What's New in the Transit Manager's Toolkit?

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Toolkit Overview

• Developed for new rural transit managers.

• Provides information they will need on day one to ensure their rural transit organizations are operating smoothly.

• Assures compliance with the federal regulations associated with receiving FTA Section 5311 funding.

• Launched in 2014. Last update was 2019. The 2020 update includes many new resource links, new content, new sections, and a new page.

https://www.nationalrtap.org/Toolkits/Transit-Managers-Toolkit/Welcome
Accessing the Toolkit

From any page on http://www.nationalrtap.org, mouse over Toolkits and Click on Transit Manager’s Toolkit
New Sections

Mission and Leadership
• Leading During a Crisis

Human Resources
• Teleworking
• Succession Planning
• Ideas for Improving Employee Satisfaction and Morale
• Diversity, Inclusiveness, and Treating Others with Dignity and Respect

Safety, Security and Emergency Management
• Handling Conflict and Driver De-escalation Skills – Preventing Driver Assaults
• Drugs on the Bus
• Lessons Learned from The COVID-19 Pandemic
Leading During a Crisis

Internal and External Crisis Examples

Seven Leadership Roles during a Crisis

1. Prepare before the crisis
2. Model the behavior expected in others
3. Communicate effectively
4. Address employee concerns up front
5. Take care of yourself
6. Take a broad, holistic view
7. Celebrate success
Examples of Positions Suited to Teleworking

Telework Policies Should Address

1. Hours of work
2. Telephone and email staff contact availability
3. Virtual meetings
4. Daily protocols
5. Recordkeeping
6. Performance objectives
7. Home workspace
8. Equipment and software provided by the organization
Succession Planning

Steps to Building a Succession Plan

1. Incorporate succession planning into/build upon existing planning efforts
2. Develop a plan that supports the agency's mission and vision
3. Establish a mentoring program that allows employees to become familiar with processes enabling them to move up in the organization
4. Consistently have open discussions and frequent communications
5. Have back up plans
6. Cross train staff
7. Involve senior leadership as well as human resources
8. Carve out time to do this important effort, rather than “back-burnering” it until it is too late
9. Revisit and modify the succession plan every year to adjust to changing needs
Ideas for Improving Employee Satisfaction and Morale

These actions can help improve staff morale:

1. Create a culture of safety.
2. Always be open and honest in communicating with staff, even if you don’t have all the answers.
3. Encourage work-life balance.
Diversity, Inclusiveness, Dignity, and Respect

Transit Managers can Help all Employees to Feel Valued and Respected by:

- Establishing organizational values that reflect the diversity of the workforce and the community
- Adopting, providing training on, and consistently enforcing clear policies that prohibit harassment and discriminatory behavior
- Encouraging career development for all employees
- Encouraging all qualified applicants to apply for employment opportunities and opportunities to advance
- Making nondiscriminatory hiring and promotion decisions
- Providing training to all employees on treating each other with dignity and respect
- Recognizing that all employees are stakeholders in organizational decisions
- Encouraging participation in problem-solving as a team
- Being a good listener and taking employee concerns seriously
- Recognizing different cultural and religious holidays
- Leading by example
Preventing Driver Assaults

Conflict Resulting from Pandemic Stress

- Passengers are people with a full range of human emotions.
- Passengers should be greeted with friendliness and confidence.
- It is the driver’s role to support and explain policies.
- Stay vigilant when dealing with someone who is upset.
- Staying calm is crucial.
- Non-threatening questions are powerful tools

- In tense situations, the driver’s first statement can influence the passenger’s attitude.
- The driver can discreetly contact the dispatcher.
- Don’t close the door on a dangerous passenger.
Lessons Learned from the COVID 19 Pandemic

Pandemic Plan

• Communications
• Staff education
• Personal protective equipment (PPE)
• Policies
• Operations

Agency Response - Recommended Pandemic Protocols

• Face coverings
• Barriers
• Cleaning
• Fare collection
• Mobility device securement
• Essential trip limitations
• At risk employees
• Passengers
Drugs on the Bus

Develop a Policy and Training:

- A person under the influence of illegal drugs or alcohol may respond with anger or behavior that quickly escalates.
- The driver should treat the individual with dignity and respect but report their observations to supervisors as soon as it is safely possible.
- The driver should recognize that many passengers have various legal medications that can be easily misunderstood as illegal substances.
- Drivers should also be trained to look for suspicious items and activities to ensure that drug distribution isn’t occurring on their vehicle.
Communicating with the Public

• Keeping the Public Informed about Services
• Public Notice and Engagement as Part of Planning
• Communicating in a Crisis
• Providing Customer Service
• Education and Outreach
• Hosting Public and Stakeholder Meetings
New Resources

- CARES Act: https://www.transit.dot.gov/cares-act
- FTA Emergency Relief Program: https://www.transit.dot.gov/funding/grant-programs/emergency-relief-program
- FTA FY2020 Certifications and Assurances: https://www.transit.dot.gov/funding/grantee-resources/certifications-and-assurances/fiscal-year-2020-annual-list-certifications
Thank You

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