



# Transit Operations Staffing Challenges

Supervision and Service Management Emphasis

# Major Operational Shifts

1. Implementation of Multimodal Management System (MTMS)

2. Restructuring of Service Management

3. Opening of Transportation Management Center (TMC)

# 1. Introduction of MTMS

This system automated many of the processes that were manually performed at OCC. Controllers, Operators, Transit Supervisors, and non-revenue personnel can communicate quickly, efficiently, and clearly with this new radio system.

Type	Time	VID	CurRt	Block	Oper	Status	Message Text
EOST	12:37:56	1428	0	0	0	1	DCM non-operational
EOST	12:32:05	6299	0	1450	5332	H	N Farebox non-operational
MSG	12:24:46	887	054	5401	3616	H	Pin Trip - Body Damage
PRTT	12:26:26	887	054	5401	4616		
PRTT	12:26:20	893	044	4401	3544		
MSG	12:23:40	887	054	5401	4616	H	N Operator - Necessity (702)
MSG	12:23:38	897	019	1901	2366		Operator - Necessity (702)
MSG	12:23:38	893	044	4401	3544		Operator - Necessity (702)
MSG	12:23:38	896	054	5402	4529		Operator - Necessity (702)
MSG	12:23:36	898	029	2901	4457		Operator - Necessity (702)
✓ IVA	11:53:52	8101	0	0	0	1	Pullout without Wheel Chair Cycle
INV	11:50:28	8101	0	0	0	1	

Desc: 
Date/Time:  
Owner:

Op: 
Rte: 
Blk: 
Run:

Last TP: 
Time: 
Int:

Vehicle Status: 
Vehicle ID: 
CurRt:

Dev: 
Call Stat: 
Ctrl Orig: 
Ctrl:

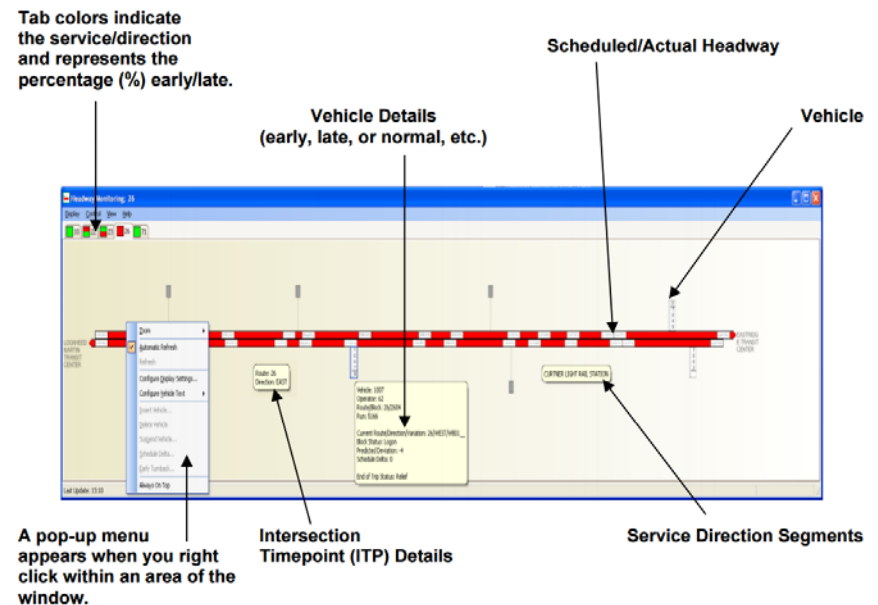
Msg:

Detail:

## Benefits:

- Prepopulated critical information
- Shorter radio queues
- Enhanced Incident Management capabilities
- Performance based orders (dynamic loads, OTP, bunches and gaps).



## 2. Restructuring of Service Management

In 2016, the Agency expanded the 9160– Floor and Field Managers workforce, removed 9139 (Transit Supervisors) from Control Center, and created 9152/53 Transportation Controller classifications

### Benefits:

- Enhanced staffing flexibility as Transportation Controllers could float between bus and rail
- Clear chain of command between the Field and Management Center



# Classification Promotive Cycle

9163

Transit Operator

9139

Transit Supervisor

9152

Transportation Controller  
Trainee

9153

Transportation Controller

9160

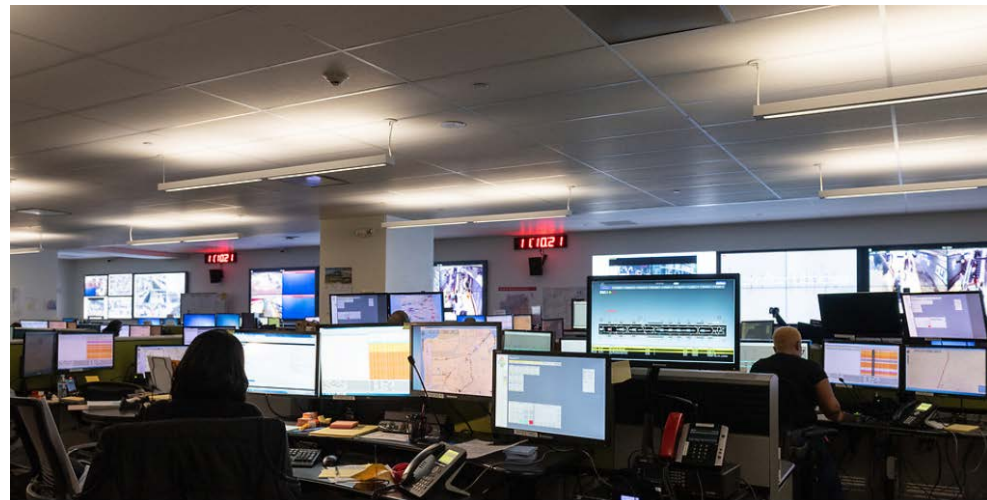
Transportation Specialist

### 3. Opening of TMC

Opened a State-of-the-art Transportation Management Center facility which consolidated dispersed transportation functions within the Agency in a single location

#### Benefits:

- Better coordination between units (traffic support, security, transit ops)
- Enhanced access to video surveillance
- Quicker dissemination of information



# Operational shifts also called for:

## Service Oriented Culture Change

- The TMC called for a shift from “call center” environment a service management service management unit. In the field, inspectors were needed to focus on route performance and troubleshooting

## More Operations Support

- At the TMC, much of the information is still manually logged and processing incidents is slightly more time consuming due to the level of detail information collected and trended.
- Growing requests to provide construction and special event support

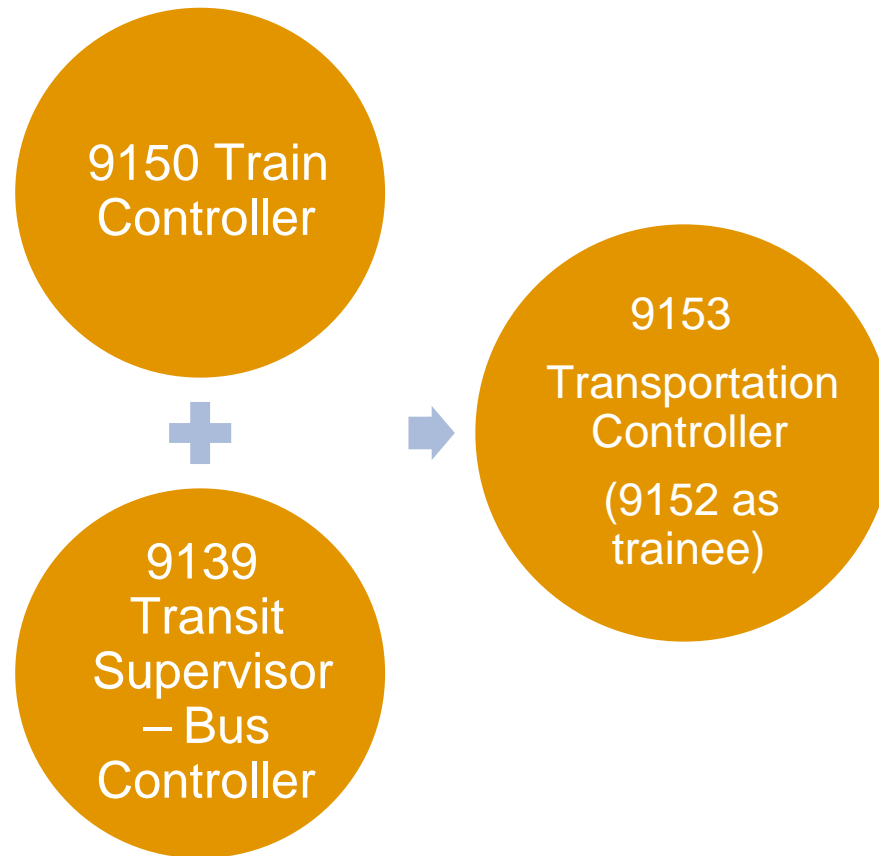
## Complete overhaul of business practices

- Many of the existing practices were outdated and/or inefficient

## Dedicated training and staffing plan

- Need to plan for growth in order to reduce reliance on OT, account for attrition, and provide proper supervisor coverage

# 2016 Combined Classifications

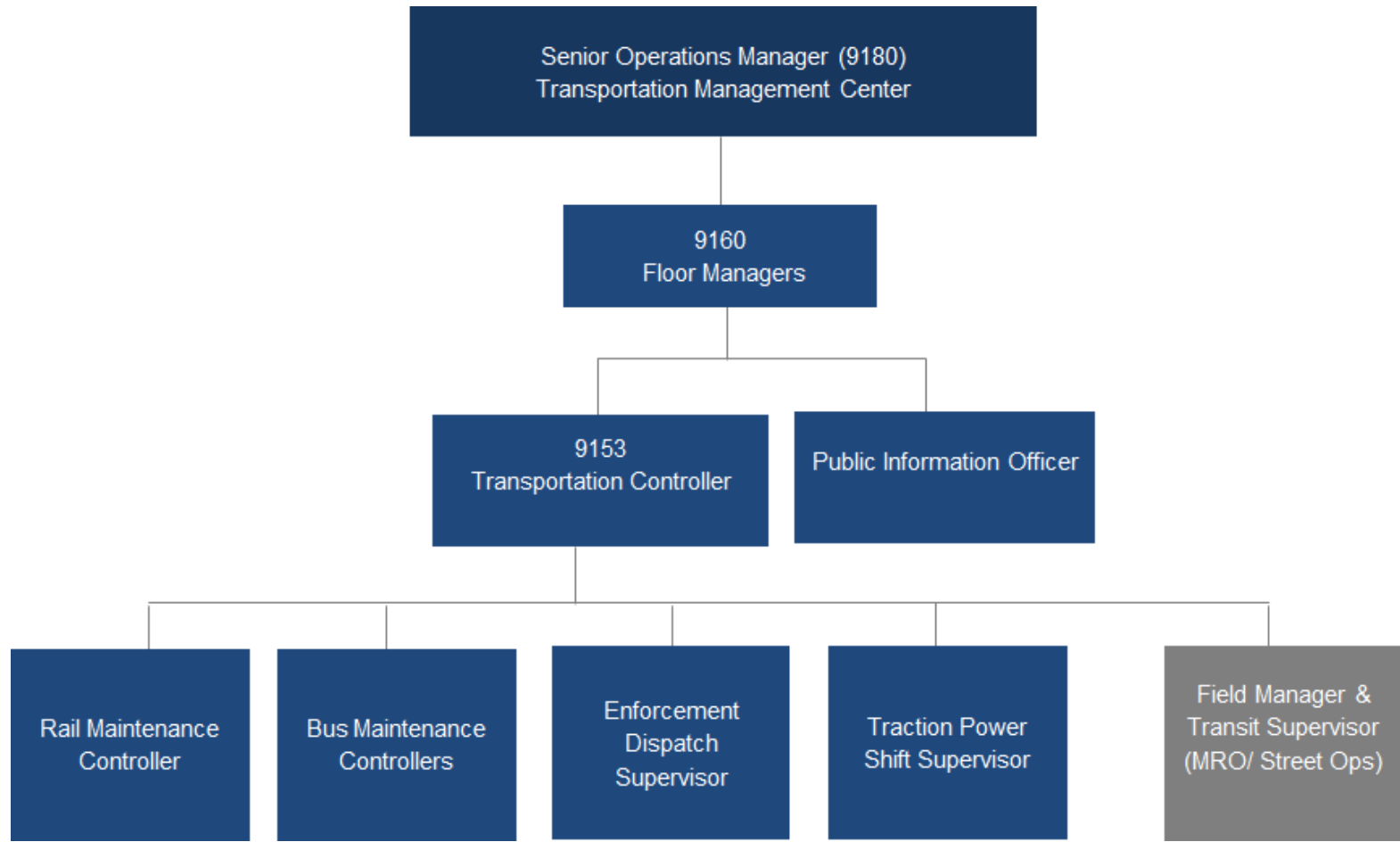


## Rationale

- Opportunity to develop new skills for 9150 and 9139 personnel
- A more flexible control center where 9153's could manage train and bus service
- Opportunity to retrain and develop professionalism in the classifications



# Envisioned TMC Reporting Structure



# Reclassification Challenges



- Testing/training is more rigorous because of dual qualification
- 9139's who may be competent bus controllers are disqualified and routed to other 9139 functions for more training
- 9152 program functions as bottleneck to fill controller positions and keeps 9139's out of circulation and leads to vacancies

# Catch All - 9139 Transit Supervisors

## Units within 9139 Classification

- Street Inspector
- Muni Rail Operations Inspector
- Construction Support
- Division Dispatch
- Scheduler
- TMC controller
- Trainer for all of the above

9139's are eligible to switch among these units every two years and begin training all over again leads to vacancies

# Transit Operations Look Ahead

1. Need to back fill and grow 9139 classification
  - TMC remains below staffing target
  - Field, Training, and Dispatch units operating at a workforce deficit
  - High attrition rate
2. Need an improved recruitment and retention plan
3. Build a service-oriented work culture
4. Provide proper training to frontline staff