Minority Business Enterprise (MBE)

Monitors District purchasing efforts in the area of construction, material and supply and professional contracts to ensure participation of Minority Business Enterprises (MBE) and Women's Business Enterprises (WBE); develops and maintains an MBE Directory; establishes goals for MBE and WBE participation in the aforementioned areas; develops an MBE Commissions Program for the external MBE/WBE community; provides informational seminars for management staff; maintains liaison with MBE/WBE Associations as well as federal and state agencies; develops MBE Annual Program and Goals and submits for Board approval.

Title VI

Monitors Title VI efforts of the District in conjunction with the Planning, Grants Administration, Legal

and other affected departments.

Section 504 Accessibility

Monitors efforts of the District in the area of accessible transportation, accessible facilities, and employment of handicapped people; develops annual 504 Transition Plan and submits for Board approval; develops annual Affirmative Action Plan for Handicapped People and submits for Board approval; and develops communications program for handicapped people.

VII. LEGAL

The function of the Legal Department is essentially to counsel the District, including the Board of Directors, with respect to the legal aspects of the operation. This involves the application of the District law as set forth in the Public Utilities Code and the interpretation and application of other laws and legal cases which have a bearing on District activities.

VIII. PLANNING AND MARKETING

A. MARKETING AND COMMUNICATIONS

The major functions of this department are as follows: (1) to plan and produce descriptive literature that informs and promotes District services to passengers and prospective passengers; (2) to plan and implement advertising programs on radio, television and in magazines to promote and market the District's services and programs; (3) to conduct the full spectrum of news media relations with news reporters and editors from radio, television, newspapers and magazines; (4) to operate a network of 300 outlets and

10 District offices for the sale of passes and tickets which accounts for more than \$55 million in passenger revenue annually; (5) to direct the selling of interior and exterior advertising space aboard District buses, and (6) to manage the District Print Shop operation.

B. PLANNING

The major responsibilities of the Planning Department are to: maintain the route of lines, terminal locations and turnaround routes of the current system; study and make recommendations regarding the provision of new services; study and make recommendations regarding the type and frequency of service to be operated; maintain liaison between the District and various regulatory agencies including the location of bus stops. In addition, the Planning Department develops and maintains various study programs including the Short Range Transportation Plan and the Five-Year Plan, which serves as a guideline for objectives on a rolling five-year basis. Also, falling under the purview of this department are the operation of the District Library, the development and maintenance of the District's High Occupancy Vehicle (HOV), Bus-On-Freeway and Park/Ride Programs, and Corridor Studies pertaining to the provision of exclusive bus lanes on the Harbor and Century Freeways.

C. SERVICE ANALYSIS AND SCHEDULING

The primary functions of this department are the preparation of schedules for bus operation, work

assignments for drivers, and timetables for the public. Buses are scheduled with the objective of using available resources to best accommodate expected travel patterns. Driver work assignments are drawn up to meet the requirements of the bus schedule, while giving the driver a reasonable working day.

In order to produce the schedules, the department must monitor the actual operation. A third of the people in the department is employed in gathering field data. Another sixth processes the data for use in creating schedules. Much of the data that is a by-product of the scheduling work is of interest to others outside the department. Therefore it is made available in periodic reports and upon request.

D. MARKET RESEARCH

The primary responsibility of this department is to gather and analyze consumer data on items such as attitudes and opinions, demographics and bus usage. This department also collects data on fares, wages and prices. Additionally, Market Research performs a variety of research projects for other departments. These projects include program evaluation and employee surveys.

E. COMMUNITY RELATIONS

This department acts as the official District representative to various community organizations and municipal governments throughout the District's service area. Employees from this department attend meetings of civic organizations and other groups, deliver addresses

concerning District programs and policies, and arrange meetings between District management and the community.

IX . OPERATIONS

A. TRANSPORTATION

The basic function of this department is to provide effective and efficient bus transportation for all bus patrons in our entire Southern California Service Area. Being the largest department in the District, it is directly responsible for the activities of over 5000 employees as well as being responsible for the dispatching and operation of over 2000 buses.

The Transportation Department is divided into four subsections: Transportation General, 11 Transportation Operating Divisions, Transportation Services, and Instruction. Transportation General section is responsible for the general supervision and administrative support for all subsections of the Transportation Department. In addition, it is responsible for the Stops and Zones Department, whose primary function is the installation and maintenance of the 30,000 bus stops and bus zones and 300 restroom facilities needed for the efficient operation of the District buses.

The 11 Transportation Divisions are each headed by a Division Manager who is responsible for the supervision of bus operators assigned to his or her division. The Manager is also responsible for the accurate and timely dispatching of buses on the various bus lines operating from the division. The Transportation Services section is responsible for all

support activities of buses after they leave the jurisdiction of the operating divisions. This includes the activities of the Road Supervisors, Dispatch Center and Passenger Services & Facilities. The Instruction Department is responsible for the training and qualification of all newly hired bus operators as well as retraining of bus operators on an on-going basis, as required. This section also monitors the continued safe operation of District vehicles.

B. MAINTENANCE AND EQUIPMENT

This department is responsible for the day-to-day maintenance operation of eleven operating divisions. In total, it maintains 3200 buses (2500 active - 700 reserve) and over 500 trucks and cars.

The Maintenance Department also operates a central overhaul facility where a majority of the District's heavy engine rebuilding and major structural repairs are done.

This department also maintains all the District's facilities and equipment through its property maintenance function.

C. TELECOMMUNICATIONS

The Telecommunications Department has responsibility for design, implementation and maintenance of all District communication services including telephone, data and word processing, radio and microwave transmission services.

The department provides terminal support and maintenance for almost all District electronic systems and equipment. For example, it is

responsible for maintenance of the Dispatch Center, Customer Information, security surveillance, public address and telephone systems in District facilities. In addition, vehicle electronic systems including mobile radios, electronic headsigns, automatic vehicle identification and various security systems are maintained by the department.

D. EQUIPMENT ENGINEERING

This department is responsible for development of specifications for Transportation and Maintenance equipment, such as buses and other vehicles. Further, Equipment Engineering monitors and inspects the activities and products of manufacturers for specification compliance and determines final acceptance. In addition, the department conducts research into Maintenance problems and recommends solutions, analyzes proposed modifications by manufacturers, and monitors the testing of components and products. Specifications are also written for miscellaneous equipment used by departments outside of Operations.

E. GENERAL SERVICES

This department is responsible for the operation and maintenance of the District Administration Building, janitorial service at District Transportation Divisions and operation of the District mail service.

F. OPERATIONS - GENERAL

This department provides analytical support to the Operations departments and staff support to the Manager of Operations.

X. RAPID TRANSIT

The Rapid Transit Department has the responsibility for the planning, design and construction of a rail rapid transit system in the Los Angeles region. Implementation of such a system is called for in the legislation establishing the S.C.R.T.D. The Rapid Transit Department is concentrating its efforts on a "Starter Line" extending from downtown Los Angeles out through the Wilshire District, thence north through Hollywood, an area known as the "Regional Core." This line, running through the most densely populated parts of Los Angeles, would be the initial segment of the ultimate regional rapid transit system. It is estimated to cost about \$1.2 billion in 1978 dollars.