

REGIONAL TRANSIT TRAINING CENTER

FINAL REPORT

APRIL 30, 1983

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## SECTION I: EXECUTIVE SUMMARY

### Purpose and Goals

In April 1980, the Urban Mass Transportation Administration (UMTA) awarded a Section 6 Demonstration Grant to the Southern California Rapid Transit District (SCRTD), with the University of Southern California (USC) as a sub-contractor, for the development of a Regional Transit Training Center. The Center has operated under the guidance of an executive-level Advisory Committee representing 22 transit properties and 2 State Departments of Transportation. (A list of Advisory Committee members and the organizations they represent is included in Section IV.) SCRTD administered the Center and USC provided curriculum development, coordination of instruction and evaluation.

The primary purpose of the grant was to demonstrate the viability of a regional training center to meet the developmental and training needs common to large and small transit properties within a geographically defined area (Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Texas, Utah, Washington and Wyoming). In addition, the grant would enable the Center to demonstrate the capability of transit managers and University staff to meet the needs of transit properties through combining the practical and theoretical.

The initial grant award of \$274,163 was for one year commencing April 1980. These monies funded administrative costs, curriculum development and seminar evaluation. Tuition costs were paid by individual transit properties.

At the end of the first grant year, an additional one year award was approved for \$185,053 to continue operation of the Center through June 1982. Tuition costs continued to be paid by individual transit properties with some assistance from federal programs such as UMTA Section 10 and Block grants. The tuition income made it possible for the Center to continue offering seminars after the expiration of grant funds.

The Advisory Committee met six times over the duration of the project to determine the goals and priorities for the Center. First year goals for the Center were to demonstrate that:

- 1) A Regional Transit Training Center can attract transit employees that need but are not participating in training.

- 2) The Center can improve participants' skills and knowledges that are relevant to the operation of a transit property.
- 3) The Center can enable the development of high quality programs that could not be accomplished without pooling the resources of transit properties and combining the resources of a university and the industry.
- 4) The participation in a regional training center by a large transit property (SCRTD) can further increase the skills and knowledge of the District's managerial staff.

In addition to these goals, the goals for the second year of operation were to demonstrate that:

- 1) The Center can effectively serve as a conduit for training programs, materials and technical assistance through the development and implementation of a Training Resource Library.
- 2) The Center can continue and strengthen existing courses and support onsite training activities conducted at transit properties.
- 3) The Center can meet the needs of small property general managers as well as other specialized needs such as presentation techniques for middle managers.

Moreover, since the inception of the Center, the ultimate goal has been for the Center, through tuition payments and ongoing support of the Advisory Committee and participating properties, to become an ongoing, self-sustaining, comprehensive training institute belonging to participating transit properties. The RTTC Membership Program, instituted in 1981, was designed to help achieve that goal by having properties commit to sending a specified number of participants to the Operations Supervisors and Middle Managers Seminars. Details regarding the Membership Program are provided in Section III. Also included in that section are reports on other special RTTC programs.

### Courses Offered

Courses developed by the Center were designed to meet the needs of both large and small transit properties. Initially, the following training programs were to be developed:

- 1) Middle Manager Training (2 weeks)
- 2) Executive Seminar (3-5 days)
- 3) Policy Makers Seminar (3 days)
- 4) Specialized Three-Day Seminars  
(2 programs eg. Scheduling)
- 5) Opening SCRTD Training Programs to Other Properties  
(eg. Mechanic Training)

The Advisory Committee, at its first meeting in May 1980, re-identified and prioritized the training needs as follows:

- 1) First-line Operations Supervisor Training (5 days)
- 2) Specialized Three-Day Seminars (Organizational Analysis, and Recruitment, Selection and Promotion)
- 3) Middle Managers Seminar (3 weeks)
- 4) Executive Seminar (3 days)
- 5) Opening SCRTD Training Programs to Other Properties

During the second year of operation, the Advisory Committee recommended that four new three-day courses be developed:

- 1) Small Property Management
- 2) Advanced Scheduling
- 3) Absenteeism Control
- 4) Presentation Techniques

All courses were offered as shown on the following pages. In total, from August 1980 through December 1982, the Regional Transit Training Center conducted 38 seminars for 720 participants from 94 properties.

First Year Seminars (Aug '80-Jun '81)	Total # Offerings	Total # Participants
Operations Supervisors	5	108
Organizational Analysis	1	15
Recruitment, Selection and Promotion	1	19
Management for Executives	1	12
Train the Trainers	3	46
New Employee Orientation*	2	21
Sub-Total	13	221

Second Year Seminars (Jul '81-Jun '82)	Total # Offerings	Total # Participants
Operations Supervisors	8	170
Train the Trainer	1	13
Developing Effective Middle Managers	3	62
Developing Eff. Mid. Mgrs. (Follow-up)	1	13
Small Property Managers	2	25
Developing and Implementing an Operator/ Passenger Relations Program*	1	15
Advanced Scheduling	1	19
How to Control Absenteeism	1	13
Sub-Total	18	330

Seminars Offered After Expenditure of Grant Funds (Jul '82-Dec. '82)	Total # Offerings	Total # Participants
Operations Supervisors	3	83
Developing Eff. Mid. Mgrs.	1	30
Developing Eff. Mid. Mgrs. (Follow-Up)	2	41
Hiring Handicapped Persons in the Transit Industry*	1	15
Sub-Total	7	169
Total	38	720

\*UMTA funded programs which were hosted by the RTTC.

More detailed seminar information is included in Section II and in the Appendix.

The following seminars, scheduled during the second year of operation, were cancelled due to low enrollment.

Seminar	Total # Offerings
Small Property Managers	3
Presentation Techniques	1
Management for Executives	1
Creative Finance in Transit	1
Operations Supervisors (for Eastern properties)	3
Recruitment, Selection and Promotion	1
Total	10

Participants interested in attending the cancelled Small Property Managers Seminars indicated that they had insufficient training funds available at the time those seminars were conducted. Presentation Techniques and Management for Executives were aimed at high-level managers, and they were reluctant to spend three days away from work for the training sessions. Creative Finance is a Southern California Rapid Transit District seminar which was scheduled during the Mass Transit Show and Conference. Participants who enrolled for that seminar were combined with persons attending another finance-related course offered in conjunction with the Conference. Finally, a more rigorous marketing campaign would have been required to promote attendance at the three Operations Supervisors Seminars, since Eastern properties were relatively unfamiliar with RTTC courses, and for the Recruitment, Selection and Promotion Seminar since it was targeted for a specific group of transit professionals.

#### Financial Summary

The first year award for the Center was \$274,163, and the second year award was \$185,053, for a total of \$459,216. Of this total amount, administrative costs (SCRTD expenses) of \$206,287 for both grant years were charged to work order #2324, and curriculum development costs (USC expenses) of \$252,929 for both grant years were charged to work order #2325. The following budget sheet shows the line item allocations and expenditures for both work orders as of April 30, 1983, subject to final budget revisions.

Administration Budget  
Work Order #2324

Line Item	Budget	Expenditures	Balance
Direct Labor Clerical	\$30,031	\$ 32,461.33	\$ (2,430.33)
Direct Labor Professional	\$59,310	\$ 57,243.98	\$ 2,066.02
Fringe Benefits	\$42,795	\$ 41,946.42	\$ 848.58
Travel	\$ 3,796	\$ 1,837.06	\$ 1,958.94
Supplies	\$18,242	\$ 20,433.72	\$ (2,191.72)
Contingencies	\$ 992	\$ -0-	\$ 992.00
Other/Advisory Committee	\$22,841	\$ 22,786.06	\$ 54.94
General & Administrative	\$28,280	\$ 29,578.43	\$ (1,298.43)
Sub-Total	\$206,287	\$206,287.00	\$ - 0 -

Curriculum Development Budget  
Work Order #2325

Direct Labor	\$115,075	\$125,754.86	\$< 10,679.86)
Fringe Benefits	\$ 16,512	\$ 19,195.20	\$< 2,638.20>
Travel	\$ 19,971	\$ 13,950.20	\$ 6,021.00
Supplies	\$ 15,700	\$ 10,946.39	\$ 4,753.61
Contin./Other Pro. Costs	\$ 5,000	\$ 0	\$ 5,000.00
Contractual	\$ 23,225	\$ 16,743.82	\$ 6,481.18
Overhead	\$ 57,446	\$ 66,338.73	\$< 8,892.73)
Sub-total	\$252,929	\$252,929.00	\$ -0-

Total \$459,216 \$ \$



In addition to the two work orders, a separate account (#24190) was established for receipt of seminar tuition and payment of related expenses. As of April 30, 1983, a few accounts payable and receivable remained outstanding; therefore, estimated totals were reported in this summary.

Seminar income totaled approximately \$331,595, and seminar expenses totaled approximately \$297,813. The remaining \$33,782 was used to purchase audio-visual aids for the Training Resource Library (approximately \$18,000), to cover expenses related to the final Advisory Committee Meeting (approximately \$3,700), and to hire temporary clerical assistants (approximately \$7,000). When all accounts have been reconciled, the balance (approximately \$5,000) will be returned to UMTA as income generated by a funded project.

The following financial summary shows the seminars which made a "profit" and those which were conducted at a "loss". A breakdown of income and expenses for each seminar is appended to this report. Train the Trainers, New Employee Orientation, Developing and Implementing an Operator/Passenger Relations Program and Hiring Handicapped Persons in the Transit Industry are not included because no tuition fee was charged for those seminars.

Regional Transit Training Center Financial Summary for Seminars  
Tuition Account #24190

<u>Seminar</u>	<u>Loss</u>	<u>Profit</u>
Operations Supervisors August 3-8, 1980/Los Angeles 21 participants/14 properties		\$1,888.09
Organizational Analysis September 14-17, 1982/Salt Lake City 15 participants/6 properties	\$3,892.64	
Recruitment, Selection & Promotion October 12-15, 1980/San Francisco 19 participants/14 properties	\$2,067.27	
Dev. Eff. Mid. Managers (postponed) November 9-21, 1981/Laguna Beach, Ca.	\$2,150.00	
Operations Supervisors December 7-12, 1980/Oakland 25 participants/11 properties		\$1,809.82
Operations Supervisors January 20-25, 1981/Forth Worth 18 participants/7 properties	\$2,150.86	
Operations Supervisors March 1-6, 1981/Seattle 12 participants/11 properties		\$2,921.16
Management for Executives March 22-25, 1981/Laguna Beach, Ca. 12 participants/11 properties	\$2,265.67	
Operations Supervisors May 17-22, 1981/Denver 14 participants/7 properties	\$2,152.67	
Operations Supervisors July 12-17, 1981/Phoenix 15 participants/6 properties	\$ 824.73	
Operations Supervisors August 16-21, 1981/Los Angeles 23 participants/6 properties		\$3,926.94
Recruitment, Selection & Promotion (Cancelled) September 13-16, 1981/Portland	\$2,150.00	

<u>Seminar</u>	<u>Loss</u>	<u>Profit</u>
Dev. Eff. Middle Managers October 18-30, 1981/Laguna Beach, Ca. (Follow-up Jan 31-Feb 5, 1982) 17 participants/ 9 properties		\$ 400.23
Operations Supervisors Nov. 15-20, 1981/Oakland 29 participants/ 12 properties		\$6,104.21
Small Property Managers Seminar December 6-8, 1981/Seattle 14 participants/11 properties	\$938.63	
Operations Supervisors January 10-15, 1982/Fort Worth 16 participants/7 properties		\$ 831.45
Operations Supervisors March 21-26, 1982/Salt Lake City 24 participants/11 properties		\$1,242.73
Dev. Eff. Middle Managers March 28-April 9, 1982/Los Angeles (Follow-up July 18-23, 1982) 15 participants/8 properties		\$ 802.70
Small Property Managers April 4-6, 1982/Los Angeles 11 participants/11 properties	\$1,082.39	
Presentation Techniques (cancelled) April 18-21, 1982/Los Angeles	\$2,320.63	
Operations Supervisors April 25-30, 1982/Los Angeles 21 participants/4 properties		\$2,399.03
Operations Supervisors May 9-14, 1982/Oakland 26 participants/7 properties		\$4,281.97
Advanced Scheduling May 23-26, 1982 19 participants/13 properties	\$155.20	
Dev. Eff. Middle Managers June 1-12, 1982/WMATA (Follow-up Sept. 20-25, 1982) 30 participants/1 property		\$ 8,741.53

<u>Seminar</u>	<u>Loss</u>	<u>Profit</u>
Operations Supervisors June 6-11, 1982/Phoenix 15 participants/8 properties	\$2,870.83	
How to Control Absenteeism June 20-23, 1982/Portland 13 participants/9 properties	\$3,386.08	
Operations Supervisors August 8-13, 1982/Los Angeles 29 participants/9 properties		\$4,663.07
Operations Supervisors October 3-8, 1982/Los Angeles 21 participants/4 properties		\$2,299.78
Dev. Eff. Middle Managers* Oct. 31-Nov. 12, 1982/Laguna Beach, Ca. 30 participants/19 properties		\$13,369.69
Operations Supervisors Dec. 5-10, 1982/Oakland, CA 33 participants/7 properties		\$6,507.63
Sub-Totals	<u>\$28,407.60</u>	<u>\$62,190.03</u>
Net Gain	<u>\$33,782.43</u>	

\*UMTA Section 10 grant funds were awarded to 25 of the 30 participants in this seminar. Section 10 funding covers 75% of tuition, travel, room and board, and participants' salary while in training, not to exceed \$5,000. Because the Center is neither an educational institution nor a private organization, the Section 10 proposal for this management seminar was submitted by USC on behalf of the Center.

Conclusions and Plans for Continuation

The goal of providing training for transit employees that needed but were not participating in training was achieved. Recurring programs that allowed a property to send a few people at a time and new appointees as turnover occurs proved to be the most successful. For example, the First Line Operations Supervisors Seminar (5 days) resulted in 361 supervisors from 58 properties being trained who probably would not otherwise have received this kind of training. If they did receive this type of training through other sources, it would not have been designed for transit and it would not have provided the benefit of sharing experiences and techniques with supervisors from other transit properties. Therefore, achievement of the goal to offer high quality recurring programs, which would not have been possible without participation from three or more properties, demonstrated the benefit of combining the resources of many transit properties to meet common needs.

The goal of improving participant skills was also achieved. Participant evaluations and feedback from the participating properties indicated that knowledges and skills learned in RTTC seminars were being applied and that the recurring programs were considered outstanding regarding content and presentation. The participant evaluation rating for all programs was 5.32 on a scale of 1 to 6 (very poor to very good). The rating for the recurring programs (First Line Operations Supervisor and Effective Middle Manager) was 5.37.

It is concluded that the high ratings, to a large extent, were due to the fact that program design and, partially, content were a result of input from University staff knowledgeable in the latest management methods and training techniques and public transit professionals knowledgeable in bus operations and the needs of transit employees.

The fourth goal in the original grant application was to demonstrate that participation in the Center would increase the skills and knowledge of the SCRTD management staff. The evaluations of top and mid-manager participants showed an increase in skills and knowledge. The participation of managers in the presentation of programs (as instructors, speakers at meals and graduations, or panel participants) appeared to be equally beneficial in regard to development of presentation skills.

It was originally planned that small properties in close proximity to the SCRTD would be invited to participate in the District's Operator and Mechanic Training Programs to determine if this sharing of resources is feasible. Planning for this program resulted in the conclusion that it was not feasible, at least for the SCRTD. The primary reason was that the SCRTD programs had modules specific to its organization interspersed with skill training that would have been inappropriate for other properties. One SCRTD program, Train the Trainer, was opened to other properties since SCRTD participants were only five for each of four programs. Thirty-nine participants from other properties enrolled, making the program more meaningful for District staff and meeting a need of other properties. This type of sharing should be continued.

In regard to all the programs offered, it is concluded that the recurring programs in basic supervision and management are the most meaningful for continuation by a regional training center. Three day specialized programs usually have too limited an appeal to assure a break-even program. Exceptions are seminars addressing timely issues, such as creative financing when funding is being withdrawn and absenteeism control where there is an industry-wide concern. Another exception is training in technical functions unique to transit, such as scheduling or Section 15 reporting.

In summary, the RTTC should be continued for the benefit of participating properties. There is a need to continue the Supervision, Middle Management and Small Property General Manager programs until such time as these needs change and there is a need to expand into more technical areas. Even though the income from tuition shows that the Center is close to being self supporting, there is a requirement for continuing administrative support from another funding source.

It was recommended that the plan to continue the Center provide that (1) the Advisory Committee be retained, preferably as it is currently constituted, and (2) the current proven instructional staff be utilized. The role of the Advisory Committee was essential to the success of the Center relevant to:

1. Identifying and prioritizing needed courses;
2. Providing a nucleus of participants for new seminars;
3. Providing instructors from the industry; and
4. "Selling" the program to other transit properties.

It was also recommended that the following plans be initiated since SCRTD could not administer the Center indefinitely:

1. That the Center be continued under the administration of the University of California at Irvine (UCI) as one of UMTA's Centers for Transit Education and Research.
2. That UCI coordinate with the University of Southern California to maintain consistency with regard to previous course content and presentation.
3. That the Training Resource Library be housed at the American Public Transit Association and operated by their inhouse librarian.

These recommendations were approved by the Advisory Committee effective January 1, 1983. The following letter, which was distributed throughout the transit industry, summarizes the provisions for continuation of the Regional Transit Training Center.

# REGIONAL TRANSIT TRAINING CENTER

XH11

## A NOTE OF APPRECIATION

EXHIBIT A

### AS THE REGIONAL TRANSIT TRAINING CENTER ENTERS A NEW PHASE

During the three years that have past since the inception of the Regional Transit Training Center, your active support and interest have demonstrated that the Center's concept is indeed a viable one which should be continued. We are therefore pleased to announce that the RTTC Advisory Committee has approved provisions for continued administrative support and funding for the Center.

As you know, from April 1980 through December 1982, the RTTC was administered by the Southern California Rapid Transit District as an UMTA demonstration project. However, as a public transit provider, SCRTD could not administer the Center indefinitely, and a new administrator was necessary for the Center to continue beyond the demonstration stage.

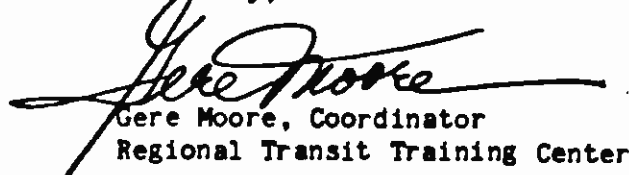
We can now inform you that the RTTC is being continued under the administration of the University of California-Irvine (UCI), one of UMTA's centers for transit education and research. Initially, UCI will administer the Center's two most popular seminars, Developing Effective Middle Managers and Operations Supervisors, and will coordinate with the University of Southern California (USC) to maintain consistency with regard to previous course content and presentation. Other seminars may be offered based on your future training needs.

The Training Resource Library will also be continued. All RTTC Library material (training programs, audio-visual aids, and information regarding training resource persons) will be housed at the American Public Transit Association (APTA) and made available for loan through their in-house librarian.

To provide a smooth transition and ensure that the RTTC remains responsive to your needs, the current Advisory Committee will remain intact. Advisory Committee members are listed on the attached sheet, along with information for contacting appropriate UCI and APTA personnel.

On behalf of the RTTC Advisory Committee, we extend our deepest appreciation for your involvement over the years and encourage your continued support of the Center now and in years to come.

Sincerely,

  
Gere Moore, Coordinator  
Regional Transit Training Center

  
Byron Lewis, Project Director  
Regional Transit Training Center

Attachment



425 S. Main St., Los Angeles, CA 90013 213/972-6737



## SECTION II: SEMINARS

Nine seminars were developed by the Center: Operations Supervisors; Developing Effective Middle Managers; Management for Executives; Recruitment, Selection and Promotion; Organizational Analysis; Small Property Managers; Advanced Scheduling; How to Control Absenteeism; and Presentation Techniques. This section describes the curriculum development process, the seminar content, and the method of evaluation.

### Curriculum Development Process

Each course in the curriculum of the Regional Transit Training Center was the result of extensive assessment and review from both the academic and transit communities. The foundation for the entire program was set through a comprehensive needs assessment that involved multiple surveys at some 18 properties and 2 State Departments of Transportation in the West. Training needs articulated by supervisors, managers and chief executives at each of these organizations formed the basis for the development of learning objectives for each course.

Based on the needs assessment, the curriculum development staff at the University of Southern California prepared the basic course outline and learning objectives for all projected offerings of the Center. These outlines were then circulated among a group of management development training experts throughout the West to gather their suggestions regarding course content and appropriate instructional technique.

The results of this process were incorporated into a needs assessment summary for each course, and a detailed syllabus and package of handouts, exercises, instruments and suggested readings were developed. This material was then shared with appropriate professionals and potential participants in the transit industry who sat as volunteers on technical review committees for each course. They reviewed the intended outline and support materials and suggested changes that, from their unique perspective, would make the course more meaningful and "transit-specific."

The feedback from these technical review committees was then integrated into the course outline, and a final syllabus was prepared for the initial offering. Both the technical review committees and the RTTC Advisory Committee were then consulted regarding potential faculty.

Finally, a detailed numerical and written evaluation was implemented to give the curriculum development staff the

opportunity to fine-tune all courses after each offering. Using this tool, each course offered by the Regional Transit Training Center was re-evaluated and revised as required to meet transit industry needs.

In the appendices of this report are copies of the course syllabi, instructor manuals and participant handouts which represent the culmination of the curriculum development process.

### Course Descriptions

The following course descriptions, excerpted from brochures which were circulated to announce each offering, provide a synopsis of topics covered in each seminar.

#### Operations Supervisors

The Operations Supervisors Seminar is designed to develop supervisory skills, stimulate personal growth and promote an understanding of transit organization among supervisors who have had little or no previous training. It provides an opportunity for supervisors from both large and small properties to learn from each other in a five-day, in-residence program.

Topics to be covered include:

- \* The role of the supervisor
- \* The supervisor as a problem finder and problem solver
- \* The supervisor as a leader
- \* Analytical skills for supervisors
- \* Interpersonal communications
- \* Handling the problem employee, dealing with grievances, and discipline management
- \* Administering the labor contract
- \* Legal responsibilities as a supervisor
- \* Implementing the Affirmative Action Plan
- \* Time Management
- \* Techniques for "effective" supervision

Transit specific case-studies and problems related to each participant's supervisory situation form the framework for the instruction.

Cost: \$450 covers tuition, seminar materials, two luncheon meetings, a dinner meeting and refreshments.

## Developing Effective Middle Managers

In response to the rapidly changing nature of the transit industry, particularly in terms of growth and technological sophistication, there is an increasing need to develop the management skills of the critical level of management often referred to as "middle managers." To accomplish this, the Regional Transit Training Center developed a program which is designed to:

- \* Increase transit managers' awareness of the implications of their own and their organizations' management and operational styles.
- \* Increase managers' understanding of the problem of identification, goal setting, planning, budgeting, and change processes.
- \* Improve managers' skills and knowledge of techniques for operating their organizations and utilizing resources more effectively.
- \* Assist managers in creating change or improvement in their transit systems.

To achieve these goals, the program focuses on sharpening managers' perceptions of their work environments; developing skills for examining and analyzing those environments; and improving the way managers perceive, develop and use their organization resources. Participants will exercise these skills as they develop and implement a management project.

### Approach

The training program involves three phases: A 12-day residential session, an implementation period "back home" and a five-day residential follow-up session. Participation in all phases is required.

### Phase I

The initial 12-day in-residence session covers four basic stages of management: a) philosophy and values as the basis of the organization, b) planning as the means of focusing organization resources on desired goals, c) evaluation to determine level of effectiveness, and d) implementation techniques for operating more effectively. Using a "building block" approach, the training will begin to develop:

- \* an awareness of self
- \* an awareness of the manager's role
- \* a foundation of management skills and knowledge
- \* strategies for implementing change

During the 12-day period, participants will:

- \* Interact with a series of faculty members who will challenge their thinking on a number of topics and issues related to transit management.
- \* Use both structured and informal opportunities to test their knowledge and skills through exercises, simulations, and other modes of faculty/staff/participant interaction.
- \* Use their new knowledge and skills to develop a management project which will include the definition of an organization problem, goals and objectives for a potential solution to the problem, strategies for achieving the objectives, methods for assessing what will be accomplished and steps for re-entering the organization and introducing the project.

Participants will leave this session with a written plan for their management projects.

#### Phase II

During the period between the initial session and the follow-up session, participants will test their newly acquired knowledge and skills and will stimulate organization learning "back home". They will introduce and implement their management projects and will record their observations of the re-entry and implementation processes and the effects of their own actions. Case studies MUST be documented in a written report of approximately ten pages. Documentation is required from all participants.

#### Phase III

The purposes of the five-day follow-up session are two-fold. First, the group will examine learnings and issues related to the implementation of the management projects; it will explore the use of the planning model as a means of stimulating organization learning and change and as a means of improving the development and use of organization resources. Second, the program will offer additional instruction and skill building in content areas such as change and conflict management, legal and technological issues.

IT CANNOT BE OVEREMPHASIZED THAT THIS WILL BE A WORKING PROGRAM. OUTSIDE READINGS, WEEKEND AND MANY EVENING CLASSES WILL BE REQUIRED. IN ADDITION, IT IS REQUIRED THAT PARTICIPANTS MEET WITH STAFF DURING THE PROGRAM TO REFINE THEIR PROJECT PLANS. Program days generally occupy 8-10 hours.

Cost: \$1,200 covers tuition for the 12-day residential session and the five follow-up session, seminar materials, a reception, one dinner meeting, and refreshments.

### Management for Executives

The top decision makers attending this three-day seminar will cover such topics as:

- \* Contingency management. Moving quickly when changes occur
- \* Cut back management
- \* Presenting your case to the Board and other policy-making or legislative bodies
- \* Dealing with local politicians. Community relations
- \* Dealing with technological change
- \* Labor/Management relations: preparing for negotiations and administering the labor contract
- \* Transit's future: trends in technology, demographics, legislation and their effect on transit systems

Participants will have an opportunity to develop a free flowing exchange of ideas about the changing face of the transit industry.

Cost: \$395 covers tuition, seminar materials, a reception, one dinner meeting and refreshments.

### Recruitment, Selection, and Promotion

Transit, like many other industries, faces problems in determining how to pick winners who have the best chance of succeeding in the job for which they are selected. Until a few years ago, many organizations depended heavily on tests and interviews to select personnel for either entry-level jobs or, internally, to select people for transfer or promotion. The changing social and legal environment has severely limited the ability of organizations to continue to use this approach, resulting in serious problems for selecting and promoting candidates.

This seminar is designed to help participants employ appropriate strategies for finding good candidates for employment and make more meaningful choices among the techniques and processes available for selecting and promoting people.

Topics to be covered include:

- \* The legal climate for testing and interviewing
- \* Types of tests: concepts, validity and reliability
- \* The function of interviews
- \* Using affirmative action creatively
- \* Expanded uses of appraisal systems, including communication, motivation and development of employees
- \* The appraisal process as a method of controlling the human assets

Cost: \$250 covers tuition, seminar materials, a reception, one luncheon meeting, and refreshments.

## Organizational Analysis

The rapidly changing environment of the transit industry, coupled with an increasing demand for inexpensive and efficient transportation, has placed a severe managerial burden on most transit properties. To meet this increased demand, the federal government has provided assistance for purchasing additional equipment, which in turn has compounded the already complex situation faced by many properties which are expected to cope with a rapid growth rate after years of relative dormancy.

To respond to this new situation, managers need to develop new management skills in the area of organizational analysis. Such skills assist managers in solving already apparent problems and help them to anticipate new ones. Organizational analysis enables managers to assess the strengths and weaknesses, values and norms of an organization and to determine the types of "corrective" action which might be necessary to make the organization reflect the desired mission and goals.

This three-day seminar focuses on tools and techniques which can be employed to diagnose both the structural and functional components of an organization, the degree to which it is technically or socially oriented, the organizational "climate", and other indicators which together make up the profile of an organization.

Topics to be covered include:

- \* A review of the major tools available for organizational analysis, including third party consultation and the use of work environment scales
- \* Discussion of appropriateness of each tool for developing an organizational profile
- \* The role of organizational development and design in organizational analysis and change
- \* The cost and benefit of using each technique

Cost: \$250 covers tuition, seminar materials, a reception, one luncheon meeting, and refreshments.

## Small Property Managers

At the request of a number of small property managers and concerned State Department of Transportation representatives from states with a growing roster of small properties, the Advisory Committee directed the Regional Transit Training Center staff to develop a Small Property Managers course.

This course covers the special management skills and knowledge needed by the manager of a property with fewer than 50 buses. How one deals with such matters as growth and technological changes, maintenance management, personnel selection and utilization,

marketing and fiscal concerns on a small property requires special techniques. This seminar will explore these techniques and provide an opportunity for Small Property Managers throughout the region to share their transit experience and outlook.

Cost: \$250 covers tuition, seminar materials, a reception, one dinner meeting and refreshments.

### Advanced Scheduling

One of the keystones to effective transit operations is a well devised schedule that takes into account running time, headways, passenger demand and operations policies. Devising such a schedule is a difficult task in these times of increasing costs, decreasing subsidies and changing behaviors of the riders.

This course has been developed to assist the schedule maker in fine-tuning his or her skills in meeting the complex objectives of the job. Included are important topics such as:

- \* Schedule Checking
- \* Input from Other Sources
- \* Data Reduction
- \* Data Analysis
- \* Development of Criteria
- \* Development of Running Time
- \* Headway Profiles
- \* Construction of Timetables
- \* Statistical Analysis
- \* Run Cutting
- \* Developing Schedule Information for Output

In short, the course handles the development of the timetable or schedule from beginning to end; from the point at which the decision is made to revise or remake existing schedules to the preparation and distribution of their replacements.

Cost: \$250 covers tuition, seminar materials, a reception, one luncheon meeting, and refreshments.

### How To Control Absenteeism

Increasing absenteeism is a problem of significant proportions at many transit properties when getting workers to report to work regularly is a necessary part of any formula for increased productivity. Yet, in the midst of these turbulent times, values are changing; work habits are changing, and new needs and desires seem to motivate the workforce. What are the factors that motivate modern employees to work? Is the work ethic dying? Why do many otherwise good workers seem to think that they deserve a

## Evaluations

The evaluation design for Regional Transit Training Center programs consisted of four major activities:

- 1) Development of Module Objectives - The instructors and program staff developed a set of objectives for each module in clear and measurable terms. These objectives were used to target training for the instructor(s) and to facilitate the determination, through the formal evaluation, that the topics were effectively presented.
- 2) Assessment of Teaching Strategies and Environmental Conditions - During this activity, the instructors and staff identified the teaching procedures and techniques to be utilized in the attainment of the objectives. In particular, the following questions were addressed:
  - a) What techniques will the instructors use to meet the stated objectives for improving the performance of the participating managers/supervisors
  - b) What materials, teaching strategies, motivational techniques, environmental contingencies and conditions seem to be most effective?
- 3) Formal Evaluations - The third activity was the development and implementation of individual training modules. Evaluations were designed to measure how well each instructor presented his/her particular module in terms of the stated objectives.
- 4) Longitudinal Evaluation - The fourth activity completed was the development and implementation of a formal longitudinal assessment. The purpose of the assessment was to measure managerial growth and development of a group of supervisors who completed the first two Operations Supervisors seminars.

The specific purpose of the entire evaluation process was to provide feedback to the Regional Transit Training Center's Advisory Committee and staff. The feedback was used to assess the program and determine whether modifications were necessary to meet stated goals and objectives.



In order to insure active participation, daily evaluation forms, covering the previous day's activities, were completed by the participants. The evaluation posed five questions and invited comments regarding elements of the program and the instructor(s). The questions asked for a rating based on a six-point Likert scale (1 = very poor to 6 = very good) and covered the following areas:

- 1) Interest level
- 2) Relevancy
- 3) Organization
- 4) Information Gained
- 5) Clarity

Responses to the questions were tallied, and a mean value calculated for each question as well as a mean for all five questions. Program elements were then rank-ordered for each question as well as for the mean response. Any comments were analyzed to help interpret the data obtained from the questions.

A second facet of the evaluation activity was designed to aid participants in the evaluation of individual training module objectives. Participants were asked to review each objective and rate it, using the Likert six-point scale, based on two points of view:

1) How well the objective was met, and 2) the value of the objective to the participant. In addition, each participant was asked to respond to the following questions in narrative form:

- 1) On what issues and/or topics should more time have been spent?
- 2) On what issues and/or topics should less time have been spent?
- 3) What issues and/or topics were not covered that should have been?
- 4) Did you find this module relevant to your work environment?
- 5) If you have read the assigned readings, how would you rate them overall (i.e., ease of understanding, pertinence to topic)?

A more detailed evaluation report is provided in the appendix, and a summary of evaluation ratings for each seminar is included in the following chart.

REGIONAL TRANSIT TRAINING CENTER

SUMMARY OF OFFERINGS

Seminar	Date	Location	# Participants	Properties Represented	Overall Rating*
Operations Supervisors	Aug. 3-8, 1980	Los Angeles, California	21	Alameda-Contra Costa Transit, Boise Urban Stages, Capital Transit in Juneau, City and County of Honolulu Department of Transportation, Metropolitan Transit in Houston, Monterey Peninsula Transit, Santa Clara Transit, San Diego Transit Corporation, South Coast Area Transit, Southern California Rapid Transit District, Sun Tran in Albuquerque, Sun Transit in Tucson, Tri-County Metropolitan District of Portland, and Utah Transit Authority.	5.17
Organizational Analysis	Sept. 14-17, 1980	Salt Lake City, Utah	15	Alameda Contra Costa Transit, Bay Area Rapid Transit District, Municipality of Metropolitan Seattle, Southern California Rapid Transit District, Tri-County Metropolitan District of Portland, and Utah Transit Authority.	4.9
Recruitment, Selection and Promotion	October 12-15, 1980	San Francisco, California	19	Alameda-Contra Costa Transit, Golden Gate Bridge District, Long Beach Transit, Mendocino Transit Authority, North San Diego County Transit District, Phoenix Transit System, Pierce Transit System, San Francisco Municipal Railway, San Mateo County Transit District, Santa Clara County Transportation Agency, Santa Cruz Metropolitan Transit District, Sun Tran in Tucson, Tri-County Metropolitan District of Portland, and Utah Transit Authority.	4.7
Operations Supervisors	Dec. 7-15, 1980	Oakland, California	25	Alameda-Contra Costa Transit, Long Beach Public Transit Company, Monterey Peninsula Transit, Seattle Metro, San Diego Transit Corporation, San Luis Transportation, San Mateo County Transit District, Santa Barbara Metropolitan Transit, Santa Clara County Transportation, Sun Tran in Tucson and Utah Transit Authority.	5.28

\*Scale 1-6  
very poor - very good

REGIONAL TRANSIT TRAINING CENTER

SUMMARY OF OFFERINGS

Seminar	Date	Location	# Participants	Properties Represented	Overall Rating*
Operations Supervisors	Jan. 25-30, 1981	Fort Worth, Texas	18	McDonald Transit, Inc. dba CITRAN in Fort Worth, Metropolitan Transit Authority in Houston, San Diego Transit Corporation, Southern California Rapid Transit District, Tri-County Metropolitan Transportation District of Oregon, Utah Transit Authority and VIA Metropolitan Transit of San Antonio.	5.29
Operations Supervisors	March 1-6, 1981	Seattle, Washington	30	Alameda-Contra Costa Transit, Boise Urban Stages, Capital Transit (Juneau), Community Transit (Lynwood, Washington), Lane Transit (Eugene, Oregon), Long Beach Transit, San Diego Transit Corporation, Seattle Metro, Southern California Rapid Transit District, Thurston County Public Transportation (Olympia, Washington), Tri-County Metropolitan Transportation District of Oregon, Utah Transit Authority and Washington State Department of Transportation.	5.43
Management for Executives	March 22-25 1981	Laguna Beach, California	12	Alameda-Contra Costa Transit, CALTRANS, City Bus of Lubbock, Texas, Golden Gate Bridge, Highway and Transportation District, Marin County Transit District, Phoenix Transit, Santa Barbara Metro Transit, Seattle Metro, Southern California Rapid Transit District, Utah Transit Authority, and VIA Metropolitan Transit of Texas.	5.02
Train the Trainer Workshop	May 4-6, 1981	Los Angeles, California	15	Alameda-Contra Costa Transit, Culver City Bus Lines, Municipality of Anchorage Public Transit System, North San Diego County Transit District Seattle Metro, South Coast Area Transit of California, Southern California Rapid Transit, Tri-County Metropolitan Transportation District and Utah Transit Authority.	5.78

\*Scale 1-6  
very poor - very good

REGIONAL 'TRANSIT' TRAINING CENTER

SUMMARY OF OFFERINGS

Seminar	Date	Location	# Participants	Properties Represented	Overall Rating*
Train the Trainer Workshop	May 11-13, 1981	Los Angeles, California	16	Gardena Municipal Bus Lines, Mendocino Transit Authority of California, Norwalk Transit System, Pierce Transit of Washington, San Diego Trolley, Inc., Santa Barbara Metropolitan Transit District, Santa Cruz Metropolitan Transit District and Southern California Rapid Transit District.	5.38
Operations Supervisors Seminar	May 17-22, 1981	Denver, Colorado	14	Alameda-Contra Costa Transit, Beaver Creek Transit of Colorado, Regional Transportation District of Colorado, Seattle Metro, Southern California Rapid Transit District, Telluride Transit of Colorado and Utah Transit Authority.	5.54
New Employee Orientation Workshop	June 11, 1981	Los Angeles, California	13	Citran of Fort Worth, Texas, Golden Empire of Bakersfield, Long Beach Transit, Monterey Peninsula Transit, North San Diego County, Norwalk Transit, OMNITRANS of San Bernardino, Orange County District, Santa Cruz Metropolitan Transit District, SCAT of Oxnard, Seattle Metro,	N/A
New Employee Orientation Workshop	June 12, 1981	Los Angeles, California	8	Citran of Fort Worth, Texas, Monterey Peninsula Transit, North San Diego County Norwalk Transit and SCAT of Oxnard.	N/A
Train the Trainer Workshop	June 22-24, 1981	Los Angeles, California	15	Lompoc Transit of California, Orange County Transit District, Sacramento Regional Transit District, Santa Barbara Metropolitan Transit District, Santa Clara County Transportation Agency, Southern California Rapid Transit District, Torrance Transit System and University Transport System of California	5.78

\*Scale 1-6

very poor - very good

REGIONAL TRANSIT TRAINING CENTER

SUMMARY OF OFFERINGS

Seminar	Date	Location	# Participants	Properties Represented	Overall Rating*
Operations Supervisors Seminar	July 12-17, 1981	Phoenix, Arizona	15	Long Beach Transit, Mendocino Transit, Phoenix Transit, Southern California Rapid Transit District, Sun Tran (Arizona) and Utah Transit Authority.	5.46
Train the Trainer Workshop	July 27-29, 1981	Los Angeles, California	13	Golden Gate Transit of Santa Rosa California, Long Beach Transit, Public Works Transit Department/City of Simi Valley, Sacramento Regional Transit, San Francisco Municipal Railway, and Southern California Rapid Transit District	N/A
Operations Supervisors Seminar	Aug. 16-21, 1981	Los Angeles, California	23	C-TRAN (Washington), Long Beach Public Transportation Company, Orange County Transit District, Santa Barbara Metropolitan Transit District, Southern California Rapid Transit District and Utah Transit Authority	5.35
Developing Effective Middle Managers Seminar	Oct. 18-30, 1981 (follow-up held Jan. 31 - Feb. 5, 1982)	Laguna Beach, CA	17	Alameda-Contra Costa Transit, Metropolitan Transit Authority, North San Diego County Transit District, Orange County Transit District, Seattle Metro, Southern California Rapid Transit District, Thurston County PTBA (Inter-city Transit), Tri-County Metropolitan Transportation District of Oregon and Utah Transit Authority	5.05

\*Scale 1-6  
very poor - very good

REGIONAL TRANSIT TRAINING CENTER

SUMMARY OF OFFERINGS

Seminar	Date	Location	# Participants	Properties Represented	Overall Rating*
Operations Supervisors Seminar	Nov. 15-20, 1981	Oakland, CA	29	Alameda-Contra Costa Transit, Birmingham Jefferson County Transit Authority, Golden Gate Transit, Long Beach Transit Metropolitan Tulsa Transit Authority (Oklahoma), Monterey-Salinas Transit, San Francisco Municipal Railway, Santa Clara County Transit District, Santa Cruz Metropolitan Transit District, South Coast Area Transit, Southern California Rapid Transit District and Utah Transit Authority.	5.62
Small Property Managers Seminar	Dec. 6-8, 1981	Seattle, WA	14	Benton-Franklin PTBA (WA), Central Oklahoma Transportation & Parking Authority, City of Pullman (WA), Community Urban Bus System (WA), Department of Transportation (WA), Jefferson Transit (WA), Marin County Transit District (CA), North East King Co. Multi Service Center (WA), Snohomish County Transit (WA), Valley Transit (WA) and Whatcom County Council on Aging.	5.14

\*Scale 1-6  
very poor - very good

REGIONAL TRANSIT TRAINING CENTER

SUMMARY OF OFFERINGS

Seminar	Date	Location	# Participants	Properties Represented	Overall Rating*
Operations Supervisors Seminar	Jan 10-15, '82	Fort Worth, Texas	16	Citibus (Texas), Citran (Texas), Louisiana Transit Management, Inc., Metropolitan Transit Authority (Iowa), Southern California Rapid Transit Authority, Utah Transit Authority, and VIA Metropolitan Transit (Texas)	5.63
Developing Effective Middle Managers (Follow-Up) Seminar	Jan 31 - Feb 5, 1982	Laguna Beach, California	13	Alameda-Contra Costa Transit, Orange County Transit District, Seattle Metro, Southern California Rapid Transit District, Thurston County PTBA (Washington), and Utah Transit Authority	5.63
Operations Supervisors Seminar	Mar. 21-26, '82	Salt Lake City, Utah	24	Citifare (Nevada), Clallam Transit System (Washington), Long Beach Transit (California) Metropolitan Transit (Oklahoma), Samtrans (California), San Diego Transit Corporation (California), Spokane Transit Authority for Regional Transportation (Washington), Thurston County P.T.B.A. (Washington), Tri-County Metropolitan Transportation District of Oregon Utah Transit Authority, VIA Metropolitan.	5.43
Middle Managers	March 28 - April 9, 1982	Los Angeles California	15	Boise Urban Stages, Metropolitan Transit Auth. (Houston), Orange County Transit District, San Diego Transit Corporation, San Mateo County Transit District, Seattle Metro, So. Calif. RTI WMATA (Washington, D.C.).	5.32

\*Scale 1-6  
very poor - very good

REGIONAL TRANSIT TRAINING CENTER

SUMMARY OF OFFERINGS

Seminar	Date	Location	# Participants	Properties Represented	Overall Rating
Small Property Managers	April 4-6, '82	Los Angeles, CA	11	Boise Urban Stages (Idaho), Chula Vista Transit (California) City of Davis (Calif) City of Simi Valley (Calif) County of Nevada, Fresno County Rural Transit Agency (Calif.) Golden Empire Transit (Calif) Lincoln County Transit (Nevada) Mass Transportation Agency (Hawaii) Mountain Line (Montana), and Oakville Transit (Ontario, Canada).	5.13
Developing and Implementing Passenger/Operators Relations	April 7, '82	Los Angeles, CA	15	City of Simi Valley (Calif), Greyhound Lines, Inc. (San Francisco) Oakville Transit (Ontario, Canada), Orange City Transit District (California), North County Transit District (California) Santa Clara County Transportation Agency (Calif), Santa Cruz Metropolitan Transit Lines (Illinois), and Spokane Transit Authority (Washington)	N/A
Operations Supervisors Seminar	April 25-30, 1982	Los Angeles, CA	21	City of Commerce (Calif) Monterey-Salinas Transit, Southern California Rapid Transit District, and Utah Transit Authority	5.49
Operations Supervisors Seminar	May 9-14, '82	Oakland, CA	27	AC Transit (Calif) Citifare (Nevada) Monterey-Salinas Transit (Calif), Nevada County Transit, San Francisco Municipal Railway, Santa Cruz Metro Transit District, Southern California Rapid Transit District	5.40
Advanced Scheduling	May 23-26, '82	San Francisco	19	AC Transit (Calif), Citran (Texas) City of Livermore, City of Monrovia (Calif) Lane Transit District (Oregon) Metro Transit (British Columbia) Pierce Transit (Washington) Sacramento Regional Transit District, Santa Barbara Metro Transit, Santa Clara County Transit, Santa Cruz Metro. Spokane Transit, Trans. Mgmt. Washoe (Nevad	5.16



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REGIONAL TRANSIT TRAINING CENTER

SUMMARY OF OFFERINGS

Seminar	Date	Location	#Participants	Properties Represented	Overall Rating*
Developing Effective Middle Managers Seminar (on-site)	June 1-12, '82	Easton, MD	30	Washington Metropolitan Area Transit Authority	5.29
Operations Supervisors Seminar	June 6-11, '82	Phoenix, AZ	15	Citifare (Nevada), C-Tran (Washington), Intercity Transit Authority (Washington), Las Vegas Transit Authority, Masstrans (Oklahoma), Phoenix Transit System, Utah Transit Authority, and Via Metro Transit (Texas)	5.4
How to Control Absenteeism	June 20 - 23,	Portland, OR	13	Citifare (Nevada), City of Santa Clara (Calif.), Intercity Transit (Washington), Long Beach Transit District (California), Metropolitan Transit Authority (Houston), North County Transit District (California), Omnitrans (California), Santa Cruz Transit Authority (California), Tri Met (Oregon)	5.17
Developing Effective Middle Managers Seminar (Follow-up to April Seminar)	July 18-23, '82	Los Angeles, CA	11	Boise Urban Stages, Metropolitan Transit Authority, Orange County Transit District, San Diego Transit Corporation, San Mateo County District, Seattle Metro, Southern California Rapid Transit District, Washington Metropolitan Area	5.33

SUMMARY OF OFFERINGS

Seminar	Date	Location	# Participants	Properties Represented	Overall Rating
Operations Supervisor Seminar	Aug. 8-13, '82	Los Angeles, CA	29	Metropolitan Tulsa Transit Authority Monterey-Salinas Transit, North San Diego County Transit San Diego Transit San Mateo Transit Authority Santa Cruz Metro Transit District Southern California Rapid Transit District, Spokane Transit Authority, Utah Transit Authority	5.3
Developing Effective Middle Managers Seminar (Follow-Up)	Sept. 20-25, '82	Harpers Ferry West Virginia	30	Washington Metropolitan Area Transit Authority	5.3
Operations Supervisor Seminar	Oct. 3-8, '82	Los Angeles, CA	21	San Diego Transit Corporation San Mateo County Transit District Southern California Rapid Transit District, Utah Transit District	5.6

\*Scale 1-6 very poor - very good

REGIONAL TRANSIT TRAINING CENTER  
SUMMARY OF OFFERINGS

Seminar	Date	Location	# Participants	Properties Represented	Overall Rating
Hiring Handicapped Persons in the Transit Industry	October 19, '82	Los Angeles, CA	15	San Mateo County Trans. (CA) Orange County Transit, (CA) Bay Area Rapid Transit (CA) So. Calif. Rapid Transit Dist	N/A
Developing Effective Middle Managers	Oct. 31-Nov. 12 1982	Laguna Beach, CA	30	Boise Urban Stages (Iowa), Washington State Dept. of Transportation, Dept. of Transportation Svcs. (Hawaii) Regional Transportation District (Colorado) North County Transit District (CA) Orange County Transit (CA) Utah Transit District Anchorage Public Transit (Alaska) VIA Metropolitan Transit (Texas), San Francisco Municipal Railway Southern California Rapid Transit District, Midland Transit System (Texas) MTL, Inc. (Hawaii), San Diego Transit Corporation, Phoenix Transit System, Metropolitan Transit (Texas) Municipality of Metropolitan Seattle, AC Transit (CA) South Coast Area Transit (CA)	5.03

\*Scale 1 - very poor - 5 - very good

REGIONAL TRANSIT TRAINING CENTER

SUMMARY OF OFFERINGS

Seminar	Date	Location	# of Participants	Properties Represented	Overall Rating*
Operations Supervisors	12/5-10, 1982	Oakland, California	33	Alameda-Contra Costa County Transit (California) Jefferson Transit (Washington) San Mateo County Transit District (California) Santa Clara County Transit District (California) Santa Cruz Metropolitan Transit District (California) Southern California Rapid Transit District, Valley Transit (Washington)	5.27
Total	38		720	94	5.32

\*Scale 1-6  
very poor - very good

SECTION III: SPECIAL SEMINARS AND PROGRAMS

Seminars and Programs Sponsored by the RTTC

In addition to the seminars developed by the RTTC, five seminars and programs were sponsored by the Center to allow properties to participate in special transit-related training opportunities. The purpose of these special offerings was to allow other properties to participate in SCRTD seminars which were relevant to their operation, to promote UMTA funded training programs, and to market RTTC seminars and information during the Mass Transit Show and Conference.

From May 1981 through October 1982, the Regional Transit Training Center sponsored the following special seminars and programs for transit properties:

- 1) Train the Trainer - The first seminar sponsored by the RTTC was the Southern California Rapid Transit District's Train the Trainer Workshop. This three-day workshop was designed for persons responsible for training operators, mechanics, dispatchers, etc. Topics included need assessments, adult learning principles, development of lesson plans, methods of presentation, exercises to use in special situations, and evaluation methods. Seminars were conducted on May 4-6, May 11-13, June 22-24, and July 27-29, 1981 at no charge to the 59 participants.
- 2) New Employee Orientation Program - This UMTA funded program was developed and conducted by the AFL-CIO Appalachian Council. A total of 21 instructors and managers attended the two programs which were presented on June 11 and June 12, 1981. The program provided a history of transportation, an overview of the operations of a typical property, and discussion topics related to individual job expectations. Material was provided for participants so that they could present the program at their respective properties.
- 3) Developing and Implementing an Operator/Passenger Relations Program - As part of the Mass Transit Show and Conference, the Center sponsored this program which was conducted by the Southern California Rapid Transit District. The program, conducted April 7, 1982 for 15 participants, was a train-the-trainer type workshop for managers interested in reducing operator stress and improving passenger relations. Participants attending the seminar explored the development and implementation

of a model operator/passenger relations training program. Topics included:

- The status of operator/passenger relations
- Methods for promoting effective operator/passenger relations
- Handling problem passengers
- Techniques for reducing operator stress
- Program evaluation techniques

The fee for this one-day seminar was \$90.00.

- 4) Mass Transit Show and Conference - The Regional Transit Training Center offered three seminars (Developing Effective Middle Managers, Small Property Managers and Developing and Implementing an Operator/Passenger Relations Program) and staffed an exhibit booth at the Mass Transit Show and Conference which was held in Los Angeles April 5-8, 1982. A one-hour video-tape was produced to give interested persons an opportunity to preview RTTC seminars and services at the exhibit. In addition, literature was available at the booth to provide information regarding the Training Resource Library and other RTTC programs.
- 5) Employing Handicapped Persons in the Transit Industry - This UMTA funded program, developed by Harold Russell Associates, Incorporated, was sponsored by the RTTC on October 19, 1982. Fifteen participants attended this program which was designed to meet the needs of transit managers in addressing issues inherent in hiring and re-training handicapped workers. The program was aimed at personnel professionals, trainers, supervisors, and/or anyone within a transit organization with decision-making authority for the hiring or accommodation of handicapped workers. There was no charge for this program, and course manuals and a slide-tape show were presented to the Center for being the program host.

#### Membership Program

During the Regional Transit Training Center's second year of operation, the administrative staff developed and implemented a Membership Program to promote continuation of the Center. The concept that was adopted is similar to that of the British Staff College whereby properties that desire to be members of the Center commit to sending a specified number of participants to given seminars. A formula was developed to determine the number of participants member properties would send to the two major seminars, Operations Supervisors and Developing Effective Middle Managers. This formula was based on the number of service vehicles at each property.

Member properties were eligible to take advantage of the Center's Training Resource Library, technical referral services, and pilot training programs at no cost as well as request onsite training and technical assistance at minimal cost. In addition, member properties were eligible for a 25% discount on any of the Center's 2 or 3-day seminars.

Commitments made by member properties reserved a place in class for their participants and benefited the Center by serving as a guideline for determining the number of seminars to be scheduled as well as the income which could be anticipated. Through December 1982, 32 properties had committed to sending 43 participants to Middle Management Seminars and 98 participants to Operations Supervisors Seminars as listed below:

<u>PROPERTY</u>	<u># Commitments Per Year</u>	
	Mid. Man.	Oper. Sup.
Alameda-Contra Costa Transit District	2	6
Boise Urban Stages	1	1
Caltrans (California D.O.T.)	1 per 3 yrs.	1
C-Tran (Washington)	1	1
Citibus (Texas)	1 per 3 yrs.	1
City of Simi Valley Transit	1	2
Cornwall Transit (Canada)	1 per 3 yrs.	1
Hawaii County Mass Transportation Agency	1 per 3 yrs.	1
Las Vegas Transit System, Inc.	1 per 3 yrs.	2
Liberty Lines (New York)	1	4
Lincoln County Transportation (Nevada)	1 per 3 yrs.	1
Long Beach Public Transportation Company	1	3
Metropolitan Area Commuter System (Alaska)	1	1
Metropolitan Transit Authority (Texas)	2	6
Midtran (Texas)	1 per 3 yrs.	1
Monterey Peninsula Transit	1 per 3 yrs.	1
Mountain Line (Montana)	1 per 3 yrs.	1
Municipality of Anchorage - Public Transit - "People Mover"	2	3
Municipality of Metropolitan Seattle	3	8
Phoenix Transit	1	3
San Diego Transit	1	4
San Francisco Municipal Railway	3	7
San Mateo County Transit District (California)	1	4
Santa Barbara Metropolitan Transit	1 per 2 yrs.	2
Santa Cruz Metropolitan Transit District	1 (FY 82/83)	2
South Coast Area Transit	1	1
Southern Calif. Rapid Transit District	4	10
Thurston County Public Transportation Benefit Area (Washington)	1	1
TRI-MET (Oregon)	2	5
Utah Transit Authority	1	12
Volunteer Center of Napa County, Inc (Napa, Ca)	1	1
Yamco Transit (Oregon)	1 per 3 yrs.	1
<b>TOTAL</b>	<b>32</b>	<b>98</b>

\*Between 1981 and 1984

A membership catalog, included in the appendix, describes the formula for determining participant commitments and provides additional information on the Membership Program.

### Training Resource Library

As part of the second year's grant, the Regional Transit Training Center began developing a Training Resource Library. The Library housed transit training and education programs, audio-video aids, and information regarding speakers, instructors and technical referrals from transit organizations, schools and businesses throughout the United States and Canada. Its services were available at no cost to RTTC members, Departments of Transportation, Urban Mass Transportation Administration agencies and projects, and organizations that donated material and services to the Library.

Through December 31, 1982, the Library accumulated 136 training programs, 25 "on-hand" audio-video aids, 57 audio-video referrals, and information regarding 151 resource persons. All Library material was available for lending to transit organizations upon request. Over 100 requests for information had been received, and interest in the Library was growing steadily.

A Training Resource Library Catalog is included in the Appendix. The catalog includes a listing of all training programs, audio-visual aids and resource persons, as well as policies and procedures for using the Library.

Effective January 1, 1983, the operation and maintenance of the Training Resource Library became the responsibility of the American Public Transit Association, pursuant to the Advisory Committee's directive.



Onsite Training and Technical Assistance

As a special service to participating transit organizations, the Center added onsite training and technical assistance programs to its second year offerings. Onsite training was made available to an individual property or several properties in close proximity that were interested in having the following courses tailored to the needs of their respective properties:

Middle Managers Training  
Operations Supervisors Training  
Organizational Analysis

An onsite Middle Managers Training Program was conducted for 30 Washington Metropolitan Area Transit Authority employees on June 1-12, 1982, with a follow-up session on September 20-25, 1982. At a total cost of \$35,000, the property realized considerable savings as compared to the usual \$1200 per person tuition fee and the additional travel expenses which would have been incurred for off-site training. While participants did not have the opportunity to share experiences with employees from other transit properties, they were able to concentrate on specific areas of interest within their own organization.

The Center's technical assistance program was designed to provide short-term consulting help (usually for one day only) to managers of participating transit organizations. Requests for technical assistance were made through the Training Resource Library where information, including references, was available for persons with expertise in various areas. Given the referral information, the property contacted the resource person for assistance. Technical advice or alternative courses of action would be suggested; however, all decisions remained with the property's management.

SECTION IV: PROJECT STAFF

Roles

Four organizations had a role in the operation of the Regional Transit Training Center:

- 1) The Urban Mass Transportation Administration provided funding for the project. Charles T. Morison, Jr. represented UMTA as Project Advisor.
- 2) An Advisory Committee, representing transit properties and State Departments of Transportation, provided guidance to the Center.
- 3) The Southern California Rapid Transit District administered the project.
- 4) The University of Southern California was responsible for course development, presentation and evaluation.

RTTC Advisory Committee members and staff are named below.

Advisory Committee

The Advisory Committee met six times over the duration of the project to provide direction regarding seminars and special programs offered through the Center, budgetary considerations, and long range planning. The Advisory Committee was represented by the following individuals:

Thomas D. Albert (deceased)  
General Manager  
Monterey-Salinas Transit  
One Ryan Ranch Road  
Monterey, CA 93940

James E. Cowen  
Tri-County Metropolitan  
Trans. District of Oregon  
4012 S.E. 17th Avenue  
Portland, Oregon 97202

Keith Bernard  
General Manager  
S.F. Bay Area Rapid Transit  
508 16th Street  
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Charles Davis  
Chief of Fed. Assistance Branch  
Calif. Dept. of Trans. (CALTRANS)  
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1120 N Street  
Sacramento, California 95807

Wayne M. Cook  
General Manager  
VIA Metropolitan Transit  
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San Antonio, Texas 78212

Peter G. Drake  
General Manager  
South Coast Area Transit  
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Oxnard, California 93032

John A. Dyer  
General Manager  
So. Calif. Rapid Transit Dist.  
425 South Main Street  
Los Angeles, Calif. 90013

Len Engel  
General Manager  
Boise Urban Stages  
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Gary H. Garlick  
Transportation Administrator  
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The Mountain Line  
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Missoula, Montana 59807

Gerald T. Haugh  
General Manager  
San Mateo County Transit District  
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San Mateo, California 94402

Mr. Kim Kimball  
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Regional Transportation District  
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Don Olson  
Operations Superintendent  
Municipality of Anchorage  
Public Transit System  
Anchorage, Alaska 99504

Roy Parker, Director  
City & County of Honolulu  
Dept. of Transportation Services  
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Honolulu, Hawaii 96813

Barry Perea  
Exec. Vice Pres./General Manager  
Las Vegas Transit Systems, Inc.  
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John C. Pingree  
General Manager  
Utah Transit Authority  
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Salt Lake City, Utah 84131

Ms. Michal Settles (Acting)  
Training Officer  
S.F. Municipal Railway  
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San Francisco, California 94115

Roger P. Snoble  
General Manager  
San Diego Transit Authority  
P.O. Box 2511  
San Diego, California 92112

Lafayette Turner  
Manager of Employee Development  
Metropolitan Transit Authority  
401 Louisiana  
P.O. Box 61429  
Houston, Texas 77208

Ronald J. Tober  
Director of Transit  
Seattle Metro  
821 Second Avenue  
Exchange Building  
Seattle, Washington 98104

H. Donald White  
Manager, Bus Transit Division  
Golden Gate Bridge  
Highway & Transportation District  
P.O. Box 900  
Presidio Station  
San Francisco, California 94129

Minutes of Advisory Committee Meetings are included in the Appendix.

#### Administrative Staff

The administrative staff had overall responsibility for the Center, including planning and implementing activities in conjunction with the Advisory Committee, overseeing the work of the curriculum development staff, and reporting the Center's progress to UMTA. Copies of monthly progress reports are included in the Appendix.

The following SCRTD employees were RTTC administrative staff members:

Project Director - Byron Lewis served as Project Director for the Center from April 1980 through December 1982. He was responsible for making policy decisions and for providing general supervision for other project staff.

The time he devoted to the project, approximately 25%, was an in kind contribution.

Project Coordinator - Gere Moore was the RTTC Coordinator from May 1980 through December 1982. Her responsibilities included day-to-day administration of the Center, marketing, budgeting, and coordinating activities with the Advisory Committee and the curriculum development staff. In addition, she developed and implemented the Center's Training Resource Library during the Center's second year of operation.

Gere worked 100% of the time on the project, and her salary was charged to the grant.

Secretary - Ruben Balce provided secretarial support for the Center from June 1980 to November 1980. Juanita Franklin became the permanent secretary in January 1981 and continued in that capacity through May of 1982. From then through December 1982 Raymond Smith, Peggy Turner-Cansler, Norma Alvarez, Minardo Tigbayan, and Lynda Gumby provided clerical assistance on an as-needed basis.

The fulltime secretaries' salary was covered by the grant; the temporary secretaries were paid from the tuition account.

SCRTD transferred administration of the Center to the University of California at Irvine effective January 1, 1983.

### Curriculum Development Staff

The curriculum development staff was comprised of the following University of Southern California employees. Time spent on RTTC curriculum development activities was charged to the UMTA grant.

Curriculum Director - Robert M. Brown, Jr. was responsible for supervising course development and the evaluation process. He also conducted and facilitated portions of the middle managers and operations supervisors seminars.

Bob worked for the Center from April 1980 through December 1982.

Assistant Curriculum Director - Daniel Straub served as Assistant Curriculum Director for the Center from April 1980 through December 1982. His responsibilities included conducting needs assessments, developing curriculum, preparing case study materials, identifying and testing training aids, selecting faculty, and conducting course evaluations. Dan also taught portions of each RTTC course.

Secretarial Support - Joyce A. Balmer was the Executive Secretary for the curriculum development staff from April 1980 through September 1981. Then, Lindoria R. Horn worked as secretary/ receptionist through December 1982.

Temporary Assistance - Carol A. Kovach assisted with the initial curriculum development activities from April 1980 through November 1980. Sarah Shartel-Goldberg worked as Program Assistant from November 1980 through September 1981, and Cynthia M. McKinney Howard worked as Administrative Assistant from September 1981 through January 1982.

### Instructors, Speakers, Consultants

Forty instructors presented portions of RTTC seminars; twenty-six of these instructors were transit industry managers. Instruction and travel fees were charged to the tuition account; however, most transit managers charged only for travel expenses. A biographical sketch of each instructor is included in the Appendix.

Thirty transit managers addressed seminar participants during luncheon/dinner meetings. These speakers are also listed in the Appendix.

Twenty-seven consultants were retained to assist with various aspects of course development. The budget for the curriculum development staff provided a line item for contractual services to cover the fees for these consultants. The consultants used and the projects for which they were hired are listed in the Appendix.

SECTION V: APPENDIX

BOOK ONE

Advisory Committee Minutes  
Progress Reports  
Seminar Income and Expenditures

BOOK TWO

Course Syllabi  
Instructors, Speakers, Consultants  
Evaluation Reports  
Seminar Brochures and Catalogs

BOOK THREE

Advanced Scheduling Instructor's Manual

BOOK FOUR

Advanced Scheduling Participant's Notebook

BOOK FIVE

Developing Effective Middle Managers Instructor's Manual

BOOK SIX

Developing Effective Middle Managaers Participant's  
Notebook

BOOK SEVEN

Developing Effective Middle Managers (follow-up)  
Instructor's Manual

BOOK EIGHT

Developing Effective Middle Managers (follow-up)  
Participant's Notebook

BOOK NINE

How to Control Absenteeism Instructor's Manual

BOOK TEN

How to Control Absenteeism Participant's Notebook

BOOK ELEVEN

Management for Executives Instructor's Manual

BOOK TWELVE

Management for Executives Participant's Notebook

BOOK THIRTEEN

Operations Supervisors Instructor's Manual

BOOK FOURTEEN

Operations Supervisors Participant's Notebook

BOOK FIFTEEN

Organizational Analysis Instructor's Manual

BOOK SIXTEEN

Organizational Analysis Participant's Notebook

BOOK SEVENTEEN

Presentation Techniques Instructor's Manual

BOOK EIGHTEEN

Presentation Techniques Participant's Notebook

BOOK NINETEEN

Recruitment, Selection and Promotion Instructor's  
Manual

BOOK TWENTY

Recruitment, Selection and Promotion Participant's Notebook

BOOK TWENTY-ONE

Small Property Managers Instructor's Manual

BOOK TWENTY-TWO

Small Property Managers Participant's Notebook

BOOK TWENTY-THREE

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