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**NEED TRAINING?**

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**1.573.341.6155**

### Mark Your Calendars for the MPTA Conference

Mark your calendars for the 2014 MPTA Conference to be held August 3-5 at the Renaissance St. Louis Grand Hotel. This educational and networking event is focused on current issues facing public transportation and will feature a range of state and national presenters. For additional information and registration materials, visit the 2014 MPTA Conference website. The link for registration is: <http://www.cabllc.com/MPTAConference/general.htm>. As always, we will be holding a session during the conference where we will ask for your input on the Missouri RTAP program. It will be titled, "MoDOT Funded Rural Transit Providers" and is scheduled for Tuesday, August 5 from 9:30 – 10:45 a.m. We encourage you to come prepared to offer suggestions on future course offerings and other resources that can be made available through RTAP. A related session for transit providers titled "Transit Grant Compliance Requirements" will be held from 11:00 a.m. – Noon. Conference registration, hotel lodging, meals and travel are eligible for reimbursement through the RTAP reimbursement program.

### CPR Training Now Available

Missouri RTAP is now offering a three hour adult CPR class, which can also include a one hour infant CPR session. We recently purchased several adult and infant manikins for use in the class. Please note that John Rice is certified to conduct these classes through the National Safety Council. Contact Do-reen Harkins in the MO-RTAP office if you would like to schedule one these classes.



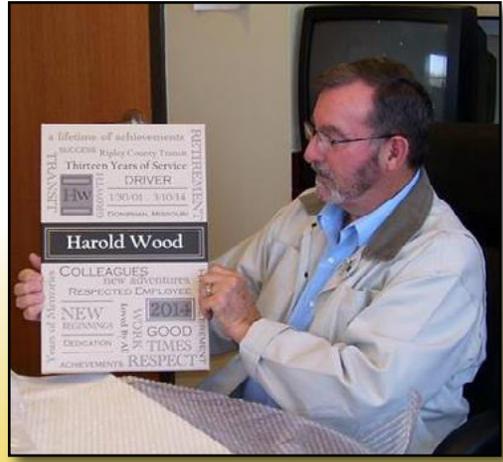
**Pictured:** Jared Baker, driver from Ripley County Transit, Inc.



### Retired Driver Honored

Harold Wood retired recently from Ripley County Transit where he worked for 13 years. His seniority topped the list at Ripley County Transit. A retirement gathering was held to honor his years of faithful, safe, and outstanding service. Ripley County Transit said they can't thank him enough for all that he did over the past years!

*The story was provided by Laura Oldham, Executive Director of Ripley County Transit, Inc.*



# LETTER FROM THE MANAGER

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## The Fine Print

Missouri RTAP quarterly eNewsletter is published by the Missouri RTAP office located on the campus of Missouri University of Science and Technology. The opinions, findings and recommendations expressed in this newsletter are not necessarily those of Missouri S&T, MoDOT or the Federal Transit Administration.



## About RTAP

National RTAP is a program of the Federal Transit Administration dedicated to creating rural transit solutions through technical assistance, partner collaboration and FREE training.

Dear transit friends,

I hope everyone is as pleased as I am that warm weather has finally arrived. Of course the warm weather always seems to bring a flurry of activities. This is always a busy time of year and the time when transit related meetings and conference are held. The CTAA Expo is next month in St. Paul, MN. Please remember to send applications for scholarship reimbursement for approval at least 30 in advance. Don't forget to mark your calendars for the 2014 MPTA Conference to be held August 3-5 at the Renaissance St. Louis Grand Hotel. We will be holding a session during the conference to update you on the Missouri RTAP program and ask for your input. We feel it is important to offer expanded services that are designed around best serving you our customers. Please see the detailed information on page 1. Of course conference registration, hotel lodging, meals and travel are eligible for reimbursement through the RTAP reimbursement program.



Steve Billings and I had the opportunity to meet with OATS in Columbia on March 19. The intent is to meet with transit agencies one-on-one to gather ideas and expand the offerings of the Missouri RTAP program. You might remember that we met with SMTS on January 24. There were several good suggestions offered by OATS during the meeting. Some of the ideas that were suggested include other training and services that would be beneficial to their administrative staff and drivers. Several training ideas were discussed such as including hands-on backing training as part of the driving training and offering sensitivity training or passenger assistant securement and sensitivity (PASS) training as well as a module on dealing with difficult passengers. We plan to meet with the SEMO Transit Operators Association on June 18 in Dexter. If you would like for us to come to your agency, please let me know. It is our intent to continue to talk with local transit providers around the state as a means of gathering input in order to make the program more relevant and useful.

There are a few recent developments to share. First, we are now offering a three hour adult CPR class, which can also include a one hour infant CPR session. We recently purchased several adult and infant manikins for use in the class. Please note that John Rice is certified to conduct these classes through the National Safety Council. Contact Doreen Harkins in the MO-RTAP office if you would like to schedule one these. Second, we can now offer leadership/supervisory skill training. Please see page 9 for details on the classes available. Finally, we have recently made some changes to the MO-RTAP website. The website is now housed on the Missouri S&T server to provide more security. Because of university guidelines, the website now has a different look. If you've never been to the website, I encourage you to check it out at [www.mortap.com](http://www.mortap.com). We will continue to add more information and resources to the website so check back often.

If you have a new facility, someone new on your staff or other news you would like to share, let us know, and we will include it in an upcoming issue. We appreciate OATS sharing their stories featured on pages 1 and 3. We want to hear from you and share what is happening in the rural transit agencies throughout the state. Please contact me at [pickerill@mst.edu](mailto:pickerill@mst.edu) or by phone at 573-341-7637 with any questions, comments or suggestion you have. I hope you enjoy this second installment of the Missouri RTAP eNewsletter for 2014. If you know someone who would like to start receiving the newsletter, they can call our office or go to the Missouri RTAP website at [www.mortap.com](http://www.mortap.com) and sign up.

Sincerely,

A handwritten signature in black ink that reads "Heath Pickerill". The signature is written in a cursive, flowing style.

Heath Pickerill  
*Missouri RTAP Manager*

# RTAP REPORT

## OATS Wellness Initiative Leads to Another Success Story

By: Jill Stedem

Wellness programs are all the rage the last few years, as they should be. Companies looking to help employees be healthier both mentally and physically are not only helping the employees live a better life, they are helping the bottom line. Numerous companies across the United States report a great deal of success when they offer wellness programs to their employees. Many have employees that have been able to avoid insulin, get rid of sleep apnea, lower cholesterol, reduce their risk for heart disease and even quit smoking. There is no doubt that the measurable results or return on investment is a few years away as it takes quite a while for employees to become more self-directed to lead healthy lives.

OATS, Inc. is doing its part to help Missouri's obesity epidemic. From October 2013 through January 2014, over 100 OATS employees committed to losing 10% of their body fat. Northeast Region driver Lisa Moore was our big winner. Lisa has continued her wellness journey even beyond the end of this activity and has lost more than 17% body fat already. "We are so proud of Lisa's accomplishment," said Sheree Webb, Northeast Regional Director. "I want to congratulate Lisa on her success! She accomplished this during a very tough time with both Thanksgiving and Christmas; she proved what determination can do."

Since starting the wellness program called OATS Wellness for Life in January 2013, OATS has offered several wellness challenges to their staff of over 700. The company is continuing to

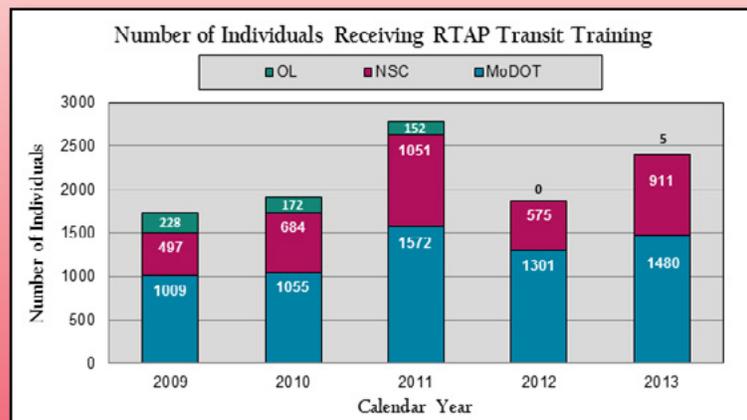
offer programs aimed at getting employees on board with healthy eating habits and making exercise a part of their daily routine. Everyone pays the price for obesity. Lack of exercise and poor eating habits lead to higher health care costs for everyone. OATS, Inc. is a private, not-for-profit corporation providing specialized transportation in 87 Missouri counties for the rural general public, including senior citizens and people with disabilities.



*Sheree Webb, Northeast Region Director, presents driver Lisa Moore with a gift for being the winner of OATS 10% Challenge.*

## Number of Individuals Receiving RTAP Transit Training

For calendar year 2013, RTAP participant numbers grew. There were five (5) for Operation Lifesaver (OL), 911 for National Safety Council (NSC) courses in such topics as First Aid, CPR, and Defensive Driving, and 1,480 for MoDOT courses (wheelchair securement, passenger assistance, vehicle backing, etc.). Comparatively, 2012 RTAP participant numbers were zero (0) for OL, 575 for NSC classes and 1,301 for MoDOT courses as displayed in the chart, below.



This 2013 increase in RTAP participation compared to 2012 can be attributed to the growing experience by Missouri S&T in administering RTAP, more transit agencies contacting Missouri S&T to schedule training, some larger rural transit agencies, such as OATS, scheduling drivers for certain courses every other year as well as the fact that no RTAP training was delivered in the month of March 2012. After a period of no OL presentations by RTAP in 2012, Operation Lifesaver training activity resumed in 2013.

# FTA SAFETY TRAINING PROPOSAL

## Transit Agencies Are Encouraged to Submit Comments

The following information includes excerpts and, in some cases, sections or portions thereof of the Notice of Proposed Interim Safety Certification Training Provisions, a request for comments from the Federal Transit Administration (FTA), DOT. The information is being provided to make transit agencies aware of the request for comments. Please note that the verbiage below has not been edited in anyway but does represent only portions of the document. This was done in an effort to provide a summary and highlight the intent of the complete document. To read the complete document and for information on submitting comments, click on the following link: <http://www.gpo.gov/fdsys/pkg/FR-2014-04-30/pdf/2014-09778.pdf>

### DEPARTMENT OF TRANSPORTATION

Federal Transit Administration  
49 CFR Chapter VI

#### Interim Safety Certification Training Program Provisions

**SUMMARY:** This document seeks public comment on FTA's proposed requirements for the interim safety certification training provisions for Federal and State safety oversight personnel and their contractor support who conduct safety audits and examinations of public transportation systems not otherwise regulated by another Federal agency. Additionally, FTA proposes that designated safety oversight personnel of public transportation systems that receive Federal transit funding may voluntarily participate in the interim safety certification training program.

**DATES:** Comments must be received on or before June 30, 2014. Any comments received after the deadline will be considered to the extent practicable.

#### I. Overview

On July 6, 2012, President Obama signed into law the Moving Ahead for Progress in the 21st Century Act, Public Law 112-141, ("MAP-21"), which sets a new framework for Federal public transportation safety programs. MAP-21 provides FTA with authority to set new rules and standards for how FTA, State Safety Oversight Agencies (SSOAs), transit agencies, and other transit stakeholders will work together to ensure the safety of transit riders, employees, and the public. As part of this safety authority, MAP-21 requires FTA to establish a safety certification training program for Federal, State, and other designated personnel directly responsible for safety oversight of public transportation systems. 49 U.S.C. 5329(c). As required by subsection (c)(1), FTA will establish a permanent training program through the rulemaking process.

#### II. Purpose

The interim safety certification training provisions are designed to support FTA's recent adoption of the Safety Management System (SMS) approach to improve the safety of public transportation.<sup>2</sup> FTA is proposing that the interim provisions consist of: (1) A required training program promoting SMS and ensuring technical competencies for State Safety Oversight Agency (SSOA) personnel and FTA personnel who conduct safety audits and examinations of public transportation systems not subject to

FRA regulation; and (2) a voluntary program promoting adoption of SMS for employees of public transportation systems who are directly responsible for safety oversight.

FTA recognizes the transit industry has voluntarily participated in the Transit Safety Security Program (TSSP) program since 1998, with over 700 transit system personnel and 35 SSOA personnel receiving certificates.

The existing TSSP program was designed to address competencies that support the development and implementation of system safety, security, and emergency management program plans as reflected in 49 CFR part 659. Alternatively, the proposed interim program is designed to promote the implementation and oversight of SMS safety policies, risk management, safety assurance, and safety promotion programs and initiatives through the effective use of SMS tools and techniques. We note that although there are some similarities, relative to SMS principles within the requirements of 49 CFR part 659; the proposed SMS framework applies significantly more emphasis on a management level safety focus.

The objectives within the SMS curriculum were built from FTA's proposed SMS framework which uses a different approach to identifying hazards and controlling their potential consequences, continual assessment of safety risk, and an effective employee safety reporting system. The revised FTA-sponsored training will promote the development, implementation and oversight of SMS safety policies, risk management, safety assurance, and safety promotion programs and initiatives through the effective use of SMS tools and techniques, thus addressing the gaps noted with the current TSSP curriculum.

FTA believes the proposed provisions will enhance safety by focusing on organization-wide safety policy, formal methods of identifying hazards and controlling their potential consequences, continual assessment of safety risk, and an effective employee safety reporting system. Similar to the completion requirements of the current voluntary FTA-sponsored TSSP certificate program, FTA proposes that participants should complete the safety

# FTA SAFETY TRAINING PROPOSAL (cont.)

## Transit Agencies Are Encouraged to Submit Comments

certification training program within a three (3) year timeframe. As discussed above, FTA considered the existing voluntary TSSP program when developing the proposed interim provisions. FTA requests comment on the following:

1. Are there existing safety certification programs other than those described in this document that FTA should consider for personnel with direct safety oversight of transit systems?
2. How should FTA consider these additional training and certification programs in finalizing the interim provisions?

### IV. Interim Safety Certification Training Provisions

A consistent gap noted throughout our findings is the need to enhance the ability to effectively manage safety risks. FTA believes the interim provisions competencies will support key features of SMS to include: (1) Improving management accountability of safety; (2) further collaboration between management and labor to effectively prioritize safety hazards; (3) more effectively managing safety resource allocation; (4) improving safety risk analysis; and (5) broadening safety assurance through increased confidence in safety risk controls.

Supporting documents used to identify the training gaps and the proposed competencies, as well as a list frequently asked questions (FAQs) may be reviewed with the docket for this document and may also be viewed at the following web link: [http://www.fta.dot.gov/tso\\_15918.html](http://www.fta.dot.gov/tso_15918.html).

To maximize participation, FTA is proposing that a significant share of the cost associated with the interim provisions be eligible for Federal funding. Recipients of sections 5307 or 5311 funds may use up to 0.5 percent of those funds to cover up to 80 percent of the cost of participation by an employee with direct safety oversight responsibility for the public transportation system.

As noted above, FTA has identified competencies that reinforce the four (4) functional components of SMS—safety policy, risk management, safety assurance, and safety promotion— which are described in Appendix A to the Proposed Interim Provisions for Safety Certification Training— Competency Areas. SMS is a management approach that ensures each public transportation agency, no matter its size or service environment, has the necessary organizational structures, accountabilities, policies and procedures in place to direct and control resources to optimally manage safety.

The proposed interim SMS training for mandatory and voluntary participants will be tailored to the role of the employee and the mode of public transportation.

As noted above, similar to the TSSP Certificate program, FTA is proposing that the training be completed within a three (3) year period. Once covered personnel receive their certificate of completion, annual refresher training will be required to maintain the certificate. If a required participant does not attain or maintain their certificate within the designated timeframe, FTA proposes the person will not be able to perform their functions or be paid using FTA funds. It will be the responsibility of those covered under this program to maintain certificates and refresher training records, which will be subject to audit under the SSOA program.

Also similar to the TSSP Certificate program, FTA proposes that each of the SMS courses will include up to three (3) days of training (except for the one (1) day SMS Leadership course and the one (1) hour SMS Awareness course). The estimated length of the training was derived from an evaluation of the proposed competencies and associated learning objectives and the amount of time required to deliver the content. This is approximately 144 hours of class time over the three (3) year period between FY 2014 and FY 2016 for the participants. The week-long indication below is an estimate, as it includes training time along with days for potential travel. However, we note that the existing FTA training model focuses on delivering courses at local host agencies which reduces travel requirements for the majority of participants. FTA plans to continue this delivery model for the interim safety certification training program which would continue to reflect the reduced cost and burden associated with local attendance.

We also note that FTA will continue to sponsor safety initiatives for bus transit agencies, including small and rural systems, as well as other recipients of Federal public transportation funds. For example, personnel can log on to FTA's Bus Transit Safety Program Web site (<http://bussafety.fta.dot.gov/>) and complete the safety self-assessment and participate in the soon-to-be-released e-learning series. FTA strongly encourages safety professionals in each of these communities to continue to voluntarily participate in these safety initiatives, as well as participate in applicable courses developed for the interim provisions.

Further, FTA is proposing a one-hour SMS Awareness course that will have universal applicability throughout the public transportation industry. Since a critical element of SMS is safety awareness at all levels of an organization, FTA encourages transit system personnel at all levels to voluntarily participate in the one-hour SMS Awareness training when it becomes available online.

### V. Next Steps and Public Participation

This document seeks input from the public on FTA's implementation of new interim safety certification training provisions to ensure they are clear, effective, and reasonable. It is important

# FTA SAFETY TRAINING PROPOSAL (cont.)

## Transit Agencies Are Encouraged to Submit Comments

that transit agencies, State DOTs, SSOAs, and other organizations that could potentially be affected by these interim provisions, as well as any other interested members of the public, take this opportunity to share thoughts, concerns, ideas, and general comments on the topics presented herein.

After FTA reviews the comments collected through this document, FTA will publish final interim safety training certification provisions. FTA will also continue to develop a permanent training program through the separate rulemaking process. Although the two processes will remain separate, the agency anticipates that its experience with the interim provisions will assist with the development of a proposed rule for the Public Transportation Safety Certification Training program under 49 U.S.C. 5329(c) (1).

### Appendix A

Bullet List of FTA Proposed Safety Certification Training – Competency Areas:

- SMS Awareness
- SMS Leadership
- Level 100: SMS Principles for Rail Transit
- Level 101: SMS Principles for SSO Programs
- Level 102: SMS Principles for Bus Transit
- Level 200: Advanced SMS Principles for Rail Transit
- Level 201: Advanced SMS Risk Management
- Level 202: Advanced SMS Principles for Bus Transit
- Level 300: SMS Risk Control Strategies
- Level 301: SMS Assurance and Auditing Normal Operations and Risk Controls

## MO-RTAP TRAINING NEWS

### OATS Drivers Busy with Annual Training Requirements



*Above: Springfield, Missouri OATS drivers meeting on March 28, 2014*

*Right: John Rice teaching First Aid and Bloodborne Pathogen Class in March*

Being an OATS driver takes more than just a commitment to safe driving and outstanding customer service. Each OATS driver puts in an average of 18 hours annually training on more than twenty different subjects. These topics range from bloodborne pathogen training to wheelchair securement to defensive driving. If you account for more than 625 drivers statewide that is an astounding 11,250 hours spent on training every year at OATS! This doesn't even include all the hours of initial training when a driver first begins.

**Written By:** Jill Stedem, Administrative Services Director, OATS



## Orientation, Training, Mentoring and Professional Development

Maher Hazine, P.E., PWLF

*Retired Director of Public Works, Ogden, Utah; Member, APWA Small Cities/Rural Communities Committee*

What is the difference between an average or even a good organization and a great one? What is it that makes a high-performing, self-directed team? Why do some organizations fail in the face of adversity while others thrive? After all, we all live with the same external regulations and mandates. We all live with the same realities of budget constraints and at times political misdirection that dilutes our focus and efficiencies. We all have access to the same technologies, equipment and knowledge base. After decades of experience I firmly believe it's the people that make the difference. More specifically, it's how we treat the people. I think we all can agree that we try to hire the best people that we can but the reality is that we are not all "A-Players." Yet we have a plethora of examples where great companies achieve extraordinary results with ordinary people. How do they do it?



One can quickly point to organizational culture. Organizations that set high expectations have a much better chance at achieving a higher level of performance than those that do not expect more of their people. That's transparent. It is the result of a self-fulfilling prophecy. You never get more from your people if you expect less. But expectations alone are not enough either. That is just dangling a carrot from a stick in front of the donkey. If the donkey never gets a bit of the carrot, eventually it will stop pulling the wagon. The old Theory X or "KITA" style of leadership does not work either. Coercion and treats will not produce quality work. So what does it take to get extraordinary performance out of ordinary people?

To begin with it starts with relationships. Relationships are the basis for organizational culture. If you want a great culture you start by building great relationships. I am not talking about the touchy-feely human relationship programs of the '70s. I am talking about developing a strong bond built on mutual understanding and trust between leader and employee. Employees must believe that their leaders have their best interest at heart. So

many organizations measure results based on numbers gained from performance measures. Performance measures don't produce results, people do...or they don't! If you think of your organization as a fruit tree, we tend to measure success by the number and quality of fruit the tree produces. If all we do is spray for bugs on the fruit and ignore the roots we will never achieve the quality results we seek. We have to nourish the roots first, then check the harvest. Our people are our roots and the real source of quality work.

So where does this process begin? It begins with the hiring process or more specifically with the orientation process. Most organizations make job offers by phone or letter usually done by the HR department. In my opinion, the offers should come from the hiring leader. That offer is the first step in building a relationship between leader and employee. This step is quickly followed by an orientation process and again it is usually conducted by the HR department. It mostly consists of filling out paperwork, watching videos on sexual harassment and getting a copy of or training on the organization's policies and procedures manual that consists primarily of the "Don'ts and What Ifs" of company policies. How many new hires are assigned a Buddy that is a coworker who makes a call to the new person and introduces him/herself and welcomes the new hire onboard? A Buddy that will meet the new hire at the door on the first day and walks him/her through the process, introduce her to their coworkers, show him where things are located and spend their first lunch period together.

Does your orientation process continue past filling out a W-2 form and checking your social security number and driver's license? How many leaders find ten minutes to meet with a new hire on the first day and welcome them to the team? Does your department or responsible division have an SOP and how is it presented to the new employee? How about an introduction to your safety program, (continued on page 8)



## Orientation, Training, Mentoring and Professional Development

(continued from page 7) a program oriented towards safety not what punishment you face should you have a mishap. Nothing says “I care about you” more than a strong safety program couched as an organization’s desire to provide an employee with a safe working environment! Does this spur some introspection into your orientation process? So what is the next step?

During the first year, a new employee usually has a list of training assignments they must complete to pass from new guy to valued employee. That list is usually rote; after all, they have to be equipped in skills and knowledge to accomplish the mission. The first year is critical but not the end game by any means. As you continue to build a relationship with each employee you will find out what motivates them and, no, it is not the same for every person. As a leader, you strive to find each individual’s strengths and passions. If you match them to the organization’s needs you can build both individual goals and an annual training plan to support meeting those goals for both the employee and the organization. Think of the strengths, passions and needs as concentric circles. Where those circles intersect is the individual’s sweet spot and the area that will build team bench strength for the organization. This will also be highly motivating to the employee. Imagine an organization that cares about the individual’s passions and forges those strengths into the overall improvement of the team. Fredrick Herzberg, the “Father of Job Enrichment,” would be delighted.

As employees progress or fail to progress, the next phase of leadership is mentoring. This phase actually breaks down into two phases. The initial phase is coaching. This is about improving job performance and once again, how

and what you do depends on your expectations and level of experience the employee has. Certainly we should not have the same set of expectations for a rookie as we do for a seasoned veteran. This requires us as leaders to set clean and meaningful expectations for behavior and performance. We must ensure that these expectations are clearly understood by the employee. When an employee fails to meet those expectations what usually happens is they are the subject of some form of discipline or punitive action. This rarely improves overall performance. In fact it is most assuredly counterproductive and creates an atmosphere of fear in the organization that will significantly diminish the performance of the entire organization. What employee will use their discretionary effort to go the extra mile if they fear reprimand for making a mistake? What needs to happen is a process of “Positive Discipline” where the leader sits down with the employee and reviews the expectation and compares it to the actual outcome. What went wrong? Why did it go wrong? What needs to happen next time? What does the employee need to do to improve their performance? What are you the leader willing to do to help the employee reach those goals? When will those steps be completed? What follow-up will occur to ensure progress is being made? This will build a stronger relationship and replace fear with trust, the fundamental element all leaders must have to be effective.

The higher level of mentoring is choosing those employees who have a higher growth potential. There are many good reasons why this is important. First, the Baby Boomer generation is retiring at an ever increasing rate. With their departure goes many years of experience and corporate knowledge that are not readily replaced. Mentoring is the basic process through which that experience and knowledge is transferred from one generation to the next. It is commonly called succession planning and if you are not actively engaged in this process at all levels of your organization you are at least three to four years behind the eight ball! This builds a stronger team and the bench strength an organization needs to go from good to great. There is one more reason to have a mentoring program; Douglas M. Lawson said, “We exist temporarily through what we take, but we live forever through what we give.”

**So what do you need to do as a mentor? The following:**

1. Make People Development your Top Priority. Remember no one has ever changed the course of history by themselves.
2. Limit Who You Take Along. Use the Pareto (80/20) Principle. Look at your top 20 percent of employees and search for those who are looking for opportunities. Not everyone is.
3. Develop Relationships Before Starting Out. People follow their leaders first. If there is no

(continued on page 9)



## Orientation, Training, Mentoring and Professional Development

(continued from page 8)

relationship or a poor one, they will not follow you very far.

4. Give Help Unconditionally. If you go into it with the expectation of getting something out of it other than seeing your mentee grow you will be disappointed.
5. Let them Fly With You For A While. Never work alone. It will guarantee success.
6. Put Fuel In Their Tank. People will not get far with fuel and that means resources for their continuing growth. Share what you know.
7. Stay With Them Until They Can Solo Safely. Tell them what needs to be done. Do it and let them watch. Let them do it and you observe. Once they are ready, let them solo.
8. Clear Their Flight Path of Obstacles. Provide a clear set of directions. Without a flight plan they will get lost. Guide them through the bureaucracy. To succeed the mentee will need a community. Provide it for them. Don't give them busy work. If you want them to do a good job, give them a good job to do. Communicate honestly. An agenda not properly communicated will hinder the mentee's success.
9. Finally, Help Them Repeat The Process. Credibility is built over time and it's a key factor in developing a future leader in the organization.

### Conclusion

Years of experience has taught me that to build a high-performing team you need to begin and end with building relationships. You have to know them individually to know what motivates them. They must be equipped to meet the requirements of high expectations. You must have an atmosphere of trust over peace. You accomplish that by removing fear from the organization. Be fair and consistent by providing help and coaching to all team members. Build a career path from bottom to top and be an active mentor to those with growth potential.

Don Bruey can be reached at [Dbrueya4@gmail.com](mailto:Dbrueya4@gmail.com).

**Resource:** APWA Reporter, December 2013

## NEW Missouri-RTAP Leadership Classes

The following courses are available to rural transit providers throughout the state.

### Enhancing Cooperative Work Relationships:

shows the importance of good working relationships with your fellow employees, neighboring agencies and most of all the state DOT and Federal Highway Administration. It will stress the importance of listening before speaking, understanding before acting, and being an involved member of groups. Attendees will understand the advantages of being involved in outside organizations and other transportation agencies.

### Human Resource Management:

covers proper hiring procedures, discusses sexual harassment in the work place, and outlines proper procedures for reprimanding an employee as well as the importance of proper documentation leading up to employee dismissal. It also covers the importance of using employees in jobs best suited for them. Attendees will learn to identify personal skills of individuals, how to recognize certain personality traits the importance of assigning the right people and the correct number of people to various job assignments, and how these can be accomplished through the use of personnel evaluations and performance reviews.

### Supervisory Communication Skills

addresses managing different personalities and communicating effectively with upper and lower management. Attendees will learn why it is so important to communicate with their workers. They will also learn different techniques to let their workers know they care about them and how to develop a relationship that ensures top performances from everyone.

### Legal Aspects of Supervision

covers the legal responsibilities of supervising others. Attendees will become aware of the pitfalls of not giving adequate direction. Everything a supervisor does has a consequence, whether it's telling someone to dig a ditch or grade a road. Supervisors must be aware of those consequences before they give out the daily work schedule. The class focuses on being a supervisor a pleasant experience and not a courtroom appearance.

# AVAILABLE TRAINING PROGRAMS

The following is a list of the training programs and a course description of each that are currently available to rural transit providers through Missouri RTAP. Requests for training can be made by contacting Doreen Harkins, MO-RTAP Program Specialist, at [harkinsd@mst.edu](mailto:harkinsd@mst.edu) or 573-341-6155.

## Defensive Driving

Makes sure all your drivers know how to develop safe, defensive driving habits and attitudes. This program covers essential defensive driving techniques that can reduce collision-related injuries and fatalities and can help

you reduce insurance claims, lost work time and vehicle repairs by decreasing the number of collisions. This program also includes student course guides with a certificate of completion.



## Passenger Assistance/Mobility Aid Securement

Provides classroom and hands-on training to demonstrate proper assistance techniques and mobility aid securement.

## Emergency Procedures

Discusses how transit drivers should handle emergency situations such as breakdowns, collisions and transit passenger vehicle evacuations.

## Drug Abuse Awareness in Rural Transit

Educates transit drivers about the hazards of both illegal and legal drugs and alcohol. Various drug-testing regulations are also discussed.

## Blood Borne Pathogens

Covers various problems that may be encountered when having to deal with a body fluid spill on the bus and stresses protection for the driver and other passengers.

## Operation Lifesaver – Highway-Rail Crossing Safety

Covers the importance of safety when utilizing a highway rail crossing. Laws and regulations for commercial drivers are emphasized.

## Basic First Aid

Stresses the importance of calling 911. It is a program by the Red Cross that is a refresher course for CPR and rescue breathing.

## Backing Safety

Reduce the number of backing collisions. The program is designed by the National Safety Council.

## Reversing the Trend – Backing Safety

Emphasizes components of the Smith System Defensive Driving Institute defensive driving strategies to reduce backing collisions.

## Winter Driving Safety

Covers safety tips and techniques for handling the hazards of winter driving. Topics cover pre-season preparation, pre-trip procedures, and on-the-road issues such as anti-lock brakes and obstructed views.

## Fatigue Awareness for Drivers

This program covers: fatigue, signs and symptoms, factors that affect it, sleep, effect on family and social life and strategies and countermeasures.

## Driven to Extremes

Covers the myths and realities of aggressive driving.

## Entry Level CDL Driver Training

Meets DOT requirements for new CDL Drivers.

## Diversity & Awareness Training - Providing Quality Customer Service for Transportation Passengers who have Disabilities

Learn how to provide quality customer service and support for passengers with disabilities. As a result of this training you will have an enhanced understanding of disability and diversity, improved ability to communicate respectfully and effectively with people with disabilities and increased ability to provide needed transportation accommodations.



## Safe & Secure Proper Infant and Child Seat Installation

Provides information for safely installing and securing a car seat for children.

# NATIONAL TRANSIT INSTITUTE

The National Transit Institute is pleased to announce the following upcoming training sessions. For more information, please contact NTI Program Coordinator Myrna Sirleaf at 732-932-1700, ext. 228 or at [msirleaf@nti.rutgers.edu](mailto:msirleaf@nti.rutgers.edu)

## Quality Assurance and Quality Control in Transit

- June 3-4, 2014 - Oceanside, CA

## Procurement Series I - Orientation to Transit Procurement

- June 3-6, 2014 - Chicago, IL

## Managing Community Mobility

- June 4-5, 2014 - Columbus, OH

## Environmental Justice

- July 23-24, 2014 - Chicago, IL

## Public Involvement in Transportation Decisionmaking

- September 30 - October 2, 2014 - Chicago, IL

## Quality Assurance and Quality Control in Transit

- June 3-4, 2014 - Oceanside, CA

## Webinars

- Building a Sustainable Workforce in the Public Transportation Industry
- NTD - Rural Reporting (State DOTs and Tribes)
- NTD 2013 Report Year Update
- NTD Rural Reporting Overview and Clarification Report Year 2013
- NTD Safety and Security Reporting - Basic Setup/Non-Major Incident Reporting
- NTD Safety and Security Reporting - Major Incident Reporting

[Click here for more information!](#)

## RESOURCES

### Links

#### National RTAP – Rural Transit Assistance Program

<http://www.nationalrtap.org/>

#### National Transit Institute

<http://www.ntionline.com/>

#### Transportation Safety Institute – Transit Safety & Security Training Division

<https://www.tsi.dot.gov/Transit.aspx>

#### Federal Transit Administration – Rural Transit Assistance Program Page

[http://www.fta.dot.gov/funding/grants/grants\\_financing\\_3554.html](http://www.fta.dot.gov/funding/grants/grants_financing_3554.html)

#### Kansas RTAP – Kansas University Transportation Center

<http://www.kutc.ku.edu/cgiwrap/kutc/rtap/index.php/index.html>

#### Transportation Research Board's (TRB) Transit Cooperative Research Program (TCRP)

<http://www.tcrponline.org/>

### Upcoming Events

#### CTAA Expo

June 8-13; St. Paul, MN

#### National Rural ITS Conference

August 24-27; Branson, MO CTAA

#### Title Conference on Transportation and Federal Lands: Enhancing Access, Mobility, Sustainability, and Connections

September 15-17; Washington, DC

#### 17th Annual National Tribal Transportation Conference

September 22-25; Anchorage, AK

#### APTA Annual Meeting and EXPO

October 12-15; Houston, TX

#### TRB: 21st National Conference on Rural Public and Intercity Bus Transportation

October 26-29; Monterey, CA

#### 2014 National Rural Transportation Conference

December 3-5; Cincinnati, OH