TCRP
SYNTHESIS 47

Corporate Culture as the Driver of Transit Leadership Practices

A Synthesis of Transit Practice

TRANSPORTATION RESEARCH BOARD
OF THE NATIONAL ACADEMIES

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SUBJECT AREAS
Public Transit

TRANSPORTATION RESEARCH BOARD

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TRANSIT COOPERATIVE RESEARCH PROGRAM

The nation's growth and the need to meet mobility, environmental, and energy objectives place demands on public transit systems. Current systems, some of which are old and in need of upgrading, must expand service area, increase service frequency, and improve efficiency to serve these demands. Research is necessary to solve operating problems, to adapt appropriate new technologies from other industries, and to introduce innovations into the transit industry. The Transit Cooperative Research Program (TCRP) serves as one of the principal means by which the transit industry can develop innovative near-term solutions to meet demands placed on it.

The need for TCRP was originally identified in *TRB Special Report 213—Research for Public Transit: New Directions*, published in 1987 and based on a study sponsored by the Federal Transit Administration (FTA). A report by the American Public Transportation Association (APTA), *Transportation 2000*, also recognized the need for local, problem-solving research. TCRP, modeled after the longstanding and successful National Cooperative Highway Research Program, undertakes research and other technical activities in response to the needs of transit service providers. The scope of vice configuration, equipment, facilities, operations, human resources, maintenance, policy, and administrative practices.

TCRP was established under FTA sponsorship in July 1992. Proposed by the U.S. Department of Transportation, TCRP was authorized as part of the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA). On May 13, 1992, a memorandum agreement outlining TCRP operating procedures was executed by the three cooperating organizations: FTA, the National Academy of Sciences, acting through the Transportation Research Board (TRB), and the Transit Development Corporation, Inc. (TDC), a nonprofit educational and research organization established by APTA. TDC is responsible for forming the independent governing board, designated as the TCRP Oversight and Project Selection (TOPS) Committee.

Research problem statements for TCRP are solicited periodically but may be submitted to TRB by anyone at anytime. It is the responsibility of the TOPS Committee to formulate the research program by identifying the highest priority projects. As part of the evaluation, the TOPS Committee defines funding levels and expected products.

Once selected, each project is assigned to an expert panel, appointed by the Transportation Research Board. The panels prepare project statements (requests for proposals), select contractors, and provide technical guidance and counsel throughout the life of the project. The process for developing research problem statements and selecting research agencies has been used by TRB in managing cooperative research programs since 1962. As in other TRB activities, TCRP project panels serve voluntarily without compensation.

Because research cannot have the desired impact if products fail to reach the intended audience, special emphasis is placed on disseminating TCRP results to the intended end-users of the research: transit agencies, service providers, and suppliers. TRB provides a series of research reports, syntheses of transit practice, and other supporting material developed by TCRP research. APTA will arrange for workshops, training aids, field visits, and other activities to ensure that results are implemented by urban and rural transit industry practitioners.

The TCRP provides a forum where transit agencies can cooperatively address common operational problems. TCRP results support and complement other ongoing transit research and training programs.

NOTICE

The project that is the subject of this report was a part of the Transit Cooperative Research Program conducted by the Transportation Research Board with the approval of the Governing Board of the National Research Council. Such approval reflects the Governing Board's judgment that the project concerned is appropriate with respect to both the purposes and resources of the National Research Council.

The members of the technical advisory panel selected to monitor this project and to review this report were chosen for recognized scholarly competence and with due consideration for the balance of disciplines appropriate to the project. The opinions and conclusions expressed or implied are those of the research agency that performed the research, and while they have been accepted as appropriate by the technical panel, they are not necessarily those of the Transportation Research Board, the Transit Development Corporation, the National Research Council, or the Federal Transit Administration of the U.S. Department of Transportation.

Each report is reviewed and accepted for publication by the technical panel according to procedures established and monitored by the Transportation Research Board Executive Committee and the Governing Board of the National Research Council.

Special Notice

The Transportation Research Board of the National Academies, the Transit Development Corporation, the National Research Council, and the Federal Transit Administration (sponsor of the Transit Cooperative Research Program) do not endorse products or manufacturers. Trade or manufacturers' names appear herein solely because they are considered essential to the clarity and completeness of the project report.

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THE NATIONAL ACADEMIES
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Transit administrators, engineers, and researchers often face problems for which information already exists, either in documented form or as undocumented experience and practice. This information may be fragmented, scattered, and underevaluated. As a consequence, full knowledge of what has been learned about a problem may not be brought to bear on its solution. Costly research findings may go unused, valuable experience may be overlooked, and due consideration may not be given to recommended practices for solving or alleviating the problem.

There is information on nearly every subject of concern to the transit industry. Much of it derives from research or from the work of practitioners faced with problems in their day-to-day work. To provide a systematic means for assembling and evaluating such useful information and to make it available to the entire transit community, the Transit Cooperative Research Program Oversight and Project Selection (TOPS) Committee authorized the Transportation Research Board to undertake a continuing study. This study, TCRP Project J-7, "Synthesis of Information Related to Transit Problems," searches out and synthesizes useful knowledge from all available sources and prepares concise, documented reports on specific topics. Reports from this endeavor constitute a TCRP report series, *Synthesis of Transit Practice*.

The synthesis series reports on current knowledge and practice, in a compact format, without the detailed directions usually found in handbooks or design manuals. Each report in the series provides a compendium of the best knowledge available on those measures found to be the most successful in resolving specific problems.

PREFACE

This report of the Transportation Research Board will be of interest to transit staff interested in implementing leadership development initiatives at their agencies. Current practices, major issues, trends, and innovations related to the use of corporate culture as the driver in hiring, developing, evaluating, and retaining a leadership team, within and outside the transit industry were documented for this synthesis. The report discusses the state of the practice in leadership recruitment, development, evaluation, and retention. It reports on innovative approaches to the problems faced in today's work environment in transit and other industries. This synthesis also covers the manner in which corporate culture affects the hiring, development, evaluation, and retention of the top management team.

This synthesis integrates information from a review of relevant literature and research with survey responses obtained from staff at transit agencies across the country, as well as from follow-up telephone calls and e-mail contacts. Case study information was collected from six agencies whose chief executives are industry, community, and national leaders who understand their role is larger than providing quality public transportation services on a day-to-day basis.

A panel of experts in the subject area guided the work of organizing and evaluating the collected data and reviewed the final synthesis report. A consultant was engaged to collect and synthesize the information and to write the report. Both the consultant and the members of the oversight panel are acknowledged on the title page. This synthesis is an immediately useful document that records the practices that were acceptable within the limitations of the knowledge available at the time of its preparation. As progress in research and practice continues, new knowledge will be added to that now at hand.

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CORPORATE CULTURE AS THE DRIVER OF TRANSIT LEADERSHIP PRACTICES

SUMMARY

The transit industry is facing an ever-changing work force, more sophisticated technology, a shifting economy, and the most diverse population to date. In this highly competitive work environment, it is essential to attract, develop, and retain strong leadership.

Challenges facing the industry in this regard have been described in previous TCRP studies. Transit agencies are just beginning to identify core competencies—measurable patterns of knowledge, skill, behaviors, and values required for successful leadership team performance—and many have not developed strategies for attracting, developing, or retaining future leaders. Some lack the resources internally to concentrate attention on this issue and therefore are left to hope for the best in attracting and retaining the best and brightest transit leaders. What are the success stories? How can they be applied across the industry? These and other questions need to be answered in concrete terms. Hence, this synthesis provides an opportunity for the timely accounting of how peer agencies are addressing the pressing work force issue of transit leadership development and retention.

A combination of a literature review, survey of transit agencies, and case study development provides a framework for addressing corporate culture as the driver of practices, techniques, and strategies for recruiting and retaining transit leadership.

Transit agencies responding to the synthesis survey—diverse in size, locations, and modes of operations—all have the same challenge of attracting and retaining a high-quality leadership team. In this synthesis, with a focus on corporate culture as the driving force in maintaining the leadership team, a number of challenges were disclosed. For instance, leadership team respondents reported that they have the freedom to act strategically. However, they also reported that it is better to get permission before taking unconventional actions. Efforts to recruit the type of team needed in today's dynamic environment are often less than successful. Other survey findings help in understanding the degree to which this challenge exists within transit agencies across the nation.

The literature provides a basis for describing and analyzing corporate cultures, which in the responding transit agencies appear to be a mixture. To a large extent, survey responses indicated a comfort level with the traditional hierarchy culture that is strongly bound by rules and procedures. In many ways, the nature of the transit business dictates a certain amount of precision and stability of action. Transit agencies also have some features of clan cultures, especially in smaller systems, wherein everyone knows and looks out for each other. In these agencies, teamwork, high employee involvement, and frequent communication are the norms, with customers and the community seen as the extended family.

Several transit cultures appear to be moving toward some aspects of adhocracy culture, in which innovation and creativity in responding to community needs are valued. Linkages with

community groups and private-sector interests serve as springboards to novel community solutions, with public transportation as a focal point of activity.

Chief executives find some candidates who are referred by their human resources departments or external search firms lacking in the skills needed to lead highly qualified and often long-term staff. Although these candidates frequently possess the core competencies to manage day-to-day functions, they are not powerful leaders who can articulate and deliver a vision and lead a team through times of significant change.

In responding to the survey, agencies were able to clearly identify the core competencies required of successful leaders in their organizations. This knowledge, however, has not been translated into concrete plans for leadership development. For example, succession planning for the most part is still in the conceptual stage. Members of the leadership teams in these organizations often have many years of experience, with many eligible or soon to be eligible for retirement. Without succession planning and professional development opportunities for employees who have leadership potential, these agencies in the near future stand to lose their current top managers without having suitable replacements.

In most participating agencies, the performance management of the transit leadership team is well defined and implemented. Chief executives work with team members to define and monitor progress toward goals. In some cases, bonuses accrue as a result of exceptional performance. Emphasis on total team performance appears to be important in a number of agencies, most clearly in the case study agencies.

Six case studies developed during the synthesis process provided an opportunity to review the corporate culture of individual agencies and to identify specific examples of how corporate culture is the driver in recruiting and retaining top quality leadership teams. In examining the linkage between visionary leadership and corporate culture creation and maintenance by looking at everyday practices, the case studies revealed a variety of progressive transit industry leadership practices. Although not without challenges, each case study tells the unique story of how leadership manifests itself by "living" the preferred corporate culture on a day-to-day and long-term basis.

Each chief executive has led strategic efforts to set his or her agency on a course for change. Although each initially took the approach of an assessment of the state of affairs, each leader took different steps toward creating a vision of the preferred organizational future and moving their organizations toward that vision. The case studies show each agency over a period of time in order to view the challenges and successes experienced along the way. No case is like another, although many transit agencies should discover elements of their own situations in several of the case studies, and there is much to learn from these transit industry leaders.

CHAPTER ONE

INTRODUCTION

BACKGROUND AND OBJECTIVES

To anticipate and respond effectively to public expectations and needs in the 21st century, a strong leadership team will be a critical first step in meeting the demand for change and sustaining the necessary changes. To reinforce the importance of this issue, the American Public Transportation Association (APTA) made work-force development a key initiative in 2002. The FTA also endorsed this effort.

The objective of this synthesis is to document the state of the practice in leadership development and to report on innovative approaches to the problems faced in today's work environment.

PURPOSE AND SCOPE

The synthesis covers how corporate culture affects the hiring, development, evaluation, and retention of the top management team. It augments and complements studies on other segments of the employee base. The synthesis provides descriptions of workplace culture and values, including:

- Communications and imaging,
- Team orientation,
- Labor relations/cooperation,
- Adaptability,
- Change management,
- Innovation,
- Barriers and driving forces to change and development,
- Customer and community focus,
- Stakeholders, and
- Relationships between the leadership team and governing board.

Case studies describing lessons learned in hiring, developing, evaluating, and retaining leadership teams have been summarized. The case studies, selected from those agencies that responded to the survey, cover a number of topics including how agencies have aligned the responsibilities of their senior staff with the organizational mission and vision in areas such as recruitment, compensation, professional development, and succession planning. Each case study describes challenges the agency faced and addressed in ways that should be beneficial to peers in the industry.

ORGANIZATION OF RESEARCH AND METHODOLOGY

Preparation of the draft survey questionnaire was helped by a preliminary review of relevant literature and research. Comments received from topic panel members regarding the draft survey questionnaire were integrated into the final survey distributed in late May 2002 to appropriate staff at 50 transit agencies. Follow-up telephone calls and e-mail contacts were made to encourage completion and submission of the questionnaire. A number of surveys were conducted by means of telephone interviews. The goal was, at a minimum, to survey the chief executive officer (CEO), senior human resources (HR) officer, and chief operating officer. The survey was designed to gather information on the following topics:

- Demographics related to the leadership team;
- Corporate values espoused by the leadership team; and
- Practices related to hiring, developing, evaluating, and retaining the leadership team.

A review of the relevant literature was summarized. It included research on the role of corporate culture in driving practices, techniques, and strategies for hiring, developing, evaluating, and retaining a leadership team. An on-line search of transit industry, university, and government databases, and other sources provided rich resources for analyzing survey data. The Transportation Research Information Service (TRIS) on-line database was searched as part of this review. Results of the literature review have been summarized by subject area.

Survey responses from 13 agencies were collected, tabulated, and summarized, and the data were organized by the survey subject areas. Supporting documentation submitted by respondents was reviewed and categorized. Follow-up inquiries to transit agencies were conducted where necessary.

From the survey responses, six transit agencies were selected for case studies. The emphasis of the case studies was on discovering and documenting lessons learned in hiring, developing, evaluating, and retaining transit leadership teams. Selected agencies indicated success in several of these areas on their survey questionnaires. Specific areas of inquiry included agency experience related to succession planning; compensation; use of core competencies in identifying, developing, and evaluating talent; assessment

and recruitment techniques; and the use of financial and other resources. As much as possible, agencies were selected to represent a diversity of characteristics among transit agencies, such as size, modes of operation, geographic location, and governance structure.

Telephone interviews and, in two cases, face-to-face interviews, were conducted with leadership team members of these agencies. Each agency's survey responses were used as a starting point for gathering additional data on practices, techniques, and strategies. Interview data were recorded by means of audiotaping and note taking, and then analyzed and summarized within the appropriate categories.

The synthesis report documents the state of the practice in leadership recruitment, development, evaluation, and retention; it also reports on innovative approaches to the problems faced in today's work environment in transit and other industries. Furthermore, the report covers the manner in which corporate culture affects the hiring, development, evaluation, and retention of the top management team.

ORGANIZATION OF THE REPORT

The synthesis report is presented in five chapters, with supporting references, a bibliography, a glossary of terms, and four appendixes. Chapter one describes the project background and the scope, as well as the methodology used to complete the project. Chapter two provides a review of relevant literature. Chapter three summarizes the survey data. Chapter four summarizes case studies. Chapter five presents the synthesis conclusions and recommendations for future research. The four appendixes consist of survey questionnaires and responses (Appendix A), a roster of responding agencies (Appendix B), a list of general mangers/CEOs interviewed for the case studies (Appendix C), and supplemental information provided by case study agencies (Appendix D).

CHAPTER TWO

LITERATURE REVIEW

SUMMARY OF CURRENT LITERATURE

This chapter summarizes the current literature as well as classic writings on the topic of corporate culture as the driver of practices, techniques, and strategies for hiring, developing, and evaluating leadership teams. The literature review integrates a general review of corporate culture and the attraction and retention of a leadership team, with an emphasis on literature related to issues in the public transportation industry.

Corporate culture experts suggest that the analysis of culture works best if one considers culture as manifesting itself in organizational behavior and espoused values. Although a full study of culture requires a study of underlying assumptions—those matters that everyone takes for granted but seldom think about—that level of analysis requires detailed analysis and observation to determine (*1, 2*). Such an analysis exceeds the scope of this synthesis. Therefore, the focus of the literature review was on values and behaviors, with the latter also referred to as artifacts of culture.

CORPORATE CULTURE: MANY DESCRIPTIONS, COMMON MEANINGS

The past two decades have been a period of increasing awareness of corporate culture as an important concept in understanding how organizations function. Beginning with the now classic work of Deal and Kennedy (*3*) in their groundbreaking 1982 book *Corporate Cultures: The Rites and Rituals of Corporate Life*, many organizational theorists have tried to explain how corporate cultures are formed and why they are significant in the day-to-day operations and long-term survival of organizations. One commonly cited definition of corporate culture is simply "the way things are done around here." A second definition is that it is the accumulated, shared learning of a given group that has worked well enough to be considered valid enough to be taught to new members as the correct way to perceive, think, and feel in relation to organizational problems. Shared learning implies that the group has a history of shared experience, which also implies some level of membership stability (*1, 4*).

Distinct types of cultures evolve within organizations, with direct and measurable impacts on strategy and performance. Organizations are social enterprises with tribal habits—that is, well-defined cultural roles for individuals and various strategies for determining inclusion, reinforcing

identity, and adapting to change. According to Deal and Kennedy (*3*), weak cultures are typified by their lack of characteristics of successful competitors. Specifically, weak cultures lack clear values or beliefs about how to succeed in their business. They may have many beliefs, but their members cannot agree among themselves on which are the most important. Different parts of the organization may have fundamentally different beliefs. Heroes of the culture—persons idolized by others—are destructive or disruptive and do not build upon any common understanding about what is important. Symptoms of an organization with cultural malaise include an inward focus on short-term issues, morale problems, fragmentation, and inconsistency (*3*).

One of the fallacies of recent literature on culture is the implication that organizations are homogeneous. Units within organizations can ascribe to some overall cultural norms yet establish other norms that are quite different. Senior managers may display an entirely different culture from that of middle managers, and different still from that of rank-and-file workers. Radically different cultures within an organization may result in conflict and noncooperative attitudes and behavior. In contrast, a single culture in an organization may signal the need for change to account for differing business environments (*5*).

CORPORATE VALUES

Values are the foundation of corporate culture. In the same way that corporate culture varies from one organization to another, the values that determine the culture of an organization are diverse. Corporate values serve as the defining elements around which norms, symbols, rituals, and other cultural activities revolve. A value is an enduring belief that a specific mode of conduct is personally or socially preferable to an opposite mode of conduct. Values are internalized beliefs that guide behavior (*3*). Values help employees form a social identity that provides meaning and connectedness. Drawing on underlying values, individuals can manage their lives in ways that help them choose congruent roles, occupations, and even organizations. Some authors suggest that people are drawn to organizations that they perceive as having values similar to their own (*2*).

BENEFITS OF SHARED VALUES

Research reveals that organizations gain strength from shared values. If employees know what the organization

stands for and what principles to preserve, they are more likely to make decisions that will support those values. Employees also perceive themselves as a more significant part of the organization and exhibit greater motivation. It is when values are a reality in the minds of employees throughout the organization, not just among senior executives, that the concept of shared values becomes effective. Shared values are believed to affect performance in a number of ways. First, managers and other employees will give unusual attention to corporate values that result in extraordinary performance. In addition, managers make better decisions and people work harder because they are committed to the cause (*3*).

Often values are not "hard" like organizational structures, policies, procedures, strategies, or budgets, and frequently are not written at all. One management identifies four types of corporate values: core, aspirational, permission-to-play, and accidental (*6*). Core values are sacrosanct—deeply ingrained principles that guide an employer's actions because they serve as cultural cornerstones. Aspirational values are those that a company needs to succeed, but currently lacks. The need may relate to a new strategy or to meeting the requirements of a changing external environment. Many times values stated in vision and values statements are aspirational values. Permission-to-play values reflect the minimum behavioral standards required of any employee. These values tend not to vary across an industry or, in some cases, a region. Accidental values arise spontaneously and take hold over time. Management does not cultivate them, but these values tend to reflect the common interests and personalities of employees. Clarity about the type of corporate values the leadership team espouses can prevent confusion about what the current leadership considers critical and what is part of the organizational reality.

Aggressively adhering to corporate values can help an organization make strategic decisions. For instance, an organization committed to innovation as a corporate value will make different types of decisions than one that values the tried and true. For core values to take hold, the leadership team needs to integrate the values into every decision and every system that directly touches employees, from the time of hire until they leave the organization. For example, Nordstrom, well known as a values-driven company for its commitment to customer satisfaction, constantly reminds employees that its core value is customer service. During orientation, new employees are welcomed with stories that recount the lengths that fellow employees have gone to keep customers happy. During non-store hours, managers read customer comments, positive and negative, over the company's intercom system (*6*).

ANALYZING CORPORATE CULTURES

There are several approaches to analyzing corporate culture. The approach used in this report is one that determines the type of corporate culture that exists in an organization based on a unique group of characteristics. The four cultures that have been characterized in this approach are hierarchy, clan, adhocracy, and market. Research has revealed that 80% of organizations have characteristics of one or more of these culture types. Most strong cultures feature one dominant culture, with others being complementary (*7*).

The *hierarchy* culture is dominated by the classical attributes of a bureaucracy, such as standardized rules, multiple layers, impersonality, position authority, segmentation of functions, and clear chain of command. During past tranquil economic periods, this culture was considered the best approach to providing stable, efficient, and consistent products and services. Key values in this type of culture center on maintaining efficient, reliable, fast, and smoothly flowing production or service. Thus, the managers rated best in these environments are those who are good at organizing, controlling, monitoring, administering, coordinating, and maintaining efficiency. Hierarchy cultures are frequently found in large businesses and government agencies.

The *clan* culture has an extended family orientation. Shared values and goals, cohesiveness, participation, and a sense of togetherness permeate a clan culture. Typical characteristics of clan cultures are teamwork, employee involvement, and organizational commitment to employees. Customers are thought of as family members, and the major task of management is to empower employees and to encourage their participation and loyalty. Clan organizations can be friendly places to work, where people show high levels of commitment and sharing.

The *market* culture refers to an organization that functions as a market itself. Its orientation is toward the external environment rather than internal affairs. The main focus of the market culture is to conduct business with other constituencies (such as suppliers, contractors, and regulators) to create competitive advantage—very much a profitability orientation. Core values that dominate this culture are competitiveness and productivity. The typical manager is a hard-driving competitor, who produces positive bottom line results.

In an *adhocracy* culture, innovation and pioneering initiatives are valued as the attributes that lead to success. Proponents of adhocracy believe that organizations exist mainly to develop new products and services, and to prepare for the future. The major task of management is to encourage entrepreneurship, creativity, and cutting-edge activity. A primary goal of adhocracy is to foster adaptability, flexibility, and creativity in environments where uncertainty, ambiguity, and/or information overload are prevalent.

DEFINING LEADERSHIP

Business literature is filled with definitions of leadership. Two such definitions, provided by Schein (*1*) and Yukl (*8*), seem particularly relevant to this study. Schein, one of the foremost leadership and corporate culture theorists, takes the position that the process of culture creation is the essence of leadership and that leadership and culture are two sides of the same coin. Schein distinguishes leadership from management by stating that leaders create and change cultures, whereas managers and administrators live within them (*1*).

Yukl, another leadership expert, also comments on the ongoing discussion about the difference between leadership and management. He cites the writings of some leadership theorists who propose that managers are people who do things right, whereas leaders do the right things. In his view, this definition presents a negative stereotype of managers. Instead, he takes the position that *manager* is an occupational title, a specialized role. This synthesis examines both the role of the top management teams in transit agencies and the practices used by these teams to achieve agency goals. Therefore, Yukl's definition of leadership—the process of influencing others to understand and agree about what needs to be done and how it can be done effectively, and the process of facilitating individual and collective efforts to accomplish the shared objectives—provides a solid basis for further discussion in this report (*8*).

RELATIONSHIPS BETWEEN CORPORATE CULTURE AND LEADERSHIP

Schein advances the notion that neither culture nor leadership can really be understood alone. He proposes that an argument can be made that "the only thing of real importance that leaders do is to create and manage culture and that the unique talent of leaders is their ability to understand and work with culture" (*1*). From this perspective, it can be seen that culture refers to those elements of a group or organization that are the most stable and least malleable.

Some corporate culture experts define culture as the organization's operating system, because it guides how employees think, act, and feel. Corporate culture is dynamic and fluid, never static. Most culture theorists agree that there is no generically good culture, although there are patterns of health and dysfunction within corporate cultures. If the organization wants to maximize its ability to attain its strategic objectives, it must know if the prevailing culture supports and drives the actions necessary to achieve its goals. For instance, an organization that traditionally responds slowly to the external environment, when faced with rapidly changing conditions and demands on resources, may have to change its cultural orientation if it wants to survive (*9*).

Most organizations do not consciously try to create a certain culture. Cultures typically evolve. However, two private-sector cultures that defy this norm are those of Hewlett–Packard and Southwest Airlines. Hewlett–Packard has for a long time been conscious of its culture, which is marked by respect for others, a sense of community, and hard work. Southwest, the only major airline in the nation that has been profitable in each of the past 5 years, is well known for its employee-friendly culture. It is zealous about hiring the right people. They must have a good sense of humor, be team focused, and be able to lend themselves to causes.

Furthermore, organizations take on their leaders' personalities, and there is no other air carrier that has had the same continuity of leadership as Southwest—led by the same CEO since 1971. His presence at the helm has shaped this culture (*10*). Southwest management lives the corporate values by spending a lot of time with employees and exhibiting a demeanor of pride and interest in employees personally and professionally. Training provided at Southwest's University for People teaches employees to do things faster, better, and less expensively; deliver outstanding customer service; understand other people's jobs; and keep the culture alive and well. Labor relations (in the most unionized airline in the United States) are strong and healthy. The relationship is built on a democratic, nonhierarchical, and personal culture of trust. Information sharing helps people feel that they are the owners of the company and therefore to act responsibly (*11*).

In addition, each organization has subcultures that can be identified by such groups as departments, places in the hierarchy, or locations. Subcultures may subscribe to overall corporate values and maintain a high level of cultural integration with the main organizational culture. Other subcultures may ascribe to different values, thereby being in conflict with the overall organizational culture and other units that have high integration with the larger organization (*3*).

CORPORATE CULTURE AND EMPLOYEE FIT

Organizations tend to select employees who share their values. New entrants are further socialized and assimilated through various orientation strategies. Congruency between an individual's values and those of an organization may be at the core of person–employer fit (*2*). Studying what new members are taught helps one to discern some elements of the culture. For an employee to really know the rules of behavior requires experience within the group. Actual socialization gets at the deeper understanding of what it means to be a part of the organization (*1*).

Research conducted on the impact of organizational culture on the behavior of its members suggests that the

fit between the individual's values and the organization's values can influence how well the person is attracted to, fits into, remains committed to, and stays with an organization. One study that analyzed data from employees in government agencies and public accounting firms offers strong support for assessing congruency between person–organization fit. The study posed one basic research question: To what extent is person–culture fit associated with individual commitment, satisfaction, and longevity in an organization (*2*)?

One significant finding was that even organizations that appear quite similar might vary widely in their underlying value structures. A hypothesis derived from that study is that cultures tend to be similar when the organizations are relatively homogeneous industries and have similar sizes, structures, and levels of technological maturity, personnel configurations, regulatory demands, and orientations. A conclusion was that for an individual to be satisfied and attached to an organization, he or she might need both task competency and a value system congruent with the central values of the organization. Likewise, failure to fit within either dimension may reduce an employees' satisfaction and commitment, and increase the likelihood of their leaving the organization. In other words, the fit between an individual's preference for a particular culture and the culture of the organization the person joins is related to commitment and satisfaction (*2*).

Research on individuals who choose public service over private-sector employment reveals findings that may be helpful to transit agencies attempting to recruit and retain executive talent. Some employees are drawn to public service by the desire for job security, others by the desire for an activist role in people's lives, and still others enter this employment sector by chance. In addition, personal contacts—the right people in the right place at the right time—are of paramount importance in connecting people with jobs. In the past, with so many baby boomers and their predecessors occupying public-sector executive positions for decades, with minimal turnover, public-sector recruiters had little need to try to attract new workers for these positions. With imminent retirements of many of these individuals, the task of recruiting and retaining staff with executive potential or competencies requires an understanding of what motivates people to choose or not choose public-service employment (*12*).

The above-cited research showed that those who place a higher priority on helping others and being useful to society are slightly more likely to choose public service. In the past decade, most of it a period of almost full employment, workers born after 1960 have shown less of a preference for public-sector work, choosing instead to go where the money was. However, college-educated individuals with a positive attitude about the role of government in people's lives still show a propensity to choose public service. Public-service agencies that want to attract the best and brightest are advised to mirror those aspects of attractive employment that their target group—those born after the 1960s—uses in their recruitment and retention efforts. This activity may require a look at the application process, how jobs are structured, and the compensation and reward system, as well as how the message is delivered about favorable aspects of public service, especially the aspect of important and interesting work. In essence, public-sector employers may have to gain expertise in marketing themselves as employers of choice.

A July 2002 *Government Executive* article focused on the current opportunity that government has to attract young, well-educated job candidates who do not want to work in "gray bureaucracies" (*13*). The author cites the post-September 11 call to public service and the recession as opportunities to woo high-quality candidates. He also reinforces research that shows that public-service agencies are often perceived as having little sense of mission or excitement and few opportunities for advancement. Younger workers repeatedly report that they want work that allows them to develop skills, to learn, and to be rewarded for their contributions. They want to be coached by those above them, and at the same time have the autonomy to gain higher levels of responsibility. These employees would like to feel that they are contributing to something bigger.

Although the article focused primarily on federal employment, public agencies in general can apply the concepts to their environments. Public employers need to ensure that they do not fall victim to the traps of excessive rules, lackluster supervisors, and the inability to capitalize on the motivation of public employees who want to make a difference.

According to one management consulting firm that specializes in worker loyalty, the obvious sign of an effective culture is loyalty, as shown by the percentage of employees and customers who stay with an organization. Where many employers go wrong is in not understanding that environment and culture are often the strongest reasons that people stay with an organization (*14*).

Appropriate compensation is one element of organization–employee fit. *TCRP Research Results Digest 45*: *Identification of the Critical Workforce Development Issues in the Transit Industry* highlighted problems in compensation for positions at the top of transit agencies (*15*). Senior staff, transit board members, and association employees recognize that whereas transit salaries are often at the upper end of public-sector salaries, compensation remains low compared with that in the private sector. One contributing factor is the closed nature of transit industry recruitment

at the general manager level. The real danger is seen in the future: lower salaries will discourage high-achieving managers from entering or remaining in the transit industry (*15*).

Low salaries at the general manager level naturally result in compression for other leadership team positions, thereby potentially driving these individuals out of the industry. Salary compression makes it particularly difficult to recruit managers in some highly technical positions that are in high demand in the private sector. *Research Results Digest 45* cites particular problems with executive salaries in transit systems that are part of city or county governments (*14*). Because salaries for these positions are rigidly tied to civil service compensation rules, pay is capped at government pay scale levels. This problem was also highlighted as a recruitment and retention issue in *TCRP Report 77: Managing Transit's Workforce in the New Millennium* (*16*).

According to *Research Results Digest 45* (*15*), transit agencies outside of county or municipal government have more flexibility in trying variable pay strategies reflective of the marketplace, such as gainsharing and pay-for-performance. Key to success of such efforts is that pay must be tied to clear performance goals and productivity gains. A number of transit agencies have moved toward market-based pay strategies, including the Metropolitan Atlanta Rapid Transit Authority, Houston Metro, Los Angeles Metropolitan Transportation Authority, and Washington Metropolitan Area Transit Authority (WMATA).

CORPORATE CULTURE AND COMMUNICATION

Management theorists typically advocate openness and candor in organizations as the ideal. However, this perspective may be unrealistic in the real world. In some cases, such as giving information to a superior, employees are inclined to distort the information if it reflects unfavorably on them. Such distortion can occur even if the superior has indicated a preference for open communication. Employees bring their own cultural baggage, history, and definitions of how to best communicate with those in senior positions from previous employment. This tendency can be especially true if the employee has experienced negative consequences with individuals in the current organization. The effect can be seen in other situations as well when candor has not been met with positive results. Managers may defend themselves by couching bad news in terms they feel are acceptable to their audience. In organizations that explicitly or implicitly foster communication that is secretive, defensive, and risk aversive, the communication is often guarded (*17*).

One reason organizations have difficulty adjusting to rapid change is that so many people feel relatively powerless. When a clear sense of vision of inclusiveness is communicated throughout an organization, lower-level employees can initiate actions without feeling vulnerable to the whims of managers who may not like what they have done. As long as employees' behavior is consistent with the vision, supervisors will have difficulty undermining their efforts to contribute to helping the organization achieve the vision (*18*).

The leadership team should continually give and receive feedback on their decision-making behavior. By failing to provide honest criticism, leaders cheat employees by depriving them of the information they need to improve. Over a 1-year period, there will be numerous opportunities to share observations in this regard. Moving in this direction can be quite demanding—requiring listening skills, business acumen, follow-through, and significant emotional fortitude to progress (*19*).

The tall hierarchies found in many transit agencies create a communication's challenge for the leadership team. The traditional transit organizational structure is a cultural artifact consisting of multiple layers of management with clear chain of command and an emphasis on position authority. This structure contributes to the segmentation of functions that often leads to an environment of departmental versus organizational loyalty and focus. In many instances, the procedural nature of the business, with requirements imposed internally to ensure consistency of service and those imposed externally by regulatory bodies, fosters a bureaucratic approach to responding to the changing external environment. An analysis of the APTA *2002 Public Transportation Management Compensation Report* verifies that in many agencies, even those with fewer than 1,000 employees, the management staff consists of multiple layers of positions, which can lead to filtering of messages and unclear communication (*20*).

CORPORATE CULTURE AND COMMUNITY INVOLVEMENT AND PARTICIPATION

Successful transit agencies and many successful businesses understand the importance of community involvement in creating a responsive corporate culture. For instance, Home Depot encourages its employees to get involved both on the job and in their communities. Every new employee, including executives, spends 2 weeks working the sales floor, learning what customers want and need, and receiving firsthand knowledge of the company's core business. In one community, information technology (IT) employees have taken part in Habitat for Humanity house-building projects and helped to repair a run-down school. Although these are not typical IT functions, by getting more closely acquainted with the firm's business, participating employees increase their ability to provide better quality solutions. This also creates a team orientation for employees throughout the business (*14*).

A FHWA report provides another view of community involvement—that of citizen participation in transportation planning and service activities. Including local individuals in decision making demonstrates an agency's commitment to participatory planning. The report states that people in the community bring new points of view, new ideas, and a community perspective directly to the decision-making process. Civic outreach committees assist with public involvement programs and provide advice based on what they hear in their own discussions with the public. Seattle's Central Puget Sound Regional Transit Authority appointed a community group to assist in developing a ballot proposal for regional transit. For the Dade County, Florida, rail system, a committee composed of elected officials and neighborhood representatives provided leadership on two referenda supporting funding for the new rail system (*21*).

In some cases, groups provide input through ad hoc committees. For example, in Albuquerque, New Mexico, the Metropolitan Planning Organization's (MPO) Urban Area Truck Route Task Group solicited membership through more than 300 letters to neighborhood, advocacy, and business groups. Volunteers worked with technical staff from the city and a neighboring county to develop a plan for a commercial vehicle network as though it were an agency-prepared plan. Furthermore, community representatives can serve as informed spokespersons for an agency's programs. Individuals from the Boise, Idaho, MPO citizen committee serve as hosts of public meetings, speak to other organizations, and attend neighborhood events. They use nontechnical language to make citizens more comfortable and willing to participate in discussion.

Often it is important to include individuals with special interests in community groups. The Hartford, Connecticut, MPO agencywide technical committee includes representatives of four private groups: the American Lung Association, the Chamber of Commerce, a construction industry association, and a ridesharing corporation. The board of the Port Authority of Allegheny County, Pennsylvania, has long included representatives from the Sierra Club and the League of Women Voters.

Potentially, the most visible community involvement in public transportation is the work of the governing body of an agency. Transit board members are typically individuals who have distinguished themselves as representative of the community and are chosen either through appointment or by election. The role of the board is that of policy making as defined in the APTA *Handbook for Transit Board Members*: "An organized group of people with authority collectively to control and foster an institution that is usually administered by a qualified executive and staff" (*22*). The handbook goes on to state that the prime responsibility of the board is to develop and ratify principles or statements of intent or direction, as well as plans and courses of ac-

tion for the agency. This role is contrasted with that of management, which is to conduct the day-to-day administration of the guidance provided by the governing body. In essence, policy is rule making; management is the application of the rule to everyday activities. Complementary board and management relationships can enhance the effectiveness of a transit system.

CREATING A CULTURE OF LEADERSHIP

Recent research, which drew on a random sample of 3,871 executives from a database of more than 20,000 executives worldwide, revealed six distinct leadership styles (*23*). Each style can have a direct and unique impact on the working atmosphere, culture, and productivity of a total company, division, or team. The research shows that leaders with the best results do not rely on a single style; they use most of the styles within a given week, depending on the situation. Each style has a specific definition: "Coercive leaders demand immediate compliance. Authoritative leaders mobilize people toward a vision. Affiliative leaders create emotional bonds and harmony. Democratic leaders build consensus through participation. Pacesetting leaders expect excellence and self-direction. And coaching leaders develop people for the future." Flexibility in use of particular styles is recommended. Many studies, including this one, have shown that the more styles a leader exhibits, the better (*23*).

In this era of rapid change, typical hierarchy and control systems often prove ineffective in holding organizations together. Culture is the one enduring component. There is no one right culture for every organization. Businesses rely on patterns of social interaction that can range from sustaining them over time to being their complete undoing.

Organizations can be viewed as communities with two distinct human characteristics: sociability and solidarity. Sociability measures the friendliness among members, whereas solidarity measures a community's ability to pursue shared objectives quickly and effectively, regardless of personal ties. The benefits of being sociable in the workplace are obvious, because people who like each other relate more freely, share information, and have a common bond. Drawbacks to high levels of sociability are the development of cliques and behind-the-scenes networks that can circumvent or undermine due process. Such environments may also tolerate poor performance owing to the emphasis on friendships.

Solidarity is based not so much in the heart, as in the mind. High-solidarity organizations have a high level of strategic focus, swift response to competitive threats, and intolerance of poor performance. Roles tend to be clear in high-solidarity communities. High solidarity is desirable as long as the strategic focus is on the right thing.

Managers can and should adapt the levels of sociability and solidarity in their organizations to respond to changing environments, such as competition, industry structure, and technological change. Knowing when and how to make these adaptations is a key managerial competence (*23*).

Change Management

The essence of leadership is coping effectively with change. Major changes are more and more necessary to succeed in today's competitive and volatile environments. More change demands more leadership. Leading a business to constructive periods of transition begins by setting a direction—creating a vision of the future along with strategies for producing the changes needed to achieve that vision. If the function of leadership is to change, setting the direction of needed action is fundamental to leadership (*18*).

A central feature of today's organizations is interdependence, whereby no one individual or unit has complete autonomy. Most employees are linked to many others by the nature of their work, technology used to accomplish work, and organizational structure. These linkages can be challenged when organizations attempt to change. A change in one part of the organization is likely to affect one or more, and often all, departments. Unless all affected employees or units support the change, the effort will likely be less effective than intended. A leader must be able to generate high-energy activity if the organization is going to cope effectively with the inevitable barriers to change. Such energy can go a long way to overcoming obstacles. Naysayers may be more likely to be isolated and neutralized in an environment in which momentum has been generated for achieving the change.

Effective leaders motivate people in a variety of ways. First, they articulate the organization's vision in a manner relevant to the values of their audience. These leaders also regularly involve employees and other stakeholders in deciding how to achieve the mission. This effort gives people a personal sense of control. In addition, effective leaders support employee efforts to contribute by providing coaching, feedback, and mentoring, thereby helping them grow professionally and making them feel good about being a part of the organization. Effective leaders also recognize and reward success, which contributes to the employee's sense of participation.

Decision Making

If there are many sources of leadership in an organization, they do not necessarily converge, and sometimes they conflict. For multiple leadership roles to work together, people's actions must be coordinated by established mechanisms for appreciating and considering the impact of multiple points of view on the best decision (*18*).

One advisor to leaders of large organizations points out that "silent lies" (unspoken factors) and a lack of closure within the ranks of senior management can lead to false decision making (*19*). He points out that these decisions are false because they eventually get undone by things unspoken and by inaction. In an environment where individuals do not volunteer their views, particularly views that may run counter to those of the prevailing position of the larger group, sabotage can occur. Those who oppose a decision may simply refuse to carry it out. On the other hand, in situations where there is a lack of closure during the decision-making process, individuals are left unsure about what to do, if anything. Both scenarios indicate faulty interactions and are indicative of a corporate culture that appears to reward indecision.

In organizations where dialogue is encouraged—even the challenging of assumptions—information is shared openly, disagreements are brought to the surface and analyzed, and higher-quality decision making is more likely. Dialogue is probably the single most important factor underlying the productivity and growth of knowledge among workers such as executives. Reversing a culture of indecision requires leadership that engenders intellectual honesty and trust and that uses every encounter as an opportunity to model open, honest, and decisive dialogue.

Decisive corporate cultures feature four characteristics: openness, candor, informality, and closure. Openness means that the outcome is not predetermined; there is a search for alternatives and new discoveries. Candor is reflected in the willingness to speak what may be unpopular, to expose unfulfilled commitments, and to express genuine opinions. Candor can prevent unnecessary rework and the revisiting of decisions. Informality is energizing because it reduces defensiveness and makes people more comfortable about asking questions and reacting honestly. Informality encourages candor, whereas formality discourages it. Closure means that at the end of a meeting, for example, people know exactly what the decision is and what they are expected to do. A lack of closure, coupled with a lack of penalties for not carrying out decisions, is the primary reason for a culture of indecision.

Some organizations link their reward system, specifically executive compensation, to collaborative decision making that incorporates the four characteristics of a decisive corporate culture. For a culture of indecision to change, there must be continuous managerial leadership and accountability.

Some researchers argue that although decision making is the single most important job of senior executives, the individuals responsible often get it wrong. A key error is in

treating decision making as an event rather than a process that may take weeks or months. The choice a team makes of one of two broad approaches to decision making—advocacy and inquiry—will determine how it makes decisions. Those who view decision making as an event tend to use an advocacy approach. However, an inquiry approach tends to yield a higher-quality decision (*24*).

According to Garvin and Roberto (*24*), advocacy involves using decision making as a contest, even though team members do not necessarily compete openly or even consciously. Subgroups within the decision-making team may stake out positions; for example, to get a budget increase for their pet projects, and devote considerable energy advocating for that position, even modifying or withholding information that may reflect unfavorably on their preferred solution. Individuals or groups who use advocacy tend to be political in their actions and closed in their perspective, shutting out consideration of alternative positions or interests.

In contrast, the inquiry approach is an open process designed to generate multiple alternatives, foster the exchange of ideas, and produce the best, well-thought-out decision. People engaged in inquiry rigorously question proposals and the assumptions underlying them, sometimes with considerable conflict. Because the conflict revolves around ideas and interpretations, it is seldom personal but often helpful in moving toward the best decisions. An inquiry-based decision-making process tends to produce decisions of higher quality—decisions that advance the goals of the organization, can be reached in a timely manner, and can be implemented effectively.

Succession Planning

Some organizations have a knack for creating outstanding leaders. Recruiting people with leadership potential is one step. Managing career patterns is another step. Individuals who have had significant career challenges early in their careers and who have had the opportunity to lead, to take risks, and to learn from triumphs and failures have the opportunity to develop a broad range of leadership capabilities. Later career opportunities, such as lateral career moves, promotions, and membership on special task forces or involvement in comprehensive leadership development can help individuals to enhance leadership skills (*25*).

The two researchers who described such capabilities emphasize that grooming people for leadership positions requires work on the part of senior executives, over a long period of time (*25*). Development starts with efforts to spot those with leadership potential and to nurture that capability over many years. Leaders must commit the time, often using a variety of creative means, to provide career-stretching challenges to support the development of these future leaders. Sometimes these efforts are as simple as increasing the visibility of lower-level employees to other organizational leaders who can judge their talents and capabilities for themselves. With a clear sense of who has leadership potential and areas where these employees need to develop, senior managers can make a conscious effort to develop that potential for individuals or for teams. To encourage this development, successful organizations recognize and reward executives who successfully develop leaders. Such strategies help to create a corporate culture wherein people value strong leadership. Institutionalizing a leadership-centered culture is one way of ensuring a steady pool of competent leaders for the future (*25*).

CEOs know that one of their most important jobs is management succession. They also recognize that the process of identifying potential leaders is neither simple nor straightforward. The two researchers just cited, who work with major organizations, have found that often the process of talent identification is flawed (*25*). Frequently, the lack of appropriate procedures to produce an accurate picture of leadership prospects is the culprit. Organizations often rely on the informal network, gossip, and insufficient facts on which to make these determinations. Too often, companies promote individuals to leadership positions based on one outstanding characteristic rather than on the mastery of a broad range of competencies. Organizations that struggle with a shortage of leadership potential are likely not identifying the right people. One approach used successfully by many large corporations is one in which each candidate is assessed by a group of people. It includes the individual's manager and other executives who have observed the person's behavior directly over time and in different circumstances, using a wide range of leadership criteria.

Some employees do not reveal their ambition. This may be particularly true for individuals who may not have been designated for those leadership opportunities afforded to their more connected cohorts. Hence, it is incumbent on the leadership team to have a credible assessment process to identify the right people to move up the organizational hierarchy.

Research Results Digest 45 (*15*) cites succession planning, particularly for top managers, as one of the transit industry's weaknesses. Concerns about succession planning has tended to center primarily on identifying requirements for the new "mobility managers," those roles that require competencies other than the traditional role for a transit manager—the one of build, run, and maintain. Individuals who will be required to lead public transportation organizations in the future must deal with the expanding role of managing other functions, such as city parking and traffic functions, land management, and other activities that

require a broader range of preparation and experience. The digest suggests that much can be done to identify competencies needed for new roles and to develop ways of training future transit leaders in these competencies. In addition, drawing senior managers from a broader pool of candidates, including those from outside of the transit industry, is one strategy for strengthening the capabilities of the transit leadership team.

The report cites work currently under way in some transit agencies. WMATA has initiated the Leadership Succession Planning Program to address its succession needs. The WMATA program, which targets 10 key positions, puts potential candidates through a rigorous screening process before they are eligible for training, special projects, and rotational work assignments that enhance their technical and managerial skills. Similarly, Metro Transit in Seattle, Washington, facilitates culture change and broadens the horizons and skill sets of high-potential employees by sending them to leadership training with companies such as Boeing, Nordstrom, and Microsoft.

Labor–Management Relations

Transit-related research has highlighted the importance of positive labor–management relationships to the effectiveness of a public transportation system. *TCRP Report 29: Closing the Knowledge Gap for Transit Maintenance Employees* concluded that the transit industry is one of the most heavily unionized industries in the United States (*26*).

Although nearly 50% of maintenance managers characterized their relationships with unions as somewhat or very cooperative, researchers found that transit agencies have done little to involve unions in important work force matters. The study did find that labor–management partnerships that emphasize collaboration in retaining employees were beginning to take hold. *TCRP Report 77* provided a more in-depth view of the importance of labor–management partnerships in the operation of transit agencies (*16*). The report concludes that support for labor–management partnerships as a recruitment and retention tool has to come from both sides, labor and management. If managers spend inordinate amounts of time dealing with contentious labor–management issues, time needed to spend on building organizational capability evaporates. The payoff of positive relationships is obvious. If unions and management see their goals as complementary and ultimately related to providing high-quality service to the public, they can enhance one another's capability and that of the organization to maintain its standing in the community as a vital component of people's everyday lives.

An article in the May 2000 issue of *Mass Transit* highlighted the new labor agreement at HARTline, the Tampa, Florida, transit system (*27*). The agreement was described as the engine driving cultural change in the organization. The culture change was triggered within the represented employee ranks, where promotions are now based on skills rather than seniority. However, such organizational change is systemic and affects the whole tenor of relationships in the agency.

CHAPTER THREE

SYNTHESIS SURVEY RESULTS

AGENCIES RESPONDING TO THE SURVEY

The 13 responding transit agencies represent a geographically dispersed group of public transportation providers of different sizes, modes of operation, and governance structures. The list of responding agencies is shown as Appendix B.

DESCRIPTION OF SURVEY RESULTS

The survey of leadership team members entailed a two-pronged approach. Surveys were sent to the senior HR manager listed in the APTA membership directory. The letter to the HR manager described the survey process.

> Enclosed are two surveys that will be the major sources of data for the synthesis report. One survey, titled Survey Questionnaire: Human Resources Leadership Team Member, is to be completed by the agency senior human resources executive. The second survey titled Survey Questionnaire: Non-HR Leadership Team Member, is to be completed by at least two other top leadership team members, preferably the agency chief executive and the chief operating officer. Responses from additional leadership team members would also be beneficial to the project.

Both groups were asked to complete a 98-item Likert scale survey about aspects of corporate culture included in the synthesis scope of work. (The Likert technique presents a set of attitude statements. Subjects are requested to express agreement or disagreement on a 5-point scale, with each degree of agreement given a numerical value from one to five. Therefore, a total numerical value can be calculated from all the responses.) In addition, the HR leader was asked to provide data on the leadership team tenure and backgrounds, core competencies, recruitment methods, performance management processes, and professional development activities of these members

LEADERSHIP TEAM DEMOGRAPHICS

As shown in Figure 1, data on the leadership teams revealed that in the 13 responding agencies, the average tenure of the CEO is 7 years. The average tenure of these individuals in the current agency is 9 years, whereas their average tenure in the transit industry is 21 years. These data show that individuals selected for the top position in these agencies come with extensive industry experience, often gained in other transit organizations.

Other leadership team members also have extensive background in the transit industry. Again, much of this experience was acquired in other agencies. The tendency to promote from within the agency, however, appears to be much greater for these individuals than for those in CEO positions, as shown in Figure 2. The average tenure in current positions is 8 years, average tenure in the agency is 13 years, and the average tenure in the transit industry is 18 years.

Figure 3 gives a view of the tenure of the total leadership team within responding agencies. These individuals bring a rich history of transit experience: a mixture of experience
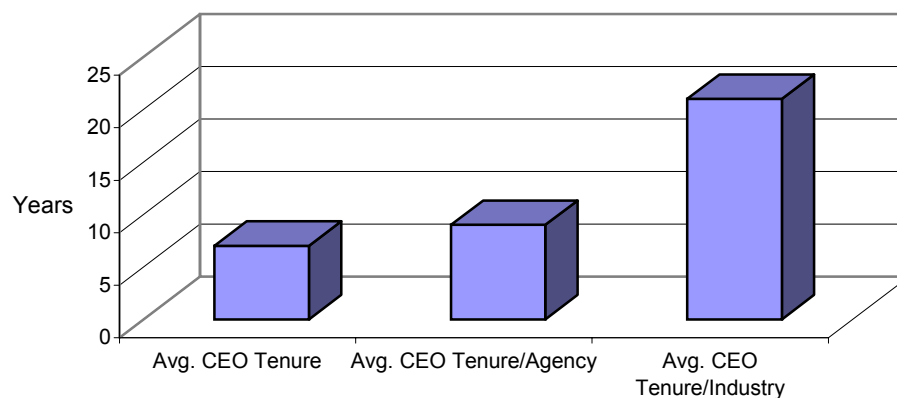
FIGURE 1 Transit general manager/chief executive officer profiles.
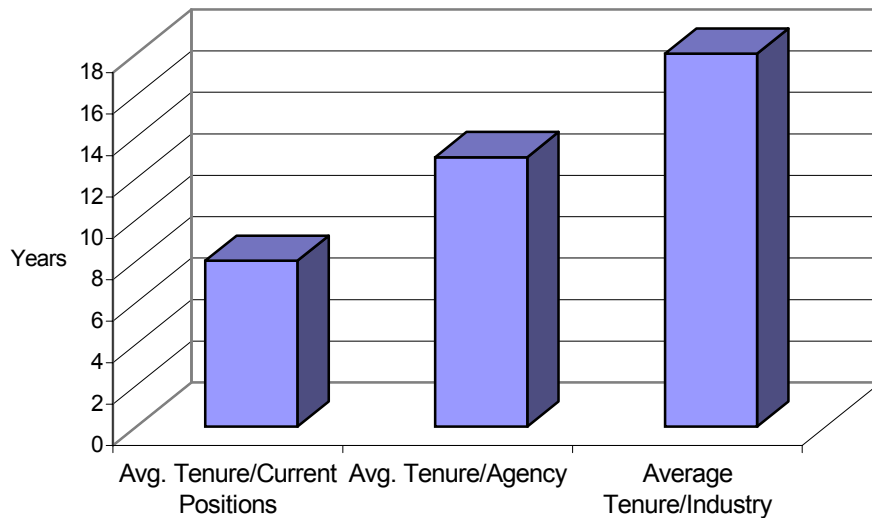
FIGURE 2 Leadership team profiles: Individuals.
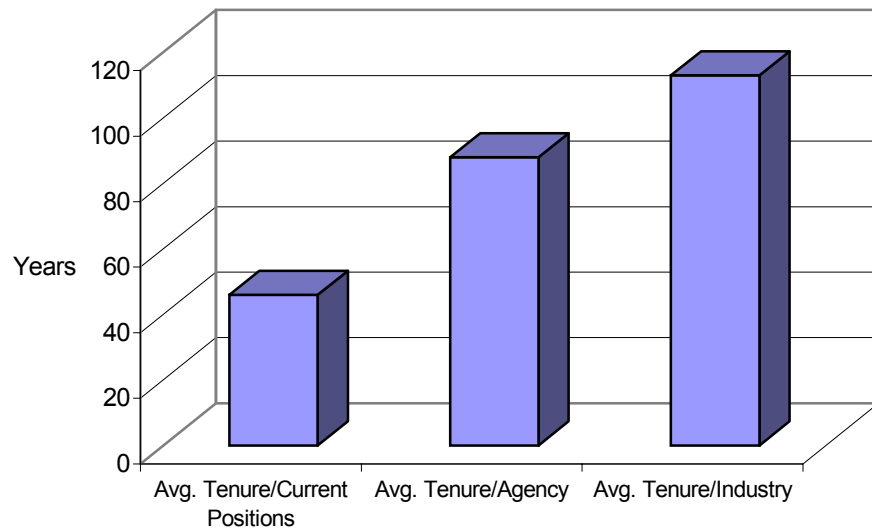
FIGURE 3 Leadership team profiles: Total team.

gained in their current agency and in other transit settings. In totals, the average team tenure in current positions is 46 years, the average tenure in the agency is 88 years, and the average tenure in the transit industry is 113 years. Clearly, industry leadership teams have gone through an acculturation process in the industry that is valued by those making decisions about the type of people best suited to lead these organizations. These data are consistent with previous research that shows that transit leadership teams are most often selected from within the industry.

CORE COMPETENCIES

Using the core competencies developed for leadership team members by the Houston Metro transit agency as

the baseline, survey participants were instructed as follows:

> Listed below is the list of competencies included in the Executive Competency Profile of the Houston Metro leadership team. Please compare the competency requirements used to recruit and develop the leadership team at your agency with this list. If your agency's competency requirement is the same for all leadership team members at your agency, place one "X" in the appropriate box to the left of each competency. If a competency is of less or more importance for certain positions, indicate the positions for which there is a different requirement, in the appropriate box. Add additional competencies for your leadership team as appropriate.

> Houston Metro defines competency as: A measurable pattern of knowledge, skill, behaviors, and values that an individual must have to successfully accomplish the desired results of the job and to contribute to the achievement of the organization's vision and mission.

TABLE 1
RATINGS OF CORE COMPETENCIES FOR ALL LEADERSHIP POSITIONS

Competencies	Very Important	Important	Moderately Important
Houston Metro			
Job-specific skills	6	5	
Strategic agility	5	5	2
Priority setting	6	5	
Business acumen	4	6	1
Managing vision and purpose	7	5	1
Building effective teams	5	6	1
Motivating others	5	7	
Problem solving	7	5	
Developing others	2	8	2
Managing and measuring work	6	7	
Timely decision making	5	6	
Customer focus	6	4	1
Added Competencies Identified by Respondents			
Political astuteness		1	
Mutual respect	1		
Communication	1		
Sense of urgency	1		
Commitment to quality	1		
Teamwork	1		

Notes: Rating scale—Very important: Inadequate performance could have severe damaging effects on agency, others or self; Important: Inadequate performance would cause considerable inconvenience or adverse impact; Moderately important: Inadequate performance could cause some inconvenience or delay without adverse impact; and Not important: Inadequate performance would not cause adverse impact.

Table 1 provides a breakdown of the importance that respondents gave to each core competency required for all leadership team members, with numbers of respondents and the rankings. The Houston Metro competencies are listed at the top of the first column, with competencies added by individual responding agencies listed at the bottom under Added Competencies Identified by Respondents.

Although respondents considered each competency of some importance for leadership members, there is no consensus on the relative importance of each. These data suggest that the needs and preferences of the individual agency dictate the extent to which a particular competency is considered essential or preferred.

Figure 4 shows those competencies that some agencies rated as very important for the CEO only. Two agencies viewed strategic agility and priority settings as very important for the position; one agency saw motivating others and developing others as very important.

RECRUITMENT OF LEADERSHIP TEAM MEMBERS

As shown in Figure 5, responding agencies reported using a combination of recruitment methods, but most often either the internal HR staff or an executive search firm conducts leadership team recruitment. Eight agencies conduct recruitments through their HR departments; seven use executive search firms, sometimes in combination with internal HR searches. In one case, it was indicated that the agency's network of transit professionals was the method used to recruit leadership team members. A second agency reported that department heads conduct their own recruitments. Respondents rated the effectiveness of the recruitment methods used as very effective or effective in achieving recruitment goals.

PERFORMANCE MANAGEMENT

For the most part, respondents report having structured performance management processes for measuring leadership team contributions. Figure 6 shows that in these 13 agencies, the most frequently used performance management elements are annual performance reviews (nine), annual goal setting (six), and using a standardized format (five). One respondent reported not having a performance management process.

PROFESSIONAL DEVELOPMENT

To learn how professional development needs of leadership team members are decided, the survey asked who makes the determination. Figure 7 shows that in eight agencies the CEOs establish development needs. In four agencies the team member and the CEO jointly determine development needs.

A second area of inquiry about the professional development of leadership team members concerned whether development activities are typically aligned with recent
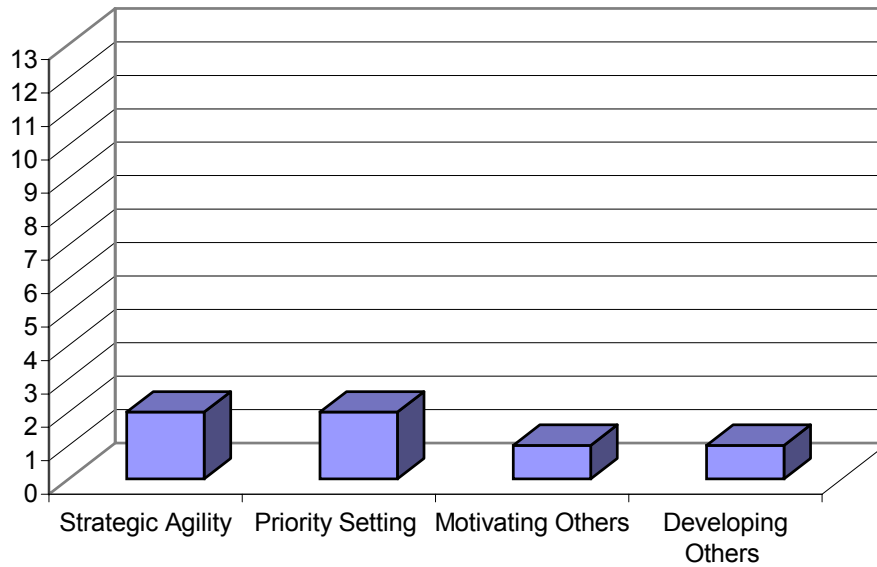
FIGURE 4 Core competencies rated as very important for chief executive only.
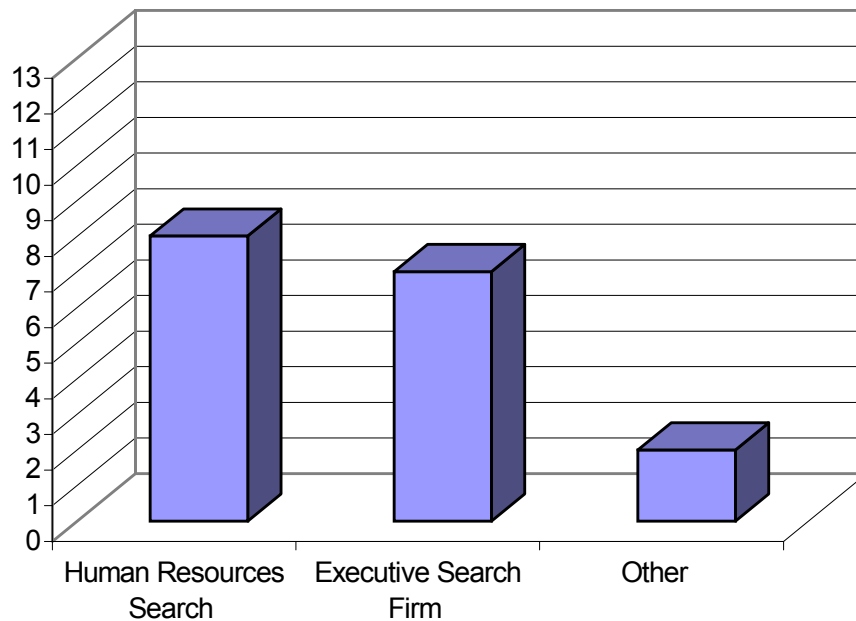
FIGURE 5 Recruitment of leadership team.

performance, succession planning, personal preference of the employee, or other factors. Figure 8 reveals that development activities in these agencies are most frequently aligned with recent performance (12), with succession planning and personal preference of the employee (both at 5) being considered less frequently. In one agency, the "other" category was checked without designation of the specific factor.

Respondents provided examples of those development activities completed or plans that had been developed by leadership team members in the past year. The list contains myriad activities, with the most frequent activities being interpersonal communication skills, presentation skills, team building, and supervisory/management and leadership skills training programs. Other activities included involvement in the development and implementation of a new mission, vision and values statement, top-level executive management reorganization, presentation skills, participation in national and regional events, and an executive retreat to revisit strategic plans and goals.
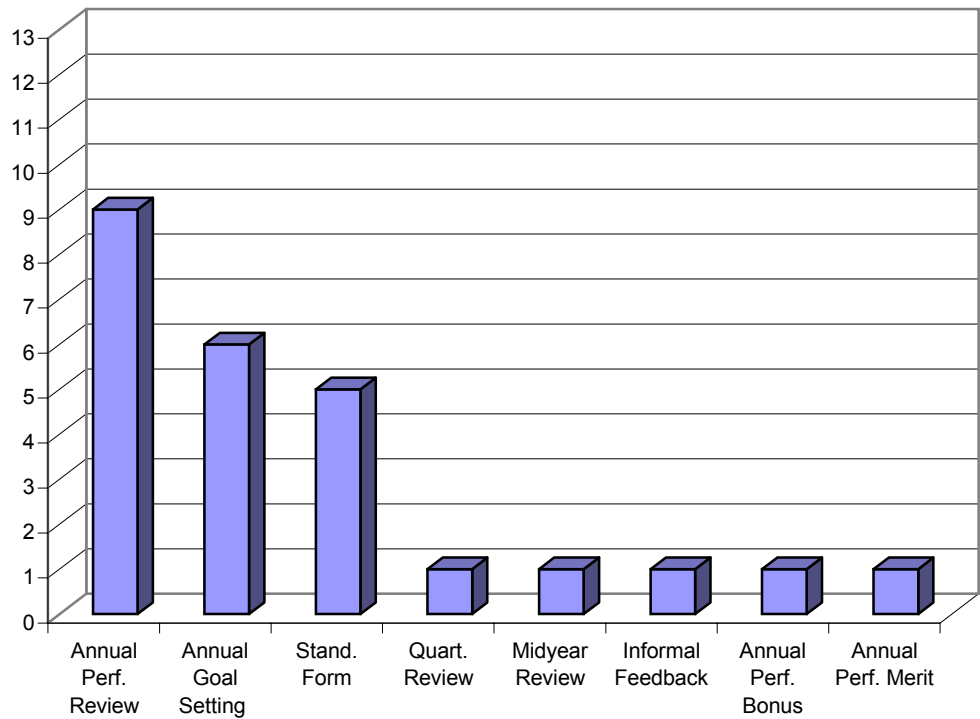
FIGURE 6 Performance management process.
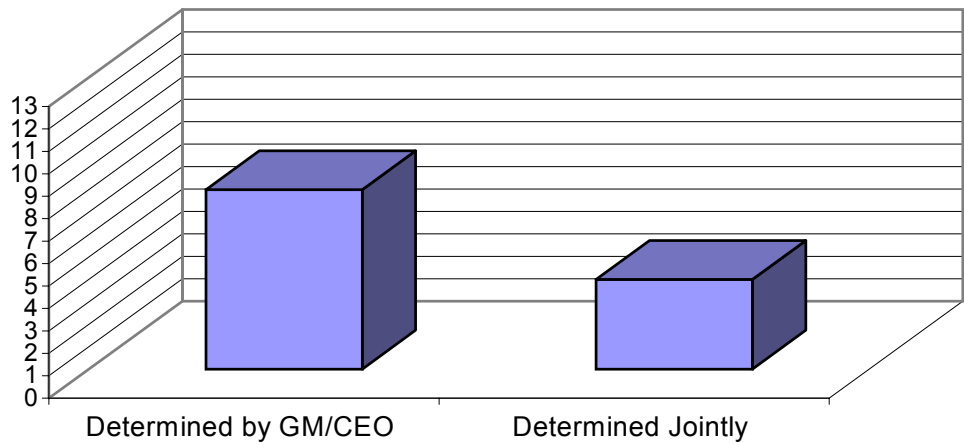
FIGURE 7 Professional development needs.

SURVEY RESULTS: DIMENSIONS OF CORPORATE CULTURE

Ten categories of statements provided a framework for inquiring about specific dimensions of corporate culture in responding agencies. Having multiple respondents from each agency was key to gaining a sense of the collective view of cultural life within an agency. For the most part, individual respondents' survey ratings within a single agency were quite consistent, with some variations that reflected different views or different experiences on the di-

mension being inquired about. A total of 41 leadership team members responded to the survey.

The analysis of survey results is organized into the following 10 categories:

1. Dominant organizational characteristics,
2. Leadership team expectations/support,
3. Leadership team characteristics,
4. Leadership team decisions,
5. Leadership team communication/relationships,
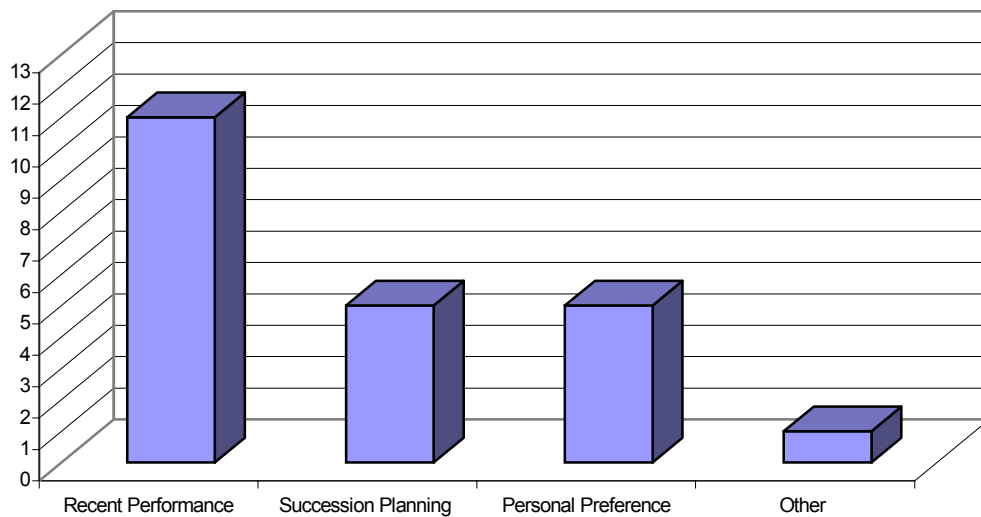
FIGURE 8 Development activities alignment.

6. Professional development/career planning,
7. Performance management/evaluation,
8. Labor–management relations,
9. Community/customer relations, and
10. Leadership team/governing body relations.

Respondents were asked to rate each statement on a 5-point rating scale with 5—strongly agree, 4—agree, 3—do not agree or disagree, 2—disagree, 1—strongly disagree. The number and percentages of responses to each survey statement are included in Appendix A.

Dominant Organizational Characteristics

Survey statements in this area focused on the overall characteristics of the organization—what it felt like to be part of the organization. The majority of the respondents agreed with a number of statements in this 19-item section.

- The work environment here is pleasant (38).
- This agency is known for its secure employment (35).
- This agency treats employees fairly (33).
- The image the agency portrays to the public is consistent with what employees experience on a day-to-day basis (28).
- People in this organization tend to give more of themselves than is expected (28).
- Excellent performance is rewarded here (26).
- Risk taking is encouraged and rewarded here (23).

Thirty-one respondents agreed with this statement: It is best to get approval before taking unconventional actions here, and only 9 agreed with this statement: It is easy to

make changes here. These responses do not appear to support ratings given to the statement about risk taking. The ratings may represent ambivalence about what is encouraged and what is actually rewarded in respondents' organizations. Employees who have grown up in bureaucratic organizations, as many transit veterans have, often have difficulty believing in and adjusting to an environment that gives them freedom to act. Responses to another statement lend credence to this conclusion: Teamwork is the dominant management style here, which was agreed to by 18 respondents. Organizations that have traditionally allowed departments or other work divisions to operate as separate entities breed a culture in which separateness is valued and rewarded. Each unit, and sometimes each person, learns that survival depends on fending for oneself.

Respondents gave less than enthusiastic levels of agreement to these two statements:

- This agency invests in employee development at all levels (19).
- The agency has a well-deserved reputation in the community for compensating its staff well (19).

Such results do not bode well for transit agencies that need to have a pool of leadership candidates prepared to take the place of senior managers, many of whom will be eligible for retirement within the next several years.

Leadership Team Expectations and Support

This category investigated what leadership team members expect of one another and the types of support given within

the group. Respondents tended to give themselves higher agreement ratings when rating their own behavior and expectations and less flattering ratings when describing the total team's behavior. For example, the highest ratings were given to the following two statements:

- I make a point of sharing information that I think would be useful with my peers (38).
- I expect my peers to be open and candid with me (35).

In contrast, the *agree* ratings for these statements were considerably lower:

- New leadership team members receive voluntary mentoring from peers (15).
- Constructive criticism is welcomed among leadership team members (18).

Other statements about leadership team expectations that the majority of respondents agreed with include the following:

- I am compensated fairly for the work that I do here (29).
- Work demands for my position are reasonable (28).
- If I get into a difficult situation, I can count on peers to come to my assistance (27).

Leadership Team Characteristics

This category defined the features of the leadership team. In essence, what are the characteristics of people who make up the team? One hundred percent of respondents agree that they enjoy working with peers in solving problems. However, apparently, positive feedback is not the norm among peers in the responding organizations.

- I have received unexpected praise from peers on a number of occasions (15).
- It is easy for new members to fit in here (18).

Larger numbers agreed with the following statements:

- Tradition has a strong influence on management style here (22).
- I tend to be very precise in how I manage the work in my area(s) of responsibility (22).

Both statements reflect the traditional rule-and-regulation type culture that has been alluded to in previous studies about the culture of the transit industry.

Twenty-seven respondents agreed that the leadership team consistently subscribes to high standards of performance, which supports two earlier responses in the Dominant Organizational Characteristics section, that people tend to give more than expected and that excellent performance is rewarded.

Leadership Team Decisions

This category focused on how well the responding teams function as decision-making groups. Ratings of these two statements showed potential areas of weakness:

- The process we use for making decisions about the allocation of resources is clearly understood by team members (18).
- It is easy for the leadership team to come to a firm decision (15).

These ratings are likely interrelated. An unclear process can lead to an environment of indecision.

Twenty-six respondents agreed that team members are expected to defend the rationale for proposed actions to one another. Another rating, however, gave a hint about the type of decision-making process that may be the norm in responding agencies: that is, 28 agreed that team members tend to get support for a proposed change from at least one other colleague before presenting it to the entire team. This level of response suggests the prevalence of advocacy as a decision-making strategy versus inquiry, where the free flow of ideas is encouraged, even when these ideas question the prevailing assumptions.

Respondents gave positive ratings to these two statements regarding decision-making processes:

- Decisions regarding fiscal resource management are based on sound business practices (31).
- Decisions that have organization-wide impact usually require full leadership team input (28).

Respondents gave themselves (personally) the highest ratings when it comes to decision-making behavior. Thirty-eight agreed that they seek feedback from peers when considering actions that may affect their areas of responsibility.

Leadership Team Communication and Relationships

This category reviewed a second aspect of team functioning—how well team members relate to each other as colleagues. Although the ratings showed some agreement, the results reflected definite areas of challenge.

- The leadership team members look out for each other (15).
- Collaboration among leadership team members is rewarded here (19).

This result is consistent with management behavior in a traditional bureaucratic environment, where segmentation of functions contributes to organizational silos or pockets of isolation. Contradictory ratings given to the following statements indicated the nature of relationships in these environments:

- Leadership team members freely share information and views with each other (23).
- I am cautious about how I present unsolicited ideas to my peers (25).

There could be many explanations for this apparent inconsistency in responses, including the perception that only certain types of communication are acceptable, whereas other types intrude into another person's authority. Another area of leadership team focus received only slightly overall agreement with 22 respondents agreeing with this statement: The leadership team keeps employees informed of what is going on in the organization.

Professional Development and Career Planning

This category sought to determine the extent to which career planning for leadership positions occurs in a systematic fashion. A majority of respondents agreed with the following statements:

- I feel comfortable letting the person to whom I report know about areas that I do not feel fully competent (38).
- I mentor employees who demonstrate leadership potential (33).
- I have been encouraged to pursue professional growth opportunities by the person to whom I report (27).

Less strong were the agree ratings given to two statements relating to opportunities given to future leaders.

- Employees who want to develop their leadership potential have many opportunities to do so here (20).
- The organization has a credible, clearly communicated process for helping employees develop leadership skills (10).

With sizeable numbers of current senior managers becoming eligible for retirement (as evidenced by the longevity of leadership teams in the responding agencies), the results should be of particular concern to transit agencies that will have to replace these individuals. As the need for more broadly prepared managers increases, the lack of clearly articulated processes and commitment to leadership development is a cause for industry concern.

Performance Management and Evaluation

This category focused on the degree to which performance management is a structured process that allows employees to receive the feedback and support they need to contribute optimally to their agency's mission. The majority of respondents indicated agreement with each of the seven statements in this category.

- I receive formal performance feedback at least once a year (33).
- I feel confident that I can stay in my current position as long as my performance is satisfactory (33).
- I have the freedom to perform my job as I see fit (33).
- Performance expectations for my position are clear and attainable (30).
- The feedback I receive about my performance is clear and fair (30).
- I am recognized for my contributions to the agency (29).
- My current performance goals were set in collaboration with the person to whom I report (28).

Labor–Management Relations

This category looked at how labor–management relations are conducted in transit agencies and with what result. The responses were quite mixed. Probably most telling was the level of disagreement with these two statements:

- Labor–management relationships here are nonadversarial (14).
- Labor leaders know they can trust the management leadership team (14).

Larger numbers agreed with the following statements:

- The leadership team ensures that labor leaders are kept informed of matters affecting their membership (28).
- Within the past year, the management leadership team and the leadership of the union(s) have had formal, noncollective bargaining discussions about labor–management relations (28).
- Labor and management leaders collaborate informally on a regular basis (22).
- Labor and management leaders have participated in joint labor–management partnership education (19).

These results indicated that although some actions are being taken to improve the state of labor–management relations at the senior management levels, these actions in some cases have been irregular, and the process of improv-

ing labor–management relationships will require extensive effort and patience. The history of adversarial relationships in transit, cited often in the literature, is a reality that the leadership team has to face as an ongoing challenge and opportunity in enhancing working relationships.

Community and Customer Relations

This category reviewed how the leadership team acts to maintain a focus on the external environment from which it derives its customer base, and how it interacts with the community in achieving its mission. The ratings given by respondents indicated consensus on the importance of positive relationships with customers and the public in general. Processes for measuring customer/community relations seemed to be less firm. Agreement ratings were as follows:

- The agency communicates with the public honestly and straightforwardly, using a variety of relevant media (39).
- The leadership team is comfortable relating to the diverse communities the agency serves (36).
- Input from the community plays a major role in decisions about the types of public transportation service we provide (36).
- Data gathered from customers show that service today rates higher than in recent years (25).
- The leadership team has clear goals for improving customer satisfaction during the current year (20).

Leadership Team and Governing Board Relations

The essence of this category was to determine how well the board and leadership work together in achieving transit agency goals. Overall, respondents gave ratings that indicated positive relationships. Respondents generally agreed with the following statements:

- Governing body members make appropriate use of the leadership team's expertise in making decisions (39).
- Governing body members are open to feedback that may differ from their initial understanding of an issue (34).
- The lines of responsibilities between the governing body and the leadership team are respected here (30).
- The involvement of governing body members in the organization's activities consistently contributes to achieving the stated agency mission (25).
- The governing body provides clear direction on where the organization is going in the short- and long-term (22).

These results may relate, in part, to the different types of governing body structures represented in the responding agencies. Some consist of appointed members, whereas others have elected members. The results may also relate to the limited amount of contact some leadership team members have with governing body members. In either case, the results may point to potential areas for improving the quality of relationships at this level.

CHAPTER FOUR

CASE STUDIES

The six responding agencies selected as case studies have demonstrated success in recruiting, developing, evaluating, and retaining leadership team members. Case studies were developed through data gathered during interviews with the CEO of each agency, during interviews with other agency staff, from synthesis survey results and documents provided by the agencies, and through searches of agency websites. Table 2 provides background data on the agencies.

The CEOs in case study agencies are industry, community, and national leaders who understand that their role goes beyond providing high-quality public transportation services on a day-to-day basis. In some cases, their agencies are responsible for diverse functions such as highway projects, congestion management, and parking and traffic functions. These leaders embrace community development with high energy and lead highly qualified teams of professionals who are held accountable for carrying out the missions and strategies of their agencies. The CEOs fit the description of what *Research Results Digest 45* refers to as "mobility managers" (*15*). Appendix C contains the names and titles of these executives.

CENTRAL OHIO TRANSIT AUTHORITY, COLUMBUS, OHIO

Background

The corporate culture at the Central Ohio Transit Authority (COTA) is in transition. "A continuous learning organization that lives by the values that we have set and has an understanding that we are here to provide transportation services to every resident in and visitor to this community. A team-oriented entrepreneurial organization . . . being willing to make mistakes . . . innovative team to serve the community." This description of the preferred corporate culture at COTA was the agency president/CEO's response to the question "How would you describe your desired corporate culture?" A bit of history will help to shed light on the challenges the leadership has faced in creating that type of culture.

Triggered by the appointment of a new president/CEO 5 years ago, the organization's culture is a mixture of a new perspective and the heritage acquired from many years of operation. Although COTA's executive management team (EMT) has more than 95 years of transit industry experience,

TABLE 2
BACKGROUND DATA ON CASE STUDY AGENCIES

Name and Location of Agency	No. of Employees	Mode(s) of Operation	Average Tenure of Leadership Team in Position	Average Tenure of Each Agency's Leadership Team in Transit Industry
Central Ohio Transit Authority, Columbus, Ohio	900	Bus	2.4	12
Corpus Christi Regional Transportation Authority, Corpus Christi, Tex.	209	Bus/ferry	4	9
San Francisco Municipal Railway/Municipal Transportation Agency, San Francisco, Calif.	5,011	Bus/rail/ cable car/trolley/ street car	3	17
Santa Clara Valley Transportation Agency, San Jose, Calif.	2,863	Bus/rail	5	19
Port Authority of Allegheny County, Pittsburgh, Pa.	3,187	Bus/rail	5.5	17
Volusia County Transportation Authority, South Daytona, Fla.	210	Bus/paratransit/ trolley	10	15

only one senior manager (the CEO) has more than 4 years experience at the agency.

Upon arrival in 1997, the president/CEO found a surprising mindset: "We can't do this. We tried that and it didn't work." He remembers, "They wanted me to direct them on how to do their jobs." For instance, when he tried to engage the senior staff in a discussion about strategic planning, they wanted instructions: "Tell me what I need to do." He describes the group at the time as "Very narrow in focus—they focused on the here and now." One action that helped these managers refocus was the restructuring of executive positions. Previous department directors are now vice-presidents, with executive level responsibilities. This action was taken in part to jar them out of their familiar role of being told what to do and to force them to refocus their efforts. The CEO's message in this restructuring process was this:

> I want you to get out of the day-to-day and to focus on where we are going as an organization this month, this year, and beyond. You have people reporting to you who can deal with the day to day. This day-to-day focus was surprising because I came out of an environment where strategic planning and thinking were the norm, where we would have annual executive management retreats, do strategic planning for several years with goal setting.

Once these executives understood the reasons behind the changes, most were receptive to making the shifts needed to function in the new roles. One explanation for the leadership team's short-term orientation was the short-term nature of COTA's primary revenue source, a sales tax with time limits. At the time the current president was hired, the sales tax was scheduled to expire in 2 years. Therefore, when he spoke about planning for 20 years, the staff's response was, in effect, "Wait a minute, we may not have a job in 2 years, so how can we talk about 20 years?" In 1999, the agency achieved a major victory. Citizens approved a permanent funding source: a 0.025 (one-quarter) cent sales tax. This has been a catalyst for the leadership team to look at COTA's mission from a long-term perspective.

Leadership Team

With a new organizational perspective, it became obvious that some senior managers needed new skill sets. Some chose to leave the agency, and others were reassigned to positions more aligned with their capabilities and interests. The new focus was on hiring people who were comfortable being mobility managers, individuals versatile in maintaining internal accountability as well as being able to communicate COTA's story to the community. One of the positions that grew out of the new vision was the Vice-President of Business Development, with an emphasis on increasing revenues, increasing ridership, and creating new products.

The four survey respondents from COTA concurred that the organization is a pleasant place to work, where risk taking is encouraged and rewarded, and hidden agendas are discouraged. Even so, respondents felt that tradition has had a strong impact on leadership behavior. This is probably most reflected in the ambivalence shown in the *do not agree or disagree* response to this statement: Teamwork is the dominant management style here. Similar responses were given to other statements: It is best to get approval before taking unconventional actions here and It is easy to make changes here. Reflective of a fairly traditional, hierarchical approach to management is the rating of *disagree* for the statement: Employees at all levels take leadership in initiating substantive organizational changes.

Respondents agreed with the following statements:

- I have input into hiring decisions in other departments.
- Team members are expected to defend the rationale for proposed actions to each other.
- Decisions that have organization-wide impact usually require full leadership team input.
- I seek feedback from peers on actions I am considering that may affect their area(s) of responsibility.

Community and Leadership Team Involvement

In 1998, the agency lacked a long-term vision. Under the direction of the leadership team, a year-long visioning process that involved staff and community leaders was begun. This hastened the leadership team-building process and aided in a much-needed mind shift. The process, which began with an off-site retreat, involved the leadership team, the chair of the chamber of commerce, the publisher of the local newspaper, and a representative from the county. These external members provided insights into the community's perception of COTA and where they saw it going in the future. Hearing these views expressed for the first time was enlightening for people who had been in the agency for many years.

Community involvement is one of the critical success factors by which COTA measures its performance. Community outreach is essential as the agency tries to hear from constituents and adapt products to serve the community. One example of ongoing outreach and involvement has been the scheduling of out-of-state trips with key business people to cities that have transit projects of relevance to COTA's mission, vision, and objectives. Two trips, one to Austin, Texas, and a second to Toronto, Ontario, Canada, have included a contingent of key community executives.

Professional Development and Succession Planning

Nine COTA managers, including the CEO, have successfully completed a transit management certification process

through the American Public Transit Exams Institute. The institute administers tests and certifies managers as being proficient in the essential functions in supervisory and managerial roles (*28*).

Once transit manager certification was presented as an option for COTA managers, employees quickly chose to participate in the study and testing process. Having peers go through the certification process has proven to be motivational for other employees who want to prepare for advancement. This effort contributes to the achievement of the agency's goal of developing a cadre of mobility managers.

COTA's CEO emphasizes, "As a part of our culture, I would like to see us continue to be a learning organization; encouraging employees, and eventually to be able to reward employees who continue their education." He cited a number of examples of employees within the supervisory and union-represented employee ranks who are taking college courses leading to degrees, and he noted that the emphasis on education makes COTA a stronger organization. The CEO models the need for continuous learning by his participation and leadership in professional activities such as the TCRP Oversight and Project Selection Committee and serving as APTA's Vice-Chair of Bus Operations and Paratransit. As a member of the first TCRP International Study team in the mid-1990s, he returned with enthusiasm about the use of advanced technology at his agency. He has also nominated two senior managers for participation on the international teams.

Respondents reported agreement with the statement: I feel comfortable letting the person to whom I report know about areas that I do not feel fully competent. This response would appear to be consistent with the overall vision of COTA's becoming an entrepreneurial learning organization. Also consistent with this perspective was agreement with these survey statements:

- I mentor employees who demonstrate leadership potential.
- Employees who want to develop their leadership potential have many opportunities to do so here.

Performance Management

In 1998, COTA hired a consultant to develop a performance management plan. The goal of this initiative was to identify critical success factors and performance goals, as well as objectives that were aligned with the new vision. Each leadership team member develops annual objectives and reviews progress toward those objectives with the president/CEO on a quarterly basis. The EMT meets twice monthly, with the first meeting devoted to progress reports on each department's strategic plan. The meeting presentations also include information about upcoming projects and information about areas where team members need assistance from other departments. Each vice-president meets with the president one-on-one every other week for updates.

Survey respondents agree with the following statements:

- I feel free to try new and different ways of responding to the needs of internal and external customers.
- If I get into a difficult situation, I can count on peers to come to my assistance.
- I have the freedom to perform my job as I see fit.
- The feedback I receive about my performance is clear and fair.
- I feel confident that I can stay in my current position as long as my performance is satisfactory.

Labor–Management Relations

Labor–management relations seem to be influenced by the COTA leadership team's desire to keep labor leaders informed of matters affecting their membership. One contributing factor may be reflected in this statement: Labor and management leaders have participated in joint labor–management partnership education in recent years. However, one respondent commented, "Labor is not collaborative; and while labor leaders know they can trust the management team, they will not admit it."

Team Functioning and Decision Making

The CEO rates leadership team functioning at COTA as average. A breakthrough this past year toward more cohesive team functioning concerned a change in the budget management process. Previously, departments looked to whether they met individual budget objectives; there was a tendency to hoard any excess funds in case of future need. For the current year, the EMT has an objective to concentrate on the achievement of the agency's corporate budget objectives. This initiative has required a shift in thinking and a sharing of information and resources. Departments now share funds to meet overall organization objectives, whether related to staff or other resource needs. Analysis of previous EMT objectives revealed that the agency's annual objective-setting process contributed to "tunneling"— to people not having to consider other departments' priorities. The change in the budget management process has been the catalyst for reviewing other EMT objectives; to move the team to a more corporate focus in other areas. Reflective of the team as still being in the developing stages is one survey respondent's comment "Only a select few," to the statement: If I get into a difficult situation, I can count on peers to come to my assistance.

Survey respondents did agree with the following statements:

- Leadership team members are expected to defend the rationale for proposed actions to each other.
- Decisions that have organization-wide impact usually require full leadership input.
- I seek feedback from peers on actions I am considering that may affect their areas of responsibilities.
- Members tend to get support for a proposed change from at least one other colleague before presenting it to the entire team.

Leadership Team and Governing Board Relations

The COTA 13-member appointed board of directors plays a key role in making policy decisions that facilitate the hiring, development, and retention of a leadership team that matches the needs of the organization. Board approval of the performance management standards and compensation plan proposed by the CEO are examples of actions that have helped the agency to attract and retain high-quality executives. An initiative that has facilitated collaborative relationships between board and leadership team members is the development of standing committees, each chaired by a board member and staffed by a senior manager. As a result of monthly agenda planning and monthly contact between the board and the designated EMT representative, there is less need for board member communication to be filtered through the president/CEO, as was the practice in the past. Board and EMT annual goal-setting retreats have also proven to be helpful tools for cementing a collaborative approach to leadership at COTA.

VOLUSIA COUNTY TRANSPORTATION AUTHORITY, SOUTH DAYTONA, FLORIDA

Background

For the past 28 years, the Volusia County Transportation Authority (VOTRAN) has been the public transportation provider for Volusia County in Florida's Greater Daytona Beach Area. For 21 of these years, the agency has had the same general manager. As such, the corporate culture of the organization has evolved under the leadership of teams led by that individual. Numerous senior managers have come and gone. In a number of cases, managers who have come up through the ranks at VOTRAN have moved into management positions at the agency and were subsequently recruited by other transit agencies. Furthermore, the agency has more than doubled in size, going from fewer than 100 employees in 1993 to more than 200 in 2002. The agency's success in the transit industry has been recognized by a number of organizations, including APTA,

which in 1993 selected VOTRAN as the recipient of the annual "Outstanding Small Transit System in North America" award.

The Volusia County Council, the elected governing body for the county and policy board for VOTRAN, contracts with a private transportation management firm to manage the area's public transportation services. All employees working at VOTRAN are employees of the private firm.

Leadership Team Values and Vision

Approximately 10 years ago the VOTRAN management team developed the agency's mission statement and at the same time prepared a leadership values and vision statement. This statement serves as an ongoing guide for leadership practices within the organization.

We, the VOTRAN Executive Team commit to:

- Telling the truth to each other, our team, and the customer at all times.
- Supporting the value, mission, and goals of the organization.
- Treating each other and our customers fairly and with mutual understanding.
- Dedicating the necessary effort to accomplish our mission.
- Treating each other and our customers with the respect with which we would wish to be treated ourselves.
- Being as knowledgeable as possible and maintaining the highest standards of performance.
- Being visionary and open to new ideas while being adaptable to change.
- Establishing and achieving the highest possible standards of service.
- Coordinating activities so that everyone is working toward the same goal.
- Taking the time to listen and understand before taking action.
- Treating ourselves and our customers with compassion.
- Practicing effective two-way communication at all times.
- Taking pride in ourselves and our organization while gaining satisfaction from a job done right.
- Living by the values and ethics we have established.
- Creating a positive work environment and maintaining our sense of humor.

Leadership Team

At the beginning of his tenure, the general manager was not able to recruit qualified individuals for senior positions,

owing to management compensation levels at VOTRAN. Therefore, he identified employees within the agency whom he felt could be groomed to fill senior positions. In many cases, individuals selected for these roles proved not to be a good match. Once the agency grew to more than 100 employees, however, a new strategy for selecting management talent was required—one with a more competitive salary and benefits plan. Following approval of a more competitive compensation plan by the city council, the agency made significant strides in being able to attract and retain qualified managers.

The general manager views the current team as the most effective group during his tenure at the agency. He attributes the success to having a staff with the right experience and high commitment to organization, and the agency's ability to identify and develop talent within VOTRAN before a vacancy occurs. One example is in how the HR coordinator was identified as having leadership talent while employed as an accounting clerk. This individual, who had previous management experience, was recruited for the position of administrative assistant to the general manager. While in this position, the employee gained overall agency and other knowledge sufficient to be promoted to the HR position. Another example involves the current director of maintenance, who began his career with the agency shortly after high school, more than 20 years previously, as a serviceperson on the maintenance department. After working under the direction of two highly skilled maintenance directors, both of whom were recruited externally and who left VOTRAN within 1 to 3 years of being hired—this individual gained the skills required to move into the director position. The decision to hire an internal candidate was based in large part on the maintenance staff's need for a consistent leader, one whom they could expect to stay with the organization for a more extended period.

One of the challenges of promoting high-potential individual contributors to management positions at VOTRAN has been their lack of understanding of the interdependence of leadership team functions. New managers, often star performers in their areas of technical expertise, have had a tendency to be territorial and possibly defensive when someone from another department points out areas of weakness in their areas of responsibility. This tendency has required giving more attention to assessing the fit of individual career and personal goals with personal styles during the selection process, to ensure that individuals appreciate the importance of collaboration in achieving agency goals.

Respondents strongly agreed with several statements regarding team functioning:

- Teamwork is the dominant management style here.

- I have resources within the leadership team that I can tap into for any issue I may face.
- I seek feedback from peers on actions I am considering that may affect their area(s) of responsibility.

Respondents also agreed with the following statements:

- If I get into a difficult situation, I can count on peers to come to my assistance.
- I know that I will be supported even if I make decisions that may not turn out positively.
- I expect my peers to be open and candid with me.
- New leadership team members receive voluntary mentoring from peers.
- I make a point of sharing information that I think would be useful with my peers.
- I enjoy working with peers in solving mutual problems.
- Our leadership team adapts quickly when there is a need for a change in direction or focus.
- Decisions that have organization-wide impact usually require full leadership team input.
- Team members tend to get support for a proposed change from at least one other colleague before presenting it to the entire team.

Professional Development and Succession Planning

One leadership development challenge at VOTRAN, as with many other agencies, has been how to decide when to promote from within and when to go outside of the agency for talent. One strategy VOTRAN has used successfully is to recruit respected technical experts from other transit agencies; those who have an interest in moving into management. Initially, these individuals fill lower-level positions until suitable leadership vacancies occur. They receive mentoring and opportunities to develop management and leadership skills. If successful, when appropriate management openings occur, these individuals compete for those positions. This has been the case with the last three management vacancies. In each case, HR has advertised the position internally and externally to ensure that all qualified candidates have an opportunity to apply. By using this approach, the current assistant general manager for operations and maintenance was recruited 2 years ago as a possible replacement for the current general manager. This individual has been given specific assignments to provide familiarity with the general manager's responsibilities, such as dealing with the media and making presentations before the agency's policy board and community groups, leadership training, and increased autonomy in making decisions related to his departmental responsibilities.

VOTRAN enhances its internal leadership development resources by providing training offered by outside contractors

on such topics as performance appraisals, job evaluation, interviewing techniques, employee relations, employee retention, and supervisory career development.

Survey respondents agreed on VOTRAN'S commitment to employee development.

- This agency invests in employee development at all levels.
- I mentor employees who demonstrate leadership potential.
- I feel comfortable letting the person to whom I report know about areas that I do not feel fully competent.
- I have been encouraged to pursue professional growth opportunities by the person to whom I report.

Two-Way Communication as a Corporate Value

One provision in the leadership vision and values statement pertains to "practicing effective two-way communication." At VOTRAN, posting a memo is not considered sufficient to communicate with employees; receiving feedback to ensure understanding and to identify issues is an essential practice. Consistency in maintaining this practice is a challenge, especially for new managers. However, the general manager sets the example for two-way communication through twice-monthly all-manager meetings, monthly meetings with direct reports only, and monthly meetings with randomly selected groups of employees in a "lunch with the general manager" format.

Agency leaders cite a number of instances in which upward communication has resulted in substantive organizational improvements. In 1994, during a rapid growth period, the leadership team solicited the input of staff in the development of a measurement outcomes-oriented mission statement. Staff input was also sought when the agency went through a major staff reorganization in 1996. During the planning for the new administration, operations, and maintenance facility, employees were asked for input on such matters as requirements for office filing systems. Mechanics were asked for input on tools, lifts, and other equipment. Ongoing internal surveys provide opportunities for input on a variety of employee-related programs: transit appreciation day menu and outcomes; annual awards location, days of week, and menu; and internal customer service.

VOTRAN Voice, the monthly employee newsletter, reflects the communication practices within the agency. Included are recognitions for professional accomplishments, such as the color photo of the bus operator who reached "the two million mile mark." The newsletter also includes notices of employee birthdays and company anniversaries, meetings of the labor–management committee and minutes, HR news, and health and wellness information.

Performance Management

In monthly staff meetings, each manager reviews progress toward performance goals. This process allows for immediate feedback from the team, including the general manager, on whether their efforts and outcomes are consistent with expectations. If an issue arises in a manager's area of responsibility, that individual receives one-on-one attention to work through areas of concern.

Each leadership team member receives an annual performance review, based on performance goals set with the general manager at the beginning of the year. Performance reviews are based on nine factors: dependability, productivity, quality of work, teamwork, professionalism, communication, problem solving/judgment, leadership, and integrity.

Professional development activities are aligned with the results of the performance review. For instance, within the past year, a training plan was developed for a senior manager who needed stronger leadership skills. The skill development plan included outside courses and work with a consultant on interviewing skills, as well as attention to other leadership skill areas.

Synthesis survey respondents agreed with the following statements:

- Our leadership team consistently subscribes to high standards of performance.
- Performance expectations for my position are clear and attainable.
- My performance goals were set in collaboration with the person to whom I report.
- I feel confident that I can stay in my current position as long as my performance is satisfactory.

Consistent with a second principle set forth in the leadership values and vision statement, VOTRAN monitors internal customer satisfaction through a user survey of employees (customers) in the Operations and Maintenance departments. The survey is sent to stratified, random samples (based on years of service) of bus operators, mechanics, and service island personnel, as appropriate. Five rating factors make up the survey.

- Availability—Is someone available to answer your questions or concerns? Is this department/person willing to set an appointment with you if they cannot meet with you immediately?
- Communications—How would you rank the professionalism of the communication you receive from this department/person?
- People skills—Are you comfortable talking with this department/person? How would you rank this department's/person's people skills?

- Technical ability—How would you rank this department/person on technical ability and on the accuracy of answers to your questions?
- Training—How would you rank this department/person on the training you have received to date?

Survey results have revealed highly positive ratings of employees hired in the past 3 years, with decreasing satisfaction expressed by employees in the 5-year-plus range. Survey results are used to identify customer relations strengths and the weaknesses within Operations and Maintenance departments and to provide a basis for recommending professional development activities for improving supervisory skills and ensuring more effective functioning of bus operations and maintenance.

Leadership Team Community Involvement and Customer Relations

Leadership development at VOTRAN includes community involvement. Managers participate in activities such as the local United Way Campaign and make presentations to the local chamber of commerce, for its annual leadership development class. VOTRAN has been the recipient of a number of community awards, such as the American Cancer Society's Community Patient Service Award and the National Multiple Sclerosis Society's "Above and Beyond" Corporate Award. The following, an excerpt from a consultant's report of a strategic planning session, conducted with VOTRAN's Leadership 2000, cites agency progress in the area of community involvement and relations:

> VOTRAN has improved its image and become an integral part of the Volusia community through participation in signature community events, being a partner in beach redevelopment, providing assistance during community crises (e.g., assisting firefighters, evacuating people from dangerous areas, and participating development review processes).

This report goes on to state that:

> The agency has a good community image due to its emphasis on efficiency, clean vehicles, and its helpfulness during major community events.

The 1999–2004 Transit Development Plan (TDP), prepared by the University of South Florida Center for Urban Transportation Research, states that VOTRAN's June 1999 On-Board Survey revealed that the customers were satisfied with transit services. Interviews conducted with key local officials during the TDP process found that, overall, these individuals felt VOTRAN did the best it could with available resources. These officials expressed respect for the agency's quality of management, concern for patron needs, and countywide service area coverage.

Synthesis survey respondents agreed with the following statements:

- The image the agency portrays to the public is consistent with what employees experience on a day-to-day basis.
- Feedback from the public plays a major role in decision making here.
- Input from the public plays a major role in decisions about the types of service we provide.
- Data gathered from customers show that overall our service today rates higher than in recent years.

Labor–Management Relations

VOTRAN has an active labor–management committee, composed of the six Teamsters union stewards and the agency department heads. On an informal basis, department heads attempt to regularly address day-to-day issues that can create friction in working relationships and negatively affect productivity.

In strongly agreeing with the statement, Labor and management leaders collaborate informally on a regular basis, one respondent commented, "We have very close contact with shop stewards and keep open lines of communication." In addition, positive labor–management relations are reflected in respondents' *agree* ratings to the following statements:

- Labor relations here are nonadversarial.
- The leadership team ensures that labor leaders are kept informed of matters affecting their relationships.
- Within the past year, the leadership team and the leaders of the union have had formal, noncollective bargaining discussions about labor–management relations.

Leadership Team and Governing Board Relations

According to VOTRAN's four survey respondents, leadership team and governing board relations are primarily a product of the relationship between the general manager and the county council. These individuals gave *strongly agree* ratings to the statement: Leadership team members other than the CEO have limited communication with governing body members.

Over the years, there have been a number of challenges in addressing the divergent concerns of the county council and those of agency management. As elected officials, the board members have often placed priority on budget cutting, whereas the management priority has been on improving the quality of life in the community through high-

quality transportation services, provided by a competent staff working in suitable work environments. Ongoing relationship building and the ability of management to make the business case for the allocation of sufficient financial resources have produced positive results for the agency and its constituents. Such was the case when the general manager had to convince the board of the need for a more competitive compensation program for managers. Likewise, a strong business case had to be made for building the new facility that houses administration, bus operations, and maintenance. Initially, some board members were not convinced of the need for a comfortable work environment and questioned including amenities that management felt were important for recruiting and retaining the best staff.

SANTA CLARA VALLEY TRANSPORTATION AUTHORITY, SAN JOSE, CALIFORNIA

Background

The Santa Clara Valley Transportation Authority (VTA) resulted from the merger of two previously separate county entities: the Santa Clara County Transit District and the Congestion Management Agency for Santa Clara County. The VTA operates as an independent special district responsible for bus and light-rail operations, congestion management, specific highway projects, and countywide transportation planning. As such, the agency is both a transit provider and a multimodal transportation planning organization involved with transit, roadways, and pedestrian facilities.

In 1995, after several months of seeking input from VTA's community advisory committee and employees, the board of directors adopted vision and mission statements. The vision of the agency "is to provide a transportation system that allows anyone to go anywhere in the region easily and efficiently." The mission "is to provide the public with a safe and efficient countywide transportation system. The system increases access and mobility, reduces congestion, improves the environment, and supports economic development, thereby enhancing quality of life" (*29*).

In 1996, the VTA embarked on an ambitious project of developing a 10-year strategic plan that guides the agency in providing transportation solutions to its service area. Some of the solutions relate to services that the VTA was already providing in 1996; other solutions, such as designing and building highways and developing a countywide bicycle commuter network, were new.

The strategic plan contains VTA's strategies for implementing the mission and achieving the vision in five broad goal areas

- Enhance our customer focus,
- Improve mobility and access,
- Integrate transportation and land use,
- Maintain financial stability, and
- Increase employee ownership.

Each goal contains specific performance measures for the 10-year period and annual targets for measuring progress contained in the business plan developed to carry out the strategic plan.

In a booklet distributed to all employees, which describes the strategic plan, the following statement sums up what was about to happen at VTA:

> To meet these new responsibilities, our organizational culture is changing as well. Our work environment has been reenergized, by a sense of employee ownership, teamwork, mutual respect, pride in the organization, and individual responsibility.

The last section of the document asks: "What's your role?" The response states that the plan means that the agency is "stepping out from business as usual and major expansion of activity and a broadened mission." One of the changes highlighted in this response is that the agency would be "developing a team spirit, where employees support each other in a work environment that focuses on individual responsibility, pride in the organization, integrity, mutual respect, and embracing diversity." The response goes on to say

> Now is the time to take the initiative and try new ideas. Each of us should think creatively about our jobs and what changes we can make to enhance them, and utilize the resources we have to most effectively serve our customers (*29*).

For the past 6 years, the implementation of the strategic plan and business plan has been the focus of the leadership team's work. As external conditions have changed, the business plan has been updated to reflect these changes and new information.

Employee Ownership

As mentioned in an earlier statement, employee ownership (EO) is one of the strategic goals of VTA. Employee ownership is defined as "a personal and conscious level of commitment to enthusiastically support and participate in achieving the goals of the organization. EO is the ability to recognize and to willingly take responsibility for one's performance." Although still a work in progress, EO is considered the primary link between VTA's strategic plan and the degree to which the organization attains its goals.

The EO effort, led by HR staff, has resulted in the identification of these six measures that demonstrate an increase in EO:

- Lower number of employee grievances,
- Lower rates of absenteeism,
- Higher rate of productivity,
- Increase in work product and service quality,
- Higher attendance at employee events,
- Increased employee store profits.

Action planning and performance measurement related to making EO a corporate value at VTA—a dynamic, long-term process—has the potential for enhancing the organization's ability to complete the cultural shift needed to achieve other goals in the agency's strategic plan.

Leadership Team

Of those leadership team members employed at the agency when VTA began operations in January 1995, only one person remains on the executive management staff. This change in personnel is symbolic of the level of change that has occurred in the agency over the past 7 years. With a new mandate, the agency needed a leadership team capable of meeting the challenges of creating and managing a vision of growth and opportunity that was available in its fast-developing, technology-rich "Silicon Valley" community. The team needed to be able to respect the contributions of the legacy organizations from which VTA was born, while also crafting a future that would reflect the current and future public transportation needs of the community.

Given the challenge of placing the right managers in the right positions, the general manager provided opportunities, where possible, for senior managers from the predecessor organizations to fill leadership positions in the new organization. In some cases, the lack of fit became obvious fairly soon; therefore, these individuals left the organization. New senior managers with the knowledge, skills, and abilities consistent with the new organizational direction were recruited and hired. The agency retains executive search firms to recruit leadership team members. A recruitment announcement for one VTA senior manager emphasized essential management style and personal traits: "Candidates should be results oriented. In addition, the selected candidate should be an effective negotiator who is accountable for getting things done."

Leadership team members as a group exhibit high energy with a commitment to achieving organizational goals as a team. Each team member is a seasoned professional in his or her field, mostly in public transportation management. These individuals speak enthusiastically of the high level of professionalism, leeway, and accountability they have in managing their respective functions. This accountability was reflected in the *strongly agree* response to this statement: I feel free to try new and different ways of responding to the needs of internal and external customers.

Team Functioning

The previous section referred to VTA's need for a leadership team that works in tandem with organizational goals and direction. The senior management group meets weekly in frank discussions about plans and challenges for the agency.

As the following excerpt from *TCRP Report 77* (*16*) shows, VTA provides an atmosphere within which the senior staff can develop and function as organizational leaders.

> As a result of the business plan developed by the agency in 1996, these organizational leaders feel they have a clear sense of direction, and that the top priority in every department is a focus of service on the street. Ongoing involvement of employees at all levels, as well as involvement of citizens, are norms embraced by the group. Policy makers and citizens are involved in every major decision regarding service plans. The agency maintains five citizen advisory groups—several staffed by senior staff. Workshops conducted with elected officials and the VTA Board engage elected officials in the process and also allow staff to report progress made on transportation plans for the county (*16*, p. A-30).

Survey ratings of *strongly agree* given to a number of statements related to decision making shed light on how the individuals work together as a team.

- Decisions that have organization-wide impact usually require full leadership team input.
- I seek feedback from peers on actions I am considering that may affect their areas of responsibility.
- Team members are expected to defend the rationale for proposed actions to each other.
- Team members tend to get support for a proposed change from at least one other colleague before presenting it to the entire team.
- Decisions regarding fiscal resource management are based on sound business practices.
- Individual team members have the final say on how their areas of responsibility are managed.
- Typically, team members are expected to consider several alternatives to solving problems.

Communication

The leadership team places heavy emphasis on employee communication and employee involvement, emphasizing personal touch as a critical method for communicating with employees. Achieving the personal touch involves senior managers' showing up at operating facilities, unannounced at any time of day or night to maintain contact with employees and to hear their views. On a formal level, communication among departments occurs weekly through a meeting of the chief officers and the general manager.

Communication that goes from the general manager's office also includes the biweekly Monday Exchange, a personalized accounting to employees of what is to be expected the next week, and highlights of recent activities. The tenor and nature of communications from the executive staff are shown in samples of VTA communications included in Appendix D. Respondents gave three communications-related statements *strongly agree* ratings.

- Bad news is shared as openly as good news.
- I expect peers to be open and candid with me.
- I make a point of sharing information that I think would be useful with my peers.

Performance Management

Performance management is one of the leadership and management courses offered to VTA managers and supervisors. Leadership team members took part in the course, which concentrates on interpersonal skills, coaching, and listening skills at the same time their subordinates were first offered the training. With this training, the team has the tools needed to manage its own performance as well as those in their respective areas of responsibility. VTA's performance management process for the leadership team is based on eight core competencies: planning and organization/goal achievement, job knowledge/judgment, acceptance of responsibility, initiative and innovation, dependability, effectiveness under pressure, communication/interpersonal skills, and personnel development/supervision-coaching. Survey respondents gave *strongly agree* ratings to the following statements:

- Performance expectations for my position are clear and attainable.
- People in this organization tend to give more of themselves than is expected.
- Excellent performance is rewarded here.
- Our leadership team consistently subscribes to high standards of performance.
- I receive formal performance feedback at least once a year.

Compensation

The Silicon Valley is well known for its high cost of living and compensation. VTA has maintained a philosophy that if it wants to recruit and retain a high-quality leadership team, these individuals must be well compensated. Its success in following through on this commitment was indicated by the *agree* ratings given to the following statements:

- I am compensated fairly for the work that I do here.

- The agency has a well-deserved reputation for compensating its staff well.

Professional Development and Succession Planning

With the development of a formal succession planning process still in the formative stages, VTA relies on a variety of professional development activities to prepare future leaders. The Organizational Development and Training Department has placed emphasis on training employees in supervisory and management skills. A tuition reimbursement program is also available to employees who want to prepare for advancement.

Through a cooperative arrangement with a local community college, employees can take college courses at VTA facilities that prepare them for upward mobility. The 18-month Accelerated Associate in Arts Degree program allows employees to take evening college credit courses at VTA facilities in a compressed time frame. In most cases, credits in courses other than preparatory courses in English and Math can be transferred to a 4-year college in California, and possibly to colleges in other states. Typically classes meet twice weekly for a total of 8 hours.

Employees are also given opportunities to expand their knowledge through participating in programs such as Leadership APTA. One recent graduate of Leadership APTA was promoted to the position of chief of staff in 2002. Availability of growth opportunities were reflected in respondents' agreement with the following statements:

- Employees who want to develop their leadership potential have many opportunities to do so here.
- I mentor employees who demonstrate leadership potential.

Labor–Management Relations

Relationships with the four unions at VTA, a leadership challenge for several years, have been addressed through a commitment to openness, fairness, and relationship building. Born out of previous adversarial relationships during the period when the county was responsible for transit services, the initial distrust and contentiousness that the new team met was time consuming and in many cases frustrating.

One employee ownership strategy that VTA has used successfully is to convene a 12-member employee advisory committee, composed of representatives of the four labor unions as well as a nonrepresented employee. The group meets monthly to address issues of concern to the general employee population. This approach makes positive labor–management relations a way of doing business at the agency.

Respondents gave *strongly agree* responses to the following statements:

- The leadership team ensures that labor leaders are kept informed of matters affecting their leadership.
- Labor and management leaders have participated in joint labor–management partnership education in recent years.
- Labor and management leaders collaborate informally on a regular basis.

Survey respondents gave *agree* ratings to the following statements:

- Within the past year, the management leadership team and the leadership of the union(s) have had formal, noncollective bargaining discussions about labor–management relations.
- Labor leaders know they can trust the management leadership team.

One measure of the success of labor–management relations at VTA is the support given by unions of the 2002 layoff of more than 200 employees, precipitated by the economic downturn in Silicon Valley.

Leadership Team and Governing Board Relations

As indicated in an earlier section, the board of directors has been intimately involved in providing the direction for and approval of the strategic plan and accompanying business plan. The business plan performance measures provide targets for determining agency progress toward goals over a 10-year period. Board and leadership team relations were reflected in the highest *strongly agree* rating to this statement: Governing body members make appropriate use of the leadership team's expertise in making decisions.

Respondents also agreed with a number of other statements on leadership team and board relations.

- The involvement of governing body members in the organization's activities consistently contributes to achieving the stated agency mission.
- The lines of responsibilities between the governing body and the leadership team are respected here.

The openness of the leadership in communicating with the board was reflected in the *disagree* rating given to this statement: Leadership team members other than the chief executive have limited communication with governing body members.

Community Relations

High levels of citizen participation are a priority at VTA. The agency maintains five advisory groups, several staffed by senior staff. Policy makers and citizens are involved in every major decision pertaining to service. Workshops between the VTA board and county officials help to engage elected officials in the VTA planning process and to report to them on progress. This type of dialogue helps to maintain cooperative relationships needed to achieve the organizational mission without distracting territorial issues. Community involvement also extends to the private sector.

As an example, the Silicon Valley Manufacturing Group has spearheaded two sales tax initiatives for VTA in the past 7 years. *Strongly agree* responses to the following survey reflected on how the agency approaches community relations:

- The agency uses a formal data-gathering process for getting feedback on the quality of transportation services.
- Input from the community plays a major role in decisions about the types of public transportation service we provide.

CORPUS CHRISTI REGIONAL TRANSPORTATION AUTHORITY, CORPUS CHRISTI, TEXAS

Background

In 1986, following a community vote of support, the Corpus Christi Regional Transportation Authority (CCRTA) assumed responsibility for public transportation services previously provided by the city of Corpus Christi. The CCRTA provides countywide fixed-route, paratransit, flexible bus service in the county, and regional ridesharing and vanpooling services. Tourist-oriented services, including the harbor ferry boat, operate during the peak tourist season.

When the CCRTA general manager arrived in March 1996, as the second general manager in the agency, she found an agency that had a reputation for providing excellent public transportation. In the previous 10 years, however, the organization had established a definite corporate culture: strong, creative managers working independently, "doing their own thing," and not necessarily working together toward the goals of the agency. These individuals were accustomed to dealing with conflict from a perspective of "live and let live, maybe it will go away." The organization had been reorganized many times in response to personality conflicts, rather than to strategic needs. Numerous pockets of underground or informal communication were

maintained, with information flow kept closely guarded within favored networks.

The new general manager, having a more open, teamwork style of leading, found that the leadership team was unprepared to move from its segmented style of relating to that of a unified group of organizational leaders. In addition, in large part, staff lacked HR and other management skills. Lack of a clearly articulated organizational vision compounded the leadership challenge.

Leadership Team

To achieve corporate goals set in collaboration with the board of directors, the general manager reorganized some functions and downsized others. The general manager initiated weekly staff meetings and convened problem-solving teams to address a number of organization-wide issues. One cross-department group was assigned the task of resolving issues related to inconsistency in software used in the organization. For example, departments were using different and incompatible operating systems. One-half of the organization was using Microsoft Office products while the other half was using WordPerfect. Employees even purchased their own software. A second cross-functional team was given responsibility for addressing the mushrooming demand for paratransit service. The demand had far outgrown the agency's capability to respond without jeopardizing resources for other services.

During the same period, a leadership team retreat focused on setting organizational direction and expectations on how employees were to treat one another. The lack of interpersonal communication skills was an obvious deterrent to moving ahead with this expectation. As a result, a series of action steps was taken to prepare the team for their new roles. Team-building activities, as well as courses on giving and receiving feedback, conflict resolution, and problem solving provided the needed skills. Progress in team performance was substantiated by unanimous *strongly agree* ratings given to the following statements:

- I expect my peers to be open and candid with me.
- I seek feedback from peers on actions I am considering that may affect their areas of responsibility.
- I feel free to make suggestions to my colleagues on potential improvements in their area(s) of responsibility.

Some individuals found this shift inconsistent with their view of their roles and chose to leave the organization; others were encouraged to find more suitable employment. As changes were made, the board was kept informed and gave full support for changes within the leadership team. The changes at the top of the organization signaled to those at lower levels that change was under way and that they needed to support the change if they wanted to stay in the organization.

A Short Story That Mirrors the New Corporate Culture

The general manager inherited an elegant office in a downtown bank, fully equipped with its own bathroom, shower, and huge bank vault. After being at CCRTA for 2 years, to show employees that the new culture is one in which there is a new way of talking and a new way of "walking the talk," over one weekend she moved her office to the agency's operations facility. The new office is not equipped with the trappings of the previous executive accommodations, therefore, the action sent a strong signal that things were indeed changing at CCRTA. The next weekend, the entire leadership team showed up at the operations facility at 4:00 a.m. to greet employees and to talk about how things were going to be different. The team also informed employees about "a big meeting" that would be held to talk about the changes.

The symbolism of the early morning meeting was so significant that when the big (Sunday) meeting was held a month later, complete with popcorn, cake, and other goodies, everyone had a fun, team-enhancing day. Leadership team members spoke about how things would change and the help they would provide to get everyone to participate in the changes, including training. One of the highlights of the day was the display of a huge banner showing a bus with eight windows, each displaying one of eight corporate values. Before the end of the meeting, every employee had affirmed his or her commitment to "getting on board" with the new corporate culture as shown on the banner. The eight corporate values in the bus windows now seem like the ordinary way of doing business to CCRTA employees.

1. Take initiative and fix problems.
2. Value participation from all with open communication and respect.
3. Be accountable and responsible for our actions.
4. Be empowered to provide exceptional customer service.
5. Make things work; use teamwork and find solutions.
6. Treat others with respect; offer solutions, not just problems.
7. Be open to new ideas; be enthusiastic, optimistic, and creative.
8. Excel because we treasure diversity.

The general manager's philosophy regarding instilling the corporate culture as something people take for granted stems from the belief that cultural values need to be incorporated into every activity within the organization "from

the minute a person walks in the door, and in every thing they see or do." Also, although the leadership team should take the lead, it is every employee's responsibility to make sure that the culture is a reality. To facilitate the culture change, training and development became paramount: front-line supervisors went through intensive training and teamwork activities. In mid-1998, leadership team members went through 360-degree feedback (strictly for self-improvement). The agency sent a group of employees to a train-the-trainer course to learn to present a 10-module "Leadership 2000" curriculum. Every employee was required to complete the first module, which focused on communication skills and basic management concepts. The other nine modules were made available on a voluntary basis.

To encourage upward mobility in the organization, the Career Pipeline process was initiated and is managed by HR staff. Through this process, employees can plot career paths based on personal interests. It allows them to determine training and development needs in a systematic and predictable manner.

This story and its effects incorporates concepts of employee involvement and personal accountability, culture change, and succession planning. It shows that the organization's progress toward its values was planned and carried out through teamwork and by commitment of the entire organization.

Performance Management

At the beginning of each year, the leadership team meets for up to 1 full day to review accomplishments of the past year as a starting point for setting corporate performance goals for the current year. The review also includes those goals that were not achieved during the expected time period. Next, the list of proposed goals is taken to the board as part of the budget planning and approval process. The plan is very specific; for example, the plan for 2002 included 127 action items.

Because the action plan is so specific, with point values assigned to each item, which manager is responsible for each part, and time lines for the achievement of each action item, each person is very clear about what is expected of him or her. This clarity and sense of accountability was reflected in *strongly agree* survey responses to the following statements:

- Performance expectations for my position are clear and attainable.
- I have the freedom to perform my job as I see fit.
- My performance goals were set in collaboration with the person to whom I report.
- Excellent performance is rewarded here.

- Our leadership team consistently subscribes to high standards of performance.

The leadership team also meets quarterly to review the action plan to determine what is going well, what remains to be done, and what roadblocks may prevent achievement of the plan goals. This quarterly activity is energizing to the whole group and keeps everyone focused on carrying out the plan on a timely basis. The enthusiasm about the interaction generated through such team activities was reflected in *strongly agree* responses to the following statements:

- I expect my peers to be open and candid with me.
- I seek feedback from peers on actions I am considering that may affect their areas of responsibility.
- I feel free to make suggestions to my colleagues on potential improvements in their area(s) of responsibility.

Team Functioning

The annual action plan serves as the decision-making guide for CCRTA's leadership team. The nature of the plan requires collaboration in that for each plan item there is a lead person identified, as well as individuals with supporting responsibilities. Cooperative relationships were evidenced in *strongly agree* survey responses to these statements:

- If I get into a difficult situation, I can count on peers to come to my assistance.
- I know that I will be supported even if I make decisions that may not turn out positively.
- It is easy for new members of the leadership team to fit in here.
- Our leadership team adapts quickly when there is a need for a change in direction or focus.
- Typically, team members are expected to consider several alternatives to solving problems.

One of the challenges in getting the team to the point where collaboration is "ordinary" was that there had been long-term, adversarial relationships among team members. Some people focused heavily on personality differences and chose to interact as little as possible with colleagues. To get past this barrier, the agency retained an executive coach to work with the team. A number of standardized personality profiles revealed the basis for some of the differences within working relationships and provided guidance for getting past blockages in communication. Team members learned more about mutual respect as they received individual and team coaching. Survey respondents gave *strongly agree* ratings to these statements:

- Teamwork is the dominant management style here.

- Collaboration among leadership team members is rewarded here.
- I make a point of sharing information that I think would be helpful to peers.
- I enjoy working with peers in solving mutual problems.
- My peers respect my expertise.

Compensation

The general manager describes the management compensation package at CCRTA as generous and comparable with that of other employers from which leadership team members might be recruited. The agency recognizes the need to conduct salary surveys periodically, but compensation does not appear to be a recruitment or retention issue. This sense was substantiated by the *strongly agree* ratings given to the following statements:

- I am compensated fairly for the work that I do here.
- My position provides me with the type of job security I prefer.

Leadership Teams and Governing Board Relations

Board and leadership team relationships were poor in 1996. The new general manager was surprised at the lack of trust exhibited by board members who spoke in what was perceived as almost accusatory, grilling tones when addressing staff. Analysis of this behavior revealed that the board had concluded that staff assumed an expert role with the expectation that board members should approve whatever was brought before them. In addition, some staff members rallied support from individual board members for their pet projects, but not as a unified team effort. Board members would call staff members for information that they could use during board meetings. This created havoc for the new general manager, who witnessed board members being bombarded with inconsistent information from managers who were only able to see their part of the picture, not the whole. This lack of focus was the catalyst for a board and general manager workshop that clarified the roles and relationships between the board and staff. It included discussions about the agency's preferred vision and goal setting. In addition, both groups achieved clarity about the differences between responsibilities for operations and policy related to achievement of goals.

Approximately every 2 years, new members are appointed to the CCRTA board of directors. The staff conducts an orientation with each group, one that includes the importance of teamwork and reinforcement of board and staff roles. Survey responses of *agree* reflected the tenor of board and leadership team relations.

- The involvement of governing body members in the organization's activities consistently contributes to achieving the stated agency mission.
- Governing body members are open to feedback that may differ from their initial understanding of an issue.

Community Relations

In the early days of public transportation in Corpus Christi, the agency developed a reputation for having more money than needed to maintain operations. The 0.050 (one-half) cent sales tax allowed the city transit system to build attractive transit stations that gave the community the impression that the agency was a "cash cow." Once the agency became a county versus a city-only operation—with the formation of CCRTA in 1986—this reputation was recognized as a myth that needed to be dispelled. In the past 6 years, the agency has made a concerted effort to communicate with constituents about its current financial situation and the service requirements of the community. By forming close relationships with the city council, county officials, and various groups in the community, the agency has been successful in including the community as part of the CCRTA team.

When service changes are being considered, the community is asked to provide input and feedback through surveys, through personal contacts with staff at transfer stations, and at kiosks set up at local shopping malls. The annual "How are we doing?" survey provides ongoing feedback about the community's opinions on the quality of current service and needs. Additional outreach efforts are part of the current corporate action plan.

During recent periods of heavy transit-related street construction, businesses have been affected by the immediate disruption of traffic. In such instances, employees have contacted those businesses scheduled to experience a short-term impact. Emphasis is on demonstrating the long-term benefits of the improvements.

Positive relationships with the community were highlighted in *strongly agree* responses to the following survey statements:

- The leadership team is comfortable relating to the diverse communities the agency serves.
- The agency communicates with the public honestly and straightforwardly, using a variety of relevant media.
- The public knows that it can depend on us to provide excellent public transportation.
- Input from the community plays a major role in decisions about the types of public transportation services we provide.

- Data gathered from customers show that overall our service today rates higher than in recent years.

PORT AUTHORITY OF ALLEGHENY COUNTY, PITTSBURGH, PENNSYLVANIA

Background

The current CEO of the Port Authority of Allegheny County had worked at the agency for 12 years, where he served as deputy executive director from 1989 to 1991, at which time he left to head another transit agency. In March 1997, after more than 5 years in the other position, he returned to Port Authority as CEO, a move that led to a series of leadership and corporate culture opportunities and challenges. At the beginning of his current tenure, some senior managers and staffers seemed to feel that, given his previous time with Port Authority, matters might be "business as usual." With many of the staff having known him from his previous tenure, some had preconceived notions of the CEO and what his agenda might be. Hence, an early focus of communication from the executive office was that there was a need to "shake the organization up in a positive way." Clearly communicated was the message that "The past is the past, and we need to think differently about the future." Subsequently, a number of management changes followed that were intended to implement a plan that respected and honored the past, while reflecting the current and future needs of Port Authority's constituents.

In many ways, this early period was a time of mutual assessment. The CEO found that the senior team included many familiar faces as well as some new ones. One of his first tasks was to learn about the specific capabilities of each team member, primarily through numerous one-on-one contacts. It was important to get a sense of where these individuals saw themselves professionally and how they would fit into the organization as it progressed. Particular attention was given to observing interactions among team members. Some were very good fits, but others were not. Overall, the CEO determined that the managers made up a capable team that cared about the agency and its future. It was also determined, however, that some individuals were approaching retirement. This provided an opportunity for a smooth transition to the organization of the future. The transition was aided by an assessment of the attributes the executive team needed to possess, individually and collectively, to ensure that the team had the skill sets to move the organization forward.

In forming a new senior team some senior managers whose work experience had been primarily in the private sector and outside of the transit industry were recruited. The current senior management team is therefore a blend of these individuals with transit veterans, offering a balance of experiences and capabilities.

The three leadership team members who responded to the survey provided a view of an organization in transition; however, they agreed on several dominant organizational characteristics.

- The work environment here is pleasant.
- New leadership members are most frequently hired from within the agency.
- Excellent performance is rewarded here.
- The agency is known for its secure employment.
- It is best to get approval before taking unconventional actions here.
- If a change that affects my area(s) of responsibilities is being considered, I am among the first to know.

Leadership Team

The leadership philosophy at Port Authority is that it is important to have a balanced leadership team; diverse from a standpoint of work backgrounds and personalities, and diverse in gender and ethnicity. In addition, the team should include managers with different styles of thinking. This commitment to diversity stems from the strongly held belief that Port Authority benefits from multiple perspectives among senior managers, and not just agreement with prevailing thinking. For example, the senior marketing manager is valued for thinking about decisions more boldly and with more "flash" than other members of the team. The outcome may sometimes be a bit disconcerting and require the rest of the team to question some of their assumptions, however, that manager is given the freedom to lead marketing strategy development.

Some agency changes that took place over the first few months resulted from a business and organizational review conducted within the first 60 days of the CEO's tenure. The review, conducted with input from the board of directors and staff, assessed all organizational processes as well as staffing patterns. The results led to immediate and direct action toward a new, focused approach to organizational leadership, as revealed in *A New Day at Port Authority: 6-Point Action Plan*. Each area of emphasis in the 6-point action plan provided a guide for assessing strengths and weaknesses with the organization and specific activities for achieving each point.

1. Develop a strong sustained customer-focused and market-driven approach to the business.
2. Develop partnerships and increase community support of public transit.
3. Strengthen Port Authority's financial position.

4. Assess and expand Port Authority's Capital Investment Program.
5. Improve employee morale and labor-management relations.
6. Build on Port Authority's reputation as a competent, effective organization.

The value of the action plan in building the right leadership team was that it allowed the agency to make changes based on organizational needs versus extraneous factors. In some cases, organizational structures that did not fit in with the new direction were changed, which also resulted in changes in the leadership team. Adapting to the 6-point action plan was an important aspect of building the current Port Authority leadership team.

Specific respondents agreed with the following statements about leadership team expectations and support:

- I feel free to try new and different ways of responding to the needs of internal and external customers.
- If I get into a difficult situation, I can count on peers to come to my assistance.
- I know that I will be supported even if I make decisions that may not turn out positively.
- I expect at least one of my peers to disagree with any action I propose.
- I am compensated fairly for the work that I do here.
- I expect my peers to be open and frank with me.
- I make a point of sharing information that I think would be useful with my peers.
- I feel frustrated when others are allowed to disregard agreed-to standards of performance.

Some possible contradictions were reflected in these disagreement ratings:

- I have been mentored by other leadership team members.
- New leadership team members receive voluntary mentoring from peers.
- Constructive criticism is welcomed among leadership team members.

Community Relations

The action-plan document became the road map for corporate behavior and a tool for communicating organizational priorities to the community. The following letter from the CEO introduced this new day.

The 2,900 employees of Port Authority are working toward a new day at Port Authority. Our goal is to enhance public transportation in Allegheny County. As Executive Director, my goal is to work with you, members of our community, to help make Port Authority the premier transit

agency in the country. I believe that's an achievable goal.

We have put together an action plan. It is a six-point action plan that will never be a final document. It will remain a work in progress. The reason is that any plan today needs to be flexible. It needs to adjust to changing conditions. It needs to reflect changing conditions in the community, both civic and business. Therefore, we will never adopt a business plan—a strategic plan—that doesn't have underscored with it, flexibility.

Please review what follows. Again I would like input from all members of the community, riders and non-riders alike, on how to best accomplish this plan. Please share your ideas, comments and suggestions with me.

Our action plan is one what can lead us well into the next century and provide the momentum that Port Authority needs to best serve you and to become the finest in America.

Paul P. Skoutelas
Executive Director

The strong community focus at Port Authority is anchored in the first two points of the action plan. Point 1 features seven action steps, including

- Develop a plan to expand ridership.
- Conduct a customer survey of transit riders and non-riders; implement as many survey recommendations as possible.
- Expand park-and-ride facilities.

Point 2 also features seven action steps, of which three are

- Conduct an educational campaign on the importance of public transit.
- Explore opportunities to partner with civic/community groups and form strategic alliances.
- Work with Port Authority Board to strengthen community relationships.

Attention to the customer and community by Port Authority was verified by the leadership team's agreement with the following statements:

- The leadership team is comfortable relating to the diverse communities the agency serves.
- The agency communicates with the public honestly and straightforwardly, using a variety of relevant media.
- Feedback from the public plays a major role in decision making here.
- Input from the community plays a major role in decisions about the types of public transportation service we provide.

Team Functioning

The Port Authority leadership team by design consists of individuals with strong personalities, for whom team functioning is not necessarily a natural experience. Initially, some members did not demonstrate the skill sets needed to interact well within a team. Recognizing that the leadership team had been in a period of transition, the CEO assumed a role model position, with a goal of exhibiting patience and tolerance at all times. He explained that this is "much like a marriage." Just because people have been brought together to work as a team does not mean that they instantly become one.

Establishing a norm of patience toward and consideration of other team members has paid off in moving the group toward a team focus over time. In the past 5 years, this group of high-achieving individual contributors has made significant progress toward becoming a cohesive leadership team. They have worked on critical organizational issues and become better acquainted with one another. They have learned to take advantage of their diversity and move from, in some cases, being individually disruptive to counting themselves as part of a unified team. Trusting relationships have developed as a result of going through some rough spots of team development. Quirks of personality have been put aside in favor of capabilities among the individual team members to help the organization achieve its goals.

Survey respondents concurred with a number of statements that reflect how the members of the leadership team works together.

- The process we use for making decisions about the allocation of resources is clearly understood by team members.
- Decisions regarding fiscal resource management are based on sound business policies.
- Typically, team members are expected to consider several alternatives to solving problems.
- I seek feedback from peers on actions I am considering that may affect their area(s) of responsibility.
- I feel free to give feedback of any type to the person to whom I report.
- The leadership team keeps employees informed on what is going on in the organization.
- The leadership team members look out for one another.
- My peers respect my expertise.

Respondents' ratings indicated that there is still some tentativeness about how team members relate to each other, as shown by agreement with this statement: I am cautious about how I present unsolicited ideas to my peers. In addition, respondents gave neutral—*do not agree or disagree*—responses to these statements:

- Collaboration among leadership team members is rewarded here.
- I feel free to make suggestions to my colleagues on potential improvements in their area(s) of responsibility.
- Leadership team members freely share information and views with each other.

Performance Management

Performance management of the leadership team at Port Authority is less structured than in many other organizations. The CEO does not conduct formal performance appraisals on a scheduled basis. Rather, informal, weekly feedback sessions in the form of 30- to 45-min meetings with each senior staff member help to keep unimpeded the information flow about performance expectations and outcomes. Through frequent interactions, marked by forthright communication, expectations are reinforced with each person. In these individual sessions, the CEO talks about how he sees any pertinent issues and progress toward goals, including how his perspective may differ from that of the team member. Mutual input and feedback are hallmarks of these sessions, which serve to maintain rapport while addressing organizational and individual performance.

To ensure high-quality performance, a primary concern at Port Authority has been to select the best people possible and then giving them room to grow. The CEO is goal oriented, but not prescriptive in managing the performance of senior managers. Discussions about what needs to be accomplished in the organization, as well as the aspirations of individual team members, are important factors in maintaining a high-performing team. Depending on the assignment, some members may need to spend more time or less time working directly with the CEO. Typically, team members are considered the best judges of how much support, assistance, or clarification of details they need. Once expressed, the CEO addresses that need by allocating required time to the issue and the individual. Once the need no longer exists, the CEO steps back from giving close attention.

Survey respondents' perceptions about this approach to performance management were reflected in ratings given to a number of related statements. Team members showed a lack of consensus on one statement: Performance expectations for my position are clear and attainable. Three responses were given: *agree, do not agree or disagree*, and *disagree*.

Respondents did, however, agree with other statements as follows:

- The feedback I receive about my performance is clear and fair.
- I have the freedom to perform my job as I see fit.

- I am recognized for my contributions to the agency.
- I feel confident that I can stay in my position as long as my performance is satisfactory.

Succession Planning

The succession planning strategy at Port Authority is in the embryonic stage. Past succession efforts have been limited to those made to persons approached by individual leadership team members. However, even without a formal strategy, the organization has experienced some success in developing and moving people into positions when incumbents have retired. The June 2002 implementation of a Deferred Retirement Option Plan for nonrepresented employees is the catalyst for the current development of the succession planning strategy. Under this plan, employees have a 1-year window for eligibility and a 5-year maximum of participation in the plan. Through the option plan, the agency will be able to do succession planning for a number of leadership positions for which incumbents are or soon will become eligible for retirement.

The lack of a clearly defined succession planning process was reflected in the overall neutral—*do not agree or disagree*—responses to the following statements:

- Employees who want to develop their leadership potential have many opportunities to do so here.
- The organization has a credible, clearly communicated process for helping employees develop leadership skills.
- I mentor employees who demonstrate leadership potential

Labor–Management Relations

From 1997 to one year ago, labor–management relations at Port Authority were the best they had been in decades. The jointly developed and supported labor–management team process was featured in detail in *TCRP Report 77* (*16*). With this process, open communications became the norm. In 1998, the groups negotiated a progressive labor agreement with regards to the types of services the agency was allowed to provide. The agreement provided flexibility and increased responsiveness to the needs of a larger part of the agency's service area, launching a 5-year period of positive labor–management relations.

However, with the most recent negotiations, the parties could not come to an agreement on a contract. The two sides agreed to resolve the agreement through best final offer binding arbitration allowing a state-appointed arbitrator to choose between the last best offers of each side. In May 2002, the arbitrator chose the management proposal. The union leadership, believing the ruling to be too favorable to management, filed an appeal in the Pennsylvania Count of Common Pleas, an unusual move in labor–management relations. The appeal has been denied; however, the union is contemplating further appeals. This action has created considerable strain on labor–management relations at Port Authority.

The current climate in labor–management relations is reflected in the survey responses. Team members disagreed with the following statements:

- Labor–management relationships here are non-adversarial.
- Labor leaders know they can trust the management leadership team. Team members also disagreed with the corollary: management leaders can trust union leadership.

Respondents agreed with the following statements:

- The leadership team ensures that labor leaders are kept informed of matters affecting their membership.
- Labor and management leaders have participated in joint labor–management partnership education in recent years.
- Within the past year, the management leadership team and the leadership of the union(s) have had formal, noncollective bargaining discussions about labor–management relations.

Leadership Team and Governing Board Relations

The Port Authority's nine-member board of directors was actively involved in the organizational assessment conducted in 1997. This involvement has continued in a way that demonstrates the board's keen appreciation for the distinct roles of the governing body and management. The board adopted a general corporate philosophy; seven principles to guide organizational behavior in carrying out its mission of providing mass transit service. One principle, in particular, relates to efforts to maintain a high-quality leadership team.

> Port Authority acknowledges a fundamental responsibility to provide working conditions, wages, salaries, benefits, and a system of personnel practices that are conducive to an excellent level of performance by employees.

In keeping with this principle, the board gives the CEO latitude and support for hiring and retaining the best possible staff. The mutual respect shown through regular briefings to the board with regard to staff development and retention issues and efforts, along with the reciprocal granting of great latitude, makes for positive and productive

relationships. One example of the board's confidence in the CEO relates to compensation of senior managers. Although compensation for these managers is now comparable with that of other senior staffs in the industry, this was not the case 6 years ago. The CEO made the business argument for increasing compensation to levels in line with industry peers. In turn, the board gave its blessings to do what was reasonable based on survey data pertaining to industry and local market salary and benefits. Ongoing benchmarking of positions helps to keep the organization alert to areas where adjustments need to be made. Economic circumstances of the past year have made the compensation issue more difficult to address in a timely way. However, when recent industry data are considered, Port Authority continues to be competitive with the rest of the transit industry.

Positive leadership team and governing board relations are reflected by survey respondents' agreement with these statements:

- The involvement of governing body members in the organization's activities consistently contributes to achieving the stated agency mission.
- Governing body members make appropriate use of the leadership team's expertise in making decisions.
- Governing body members are open to feedback that may differ from their initial understanding of an issue.
- The lines of responsibilities between the governing body and the leadership team are respected here.

SAN FRANCISCO MUNICIPAL RAILWAY/MUNICIPAL TRANSPORTATION AGENCY, SAN FRANCISCO, CALIFORNIA

Background

When the San Francisco Municipal Railway's (Muni's) sixth general manager in 8 years was hired, he found an organizational culture that was adrift. He perceived a gap between the services the agency is charged with providing and the way employees were performing their jobs. Employees tended to define their jobs by the tasks they were assigned, rather than their being key members of the city's public transportation provider.

That situation could possibly be the result of all employees except the general manager being civil service employees. In many public systems, employees become accustomed to guaranteed annual pay increases and secure jobs, and they tend to view such features as entitlements. Having five general managers in less than a decade certainly did not contribute to a sense of stability and security. In such environments, employees respond to the loss of continuity by being very protective of one thing they can

be certain of: their jobs. Some employees seemed to have grown accustomed to the early departure of the general manager and were reluctant to invest in the new administration's vision for the agency. This created a prime environment for dysfunctional organizational dynamics, even within the management ranks.

Therefore, the general manager took a number of early actions. A draft of a vision and values statement was prepared to communicate where he saw the organization going and the values that would guide the staff in moving in that direction. The vision and values statement had two major components: (1) Muni would become the preferred way for people to get around San Francisco, and (2) Muni would be the employer of choice in the city.

Leadership Team

Historically, most senior managers at Muni were promoted from within the agency. The conduct of these managers generally mirrored that of the managers they had experience with as they advanced through the organization: "The more you move up, the more you push down. You're the boss." The result was a reciprocal pushing back by employees. In an organization that has 16 labor unions, this created a high level of labor–management friction. In experiencing this situation, one that would be inconsistent with achieving the new vision, the general manager began the process of assembling a supportive senior management team. It required some changes in existing senior staff, some of whom accepted the option of retiring. Other managers chose to make changes in their management philosophy and style; some still struggle with the new way of doing business.

To fill the void found in the leadership ranks, the general manager conducted targeted recruitments of individuals already employed as senior public transportation professionals—people who had the philosophies and experiences that could complement that new organizational direction. One of the challenges was that the agency was prohibited from paying relocation costs. Hence, much of the recruitment had to be confined to the Bay Area. Through a strong network within the transit industry, resources within city government, and an exciting vision as the backdrop for this recruitment challenge, the general manager has been successful in choosing a high-energy group of professionals. They have made significant progress toward achieving the vision in just 3 years.

Proposition E

In November 1999, San Francisco voters passed Proposition E, which created the new Municipal Transportation

Agency (MTA) to establish policy for the Municipal Railway. Proposition E created a revised budgeting process for Muni. It also established future service standards and milestones for Muni, in the areas of service delivery, service reliability, safety, staffing, and training (*30*).

Community Relations Before Proposition E

The San Francisco community has played a major role in shaping Muni's current leadership practices. One community organization, RESCUE MUNI, disappointed with what it considered the ongoing lack of responsiveness to community needs, was a driving force behind Proposition E. RESCUE MUNI'S 1997 informational brochure stated:

> We're a group of disgruntled Muni riders who have had enough, thank you, of the *slow, unreliable, service* Muni provides San Francisco bus and streetcar riders. Perhaps you are familiar with this sentiment.
>
> When Muni lets us down, we can't simply take our business elsewhere, much as we'd like to. Unfortunately, the only real alternatives to Muni for many riders are taxis and the automobile, both of which are expensive and bad for the environment.
>
> So we formed a *riders' association* to stand up for the needs of the consumer.

The brochure went on to highlight RESCUE MUNI'S hundreds of members, its achievements in monitoring Muni's performance, how it had represented riders at public forums, and its lobbying efforts with Muni executives. Finally, the brochure appealed for help from the public in the form of volunteers who could become members of the organization. Fees ranged from $10 to $100, depending on the type of membership.

One communication posted on the organization's website illustrates the intensity of the grass-roots efforts RESCUE MUNI was involved in during the late 1990s:

> The "Call Willie" campaign
>
> The mayor has displayed a shocking level of disdain for public transit and its users. Since he never rides Muni himself, he needs to hear from us riders. Our mailing to members in November included several small handouts with the mayor's phone number. Feel free to hand them out to friends, relatives, co-workers, or any other frustrated Muni riders you come across. If you'd like more of them, call our hot line at **273-1558** or send email to transit1@rescuemuni.org and we will mail you a packet. Please let us know how many you will actually be able to distribute.
>
> We have also made posters with tear-off tabs, which were well received along test routes when first posted in October. If you would like to poster a route or neighborhood, we'd appreciate your help! Just leave us a message on the hot line or email us with your name and address,

and we'll send you some posters. Please post them at locations tolerated by the neighborhood, such as laundromats and cafes—not on the glass parts of Muni shelters or on poles where they have been stamped with "Police Code," as that forbids posters except as registered during political campaigns. Perhaps some energetic volunteer could contact neighborhood merchant associations and see whether they put up the posters in their windows (*31*).

Team Functioning

The current emphasis at Muni is on service reliability and safety. On-time performance, defined in Proposition E service standards as "no more than 4 minutes late or one minute early," will be no less than 85% by July 2004. In August 2002, on-time performance was at 72%, up from 47% 3 years before. One synthesis survey respondent commented, "Our progress is reflected in public polls. Four recent polls say that we're better."

Some of Muni's progress is attributed to matters that obviously needed to be addressed right away. Early changes in equipment maintenance helped to facilitate progress in getting safe vehicles on the street.

Every leadership team member at Muni is expected to be an information systems supporter. Three years ago Muni did not reflect the high-technology environment of the Bay Area. According to MTA's executive director, information systems were anchored in 1940s and 1950s manual technology. To move beyond this disjointed and segmented way of doing business, a number of actions were taken. All leadership team members were to be capable of using up-to-date information technology. To fast-track the process of making effective use of state-of-art technology, the agency decided to acquire information systems that require minimum customization. As a result, Muni now has automated maintenance management information, vehicle tracking, customer information, and scheduling systems—all linked so that each department has access to information available in other departments.

Financial management skills in the form of developing and managing a budget are core competencies required of each leadership team member. Each person is accountable for budget management—performance results—with minimal oversight by the executive director. The executive director ensures that resources needed by each department are available to allow it to meet agency goals; he then allows leadership team members to do their jobs. Team members who do not have complete mastery of budget management skills receive mentoring to raise their skill levels to where they can achieve expected results.

Survey respondents from the leadership team agree that Muni is a pleasant place to work and is known for its

secure employment. One challenge is the difficulty in bringing about change. Although they strongly agreed with one statement about change management: Our leadership team adapts quickly when there is a need for a change in direction or focus, they strongly disagreed with another statement: It is easy to make changes here.

Some of the difficulty may relate to respondents' comments that within lower levels of the organization, communication and collaboration are not valued as much as by the leadership team. One respondent commented, "This is sorely lacking within the rank-and-file levels of the organization."

Leadership team members agreed with the following statements:

- I enjoy working with peers in solving mutual problems.
- Typically, team members are expected to consider several alternatives to solving problems.
- I seek feedback from peers on actions I am considering that may affect their area(s) of responsibility.

Respondents disagreed, however, with a related statement: Constructive criticism is welcomed among leadership team members.

Decision making within the team seems to require members to defend, among one another, the rationale for proposed actions. There is disagreement among respondents about whether the process of making decisions about the allocation of resources is clearly understood. Respondents concurred that decisions that have organization-wide impact usually require full input from the leadership. Innovation and risk taking are reported as valued within the leadership team.

Compensation

At Muni, salaries for the leadership team are reported to be comparable with those of competing employers. A review of the APTA *2002 Public Transportation Management Compensation Repor*t supports this assertion (*20*). One component of Muni's compensation program allows leadership team members to earn bonuses partially based on individual performance and partially on overall agency goal attainment. Individual performance goals might relate to matters such as attendance and accident reduction, whereas overall agency goals might relate to on-time performance improvements.

Performance Management

Performance management at Muni is a structured process that includes formal goal setting, midyear performance reviews, and annual evaluations against goals. Each team member, in collaboration with the general manager, sets a series of goals directly related to how he or she will help to achieve overall agency goals during the performance cycle. One survey respondent referred to new incentive programs as evidence that excellent performance is rewarded at Muni.

Professional Development and Succession Planning

Professional development activities for leadership team members are determined by the general manager and typically focus on the recent performance and personal preference of the team member. Career development and learning center activities for managers, in addition to the development and implementation of the new mission, vision, and values statement, are receiving intense attention. Working with a local community college, the agency has designed a manager and supervisor training curriculum that focuses on their responsibilities for HR management. Using in-house staff, the agency teaches managers communication and facilitation skills that help them implement the mission and values statement approved in early 2002.

As for succession planning, it currently is in its infancy at Muni. The structure of the leadership team has been evolving over the past 3 years and, in July 2002, a major adjustment in structure resulted from the merging of Muni with the city's Parking and Traffic section. At that time, the previous general manager of Muni became the executive director of the MTA, with responsibility for leading San Francisco's transit activities, as well as the parking and traffic functions. With these structural changes may come opportunities, not currently evident, for succession planning within all agencies under the auspices of MTA, including Muni.

Labor–Management Relations

Although progress has been made in improving labor–management relations, much work reportedly needs to be done to address issues related to trust that have grown out of years of adversarial relationships. A major initiative has been the participation of labor and management leaders in joint labor–management partnership education. "Not as often as we should" was one respondent's comment to this statement: Labor and management leaders collaborate informally on a regular basis.

Leadership Team and Governing Board Relations

The seven-member MTA board of directors, comprised of elected officials from Muni's service area, is appointed by the mayor of San Francisco and confirmed by the city's

board of supervisors. The MTA executive director is appointed by and reports to the MTA board. The general manager of Muni reports to the MTA executive director. Survey respondents consistently report agreement that board and leadership relations are positive and that the lines of authority between the board and the team are respected.

Emerging Culture

The Muni mission and values process, which involved employees at all levels, models the new corporate culture that is evolving in the agency. To start the 2-year process, the leadership team, in an off-site meeting, drafted a common set of goals to guide the agency's activities. Next, the circle of influence broadened to 40 people, who were asked for input on this new process. Ultimately, approximately 1,500 people participated in the process of developing the mission and values statement. One core value communicated throughout the process was respect for the individual, regardless of role within the agency. Several elements were key to the successful publication and agency-wide distribution of the statement in early 2002.

- The convening of an employee task force representative of employees at all levels,
- Involvement of the board of directors,
- Workshops conducted to allow employees to get their questions answered and to provide input, and
- Payment of vehicle operators and maintenance personnel to participate in the process.

The Muni Mission Statement

Working together effectively, we serve our community. We provide safe, reliable, clean, accessible, and convenient transportation to any destination in the City. We are dedicated to creating the most satisfying experience possible for our employees and our riders.

By placing people first, Muni strives to offer the maximum opportunity for employees to contribute their best and achieve career growth. We are building a model urban transit organization, internationally recognized for excellence.

We treat each other with respect; develop trust; encourage mutual understanding; and value our diversity. We promote accountability and take pride in our work. Above all, we are committed to living this Mission daily in our relationships with each other and everyone in our community.

The General Manager's Letter

Each Muni employee received a personal copy of the mission statement mailed to his or her home, with an individually addressed letter from the general manager.

Dear

I am writing to invite you to be a part of living Muni's Mission.

This new mission statement is the work of over 1,500 Muni employees. These men and women have made a statement about our purpose, where we are going as an organization, and how we intend to treat each other along the way. This statement is very important to all of us.

Over the years I have learned that organizational change doesn't start from the top down, or the bottom up. Real change begins with each of us, individually. I am personally dedicated to initiating change at the management level, and supporting change at all levels.

Please read the enclosed Mission Statement and brochure carefully. I hope you will accept Muni's new Mission as a personal challenge. I trust you will look for ways to fulfill the mission in your daily work, and the work of those around you. If we can learn to practice the fundamental principles embodied in the Mission Statement, I am confident that our work together will be more enjoyable, and our rider will be better served.

Please join me in living the Muni Mission.

Michael T. Burns

To ensure that the mission and values statement is a "living" guide to action, the agency set up the Mission Action Center (MAC). MAC, staffed by a cross section of Muni employees, is accessible to every member of the organization. MAC is an adjunct to the general manager's office, with full support from Muni's senior management. The center is responsible for identifying current practices inconsistent with carrying out the mission and using collaborative efforts to find solutions to any roadblocks. MAC's e-mail address and voice mail number are published along with those of the 13 members of the MAC team.

A survey conducted by an external research firm in July 2002 demonstrated that Muni is achieving success in moving in this new direction. The results of 504 self-administered questionnaires completed by employees in 12 departments, the majority in transportation and maintenance, highlight areas of positive results.

1. Employees feel they are providing riders with good service (78%).
2. Job satisfaction is high (89%).
3. The majority of employees (72%) state that they have a good working relationship with their supervisor.
4. Muni employees (92%) are very proud of their work (*32*).

Community Relations After Proposition E

A recent public opinion survey of Muni riders that addressed the quality of transit services revealed a different perception of the agency before Proposition E. An external

research firm interviewed 400 riders, 18 years of age or older, who had ridden Muni in the 6-month period before July 21, 2002. The following findings highlight the survey results:

1. More than 57% rated Muni's service as either "excellent" or "good," with only 8% rating services as poor or very bad. This was a significant improvement compared with findings from 2001, when 48% rated service as excellent or good.

2. Ratings of the condition of Muni vehicles have also improved since 2001.

3. The vast majority of riders, 90%, feel that Muni service has either improved or stayed the same over the 6-month period, with one-fourth feeling that service had improved (*33*).

CHAPTER FIVE

CONCLUSIONS

Transit leadership is in a period of transition. Awareness of the need for changes at the top of transit agencies is at a very high level. The attention that has been given to the topic by the American Public Transportation Association, the Federal Transit Administration, and by individual transit systems, mirrors that given in a number of other service-oriented industries. The current economic environment presents an opportunity for the transit industry to retool its message and its means of ensuring that it has the human resources it needs to lead agencies now and in the future. In this environment, transit agencies need to look inward at the types of corporate cultures they have developed and at the people who are waiting for an opportunity to contribute at the leadership level. At the same time, these agencies should look outward to determine how they can attract the resources they need to diversify their leadership talent.

Corporate cultures develop over time. Organizational leaders, in particular chief executive officers, and the teams they lead play a major role in determining what is valued in an organization. Many of today's transit leaders have grown up in the industry and hold similar values. Values held sacred within the industry, such as reliable, convenient, safe, and affordable transit services, have shaped much of the corporate culture in transit today. Other values inherited over the years hold dear the bureaucratic approaches to developing and retaining staff. Some individuals responding to the survey still adhere to the segmented orientation of every person's being responsible for himself or herself, including personal development and advancement. This perspective is not viable in an environment where interdependence is a given and separateness leads to poor-quality products and services. When senior managers report that they do not have time to mentor individuals with leadership potential or that the agency does not have a credible, well-communicated process for helping those with potential develop, it is clear that segmented thinking is quite active in the industry.

The literature on the topic of leadership development shows that employees expect to participate in organizational decision making earlier in their careers. Those individuals who have had such opportunities are more likely to be successful in these roles. An additional finding from the literature is that those who have the opportunity for structured leadership preparation for extended periods tend to be better prepared to take on the challenges of leadership. It is a message particularly pertinent for agencies that want to attract workers who may stay with the agency for many years. These would be workers who have not been stuck in the traditional bureaucratic transit management model of the past.

Transit currently has numerous senior statespersons within agencies throughout the nation capable of mentoring those who desire to be a part of an industry known for its meaningful, sustained power to make a difference in the everyday lives of citizens. During the synthesis study, it became apparent that transit agencies are now attracting talent from other industries to add to the cadre of leaders. The mix of the seasoned veterans with those having limited transit experience presents an opportunity to create corporate cultures capable of adapting to the transportation needs and expectations of future customers.

One of the concepts gaining momentum in transit is the need for mobility managers, individuals who have the capability to communicate with, influence, and lead employees and organizations with more breadth than has been done in the traditional transit agency. In a number of instances, former transit agencies have been given responsibility for other related functions, such as congestion management, highway projects, and traffic control. Executives with such diverse functions must be able to lead agencies made up of individuals with backgrounds differing from those found in the traditional transit environment.

The case studies showcased how visionary leadership teams respond to changing expectations and needs in their communities. In these agencies, leaders embrace and help to create change. In doing so, they provide models for how transit agencies can work within their organizations and communities to develop corporate cultures that produce positive results for constituents. Much of the work, however, has to start within the organization, with attention to the types of leaders who are being recruited, developed, and retained. First, however, is the need for a clear, compelling vision of the future and what is important—what values are to be part of the fabric of the organization.

Transit agency leaders must be skilled in knowing how to select, develop, and retain senior staffs that have complementary leadership skills. These leaders must also have skills in how to involve all stakeholders in creating a culture that works for the organization. The synthesis showed that responding transit agencies have established positive relationships with communities and, to a large extent, with

governing bodies. An area that still needs much work is labor–management relations. Previous TCRP studies have documented the tension that exists between unions and management in the transit industry. Even with concerted efforts on the part of respondents to the synthesis survey, slippage in these pivotal relationships is part of the reality in today's transit work environment.

This project provided an opportunity to take a first look at the role of corporate culture in attracting and maintaining transit leadership. Limitations inherent in a synthesis study prevent one from delving into deeper issues related to corporate culture and leadership development and retention. Thus, additional study on how transit cultures change to adapt to new environments and expectations, and how these changes influence the types of leaders needed in these new environments, would be of benefit. Research could address issues related to recruitment, retention, training and retraining, and labor relations.

In addition, study of the career paths of individuals who can be considered mobility managers could help others to create appropriate career paths that might advance the industry. The industry could also take advantage of these individuals' commitment to and experience in the industry. Such knowledge could also aid curriculum development at universities and other entities that provide education for those desiring to pursue leadership careers in the industry.

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GLOSSARY OF TERMS

Adaptability—How and how well the leadership anticipates and responds to uncertainty and changes in the organization's external environment.

Assessment and recruitment—Actions taken to ensure that the right people are recruited for and hired into leadership positions.

Barriers and driving forces against change and development—This refers to the identification of those forces or factors that may prevent the achievement of goals related to change and development, for which the leadership team is responsible.

Change management—How the organization identifies, structures, implements, and evaluates changes required to maintain its role as a responsive public agency.

Communication—For this report, organizational communication is defined as the process of how the leadership team creates and exchanges messages, through interdependent relationships within and outside the organization.

Compensation—All forms of payment or rewards going to employees arising from their employment. Compensation has three components: (1) direct pay in the form of wages, salaries, incentives, bonuses, etc.; (2) indirect payments in the form of fringe benefits, such as insurance and vacations; and (3) nonfinancial rewards, such as more challenging jobs, more flexible work arrangements, and prestigious office space.

Core competencies—Job-specific behaviors and capabilities that become the basis for hiring, developing, and compensating employees within a given position. They constitute an integrated bundle of expert knowledge and organizational skills, which makes a disproportionate contribution to the success of the organization's success and is critical for the future.

Corporate culture—Corporate or organizational culture refers to the pattern of basic assumptions, values, norms, and artifacts shared by members of the organization that tell them "how things are done around here." Culture includes the shared meanings that help members make sense out of the everyday life in the organization. It also conveys how work is to be done and evaluated, how employees relate to each other, and how employees relates to others, such as customers, suppliers, and regulatory bodies. The synthesis considers culture at three levels: basic assumptions, values, and artifacts.

- Assumptions—The deepest level of cultural awareness, which tells organizational members how to perceive, think, and feel about things. Typically, basic assumptions are nondebatable givens in the environment, particularly about human nature and how to relate to the environment in addressing organizational issues.

- Values—The next deepest level of awareness, which tells members what is important in the organization and what deserves their attention.

- Artifacts—The highest level of cultural manifestation refers to the visible symbols of the deeper levels of culture, such as norms, values, and basic assumptions. Included are observable behaviors, structures, systems, procedures, rules, and physical aspects of the organization.

Customer and community focus—How the leadership team acts to maintain a focus on the external environment from which it draws its customer base and how it interacts with the community in achieving its mission.

Imaging—Refers to the way the leadership team creates, reinforces, and redefines images about the agency's services, business practices, and work environment to internal and external stakeholders.

Innovation—How the organization generates new ideas and services, as well as the process in achieving its mission and goals.

Labor relations and cooperation—The relationship between the leadership team of the agency and the leadership of the union(s) representing employees, as well as the type and degree of cooperation that exists between these two entities.

Leadership team subculture—Each organization has subcultures, units within the organization that have their own identity, values, and ways of operating. Although a subculture within the transit agency, the leadership team maintains elements of the larger corporate culture. It also may have elements distinctly different from other units within the organization.

Relationship between leadership team and governing board—Identifies how the leadership team and the agency's governing body interact to achieve the common purpose of operating an agency that is responsive to its various stakeholders.

Stakeholders—Individuals and groups with an interest in the ongoing work and viability of the agency.

Succession planning—The process managers use to convert information about current employees into decisions about future internal job placements. By identifying successors to key jobs and high-potential employees, employers help ensure a steady flow of internal talent to fill important openings.

Team orientation—How the executive team solves problems as a team and takes actions based on the input and best thinking of its members.

Use of resources—How the organization uses financial and other reserve sources of supply or support.

APPENDIX A

Survey Questionnaire and Survey Results

Transit Cooperative Research Program

Synthesis Project J-7, Topic SF-10

Corporate Culture as the Driver of Transit Leadership Practices

Survey Questionnaire

Human Resources Leadership Team Member

> **Purpose:** The objective of this synthesis is to document the state of the practice in transit leadership development and to report on innovative approaches to the problems faced in today's work environment. The synthesis will cover the manner in which corporate culture affects the hiring, development, evaluation, and retention of the top management team. This survey is designed to gather data related to various aspects of corporate culture that may have an impact on the topic. You should complete survey questions from the perspective of being the chief human resources officer and a leadership team member in your organization. All survey responses will be confidential and will be presented in an aggregate format. Please call the number provided at the bottom of this page if you have any questions concerning either the survey questions or the confidentiality of your response. The final results will be summarized in a report available from the Transportation Research Board (TRB).

Submission Instructions

Please complete this survey by <u>Friday June 14, 2002,</u> and Fax (303.371.4776) or mail to:
Mary J. Davis, Ph.D.
McGlothin Davis, Inc.
P.O. Box 390774
Denver, CO 80239

Telephone Survey Interview: If you would prefer to complete the survey by telephone interview, call 303.371.4192.

E-mail Survey: If you would prefer to complete the survey by e-mail, please e-mail your request to: worldofw@aol.com.

Person Completing Survey _____

Title/Department _____

Phone _____ **Fax** _____ **E-mail** _____

Agency Website _____

SECTION 1. THE TEAM

A. Leadership Team Background

Please list all positions within the transit leadership team and provide the information requested in each column. (For the purpose of the study, the leadership team is defined as managers reporting directly to the chief executive officer or general manager who have managers or supervisors reporting to them.) Attach additional sheets if needed.

Position	Area(s) of Responsibility	Tenure in Position	Tenure in Agency	Years in Transit Industry	Other Management Experience in Past 10 Years
1. Chief Executive/ General Manager					

B. Recruitment of Leadership Team Members

What methods do you use to recruit executive team members?

Position(s)	Human Resources Conducts Search	Executive Search Firm Conducts Search	Other	Rate Effectiveness High = 5 Low = 1

C. Core Competencies Required of Leadership Team

Listed below is the list of competencies included in the Executive Competency Profile of the Houston Metro leadership team. Please compare the competency requirements used to recruit and develop the leadership team at your agency with this list. If your agency's competency requirement is the same for all leadership team members at your agency, place one "X" in the appropriate box to the left of each competency. If a competency is of less or more importance for certain positions, indicate the positions for which there is a different requirement in the appropriate box. Add additional competencies for your leadership team as appropriate.

Houston Metro Definition of Competency: A measurable pattern of knowledge, skill, behaviors, and values that an individual must have to successfully accomplish the desired results of the job and to contribute to the achievement of the organization's vision and mission.

Rating Scale

Very Important—Inadequate performance could have severe damaging effects on agency, others or self.
Important—Inadequate performance would cause considerable inconvenience or adverse impact.
Moderately Important—Inadequate performance could cause some inconvenience or delay without adverse impact.
Not Important—Inadequate performance would not cause adverse impact.

Competency	Very Important	Important	Moderately Important	Not Important
Job-specific skills				
Strategic agility				
Priority setting				
Business acumen				
Managing vision and purpose				
Building effective teams				
Motivating others				
Problem solving				
Developing others				
Managing and measuring work				
Timely decision making				
Customer focus				

D. Leadership Team Evaluation Process

Format/Process (e.g., standardized form, goal-setting meeting, periodic review, 360 degree, etc.)	Frequency	If not for all leadership positions, list positions for which the process applies.

E. Professional Development Activities

1. Who determines a leadership team member's development needs? _____

2. Development activities are typically aligned with (check all that apply):
    ____ Recent performance
    ____ Succession planning
    ____ Personal preference of employee
    ____ Other (specify)

3. List or provide examples of development activities and/or plans developed by the leadership team within the past year.

CORPORATE CULTURE

Instructions: For each statement, place an "X" in the appropriate column. Place "N/A" in the center column for any statement that is not applicable to your position. Feel free to make clarifying comments.

Rating Scale: 5 – Strongly agree
4 – Agree
3 – Do not agree or disagree
2 – Disagree
1 – Strongly disagree

Dominant Organizational Characteristics					
	5	**4**	**3**	**2**	**1**
1. The work environment here is pleasant. Comments:					
2. Risk taking is encouraged and rewarded. Comments:					
3. The structure of our organization makes it easy for information to flow quickly and accurately. Comments:					
4. Employees at all levels take leadership in initiating substantive organizational changes. Comments:					
5. New leadership team members are most frequently hired from within the agency. Comments:					
6. People in this organization tend to give more of themselves than is expected. Comments:					
7. Excellent performance is rewarded here. Comments:					
8. This agency is known for its secure employment. Comments:					
9. The image the agency portrays to the public is consistent with what employees experience on a day-to-day basis. Comments:					
10. Teamwork is the dominant management style here. Comments:					
11. This agency invests in employee development at all levels. Comments:					
12. It is best to get approval before taking unconventional actions here. Comments:					

	5	4	3	2	1
13. Bad news is shared as openly as good news in this organization. Comments:					
14. If a change that affects my area(s) of responsibilities is being considered, I am among the first to know. Comments:					
15. This agency treats employees fairly. Comments:					
16. It is easy to make changes here. Comments:					
17. Organizational changes that do not proceed as expected are quickly abandoned. Comments:					
18. The agency has a well-deserved reputation in the community for compensating its staff well. Comments:					
19. Hidden agendas are discouraged here. Comments:					

Leadership Team Expectations/Support					
	5	4	3	2	1
1. I feel free to try new and different ways of responding to the needs of internal and external customers. Comments:					
2. Each team member knows what to expect if he or she wants to make a change in a practice or policy. Comments:					
3. If I get into a difficult situation, I can count on peers to come to my assistance. Comments:					
4. I know that I will be supported even if I make decisions that may not turn out positively. Comments:					
5. I expect at least one of my peers to disagree with any action I propose. Comments:					
6. Work demands for my position are reasonable. Comments:					
7. Each leadership team member feels free to speak to the media about matters related to his/her area(s) of responsibility. Comments:					

	5	4	3	2	1
8. I have been mentored by other leadership team members. Comments:					
9. I am compensated fairly for the work that I do here. Comments:					
10. I have resources within the leadership team that I can tap into for any issue I may face. Comments:					
11. I expect my peers to be open and candid with me. Comments:					
12. New leadership team members receive voluntary mentoring from peers. Comments:					
13. I make a point of sharing information that I think would be useful with my peers. Comments:					
14. I feel frustrated when others are allowed to disregard agreed-to standards of performance. Comments:					
15. Constructive criticism is welcomed among leadership team members. Comments:					

Leadership Team Characteristics					
	5	4	3	2	1
1. I prefer a work environment where I can predict what to expect. Comments:					
2. I enjoy working with peers in solving mutual problems. Comments:					
3. I tend to be very precise in how I manage the work in my area(s) of responsibility. Comments:					
4. Tradition has a strong influence on management style here. Comments:					
5. My position provides me the type of job security I prefer. Comments:					
6. Some of my peers demean or attack other team members without penalty. Comments:					
7. It is easy for new members of the leadership team to fit in here. Comments:					

	5	4	3	2	1
8. I have received unexpected praise from peers on a number of occasions. Comments:					
9. Our leadership team comes from similar work backgrounds. Comments:					
10. Our leadership team consistently subscribes to high standards of performance. Comments:					
11. Our leadership team adapts quickly when there is a need for a change in direction or focus. Comments:					

Leadership Team Decisions					
	5	4	3	2	1
1. It is easy for the leadership team to come to a firm decision. Comments:					
2. I have input into hiring decisions in other departments. Comments:					
3. Team members are expected to defend the rationale for proposed actions to each other. Comments:					
4. Decisions that have organization-wide impact usually require full leadership team input. Comments:					
5. Team members tend to get support for a proposed change from at least one other colleague before presenting it to the entire team. Comments:					
6. The process we use for making decisions about the allocation of resources is clearly understood by team members. Comments:					
7. Decisions regarding fiscal resource management are based on sound business practices. Comments:					
8. Individual team members have the final say on how their areas of responsibility are managed. Comments:					
9. Typically, team members are expected to consider several alternatives to solving problems. Comments:					
10. I seek feedback from peers on actions I am considering that may affect their area(s) of responsibility. Comments:					

Leadership Team Communication/Relationships					
	5	**4**	**3**	**2**	**1**
1. Collaboration among leadership team members is rewarded here. Comments:					
2. I feel free to make suggestions to my colleagues on potential improvements in their area(s) of responsibility. Comments:					
3. I am cautious about how I present unsolicited ideas to my peers. Comments:					
4. I feel free to give feedback of any type to the person to whom I report. Comments:					
5. Leadership team members freely share information and views with each other. Comments:					
6. The leadership team keeps employees informed of what is going on in the organization. Comments:					
7. Communication among leadership team members is primarily written. Comments:					
8. The leadership team looks out for each other. Comments:					
9. My peers respect my expertise. Comments:					
10. If I make a mistake, I can expect my peers to be open and frank with me about it. Comments:					

Professional Development/Career Planning					
	5	**4**	**3**	**2**	**1**
1. Employees who want to develop their leadership potential have many opportunities to do so here. Comments:					
2. I feel comfortable letting the person to whom I report know about areas that I do not feel fully competent. Comments:					
3. I have been encouraged to pursue professional growth opportunities by the person to whom I report. Comments:					

	5	4	3	2	1
4. I mentor employees who demonstrate leadership potential. Comments:					
5. The organization has a credible, clearly communicated process for helping employees develop leadership skills. Comments:					
6. I have thought about leaving my position within the next year. Comments:					

Performance/Management/Evaluation					
	5	4	3	2	1
1. Performance expectations for my position are clear and attainable. Comments:					
2. The feedback I receive about my performance is clear and fair. Comments:					
3. I have the freedom to perform my job as I see fit. Comments:					
4. I am recognized for my contributions to the agency. Comments:					
5. My current performance goals were set in collaboration with the person to whom I report. Comments:					
6. I receive formal performance feedback at least once a year. Comments:					
7. I feel confident that I can stay in my current position as long as my performance is satisfactory. Comments:					

Labor–Management Relations					
	5	4	3	2	1
1. Labor–management relationships here are nonadversarial. Comments:					
2. The leadership team ensures that labor leaders are kept informed of matters affecting their membership. Comments:					
3. Labor and management leaders have participated in joint labor–management partnership education in recent years. Comments:					

	5	4	3	2	1
4. Within the past year, the management leadership team and the leadership of the union(s) have had formal, noncollective bargaining discussions about labor–management relations. Comments:					
5. Labor and management leaders collaborate informally on a regular basis. Comments:					
6. Labor leaders know they can trust the management leadership team. Comments:					

Community/Customer Relations					
	5	4	3	2	1
1. The leadership team is comfortable relating to the diverse communities the agency serves. Comments:					
2. The agency communicates with the public honestly and straightforwardly, using a variety of relevant media. Comments:					
3. The public knows that it can depend on us to provide excellent public transportation. Comments:					
4. Feedback from the public plays a major role in decision making here. Comments:					
5. The agency uses a formal data gathering process for getting feedback on the quality of transportation services. Comments:					
6. Input from the community plays a major role in decisions about the types of public transportation service we provide. Comments:					
7. Data gathered from customers show that overall our service today rates higher than in recent years. Comments:					
8. The leadership team has clear goals for improving customer satisfaction during the current year. Comments:					

Leadership Team/Governing Board Relations					
	5	4	3	2	1
1. The governing body provides clear direction on where the organization is going in the short- and long-term. Comments:					
2. The involvement of governing body members in the organization's activities consistently contributes to achieving the stated agency mission. Comments:					
3. Governing body members make appropriate use of the leadership team's expertise in making decisions. Comments:					
4. Governing body members are open to feedback that may differ from their initial understanding of an issue. Comments:					
5. The lines of responsibilities between the governing body and the leadership team are respected here. Comments:					
6. Leadership team members other than the chief executive have limited communication with governing body members. Comments:					

Thank you for your assistance.

Transit Cooperative Research Program

Synthesis Project J-7, Topic SF-10

Corporate Culture as the Driver of Transit Leadership Practices

Survey Questionnaire

Non-HR Leadership Team Member

Purpose: The objective of this synthesis is to document the state of the practice in transit leadership development and to report on innovative approaches to the problems faced in today's work environment. The synthesis will cover the manner in which corporate culture affects the hiring, development, evaluation, and retention of the top management team. This survey is designed to gather data related to various aspects of corporate culture that may have an impact on the topic. You should complete survey questions from the perspective of being a leadership team member in your organization. It will take approximately 30 minutes to complete. All survey responses will be confidential and will be presented in an aggregate format. Please call the number provided at the bottom of this page if you have any questions concerning either the survey questions or the confidentiality of your response. The final results will be summarized in a report available from the Transportation Research Board (TRB).

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Telephone Survey Interview: If you would prefer to complete the survey by telephone interview, call 303.371.4192.

E-mail Survey: If you would prefer to complete the survey by e-mail, please e-mail your request to: worldofw@aol.com.

Person Completing Survey _____

Title/Department _____

Phone _____ **Fax** _____ **E-mail** _____

Agency Website _____

CORPORATE CULTURE

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                  4 – Agree
                  3 – Do not agree or disagree
                  2 – Disagree
                  1 – Strongly disagree

Dominant Organizational Characteristics					
	5	**4**	**3**	**2**	**1**
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5. New leadership team members are most frequently hired from within the agency. Comments:					
6. People in this organization tend to give more of themselves than is expected. Comments:					
7. Excellent performance is rewarded here. Comments:					
8. This agency is known for its secure employment. Comments:					
9. The image the agency portrays to the public is consistent with what employees experience on a day-to-day basis. Comments:					
10. Teamwork is the dominant management style here. Comments:					
11. This agency invests in employee development at all levels. Comments:					
12. It is best to get approval before taking unconventional actions here. Comments:					

	5	4	3	2	1
13. Bad news is shared as openly as good news in this organization. Comments:					
14. If a change that affects my area(s) of responsibilities is being considered, I am among the first to know. Comments:					
15. This agency treats employees fairly. Comments:					
16. It is easy to make changes here. Comments:					
17. Organizational changes that do not proceed as expected are quickly abandoned. Comments:					
18. The agency has a well-deserved reputation in the community for compensating its staff well. Comments:					
19. Hidden agendas are discouraged here. Comments:					

Leadership Team Expectations/Support					
	5	4	3	2	1
20. I feel free to try new and different ways of responding to the needs of internal and external customers. Comments:					
21. Each team member knows what to expect if he or she wants to make a change in a practice or policy. Comments:					
22. If I get into a difficult situation, I can count on peers to come to my assistance. Comments:					
23. I know that I will be supported even if I make decisions that may not turn out positively. Comments:					
24. I expect at least one of my peers to disagree with any action I propose. Comments:					
25. Work demands for my position are reasonable. Comments:					
26. Each leadership team member feels free to speak to the media about matters related to his/her area(s) of responsibility Comments:					
27. I have been mentored by other leadership team members. Comments:					

	5	4	3	2	1
28. I am compensated fairly for the work that I do here. Comments:					
29. I have resources within the leadership team that I can tap into for any issue I may face. Comments:					
30. I expect my peers to be open and candid with me. Comments:					
31. New leadership team members receive voluntary mentoring from peers. Comments:					
32. I make a point of sharing information that I think would be useful with my peers. Comments:					
33. I feel frustrated when others are allowed to disregard agreed-to standards of performance. Comments:					
34. Constructive criticism is welcomed among leadership team members. Comments:					

Leadership Team Characteristics					
	5	4	3	2	1
35. I prefer a work environment where I can predict what to expect. Comments:					
36. I enjoy working with peers in solving mutual problems. Comments:					
37. I tend to be very precise in how I manage the work in my area(s) of responsibility. Comments:					
38. Tradition has a strong influence on management style here. Comments:					
39. My position provides me the type of job security I prefer. Comments:					
40. Some of my peers demean or attack other team members without penalty. Comments:					
41. It is easy for new members of the leadership team to fit in here. Comments:					
42. I have received unexpected praise from peers on a number of occasions. Comments:					

	5	4	3	2	1
43. Our leadership team comes from similar work backgrounds. Comments:					
44. Our leadership team consistently subscribes to high standards of performance. Comments:					
45. Our leadership team adapts quickly when there is a need for a change in direction or focus. Comments:					

Leadership Team Decisions					
	5	4	3	2	1
46. It is easy for the leadership team to come to a firm decision. Comments:					
47. I have input into hiring decisions in other departments. Comments:					
48. Team members are expected to defend the rationale for proposed actions to each other. Comments:					
49. Decisions that have organization-wide impact usually require full leadership team input. Comments:					
50. Team members tend to get support for a proposed change from at least one other colleague before presenting it to the entire team. Comments:					
51. The process we use for making decisions about the allocation of resources is clearly understood by team members. Comments:					
52. Decisions regarding fiscal resource management are based on sound business practices. Comments:					
53. Individual team members have the final say on how their areas of responsibility are managed. Comments:					
54. Typically, team members are expected to consider several alternatives to solving problems. Comments:					
55. I seek feedback from peers on actions I am considering that may affect their area(s) of responsibility. Comments:					

Leadership Team Communications/Relationships					
	5	**4**	**3**	**2**	**1**
56. Collaboration among leadership team members is rewarded here. Comments:					
57. I feel free to make suggestions to my colleagues on potential improvements in their area(s) of responsibility. Comments:					
58. I am cautious about how I present unsolicited ideas to my peers. Comments:					
59. I feel free to give feedback of any type to the person to whom I report. Comments:					
60. Leadership team members freely share information and views with each other. Comments:					
61. The leadership team keeps employees informed of what is going on in the organization. Comments:					
62. Communication among leadership team members is primarily written. Comments:					
63. The leadership team looks out for each other. Comments:					
64. My peers respect my expertise. Comments:					
65. If I make a mistake, I can expect my peers to be open and frank with me about it. Comments:					

Professional Development/Career Planning					
	5	**4**	**3**	**2**	**1**
66. Employees who want to develop their leadership potential have many opportunities to do so here. Comments:					
67. I feel comfortable letting the person to whom I report know about areas that I do not feel fully competent. Comments:					
68. I have been encouraged to pursue professional growth opportunities by the person to whom I report. Comments:					
69. I mentor employees who demonstrate leadership potential. Comments:					

	5	4	3	2	1
70. The organization has a credible, clearly communicated process for helping employees develop leadership skills. Comments:					
71. I have thought about leaving my position within the next year. Comments:					

Performance Management/Evaluation					
	5	**4**	**3**	**2**	**1**
72. Performance expectations for my position are clear and attainable. Comments:					
73. The feedback I receive about my performance is clear and fair. Comments:					
74. I have the freedom to perform my job as I see fit. Comments:					
75. I am recognized for my contributions to the agency. Comments:					
76. My current performance goals were set in collaboration with the person to whom I report. Comments:					
77. I receive formal performance feedback at least once a year. Comments:					
78. I feel confident that I can stay in my current position as long as my performance is satisfactory. Comments:					

Labor–Management Relations					
	5	**4**	**3**	**2**	**1**
79. Labor–management relationships here are nonadversarial. Comments:					
80. The leadership team ensures that labor leaders are kept informed of matters affecting their membership. Comments:					
81. Labor and management leaders have participated in joint labor–management partnership education in recent years. Comments:					
82. Within the past year, the management leadership team and the leadership of the union(s) have had formal, noncollective bargaining discussions about labor–management relations. Comments:					

	5	4	3	2	1
83. Labor and management leaders collaborate informally on a regular basis. Comments:					
84. Labor leaders know they can trust the management leadership team. Comments:					

Community/Customer Relations					
	5	4	3	2	1
85. The leadership team is comfortable relating to the diverse communities the agency serves. Comments:					
86. The agency communicates with the public honestly and straightforwardly, using a variety of relevant media. Comments:					
87. The public knows that it can depend on us to provide excellent public transportation. Comments:					
88. Feedback from the public plays a major role in decision making here. Comments:					
89. The agency uses a formal data gathering process for getting feedback on the quality of transportation services. Comments:					
90. Input from the community plays a major role in decisions about the types of public transportation service we provide. Comments:					
91. Data gathered from customers show that overall our service today rates higher than in recent years. Comments:					
92. The leadership team has clear goals for improving customer satisfaction during the current year. Comments:					

Leadership Team/Governing Board Relations					
	5	4	3	2	1
93. The governing body provides clear direction on where the organization is going in the short- and long-term. Comments:					
94. The involvement of governing body members in the organization's activities consistently contributes to achieving the stated agency mission. Comments:					

95. Governing body members make appropriate use of the leadership team's expertise in making decisions. Comments:					
96. Governing body members are open to feedback that may differ from their initial understanding of an issue. Comments:					
97. The lines of responsibilities between the governing body and the leadership team are respected here. Comments:					
98. Leadership team members other than the chief executive have limited communication with governing body members. Comments:					

Thank you for your assistance.

TCRP PROJECT J-7, TOPIC SF-10

Corporate Culture as the Driver of Transit Leadership Practices

Survey Results

Rating Scale: 5 – Strongly agree
           4 – Agree
           3 – Do not agree or disagree
           2 – Disagree
           1 – Strongly disagree

Dominant Organizational Charactersitics					
	5	**4**	**3**	**2**	**1**
1. The work environment here is pleasant. N=41	13	25	3		
	32%	**61%**	**7%**		
2. Risk taking is encouraged and rewarded. N=41	2	21	11	6	1
	5%	**51%**	**27%**	**15%**	**2%**
3. The structure of our organization makes it easy for information to flow quickly and accurately. N=41	1	19	16	5	
	2%	**46%**	**39%**	**12%**	
4. Employees at all levels take leadership in initiating substantive organizational changes. N=41	1	8	17	14	1
	2%	**20%**	**41%**	**34%**	**2%**
5. New leadership team members are most frequently hired from within the agency. N=41	3	10	13	13	2
	7%	**24%**	**32%**	**32%**	**5%**
6. People in this organization tend to give more of themselves than is expected. N=41	8	20	11	1	1
	20%	**49%**	**27%**	**2%**	**2%**
7. Excellent performance is rewarded here. N=41	5	21	11	2	2
	12%	**51%**	**27%**	**5%**	**5%**
8. This agency is known for its secure employment. N=41	16	19	5	1	
	39%	**46%**	**12%**	**2%**	**0%**
9. The image the agency portrays to the public is consistent with what employees experience on a day-to-day basis. N=41	4	24	9	4	
	10%	**59%**	**22%**	**10%**	**0%**

Statement					
10. Teamwork is the dominant management style here. N=41	5	13	14	8	1
	12%	32%	34%	20%	2%
11. This agency invests in employee development at all levels. N=41	7	12	13	7	2
	17%	29%	32%	17%	5%
12. It is best to get approval before taking unconventional actions here. N=41	9	22	5	5	
	22%	54%	12%	12%	
13. Bad news is shared as openly as good news in this organization. N=41	5	24	6	5	1
	12%	59%	15%	12%	2%
14. If a change that affects my area(s) of responsibilities is being considered, I am among the first to know. N=41	6	22	9	4	
	15%	54%	22%	10%	
15. This agency treats employees fairly. N=41	11	22	4	3	1
	27%	54%	10%	7%	2%
16. It is easy to make changes here. N=41	1	8	18	13	1
	2%	20%	44%	32%	2%
17. Organizational changes that do not proceed as expected are quickly abandoned. N=41		4	18	17	2
		10%	44%	41%	5%
18. The agency has a well-deserved reputation in the community for compensating its staff well. N=41	3	16	13	6	3
	7%	39%	32%	15%	7%
19. Hidden agendas are discouraged here. N=41	7	14	14	6	
	17%	34%	34%	15%	

Leadership Team Expectations/Support					
	5	4	3	2	1
20. I feel free to try new and different ways of responding to the needs of internal and external customers. N=41	10	23	7	1	
	24%	56%	17%	2%	
21. Each team member knows what to expect if he or she wants to make a change in a practice or policy. N=41	2	24	10	5	
	5%	59%	24%	12%	
22. If I get into a difficult situation, I can count on peers to come to my assistance. N=41	9	18	12	2	
	22%	44%	29%	5%	
23. I know that I will be supported even if I make decisions that may not turn out positively. N=40	5	17	14	4	
	13%	43%	35%	10%	
24. I expect at least one of my peers to disagree with any action I propose. N=41	3	19	11	6	2
	7%	46%	27%	15%	5%
25. Work demands for my position are reasonable. N=41	4	24	6	6	1
	10%	59%	15%	15%	2%
26. Each leadership team member feels free to speak to the media about matters related to his/her area(s) of responsibility. N=41		8	10	14	9
		20%	24%	34%	22%
27. I have been mentored by other leadership team members. N=40	4	11	10	10	5
	10%	28%	25%	25%	13%
28. I am compensated fairly for the work that I do here. N=41	5	24	6	5	1
	12%	59%	15%	12%	2%
29. I have resources within the leadership team that I can tap into for any issue I may face. N=41	9	15	9	7	1
	22%	37%	22%	17%	2%
30. I expect my peers to be open and candid with me. N=41	17	18	5	1	
	41%	44%	12%	2%	
31. New leadership team members receive voluntary mentoring from peers. N=40	4	11	19	6	
	10%	28%	48%	15%	
32. I make a point of sharing information that I think would be useful with my peers. N=41	11	27	3		
	27%	66%	7%		

33. I feel frustrated when others are allowed to disregard agreed-to standards of performance. N=41	13	20	6	1	1
	32%	49%	15%	2%	2%
34. Constructive criticism is welcomed among leadership team members. N=41	5	13	11	11	1
	12%	32%	27%	27%	2%

Leadership Team Characteristics					
	5	4	3	2	1
35. I prefer a work environment where I can predict what to expect. N=41	3	17	13	8	
	7%	41%	32%	20%	
36. I enjoy working with peers in solving mutual problems. N=38	11	27			
	29%	71%			
37. I tend to be very precise in how I manage the work in my area(s) of responsibility. N=39	4	18	11	6	
	10%	46%	28%	15%	
38. Tradition has a strong influence on management style here. N=41	4	18	8	11	
	10%	44%	20%	27%	
39. My position provides me the type of job security I prefer. N=40	7	22	9	2	
	18%	55%	23%	5%	
40. Some of my peers demean or attack other team members without penalty. N=41	4	8	14	10	5
	10%	20%	34%	24%	12%
41. It is easy for new members of the leadership team to fit in here. N=41	3	15	15	7	1
	7%	37%	37%	17%	2%
42. I have received unexpected praise from peers on a number of occasions. N=41	1	14	20	5	1
	2%	34%	49%	12%	2%
43. Our leadership team comes from similar work backgrounds. N=41	3	4	12	15	7
	7%	10%	29%	37%	17%
44. Our leadership team consistently subscribes to high standards of performance. N=38	9	18	7	4	
	24%	47%	18%	11%	
45. Our leadership team adapts quickly when there is a need for a change in direction or focus. N=39	9	16	8	6	
	24%	42%	21%	16%	

Leadership Team Decisions					
	5	4	3	2	1
46. It is easy for the leadership team to come to a firm decision. N=39	2	13	16	8	
	5%	33%	41%	21%	
47. I have input into hiring decisions in other departments. N=40	4	12	9	11	4
	10%	30%	23%	28%	10%
48. Team members are expected to defend the rationale for proposed actions to each other. N=41	5	21	14	1	
	12%	51%	34%	2%	
49. Decisions that have organization-wide impact usually require full leadership team input. N=38	10	18	3	6	1
	26%	47%	8%	16%	3%
50. Team members tend to get support for a proposed change from at least one other colleague before presenting it to the entire team. N=40	6	22	7	5	
	15%	55%	18%	13%	
51. The process we use for making decisions about the allocation of resources is clearly understood by team members. N=40	4	14	10	10	2
	10%	35%	25%	25%	5%
52. Decisions regarding fiscal resource management are based on sound business practices. N=41	9	21	9	2	
	22%	51%	22%	5%	
53. Individual team members have the final say on how their areas of responsibility are managed. N=41	5	23	6	6	1
	12%	56%	15%	15%	2%
54. Typically, team members are expected to consider several alternatives to solving problems. N=41	7	24	6	4	
	17%	59%	15%	10%	
55. I seek feedback from peers on actions I am considering that may affect their area(s) of responsibility. N=40	18	20	1		1
	45%	50%	2.5%		2.5%

Leadership Team Communication/Relationships					
	5	**4**	**3**	**2**	**1**
56. Collaboration among leadership team members is rewarded here. N=41	6	13	14	7	1
	15%	**32%**	**34%**	**17%**	**2%**
57. I feel free to make suggestions to my colleagues on potential improvements in their area(s) of responsibility. N=41	8	20	8	3	2
	20%	**49%**	**20%**	**7%**	**5%**
58. I am cautious about how I present unsolicited ideas to my peers. N=41	2	23	10	5	1
	5%	**56%**	**24%**	**12%**	**2%**
59. I feel free to give feedback of any type to the person to whom I report. N=40	9	22	6	1	2
	23%	**55%**	**15%**	**3%**	**5%**
60. Leadership team members freely share information and views with each other. N=41	5	18	10	8	
	12%	**44%**	**24%**	**20%**	
61. The leadership team keeps employees informed of what is going on in the organization. N=41	2	20	15	3	1
	5%	**49%**	**37%**	**7%**	**2%**
62. Communication among leadership team members is primarily written. N=41		5	14	21	1
		12%	**34%**	**51%**	**2%**
63. The leadership team looks out for each other. N=40	3	12	20	5	
	8%	**30%**	**50%**	**13%**	
64. My peers respect my expertise. N=41	8	23	9	1	
	20%	**56%**	**22%**	**2%**	
65. If I make a mistake, I can expect my peers to be open and frank with me about it. N=41	5	28	7	1	
	12%	**68%**	**17%**	**2%**	

Professional Development/Career Planning					
	5	**4**	**3**	**2**	**1**
66. Employees who want to develop their leadership potential have many opportunities to do so here. N=41	3	17	9	10	2
	7%	**41%**	**22%**	**24%**	**5%**
67. I feel comfortable letting the person to whom I report know about areas that I do not feel fully competent. N=40	5	33	1	1	
	13%	**83%**	**3%**	**3%**	
68. I have been encouraged to pursue professional growth opportunities by the person to whom I report. N=39	7	20	8	3	1
	18%	**51%**	**21%**	**8%**	**3%**

69. I mentor employees who demonstrate leadership potential. N=40	7	26	6	1	
	18%	65%	15%	3%	
70. The organization has a credible, clearly communicated process for helping employees develop leadership skills. N=41	3	7	17	14	
	7%	17%	41%	34%	
71. I have thought about leaving my position within the next year. N=41	3	12	9	8	9
	7%	29%	22%	20%	22%

Performance Management/Evaluation					
	5	4	3	2	1
72. Performance expectations for my position are clear and attainable. N=41	11	19	4	6	1
	27%	46%	10%	15%	2%
73. The feedback I receive about my performance is clear and fair. N=41	11	19	8	2	1
	27%	46%	20%	5%	2%
72. 74. I have the freedom to perform my job as I see fit. N=41	11	22	8		
	27%	54%	20%		
75. I am recognized for my contributions to the agency. N=41	7	22	9	3	
	17%	54%	22%	7%	
76. My current performance goals were set in collaboration with the person to whom I report. N=41	10	18	7	3	3
	24%	44%	17%	7%	7%
77. I receive formal performance feedback at least once a year. N=39	15	18	1	3	2
	38%	46%	3%	8%	5%
78. I feel confident that I can stay in my current position as long as my performance is satisfactory. N=40	15	18	6	1	
	38%	45%	15%	3%	

Labor–Management Relations					
	5	4	3	2	1
79. Labor–management relationships here are nonadversarial. N=40	3	11	12	10	4
	8%	28%	30%	25%	10%
80. The leadership team ensures that labor leaders are kept informed of matters affecting their membership. N=40	5	23	10	2	
	13%	58%	25%	5%	0%

	5	4	3	2	1
81. Labor and management leaders have participated in joint labor–management partnership education in recent years. N=38	4	15	7	9	3
	11%	**39%**	**18%**	**24%**	**8%**
82. Within the past year, the management leadership team and the leadership of the union(s) have had formal, noncollective bargaining discussions about labor–management relations. N=38	7	21	7	2	1
	18%	**55%**	**18%**	**5%**	**3%**
83. Labor and management leaders collaborate informally on a regular basis. N=39	5	17	11	6	
	13%	**44%**	**28%**	**15%**	**0%**
84. Labor leaders know they can trust the management leadership team. N=39		14	13	9	3
		36%	**33%**	**23%**	**8%**

Community/Customer Relations					
	5	**4**	**3**	**2**	**1**
85. The leadership team is comfortable relating to the diverse communities the agency serves. N=41	13	23	5		
	32%	**56%**	**12%**		
86. The agency communicates with the public honestly and straightforwardly, using a variety of relevant media. N=41	12	27	2		
	29%	**66%**	**5%**		
87. The public knows that it can depend on us to provide excellent public transportation. N=41	8	24	7	2	
	20%	**59%**	**17%**	**5%**	
88. Feedback from the public plays a major role in decision making here. N=41	7	27	5	2	
	17%	**66%**	**12%**	**5%**	
89. The agency uses a formal data gathering process for getting feedback on the quality of transportation services. N=39	8	22	8	1	
	21%	**56%**	**21%**	**3%**	
90. Input from the community plays a major role in decisions about the types of public transportation service we provide. N=41	9	27	5		
	22%	**66%**	**12%**		
91. Data gathered from customers show that overall our service today rates higher than in recent years. N=38	8	17	9	3	1
	21%	**45%**	**24%**	**8%**	**3%**

92. The leadership team has clear goals for improving customer satisfaction during the current year. N=39	9	11	12	7	
	23%	**28%**	**31%**	**18%**	

Leadership Team Expectations/Support					
	5	**4**	**3**	**2**	**1**
93. The governing body provides clear direction on where the organization is going in the short- and long-term. N=39	3	18	14	3	1
	8%	**46%**	**36%**	**8%**	**3%**
94. The involvement of governing body members in the organization's activities consistently contributes to achieving the stated agency mission. N=39	5	20	13	1	
	13%	**51%**	**33%**	**3%**	
95. Governing body members make appropriate use of the leadership team's expertise in making decisions. N=38	9	24	4	1	
	24%	**63%**	**11%**	**3%**	
96. Governing body members are open to feedback that may differ from their initial understanding of an issue. N=38	5	29	4		
	13%	**76%**	**11%**		
97. The lines of responsibilities between the governing body and the leadership team are respected here. N=38	11	19	8		
	29%	**50%**	**21%**		
98. Leadership team members other than the chief executive have limited communication with governing body members. N=38	8	13	9	5	3
	21%	**34%**	**24%**	**13%**	**8%**

APPENDIX B

List of Responding Agencies

Agency	Location
Central Ohio Transit Authority	Columbus, Ohio
Centre Area Transportation Authority	State College, Pennsylvania
Corpus Christi Regional Transportation Authority	Corpus Christi, Texas
Delaware Transit Authority	Dover, Delaware
Des Moines Metropolitan Transit Authority	Des Moines, Iowa
Jacksonville Transportation Authority	Jacksonville, Florida
Knoxville Area Transit	Knoxville, Tennessee
Lane Transit District	Eugene, Oregon
Port Authority of Allegheny County	Pittsburgh, Pennsylvania
San Francisco Municipal Railway/Municipal Transportation Agency	San Francisco, California
Santa Clara Valley Transportation Authority	San Jose, California
Topeka Transit Authority	Topeka, Kansas
Volusia County Transportation Authority	South Daytona, Florida

APPENDIX C

General Managers/CEOs of Case Study Agencies

RONALD L. BARNES
President/Chief Executive Officer, Central Ohio
Transit Authority
Columbus, Ohio

MICHAEL T. BURNS
Executive Director, San Francisco Municipal
Railway/Municipal Transportation Agency,
San Francisco, California

PETER M. CIPOLLA
General Manager, Santa Clara Valley Transportation
Authority
San Jose, California

KENNETH R. FISCHER
General Manager, Volusia County Transportation
Authority
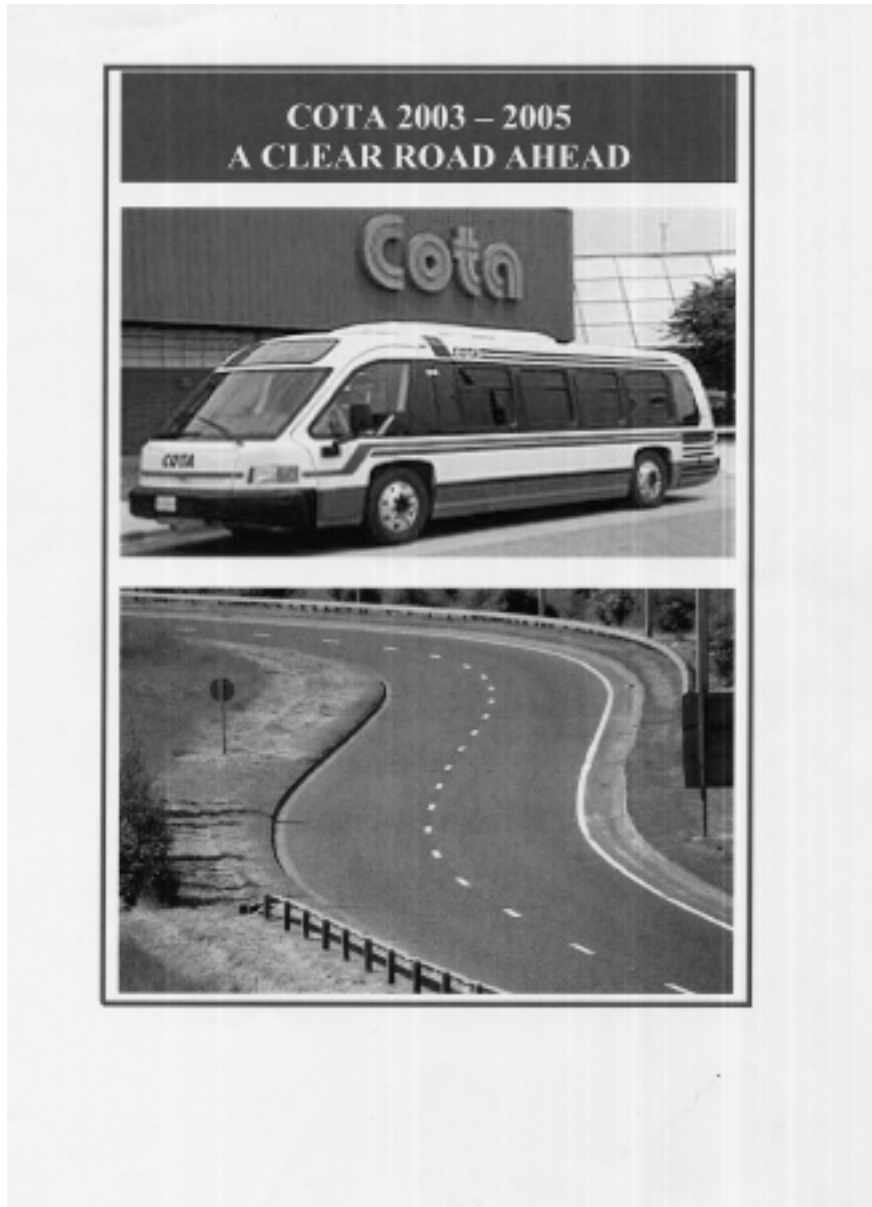South Daytona, Florida

PAUL P. SKOUTELAS
Chief Executive Officer, Port Authority of Allegheny
County
Pittsburgh, Pennsylvania

LINDA S. WATSON
General Manager, Corpus Christi Regional Transportation
Authority
Corpus Christi, Texas

APPENDIX D

Materials Submitted by Case Study Agencies

COTA 2003 – 2005
A CLEAR ROAD AHEAD

This Document

This document summarizes the COTA Vision, Mission and strategic direction for the period 2003 - 2005, along with metrics, to measure COTA's success in responding to present conditions.

COTA's Vision Statement

The Central Ohio Transit Authority aspires to be the mobility manager for Central Ohio, a great community of the 21st Century, with convenient, affordable and user-friendly mobility for every resident and visitor.

COTA's Mission Statement and Values

To provide customer-focused mobility solutions for Central Ohio communities through strategic partnerships, innovative planning and implementation options.
COTA's values are Diversity, Integrity, Leadership, Partnership and Quality.

Strategic Goals

COTA has translated its vision and mission into five strategic goals or priorities for the next three years. These goals can be categorized by five (5) major initiatives: Products and Services; Branding and Market Positioning; Congestion; Internal Efficiency; and Finances.

Initiative: Products and Services

GOAL 1: Revolutionize products and services to expanded markets while providing excellent service to current markets

Initiative: Branding and Market Positioning

GOAL 2: Institutionalize COTA's value position in the community.

Initiative: Congestion

GOAL 3: Take the lead in establishing transit oriented development opportunities to ease congestion and improve the quality of life in Central Ohio.

Initiative: Internal Efficiency

GOAL 4: Transform COTA into a highly efficient organization which is market driven.

Initiative: Finances

GOAL 5: Redefine cost AND revenue mix to achieve short, medium and long term financial control.

CAUGHT IN THE ACT!
RTA BUS OPERATOR GETS CAUGHT EXCELLING

Just A Fact

The Customer Assistance Form or CAF is a communication tool for our customers to notify us on how we are doing.

As some of us go about our workday, parts of our job are repetitive and become second nature. As a professional RTA Bus Operator, you don't have this luxury, safety is always your priority and always on the forefront.

The job changes as often as the view outside your windshield. 10322 Passengers board and get off the bus, faces change as you say hello and goodbye. Then comes along a passenger that reminds you of what an outstanding job you have done.

Such is the case in a letter that came to the RTA Customer Programs department. Mr. Carl Lecocke, Chairman for the Alcohol Testing Alliance recently used the RTA to provide transportation for his conference shuttling passengers to the Texas State Aquarium.

Mr. Lecocke was so impressed with RTA Bus Operator, Kathy Ross, that he took the time to let us know. Mr. Lecocke wrote...

"I would like to personally commend Kathy Ross on behalf of the ATA. She was very cordial, personable and informative and made our short trips very enjoyable. She is definitely an asset to the RTA and it is evident that she takes great pride in her work. Thank you RTA and Ms. Ross for helping to make our conference an enjoyable experience for our guests."

Caught you Kathy!

"B" Notes

- Route #32 Southside Mini-B has gone back to regular route along McArdle.

- All of the RTA's fixed routes and B-Line Paratransit Services will operate on a Sunday schedule with Sunday fares on July 4 , 2002

- Route #77 Harbor Ferry will operate on regular schedule July 4, 2002 Independence Day

- Route #76 CC Beach Tram will operate extended hours from 10:30 am until 10:30 pm on July 4, 2002

GENERAL CORPORATE PHILOSOPHY

Port Authority is a public enterprise financed by tax dollars and the fares of its passengers. As such, the Authority exists and operates for the purpose of providing mass transit service to residents and visitors of its service area. The importance of this mission has been repeatedly affirmed by legislative and administrative action at various levels of government. In order to promote the highest levels of attainment in the performance of this mission, the following principles are asserted to be the elements of a General Corporate Philosophy.

1 Port Authority acknowledges an ultimate responsibility to provide reliable, safe, secure, clean transit service at the most economical fares and convenient schedules attainable within available resources and constraints.

2 Port Authority acknowledges fiduciary responsibilities to the taxpayers that require diligent and effective efforts to be made to expend tax monies economically and only for duly authorized purposes.

3 Port Authority acknowledges a fundamental responsibility to provide working conditions, wages, salaries, benefits and a system of personnel practices that are conducive to an excellent level of performance by its employees.

4 Port Authority acknowledges the legal right and responsibility of the Board of Directors to direct its activities toward the fulfillment of its mission and to call upon the total cooperation of all employees in this effort.

5 Port Authority acknowledges its responsibility to funding agencies to meet all legal, regulatory and contractual requirements in the conduct of all activities for which subsidies have been provided.

6 Port Authority acknowledges a responsibility to provide authority and resources commensurate with the responsibilities assigned, and to support, with all legal and proper means, the efforts of management to secure optimal performance of the corporate mission.

7 Port Authority acknowledges a responsibility to the community at large to so conduct its programs, activities and functions that it is recognized as a major civic asset.

PORT AUTHORITY

PORT AUTHORITY

DEDICATED TO
A GOLD STANDARD
OF SERVICE

September 23, 2002

Dear Fellow Employee:

As you know, these are difficult economic times. The stock market fluctuates daily, cut backs in government funds cause reorganizations and the business world is not as stable as it was only one year ago. Someone that you know may have been laid off or have serious health problems. It is times like these when people need to know there are places where they can go for help.

One organization that has always come through in time of need is the United Way of Allegheny County. On Thursday, August 29, 2002, the United Way met with many of the laid off employees of Port Authority to offer help in dealing with issues they are now facing, including information on the programs that offer unemployed and displaced workers opportunities to gain new skills and career opportunities.
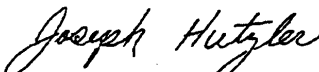
There is a United Way agency to assist in overcoming virtually any obstacle that you, a family member or a friend may have to deal with at some time in their lives. We never know when any one of us might need such supportive services.

That is one of the reasons why at this time of year we make a special effort to ask for your support on behalf of the United Way. The money generated through the Port Authority's United Way fund-raising campaign makes it possible for the United Way to assist our community in maintaining many human service programs. Our gifts also go toward helping children and youth to succeed, providing quality senior support, helping people find safe and affordable housing, and making neighborhoods vibrant.

We hope that you will continue to care enough to make a difference by contributing to the United Way. Please give generously when called upon during this year's campaign, October 2-18, so that the United Way can continue to provide the type of support services that makes this region so special.

Sincerely yours,

PAUL P. SKOUTELAS
Chief Executive Officer
Port Authority

JOSEPH M. HUTZLER
President-Business Agent
Local 85, Amalgamated Transit Union

TIMOTHY J. MORAN
Business Agent
Local 29, I.B.E.W.

DETECTIVE WILLIE DILLARD
President
Port Authority Transit Police Association

"VOTRAN VOICE"

February 2002

Votran
We drive a great bargain

Birthdays for March

Thomas Herbert	1
Joshua Van Damm	2
James Bailey Jr.	2
Denise Driscoll	4
Robert Fulcher	4
Travis Eggerton	6
Carlton Kinney	6
Joseph Lewis	8
James Ford	9
John Andrews	12
Mark Gegaj	12
George Soloway	13
Terry Soncek	16
Gregory Pizzuto	17
Charles Battle	18
Gary Mullen	22
Tommie Robinson Jr	25
Rita Lappen	26
Richardo A. Savelli	27
Evett "Doc" Wilson	27
Edwin Vega	28
Patrick Hughes	30

CONDOLENCES

We express our condolences **Jesse Anderson, Linda Opolnieks** and **Joshua Van Damm** on the loss of their close relatives.

We also extend sympathy to **John Foderaro** and his family with the death of his brother-in-law.

Our thoughts go out to the families!

Paratransit Roadeo

The **Florida State Paratransit Roadeo** is coming up on March 22 & 23, 2002 and is being held in Gainesville.

This year **David Hergert** and **Brian Farnum** will be representing VOTRAN at the competition.

Best of Luck to you both!

IN THE SPOTLIGHT

Paratransit Department

Our paratransit department provides door-to-door service for people who require special assistance VOTRAN has been operating paratransit service in Volusia County since 1994.

Our Reservations department handles between 500 to 700 calls per day. Our paratransit bus operators service nursing homes, residents, senior dining sites. ARC and WORC are among the most frequent clients. Our dispatchers are always helpful by informing operators when clients are ready for pick-up. Currently we provide between 1300 to 1400 trips daily.

Our Gold Department shines everyday!
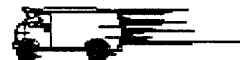
COMPANY ANNIVERSARIES

ON FEBRUARY 21ST, CHARLES BATTLE OF THE MAINTENANCE DEPARTMENT CELEBRATED FIVE YEARS OF SERVICE AT VOTRAN.

JANUARY 3RD MARKED THE TENTH ANNIVERSARY FOR DIXIE BRADSHAW, OUR PAYROLL / BENEFITS COORDINATOR.

CONGRATULATIONS ON YOUR ACHIEVEMENT!

CHANGES IN FACES AND PEOPLE IN NEW PLACES.

Adrienne Daniels has moved to the Receptionist position and is enjoying this new opportunity immensely.

We would also like to welcome Richard Benson who started on temporary assignment in February and will join the new class of Fixed Route operators in March.

Sharon Menendez has joined us in February and is on temporary assignment.

A new class of Fixed Route Operators will begin their training in March 2002.

THE MondayExchange

A Special Message From the General Manager

We often get so caught up in what we're doing at any given moment that we forget about what we at VTA are all about and how we affect the daily lives of our thousands of customers. Thankfully, some of our customers take a moment and remind us how important we are to them.

Among the many cards and letters we received over this holiday season there was one that seemed to summarize how so many of our customers feel about the job we do. It's important to note that while I was fortunate enough to receive the card, it was addressed to "the Valley Transportation Authority".... meaning YOU! It came from a woman who rides several of our bus routes on a nearly daily basis.

Her message was simple, yet complete in every way. She stated " May the gift of His marvelous grace abide with you all and those you love through all the years ahead." She then closed saying simply "with a thankful heart for all that you do for all of us, and for your courtesy and kindness".

As we approach this next year and the many, many challenges that face us, if we could remember her words and remind ourselves of the impact our chosen profession has on people, I can't help but believe that our jobs will become a little more gratifying and hopefully less stressful. As is often the case, when you realize you're doing something "for" someone, that task becomes more meaningful.

As many are aware, I usually take this opportunity to highlight several of the successes we had over this past year (and we truly had many), take note of those things we could have done better (we can always improve) and outline a few of the many challenges we have ahead of us this next year (and we have several of those). For the most part, I'm going to strictly limit my comments here and save most of that discussion (particularly that which focuses on the coming year) for a follow-up memo later this month.

This past year, as it always should be, out highest priority and number one task was to improve our Service Reliability. Due to many factors, not the least of which was a shortage of personnel, our reliability fell far below acceptable levels last year. We established a strategy to effectively address this issue and we successfully accomplished what we set out to do. Our vacancy rate dropped from 11% to today's 7%—a much more workable level, particularly when it's spread throughout the organization and not just concentrated in Operators and Mechanics.

VTA. Valley Transportation Authority

Part of every trip you take

New Fleet of Airport Flyers

Keep your eye out for the VTA Airport Flyer's new look. We now have new 35-foot Gillig low-floor buses for easier passenger boarding. Also, instead of having a full bus wrap, the new Flyers have busboards on the streetside, curbside and tail sections. Using busboards on the Airport Flyer is a cost-efficient way to maintain the identity of the service. Special signage, alerting riders to the new look, have been posted at both San Jose International Airport terminals, Santa Clara Caltrain Station and the Metro Airport Light Rail Station.

Mortgage Loan Assistance Available

The California Housing Finance Agency (CHFA) offers below-market-rate mortgage loans to low-to-moderate income first-time home buyers in high cost areas, including Santa Clara County. Information, including eligibility requirements, can be found at *www.chfa.ca.gov/homeownership/*

Upcoming Events

Friday, 8/9   Employee store open

VTA Employee Hotline:	(408) 321-7550
Employee Assistance Program:	(800) 977-2273

VTA. SANTA CLARA Valley Transportation Authority

San Francisco Public Transportation Department

401 Van Ness Avenue, Suite 334, San Francisco, CA 94102
Phone: 415.554.4129   Fax: 415.554.4143

May 20, 2002

Dear Fellow Muni Employee:

Over the next months, Muni staff will begin to implement a number of new software systems that are designed to make it easier for us to do our jobs. These new software systems will be integrated over the course of the next few years and once we've familiarized ourselves with them, they should make a big difference.

The new Vehicle, Facilities and Inventory Management System will help us track when vehicles are due for maintenance and what parts are required so that vehicles and parts arrive at the same time which will keep more maintained vehicles in service. In the next few weeks, Spear Technologies will begin the process of custom tailoring the system to fit Muni's needs and business practices.

The next system to be introduced is the Scheduling System and Operator Dispatch software which will facilitate ease of generating, updating and producing schedules on a quarterly basis as well as facilitating minor changes to schedules as needed to respond to special events and construction closures. In addition we anticipate an increased efficiency in data analysis, record keeping, reporting, and an improved ability to meet service standards and performance objectives. The first phase of this project will happen in the next 12 to 18 months and will involve Dispatchers and the Scheduling Department.

TransitSafe is Muni's new web-based application designed to track Safety, Security, and Training data. This system will replace the current Accident Reporting System used by the Training Department and will include new tracking modules for System Safety and Security incidents. Safety, Security & Training, and the Potrero Division will begin using the application on July 1, 2002.

Muni has awarded an Automatic Vehicle Locator contract to NextBus. The first phase of the project is to complete a design review that meets Muni's requirements. To assist customers and station agents, Muni has placed personal computers running the NextBus system in the Station Agent booths in the downtown subway. Muni Riders will be able to see when their train will arrive without entering the paid area.

To facilitate this new technology, you will see new computers at the divisions with Potrero and Cable Cars being the first divisions to be equipped. By the end of August, division trainers, and dispatchers should have new computers on their desks. I encourage you to participate fully in the various trainings that will be made available to you so that you may familiarize yourself with this new technology.

On another front, after years of planning, community outreach and hard work, Muni is about to officially kick off the Third Street Light Rail Project. On Tuesday, May 28, Mayor Willie L. Brown, Congresswoman Nancy Pelosi and other federal, state and local leaders will participate in a groundbreaking ceremony at 4th and King Streets. This is an important project for us all and one in which we can all take pride. This project represents over a dozen years of collective effort to design a system that will respond to the needs of the Third Street Community and our riders.

Finally, I am pleased to announce that Muni has a new Mission, Vision and Values Statement! With the help of over one thousand employees, the MVV Steering Committee has reached consensus on a new statement. A new Mission Committee has been appointed and shortly will "roll-out" the new Mission Statement as well as their plans and ideas about how to best implement it. Your continued thoughts and suggestions about how to continue the positive trend we're on are always welcome.

Sincerely,

Michael T. Burns
General Manager

Abbreviations used without definition in TRB Publications:

AASHO	American Association of State Highway Officials
AASHTO	American Association of State Highway and Transportation Officials
ASCE	American Society of Civil Engineers
ASME	American Society of Mechanical Engineers
ASTM	American Society for Testing and Materials
FAA	Federal Aviation Administration
FHWA	Federal Highway Administration
FRA	Federal Railroad Administration
FTA	Federal Transit Administration
IEE	Institute of Electrical and Electronics Engineers
ITE	Institute of Transportation Engineers
NCHRP	National Cooperative Highway Research Program
NCTRP	National Cooperative Transit Research and Development Program
NHTSA	National Highway Traffic Safety Administration
SAE	Society of Automotive Engineers
TCRP	Transit Cooperative Research Program
TRB	Transportation Research Board
U.S.DOT	United States Department of Transportation