

THE VALUE OF EFFICIENT LEADERSHIP

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Transportation Funding Challenges

The anticipated shortfall in California's budget demands that all transportation leaders evaluate their operations' expenses and take steps to reduce cost.

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Action Plan – Where Can We Save?

- Staffing
- Fleet Management
- The Shop
- Office Procedures
- Fuel Conservation
- Driver Training
- Office Waste
- Human Resources
- Leadership Skills

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Staffing

- ✓ Evaluate productivity
- ✓ Perform a duty/time management study
- ✓ Evaluate the department needs
- ✓ Learn to say "No"
- ✓ Justify the needs
- ✓ Reorganization
- ✓ Stagger staff and shop duty hours to maximize coverage and reduce overtime

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☑ Fleet Management and Shop Personnel

- ✓ Evaluate the fleet and needs
- ✓ Reduce excess equipment
- ✓ Evaluate vehicle condition verses new
- ✓ Outside repairs verses in house
- ✓ Vehicle purchasing
- ✓ Evaluate technicians skill level.

☑ "The Shop"

- ✓ Implement a bid process for parts/tires/supplies
- ✓ Parts delivery program
- ✓ Uniforms, rugs, towels, rags, soap, etc.
- ✓ Tires cost and inventory
- ✓ Shop truck
- ✓ Inventory/control
- ✓ Safety inspection program (Cal-Osha)
- ✓ Snag-on truck/productivity

☑ Office Procedures

- ✓ Efficient trip assignment procedure/trip board
- ✓ Reduce and control overtime
- ✓ Reduce and control excess mileage/fuel
- ✓ Monitor drivers time for waste and fraudulent practices.

☑ Fuel Conservation

- ✓ Idling time/bus checkout procedure
- ✓ Poor scheduling/Unnecessary trips
- ✓ Seek driver's input for improvements
- ✓ Driving habits
- ✓ Vehicle condition
- ✓ Tire condition
- ✓ Fuel purchasing program
- ✓ Monitor fuel use for possible misappropriation.

☑ Driver Training

- ✓ Knowing when to call it "Quits"
- ✓ Route improvement evaluations -
 - ✓ Correct poor driving habits
 - ✓ Check routes for efficiency and accuracy
- ✓ Retrain and follow up on accidents/incidents and complaints
- ✓ Monitor trainers time VS actual T-02 training time and request a training schedule.
- ✓ Control safety meetings; on time and to the point.

☑ Office Waste

- ✓ Stagger schedules to reduce overtime
- ✓ Office supplies and copies (personal use)
- ✓ Office cleaning service and supplies
- ✓ Telephone use for personal calls
- ✓ Computer/internet personal use (establish policies & procedures)
- ✓ Visiting with drivers during duty hours.

☑ Human Resources

- ✓ Avoid law suits/be proactive
 - ✓ Hiring practices
 - ✓ Wrongful termination
 - ✓ Document...Document...Document
- ✓ Perform exit interviews
- ✓ Provide incentives, proper training and retraining to avoid workers comp claims
- ✓ Positive rapport with HR.

☑ Leadership Skills

- ✓ A transportation leader must provide safe quality programs for less?
- ✓ A leader must be willing to make the difficult decisions...It's all about courage.

Little Stuff becomes Big Stuff

- Suggest alternatives to OT or question where the route sheet may be incorrect. The word will get out that you are checking and it will discourage others.
- Little stuff becomes big – unquestioned time will continue and grow, 15 minutes will turn into 30 minutes, an hour or more.
- Question OT immediately. Employees become use to the "extra money" and often become disgruntled when you eliminate it.
- Be known as a fair consistent leader who questions all inconsistencies.

It's not personal, just business.

Pay Attention to the Details

- Question all extra time.
- Drivers should not be allowed to alter route times, directions or stops without staff approval.
- All staff & driver OT must be preapproved (except in the case of an emergency).
- During a drivers absence use the opportunity to review the route and drivers' time.

OT Deterrents

- Be seen - route check rides and observations of drivers.
- Be heard - question discrepancies and extra time.
- Follow through - take action - Document and use progressive discipline.

Who Moved My Cheese?

by Spencer Johnson, M.D. co-author of the One Minute Manager

"If you do not change, you become extinct"

"What would you do if you weren't afraid"?

"When you move beyond your fear, you feel free"

"Noticing small changes early helps you adapt to bigger changes that are to come".

Destiny is not a matter of chance. It is a matter of choice: It is not a thing to be wanted for, it is a thing to be achieved.

William Jennings Bryan

You can't climb the ladder of success with your hands in your pocket.

