

CITY OF MADISON  
**INTER-DEPARTMENTAL**  
CORRESPONDENCE

DATE: March 17, 2008

TO: Personnel Board

FROM: Larry Oaks, Human Resources

SUBJECT: **Transit General Supervisors and Paratransit Program Manager**

The Transit General Manager has proposed the creation of several new supervisory positions in response to significant organizational demands:

The Transit Services Manager (44/16) oversees the operations and maintenance programs of the Transit Utility throughout a subordinate Transit Operations Manager (44/14) and Transit Maintenance Manager (44/14).

The Transit Operations Manager directs the operations and staff of the fixed route and paratransit services through 19 subordinate Transit Operations Supervisors (44/08) and the Paratransit Manager (44/10). The operations program is staffed by approximately 300 Transit Motorcoach Operators. This unwieldy structure incorporates an unreasonable span of control, and provides little opportunity for continuity, planning, leadership development, and the in-depth oversight that is required. Accordingly, the Transit General Manager has described three new general (second-line) supervisory positions which will provide interface between the Transit Operations Manager and the first-line supervisors. I have prepared an organizational chart and descriptive class specifications (see attached) for the new class of "Transit Operations General Supervisor." I recommend that this new class be placed in Compensation Group 44, Range 10. This placement provides for an appropriate pay relationship within the Metro supervisory structure and aligns with the class of "Public Works General Supervisor" (18/10) with generally parallel (second-line) supervisory responsibilities in overseeing Public Works activities.

These three new positions will be created through the deletion of three Transit Operations Supervisors. The new positions will be filled internally with the former positions being deleted when vacated.

The position (#2753) of "Paratransit Program Manager" (occupied by C. Martin) in Compensation Group 44, Range 10, is also being redefined to incorporate the direct supervision of two "Transit Operations Supervisors." While this position has for some time provided this oversight (indirectly) as an element of the program management role, it has now been formalized as an element of this reorganization. I have amended the class specification to reflect this responsibility. Further, I recommend that the class be placed in Compensation Group 44, Range 12. This placement again is consistent with the overall Transit hierarchy with a two-range differential relative to new Transit Operations General Supervisor (44/10) reflective of the independent "program management" role. Although clearly a new level of responsibility, I believe that it is a natural extension of the current role and, accordingly, recommend that the incumbent be reallocated to the higher level.

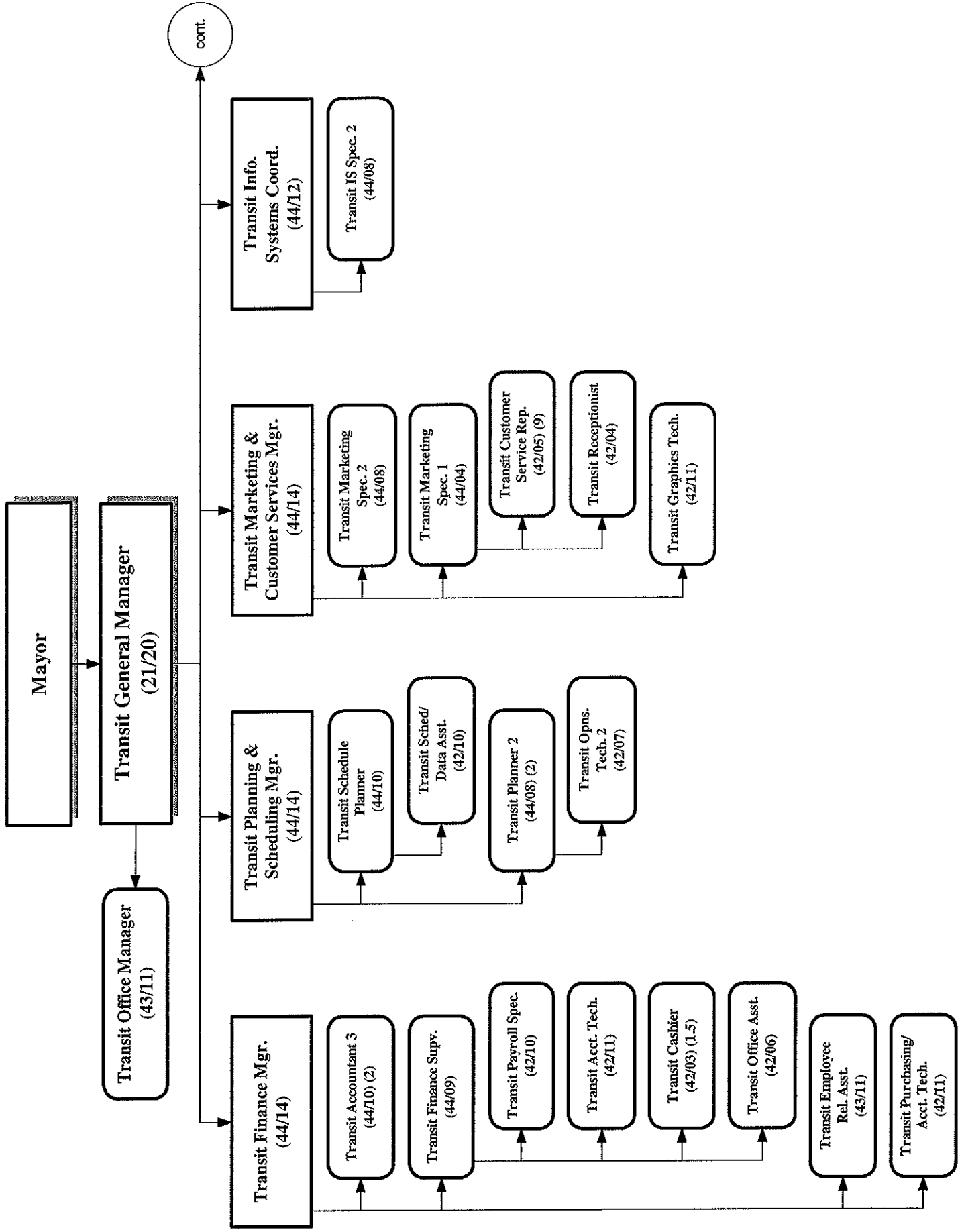
Lastly, the current "Transit Maintenance Manager" (44/14) directs eight "Transit Maintenance Supervisors" (44/08), who in turn supervise three shifts of maintenance operations. Similar to the issues in Operations (discussed above), this structure does not provide the desired level of leadership, development, and continuity required. Accordingly, a new supervisory position has been described. This position will perform second-line supervision and interface between the "Transit Maintenance Manager" (44/14) and "Transit Maintenance Supervisor" (44/08). I have defined that role in the proposed class of "Transit Maintenance General Supervisor" (see attached specification). I recommend that this class be placed in Compensation Group 44, Range 10. This placement, again, provides for the necessary internal alignment. Also, this new position will be created through the deletion of a vacated Transit Maintenance Supervisor, when filled internally.

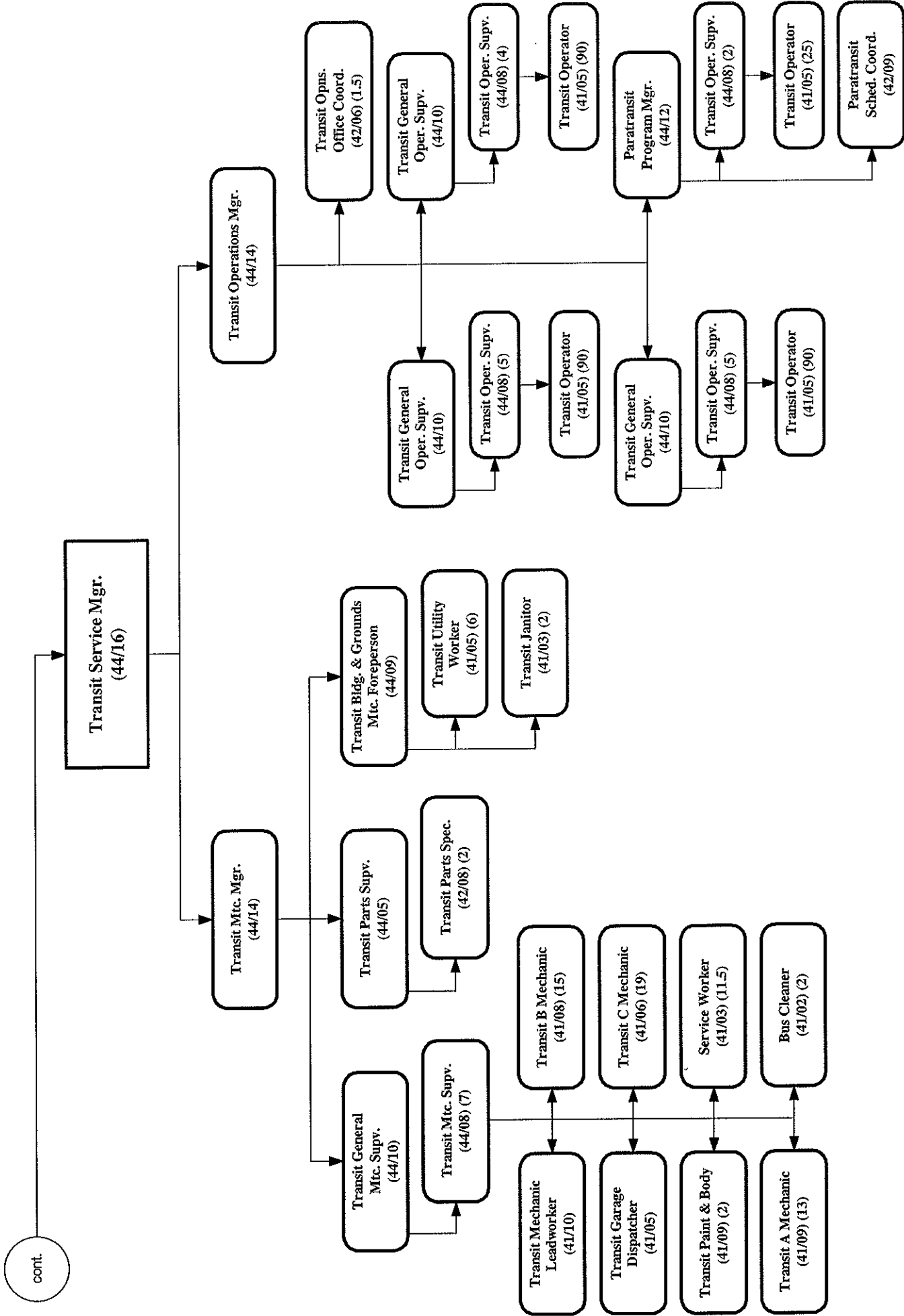
I have prepared the necessary ordinance and resolution to implement these recommendations.

Attachments

cc: Chuck Kamp, Metro Transit  
Ann Gullickson, Metro Transit

Compensation Group/Range	2007 Annual Minimum (Step 1)	2007 Annual Maximum (Step 5)	2007 Annual Maximum (w/Longevity)
44/14	64,302	77,411	86,710
44/12	58,490	70,615	79,092
44/10	53,505	64,302	72,020
18/10	53,522	64,323	72,046
44/08	49,291	58,490	65,520





cont.

## PARATRANSIT PROGRAM MANAGER

### CLASS DESCRIPTION

#### General Responsibilities:

This is responsible managerial work in planning, coordinating, directing and monitoring the Paratransit Services Program (this program provides special transportation services for ADA paratransit eligible customers) for the Madison Metro Transit System. This work involves the supervision of Transit Operations Supervisors (and subordinate drivers) as well as specialized clerical and administrative staff. Under the general supervision of the Transit Operations Manager, the employee must exercise considerable judgment and discretion in meeting paratransit program service goals and objectives.

#### Examples of Duties and Responsibilities:

Develop and administer supplemental service contracts with providers. Determine and assure contract service parameters. Monitor and enforce relevant contract provisions.

Plan, develop, implement and monitor services consistent with the Americans with Disabilities Act (ADA). Develop, recommend and implement paratransit policies and procedures. Direct and manage subordinate Transit Operations Supervisors in the delivery of required transit services. Hire, train, monitor and evaluate subordinates both directly and through subordinate supervisors. Investigate and resolve grievances. Provide for the maintenance of effective employee relations. Work closely with the Transit Operations Manager in the administration of contract provisions and to assure operational integration and consistencies with the fixed route program.

Oversee the paratransit customer feedback process, incorporating both direct and contract services. Develop, recommend and monitor related policies and procedures. Receive and provide feedback to customers and providers consistent with program goals and objectives.

Provide support to the ADA Paratransit Plan Oversight Subcommittee. Prepare and/or coordinate pertinent reports, statistics, summaries, etc. Attend related public meetings and represent Transit Utility interests. Develop and maintain effective public and community relationships.

Develop and maintain an awareness of ADA regulations and their interpretation relative to the development and implementation of paratransit services. Provide a high level of expertise and consultation on related matters. Administer the paratransit eligibility process (including the determination of eligibility, functional assessments, appeals, recertifications, etc.).

Provide for related paratransit administration, scheduling and coordination with other units.

Perform related work as required.

## QUALIFICATIONS

### Knowledges, Skills and Abilities:

Thorough knowledge of paratransit program obligations consistent with the Americans with Disabilities Act, and related operational policies and procedures. Working knowledge of related contract for service standards and their development and enforcement. Working knowledge of the transit industry and related operational considerations. Working knowledge of related public administration principles and practices. Working knowledge of supervisory principles and practices. Ability to plan, develop, direct and administer a paratransit program. Ability to hire, train, evaluate, and maintain effective employee relations both directly and through subordinate supervisors. Ability to develop and implement effective customer and community/public relations activities. Ability to represent program interests in a variety of forums, including speaking before groups. Ability to engage in and/or coordinate related planning processes. Ability to communicate effectively both orally and in writing. Ability to develop and maintain effective working relationships. Ability to maintain adequate attendance.

### Training and Experience:

Three years of directly related experience incorporating in planning and administering paratransit programs consistent with the Americans with Disabilities Act. Such experience will normally be gained after graduation from college with a degree in Business Administration, Transportation or a related area. Other combinations of training and/or experience which can be demonstrated to result in the possession of the knowledges, skills and abilities necessary to perform the duties of this position will also be considered.

<b>Department/Division</b>	<b>Comp. Group</b>	<b>Range</b>
Transit	44	

Approved: \_\_\_\_\_  
Brad Wirtz  
Human Resources Director

Date

# TRANSIT OPERATIONS GENERAL SUPERVISOR

## CLASS DESCRIPTION

### General Responsibilities:

This is responsible second-line supervisory work in managing the delegated operations of the on-street fixed route transit service of the Transit Operations Unit, both directly and through subordinate supervisors. Employees in this class are also responsible for the Safety, Security and Customer Feedback programs of the Operations Unit, as assigned. This work involves providing guidance, support, and oversight to designated staff, and in the administration of delegated programmatic activities. Work requires judgment and discretion in response to operational issues and staff management concerns, with only unusual or more challenging issues/questions referred to the Transit Operations Manager for resolution. Work is performed under the general supervision of the Transit Operations Manager.

### Examples of Duties and Responsibilities:

Oversee, coordinate, monitor and control delegated operational activities as a second-line supervisor. Provide guidance and support to subordinate supervisors. Ensure that operators provide safe, reliable, and courteous customer service. Provide coaching, training, and feedback. Investigate and resolve grievances, conduct misconduct hearings, determine and assess disciplinary actions.

Initiate communications with Operations Supervisors and Senior Managers on a consistent basis on issues of concern in the Operations Unit. Work closely with the Transit Operations Manager in meeting operation unit goals and objectives. Represent the Operations Manager, as assigned.

Manage the Operations Safety program: Work with Operations Supervisors and drivers to ensure that Operations employees conduct themselves in a safe manner at all times, observe all safety rules and procedures, and use Metro Transit's equipment properly.

Oversee the customer feedback program; refer complaints to supervisory staff for investigation, provide Metro response to customers, and develop follow-up program for operations as appropriate.

Address events or circumstances that impede the safe and efficient operations of fixed route service; on-time performance, difficult customers, overloads, etc.

Investigate sensitive issues occurring both at Metro Transit facilities or on the buses (e.g., such as assaults on operators or passengers).

Communciate with bus operators, Operations Supervisors, senior managers, school administrators and the police departments relative to security issues occurring at Metro facilities or on the buses (such as assaults on operators or passengers) and all other events or circumstances which impede safe and efficient operations.

Develop and monitor supervisory and leadership skills of subordinate supervisors. Work with the Transit Operations Manager on more serious concerns.

Represent the Operations Unit on internal and external committees involving such matters as Health and Safety, Service Development, Planning/Operations, City Special Events, etc.

Perform related work as required.

**MINIMUM QUALIFICATIONS**

**Knowledges, Skills and Abilities:**

Thorough knowledge of directly related supervisory principles, practices, and techniques. Working knowledge of microcomputer operations and word processing and spreadsheet applications. Ability to supervise the work of others and to effectively direct subordinate staff. Ability to communicate effectively both orally and in writing. Ability to establish and maintain effective working and public relationships. Ability to deal calmly and effectively with emergencies and to make and implement related decisions. Ability to understand, interpret, and apply labor agreement provisions. Ability to prepare accurate and concise reports. Ability to maintain adequate attendance.

**Training and Experience:**

Two years of directly related transit supervisory experience which involved monitoring, directing and scheduling of large numbers of subordinate motorcoach operators. Such experience would normally be gained after graduation from high school supplemented by relevant supervisory training and computer courses. Other combinations of training and/or experience which can be demonstrated to result in the possession of the knowledges, skills and abilities necessary to perform the duties of this position will also be considered.

**Necessary Special Qualifications:**

Possession of a valid Class B Commercial Driver's License with a P endorsement and without an air brake restriction.

<b>Department/Division</b>	<b>Comp. Group</b>	<b>Range</b>
Metro Transit	44	

Approved: \_\_\_\_\_  
Brad Wirtz  
Human Resources Director  
Date



# TRANSIT MAINTENANCE GENERAL SUPERVISOR

## CLASS DESCRIPTION

### General Responsibilities:

This is responsible second-line supervisory work in managing the daily operations of the Transit Maintenance Unit, both directly and through subordinate supervisors. This work involves directing and monitoring the activities of Maintenance Supervisors to assure that the maintenance and repair of transit vehicles (and associated technologies) occurs in accordance with general instructions and procedures established by the Transit Maintenance Manager. This work involves providing guidance, support, and oversight to designated staff, and in the administration of delegated programmatic activities. Work requires judgment and discretion in response to maintenance issues and staff management, with only unusual or more challenging issues/questions referred to the Transit Maintenance Manager for resolution. Work is performed under the general supervision of the Transit Operations Manager.

### Examples of Duties and Responsibilities:

Plan, supervise, schedule, direct and control the activities of subordinate supervisors and employees engaged in the maintenance, cleaning, servicing, and repair of transit vehicles.

Investigate and resolve grievances, conduct misconduct hearings, determine and assess disciplinary actions.

Develop supervisory and leadership skills of subordinate Maintenance Supervisors.

Train apprentice mechanics and evaluate progress. Instruct new personnel in operating policies and procedures.

Maintain records and prepare reports. Participate in the maintenance of records regarding vehicle usage, preventive maintenance, warranties, and related activities.

Represent the Maintenance unit on internal and external committees involving such matters as City Special Events, Health and Safety, The Natural Step process, labor-management issues, etc.

Perform related work as required.

## QUALIFICATIONS

### Knowledges, Skills and Abilities:

Thorough knowledge of materials, methods and techniques commonly used in transit vehicle maintenance, including tools and equipment used in the adjustment, repair, lubrication and cleaning of bus engines, chassis and electrical systems. Thorough knowledge of the theory and operation of diesel-powered internal combustion engines. Thorough knowledge of the

principles and methods of preventative maintenance for mass transit equipment. Thorough knowledge of supervisory principles, practices and procedures. Working knowledge of the hazards related to the work and of methods of promoting appropriate safety programs and procedures. Ability to plan, assign and supervise skilled and semi-skilled employees. Ability to diagnose and correct mechanical and electrical defects, and to determine the effectiveness and need for maintenance activities through inspection. Ability to use computerized standard maintenance information systems and general business software (e.g., word processing, database and spreadsheet applications). Ability to establish and maintain effective working relationships. Ability to interpret and apply labor contract provisions. Ability to communicate effectively both orally and in writing. Ability to write clearly and legibly and to use a computer keyboard. Ability to maintain adequate attendance.

Training and Experience:

Two years of directly related supervisory experience in the maintenance and repair of transit coaches or similar heavy equipment. Such experience would normally be gained after graduation from a technical program specializing in Automotive or Diesel engineering. Other combinations of training and/or experience which can be demonstrated to result in the possession of the knowledge, skills and abilities necessary to perform the work will also be considered.

Necessary Special Qualifications:

Must be 21 years of age at time of employment as required by the U.S. Department of Transportation Regulations. This position requires a Class B Commercial Driver's License with an air brake endorsement.

Department/Division	Comp. Group	Range
Metro Transit	44	

Approved: \_\_\_\_\_  
 Brad Wirtz  
 Human Resources Director  
 \_\_\_\_\_ Date