The important roles of the Tribal Transit operations supervisor & dispatch supervisor

Walt Diangson
South West Transit Association National RTAP
Welcome & Introduction

Walt Diangson
South West Transit Association (SWTA)
National RTAP – Tribal Transit Program
Welcome & Introductions

• South West Transit Association
  • Walt Diangson, SWTA Trainer & NRTAP Ambassador
Session Agenda

➢ Morning Session:
  ➢ Building a Stronger Tribal Transit Team Through the Mission

➢ This Session:
  ➢ The Important Roles of the Operations Supervisor & Dispatch Supervisor & Required Teamwork
    ➢ Purpose, roles, responsibilities, expectation & required skills
    ➢ Transition & supervisory training
    ➢ Self-assessment survey
  ➢ Operations (road) supervisor & dispatch supervisor team-up
    ➢ Emergency response management example
Part I: Supervisor Definition & Purpose
TRANSIT SUPERVISORS

- Administrative & support functions
- Scheduling & dispatching
- Operation functions, field/road
- Maintenance functions
• **supervisor** (/ˈsʊpərˌvɪzər/) noun
  • A person who supervises a person or an activity.
  • Synonyms: manager, director, administrator, overseer, controller, boss, chief, superintendent, inspector, head, governor, superior, organizer, conductor, steward, foreman.
  • Position based on authority over workers or a workplace.
Related Transit Functions

- Environment
- Employee Injuries
- OTP & Productivity
- System Safety
- Quality consumer rights & best practice
- Professional development and competence
- Functions of supervision
- Efficiency, effectiveness & cost effectiveness
- Risk management & accountability
- Sustainability
- Occupational health & safety

* Passenger Assistance
Safety & Sensitivity
What is the Usual Path in Becoming a Supervisor?

• Best at what you did before becoming a supervisor?
  • The best “wrench turner:"
    • Driver ➔ Road Supervisor
    • Road Supervisor ➔ Dispatch Supervisor
    • Mechanic ➔ Maintenance Supervisor/Foreman

• Were you trained to be a supervisor?
  • Through formal training or on-the-job & trail by fire
  • Technical aspects of supervising
  • Regulatory aspects of supervising
  • Interpersonal aspects of supervising
Did You Expect the Broad **Roles** a Supervisor?

- Director
- Trainer & educator
- Coach
- Sponsor & supporter
- Counselor
- Simultaneous combination depending team member needs
How About the **Responsibilities of a Supervisor**?

- Link between front line employees & management
- Assure job performance
- System & process monitoring
- Safety awareness & assurance
- Effective teamwork
- Training & coaching
- Emergency response
- Employee relations
How About **Expectations of Two Transit Supervisor**?

- **Operation Supervisors**
  - Supervise drivers & other employees in completion of work
  - Lead, direct & oversee the drivers
  - Evaluate driver & other employee performance
  - Supervise operational safety
  - Perform administrative tasks
  - Provide advanced customer support & service

- **Dispatch Supervisors**
  - Supervise dispatchers, service controller
  - Respond to emergency or non-emergency calls for assistance & information
  - Monitor routes, schedules, vehicle locations, pick-ups & drop-offs
  - Monitor & advise on operating conditions
  - Update call, emergency & instructional logs
  - Support in emergency response
Do You Have All the Skills?

- Understanding the role of a supervisor
- Communicating effectively
- Planning & managing the work
- Leading & working with teams
- Time & Priority Management
- Managing employee's performance goals & development
- Leading & managing change

- Preventing & resolving conflict
- Critical thinking, problem solving & decisive decision making
- Understanding & respecting diversity & generational differences
- Understanding employment law
- Interpersonal skills
Part II: Transitioning to Supervision
Transitioning From Driver To Supervisor

Ops. & Dispatch
Transition Path

• Many Supervisors never receive formal supervisory training for their role.
• Promoted as a great employee, a good technician.
• Moved from managing yourself to supervising others - an incredible leap.
• Need to move beyond basic management skills & processes to leadership.
• Direction ➔ ability to better lead their teams & shape organizational culture with relationship building & interpersonal skills.
Part III: Illustration of an Important Relationship – Emergency Response
Example Where Dispatcher & Road Supervisor Teamwork is Very Critical

• Emergencies
  • Safety events
    • Vehicle collisions
    • Passenger incidents
  • Medical events
    • Passenger & employee injuries
    • Illnesses, need for medications

• Vehicle Breakdowns
  • Remote
  • At distance
  • Rider needs
  • Other incidents
IMPORTANCE OF TEAMWORK & COMMON MISSION

Mission Statement
- Safe
- Reliable
- Rides

Teamwork
- Drive
- Teamwork

Attain Mission

Ops. Supervisor
- Skills & Teamwork

Dispatcher Supervisor
Effective Teamwork

Ops. Supervisor

Dispatch Supervisor

Transition
Roles
Responsibilities
Expectations
Required Skills
Relationships

Coordinated Response
What Roles by Dispatcher & Road Supervisor?

- Hazard & Threat Identification
- Treatment, Restoration, Reassessment, Corrections
- Procedures, Communications, Guidance, Support
- Hazard Mitigation, Control, Elimination
- Planning, Training, Equipment & Materials, First Responder Relations

Emergency Management Cycle Phases:
- Prevention
- Mitigation
- Preparedness
- Response
- Recovery
What Needs to be Communicated

• Use of *The 5-W’s & H:*
  • **Initial Information:**
    • What injuries involved?
    • What happened? (Safety event type & severity)
    • Where & when did it happen?
    • Who has been notified? (law enforcement, medical, fire)
  • **Follow-up Information:**
    • Use an Emergency Response Guide (See sample.)
    • What is the response of other first responders?
    • When will they arrive?
    • Condition of driver, riders & third parties?
    • Medical treatment or towing required? ➔ drug & alcohol testing

Accident information gathering
Part IV: How Effective Are You?

Handout
Evaluate Your Effectiveness as a Supervisor

• Conduct a self-evaluation to determine your supervisory & leadership skills.

• See handout for Questions 1-15 & complete.
  • E.g. 1. *I always listen to my team members more than I talk to them & I’m open to their thoughts and suggestions.*
  • Score: 1 2 3 4 or 5

  Always do

  Never do

• Total & score.
  • Score 15-29 – You are proactive with your effective communication skills. Don't change your supervisory style.
  • Score 30-59 – You generally keep team spirits high. Learn to listen first, then respond.
  • Score 60-75 – You and your team have poor communication. Focus on new ways to talk to your staff or whole organization will suffer.
Self-Assessment Questions

1. I always **listen to my team members** more than I talk to them and I’m open to their thoughts and suggestions.

2. I set **short- and long-range goals**, involve all my team members in the goal-setting process and then organize a clear plan to reach them.

3. I focus on **planning, organizing and motivating** my team players, and I don’t assign these tasks to others.

4. I **delegate** a project to help my team members develop their skills and expertise, and I hold them responsible for their results.

5. I always **plan an agenda** to find a solution to a challenging project, and I openly and honestly consider my team members’ ideas as a valuable input.
6. I am able to keep control over all of my team members without ever suppressing their self-esteem & self-motivation.

7. I regularly spend time analyzing reports to identify my team members’ deficiencies & opportunities for team members improvement.

8. I am able to increase the efficiency of my department by understanding the motives & needs of each teammate.

9. I provide team spirit by encouraging team members to work together, & I always appreciate their individual talents & abilities.

10. I always ensure that my staff members have the required training & know how to apply it to their job.
Suggestions On Improving Your Skills

11. I impartially consider the opinions and needs of all my team members when resolving a conflict and I work hard to resolve it.

12. I always set and follow ground rules for the workplace meeting, and I properly complete each point before moving to the next one.

13. I implement a change and then give my team members time to adjust themselves to it.

14. I can overcome any work pressure, enjoy making tough decisions and have the desire to become an outstanding leader.

15. I am a visionary, believe in risk-taking and always seek and accept bigger challenges.
Self-Assessment Scoring

• Score yourself on the assessment:
  
  • **Score 15-29** – You are proactive with your effective communication skills. Don't change your supervisory style.
  
  • **Score 30-59** – You generally keep team spirits high. Learn to listen first, then respond.
  
  • **Score 60-75** – You & your team have poor communication. Focus on new ways to talk to your staff or whole organization will suffer.
Assess This Supervisor’s Performance

Video Illustration: Supervisor Evaluation from I Love Lucy & the Candy Factory
Discuss Video

• What’s wrong on supervisor’s part?

• What didn’t employees do or could have done?

• How would you improve this situation?

• How does illustration apply to your work?
Part V: Tips on Improving Supervisor Skills
Self-Assessment & Development Plan

• Based on your assessment, continue to develop your own effectiveness as a supervisor/manager.

• Score 30-59 – You generally keep team spirits high. Learn to listen first, then respond.

• Score 60-75 – You & your team have poor communication. Focus on new ways to talk to your staff or whole team will suffer.
How to Sharpen Your Supervisor Skills

- Consider practicing these supervisor skills:
  1. Learn to be a mentor.
  2. Learn to coach others.
  3. Offer praise & provide support.
  4. Exhibit humility & gratitude ("A simple thank you would suffice."
  5. Practice skills in delegation of your responsibilities.
  6. Practice skills in listening & sharing feedback with employees.
Consider practicing these supervisor skills:

8. Continue to learn & be informed.
10. Give a presentation, e.g. tribal conference or safety meeting.
11. Plan & facilitate a meeting (safety meeting, tailgate meeting, staff briefing).
12. Improve your project management skills.
Part VI: Closing
Summary

➢ Challenges of transitioning to supervisor/manager
➢ The required skills of a leader – supervisor/manager
➢ The relationship between the operations/road supervisor & dispatch supervisor requires teamwork
  ➢ Effective communications & priorities
  ➢ Mutual respect & understanding
  ➢ Knowledge of each other’s roles & needs
    ➢ I.e. Emergency response management
NATIONAL RTAP – TRIBAL TRANSIT PROGRAM

• Future tribal transit training – from planning to operations
• First planned session: North Central / Rocky Mountain Region
• Contact Neil Rodriguez, Tribal Transit Program Manager at: nrodriguez@nationalrtap.org

www.nationalrtap.org
• Walt Diangson: waltdiangson@gmail.com