

THE IMPORTANT ROLES OF THE TRIBAL TRANSIT OPERATIONS SUPERVISOR & DISPATCH SUPERVISOR



**NATIONAL
TRANSPORTATION
IN INDIAN COUNTRY
CONFERENCE**

BIG SKY RESORT | BIG SKY, MONTANA
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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

Definition

- su·per·vi·sor (/ˈsōpərˌvīzər/) 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



* 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

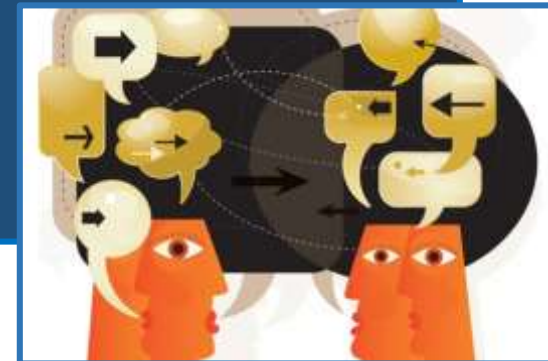


Historical Supervision

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



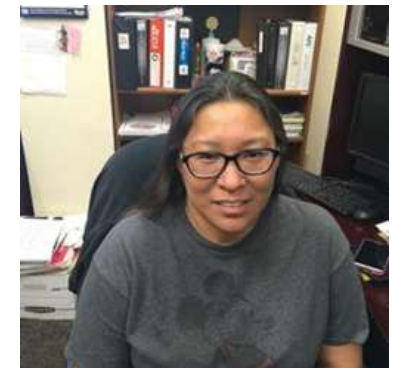
Transitioning



From Driver

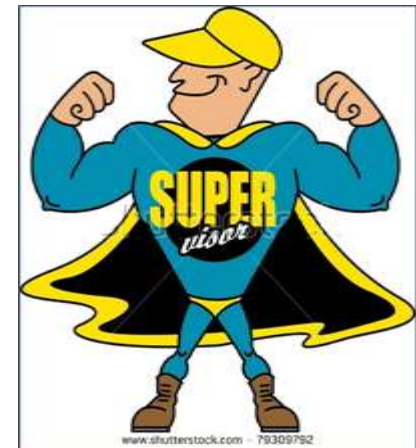


To Supervisor
Ops. & Dispatch



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

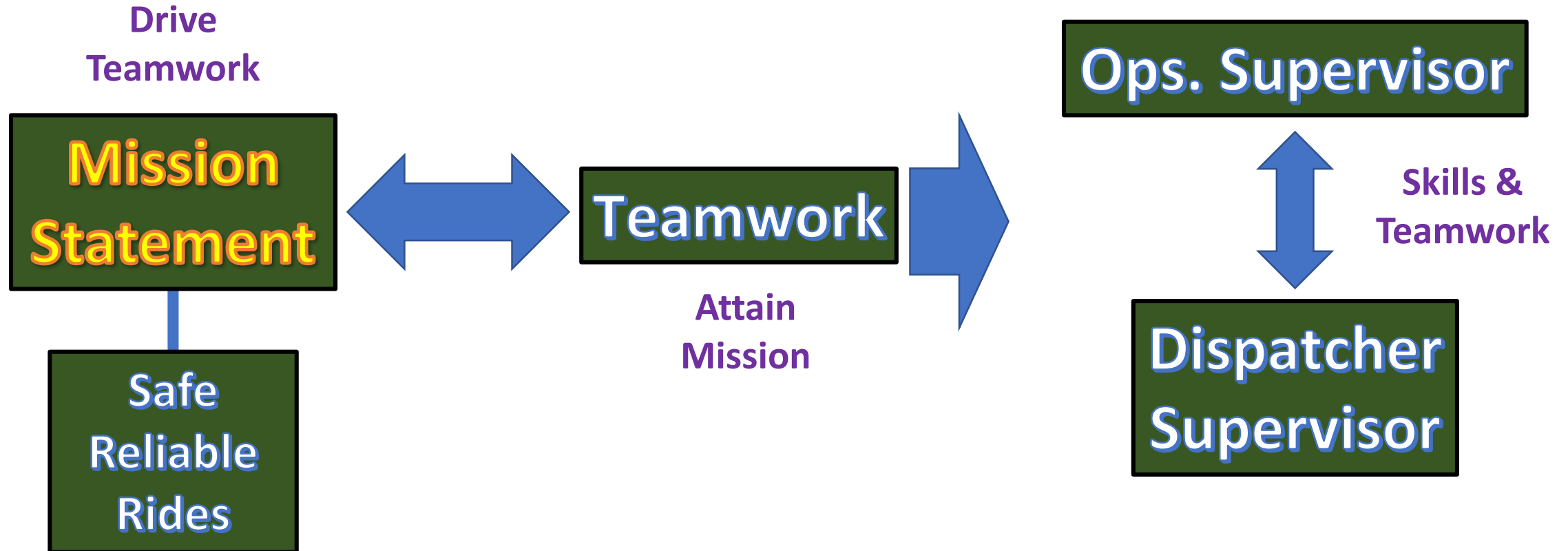


Example Where Dispatcher & Road Supervisor Teamwork is Very Critical

- **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



Effective Teamwork



Ops. Supervisor



Dispatch Supervisor

Transition
Roles
Responsibilities
Expectations
Required Skills
Relationships

**Coordinated
Response**



What Roles by Dispatcher & Road Supervisor?



What Needs to be Communicated

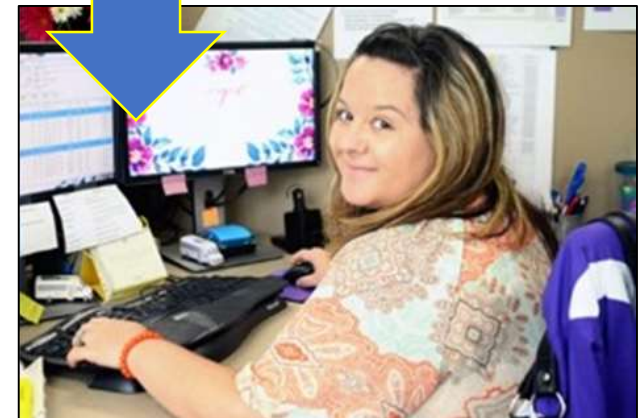
- Use of *The 5-W's & H:*

- **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



- [illegible]



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.



Self-Assessment Questions Part 2

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?

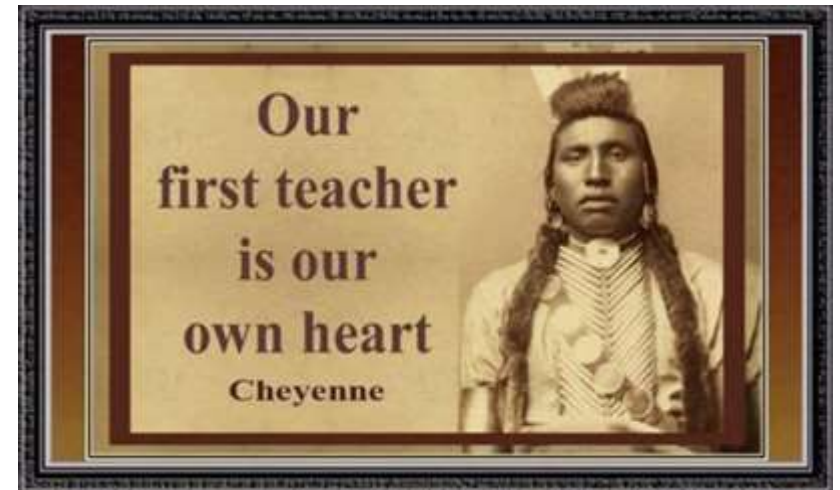


PART V: TIPS ON IMPROVING FOR SUPERVISOR SKILLS



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:
 7. Build basics in problem solving, decision making, planning & managing your authority & influence.
 8. Continue to learn & be informed.
 9. Attend tribal conferences, network & ask questions.
 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:
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www.nationalrtap.org

Closing



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