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A Management Assistance Program



Prepared For

PUBLIC TRANSIT DIVISION

IOWA DEPARTMENT OF TRANSPORTATION

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MODULE #5
EMPLOYEE SELECTION

OUTLINE OF SEMINAR PRESENTATION

- A. Importance of an Employee Selection Program
- B. The Relationship of Equipment and Personnel Maintenance
- C. Fundamentals of an Employee Selection Program
- D. Exercise #1
- E. Employee Recruitment
- F. Application Forms
- G. Exercise #2
- H. The Selection Process
- I. Reference Checking
- J. Administering Tests
- K. Methods of Reaching a Decision
- L. Employment Decisions and Offers
- M. The Physical Exam
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- O. New Employee Procedures
- P. Methods Used in Evaluating Employees
- Q. 90-Day Trial Period--Full Employment Status or Dismissal
- R. Conceptual Review of Bus Operator Employee Selection Process
- S. Application of Selection Process to Transit Managerial, Technical, Clerical, and Mechanical Personnel

MODULE #5
EMPLOYEE SELECTION HANDBOOK

Importance of an Employee Selection Program

Over a decade ago, a leading business writer, John Kenneth Galbraith, observed that people had become the most scarce resource in modern organizations. He contended that capital, once the most difficult resource to obtain, had come to be taken for granted. What concerned executives most when a new venture was entered was not the financing but the sources and means for obtaining the personnel necessary to carry out the venture.

Such rationale is especially true in the provision of public transportation where labor costs may mean 60 to 80 percent of total operating costs.

The need for a formalized employee system, however, is not intuitively obvious--especially in smaller operations. Managers often may regard decisions on recruitment, selection, and evaluation of employees as their subjective right as manager. These decisions, and most other personnel activities, typically are conducted on a casual ad hoc basis with very little time for any standard or formalized procedure. Many managers who have followed such informal procedures will naturally view them as satisfactory and tend to look upon proposals for expending their time on time consuming forms and accurate record keeping with great skepticism, if not automatic rejection.

Good employee programs, however, do have far reaching economic and social benefits that merit substantial investment in time and effort by the manager. These benefits would include:

1. Insurance of fair and impartial dealings with employees and thus enhancement of employee cooperation.
2. Facilitation of growth in potential capabilities and accomplishments of the firm's human resources.
3. Comply with state and federal economic employment opportunity commissions.
4. Provide the highest level of service available with limited resources.

Simply put, the main purpose of any good employee program is to widely recruit, fairly select, properly evaluate, and follow up on individual employees so that they develop a sense of understanding, cooperation, trust, and confidence in the organization they work for and the people they work with.

Fundamentals of an Employee Selection Program

The employee selection process should be viewed as a closed system starting with employee planning, followed by recruitment and selection of employees with appropriate evaluation and follow-up.

The employee selection process begins with appropriate planning for individual employees. Instead of saying to yourself, "I need an additional driver," a much better method would start by saying, "We need an additional driver, but we must find someone with the appropriate skills, ability, and likelihood of being a long-term employee." In essence, you are beginning to develop a job analysis process. There are two elements of a job analysis process--the job description and the job specification.

The job description is a written statement covering the duties and responsibilities of a job. Within the smaller organization it can be a simple, straightforward statement. However, in a larger organization it may become quite long and involved as a particular job is more highly integrated with other positions within the firm. Particularly, however, each contains three major elements. These are:

1. Reference material
2. Statement of the job
3. Duties of the job

For illustrative examples of job descriptions, please see Appendix I.

Attached to the job description, or in some cases as an additional part of the job description, is the job specification. The job specification is a statement concerning the personal qualifications that an individual must have in order to carry out the duties and responsibilities set forth by the job description. The content and organization of a job specification, like that of a job description, will vary depending upon the size of the company. Generally, however, the items covered by a job specification are divided into two major areas. One area covers the skill requirements of the job and the other covers the physical demands of the job. Skill requirements can be subdivided into six areas which are:

1. Educational requirements
2. Experience
3. Specific knowledge requirements
4. Personality requirements
5. Responsibility
6. Manual skill requirements

For illustrative examples of job specifications, please see Appendix I.

The final section of a job specification includes the physical demands necessary in order to perform the job. Physical demands of a job typically include working conditions, hazards that are encountered in performing a particular job, and physical exertion or strength needed to perform a job. For example, in developing the job specification for a public transit operator one would have to ask the question, "Will it be necessary for this operator to physically assist wheelchair patients on and off a lift ramp; and, if so, what physical strength will this require?" Typically, the physical demands portion of a job specification can be subdivided into three areas:

1. Physical exertion
2. Working conditions
3. Hazards

For illustrative examples of physical demands, please see Appendix I.

It is important to realize that all stated job specifications must truly be personal qualifications that are directly related to the qualifications necessary to perform the job. If they are not, charges of discrimination may be leveled against you if such personal qualifications do, in effect, discriminate against minority groups. For example, if one desires a height requirement, feeling that an individual must be so tall in order to reach control pedals of a vehicle, one must be sure that such is absolutely necessary and that the vehicle could not be modified so as to eliminate any height requirement. In the absence of such necessary and sufficient conditions, the height specification could be and has been held to be discriminatory against members of a minority group.

Employee Recruitment

Armed with appropriate job specifications and descriptions, the manager is now ready to begin telling others that he or she is seeking additional employees. Adequate recruitment is necessary both to ensure that a sufficient number of qualified individuals is obtained and to ensure that state and federal guidelines for making employment opportunities available to minority and economically disadvantaged individuals are adhered to. There are two possible supplies of additional employees. These would be internal sources and external sources. It goes without saying that individuals that are most qualified to fill a particular job vacancy are often the ones who are already employed. Some may be ones already in your employment. Such internal sources can be reached through internal memos, bulletin boards, or simply a process of posting new job opportunities. Care must be taken, however, not to give too much preference to internal employees. Such an act may be, in and of itself, a violation of Affirmative Action programs. Thus, it is prudent to advertise new jobs, both within and without the present organization. External sources are typically reached in several different ways. These are:

1. Advertising

2. Educational institutions
3. Employment agencies
 - a. Public
 - b. Private
4. Employee referrals
5. Unsolicited applications
6. Professional organizations
7. Social service agencies
8. Veterans agencies
9. Public training programs

Advertising is perhaps the best way of ensuring that a broad range of applicants are informed of your job opportunities. The Affirmative Action and Equal Employment Guidebook for Employers lists four major steps that can be taken to ensure nondiscrimination in advertising. These are:

- Place classified ads only under "help wanted" or "help wanted, male/female" listings. Inform all publications that sex segregated listings cannot legally be used unless sex is a bonafide, occupational qualification for the job. Be sure that the content of the ad does not indicate any race, sex, or age preference or qualification for the job.
- Advertise in media directed towards minorities and women, newspapers, magazines, "soul" and Spanish language radio stations, and other specifically oriented radio and TV programs. Use such media regularly; it takes time to get the message through.
- Where jobs have traditionally been typed as "male" or "female," emphasize interest in recruiting both sexes.
- All advertising should include the phrase, "Equal opportunity employer, M/F." (To date "EEOC Employer" still suggests only racial nondiscrimination.)

It should be remembered that advertising for new employees is just that--advertising that you have job opportunities available. The primary purpose is to create interest in having potential employees take the next step, and that is applying for the position.

Application Forms

All inquiries and applicants for a job should be asked to fill out an application blank. Typically, an application blank requires information concerning the applicant's name, address, previous work history, name of

previous employers, and educational background if such is felt necessary to the performance of the job.

The application blank has four major purposes:

1. It serves as a convenient device for circulating information about the applicant to other members of the interview team.
2. It secures the desired information from the applicant in a convenient form.
3. It provides a useful device for storing information for later reference.
4. It has become a necessary form to keep on file in order to demonstrate compliance with the state and federal EEOC Guidelines.

For an illustrative example of a transit bus operator application form, see Appendix II.

In order to be in compliance with state and federal EEOC Guidelines, it is necessary for the transit property to establish objective measures by which it can analyze and monitor its recruitment process. This can be accomplished with the development of an "application flow" record. As indicated in Appendix III, such an applicant flow record would include data on sex, race, date of application, what happened with the individual's application, who decided whether or not the individual was to be hired, and the reasons for this decision. Depending upon the size of the transit property, such an applicant flow record could be set up on either a daily or weekly basis. It is recommended that such a program be set up on a daily basis. If no applicants apply on a certain date, then the form should so indicate. Such a form will allow for the appropriate records and data collection for quarterly reports on minority and female applicants and interviews for each job opening and the percentage of total applicants and the total hires by job category. When minorities and females are not hired, the records will be intact to show why the decision was made not to hire such individuals. After all applicants have been dutifully logged in the Affirmative Action application flow record, they should fill out the application for employment. An application for employment, ideally, should cover all employees of the transit property. In the illustrated example used by permission from the American Transit Corporation, the four-page application form is standardized so that it can be used for all employees of the system. In addition to the reference material, education, subjects of special study, former employer references, and physical record, there is ample space for additional remarks by the applicant as to why he or she should be considered for the position and space available for remarks for company use.

The Selection Process

Once a sufficient number of employee application forms have been amassed, the selection process can begin. Obviously, it would be extremely

difficult to interview each and every applicant that applied for the position. It is not uncommon to utilize the application form as the initial screening device to weed out those applicants that, for obvious reasons, could not perform the job. In especially small organizations, however, it may be possible to interview, at least for a short time, each and every applicant that applies for the position. While such a process is time consuming, even for the small firm, it does help to build good will within the community.

Depending upon the size of the organization, the manager may wish to utilize a two-step screening process whereby the first interview would be a short, preliminary interview asking a limited number of questions with the major purpose of being able to sort out those individuals that the interviewer felt were not capable of performing the job. Care must be taken to ensure that the initial screening is not used to unduly discriminate against minority groups. Thus, preliminary questions should be confined to the items indicated on the job specification form as being minimum necessary qualifications for the performance of that job. If an individual successfully possesses all the minimum job specifications necessary for the performance of that job, he or she should be permitted to go on to the next step in the selection process--the employment interview.

Employment interviews are typically one of three types. They are either:

1. Patterned interview
2. Non-directive interview
3. Group type interview

There are advantages and disadvantages to each type of employment interview. It is best for the individual manager to decide which type of interview he or she feels most comfortable with and try to perfect this technique as much as possible.

Conducting an employment interview can be a most stressful situation. Unless an individual is used to conducting such employment interviews, he or she may find such interpersonal processes to be extremely difficult. Advance preparation can be helpful in minimizing these difficulties and ensuring better selection of future employees. Six steps can be taken which are usually quite helpful. These are:

1. Preparing for the interview
2. Establishing and maintaining rapport
3. Giving information
4. Making observations and inferences
5. Recording results
6. Evaluating the interview

In preparing for the interview the manager should become as familiar as possible with the individual's application blank. He or she should note, for example, the high school from which the individual graduated, the types of jobs and the organizations that the individual may have worked for previously, and, in general, all other types of information that the manager may use in order to make the applicant feel a little bit more at home.

Consideration should be given to the actual setting in which the interview is to be conducted. It should be away from a busy telephone or other traffic which might overhear the discussion. The primary intent is to remove as much tension from the interview process as possible. This can be done by realizing and attempting to maintain rapport with the individual applicant. It goes without saying that the interview will flow much more freely if there has been an establishment of a friendly and cordial relationship with the interviewee. The interviewer should encourage the applicant to talk freely in answering the questions. In almost all situations it is the task of the interviewer to direct the line of questioning but not to dominate the entire conversation. In general, questions should be posed in the affirmative. For example, if you were to say, "You don't mind starting to work at 5 a.m. in the morning, do you?," the applicant would probably answer "no" out of fear of making a bad impression. However, if you were to ask, "Are you aware that in some cases the day shift for transit operators may begin at 5 a.m.?", the individual is much more likely to comment on his ability and likelihood of enjoying such an assignment.

It should be remembered at all times that the interview session is an opportunity for the firm to acquire an outstanding employee. It should not be looked upon as the opportunity for a manager to give the impression that he is doing the applicant a large favor by even considering him or her for the position. In transit properties as well as most other firms, people are the major resource; and the acquisition of the best quality resource is a major function, if not the major function of management. The opportunity for acquiring an outstanding employee can be facilitated greatly in the interview process by giving information to the applicant about the firm and speaking honestly and openly about the opportunities present within the transit organization and the kind of future an individual might have with that organization. The interviewer should consider it his or her opportunity to sell the applicant on the organization.

Discussion during the interview process permits the manager to make observations and inferences about the applicant. Care should be taken to gain an impression of the individual's appearance, his or her ability to conduct themselves in the interview process, and other specific information. By far one of the most common errors in the interview process is that of the "halo error." Basically, individuals are pleased with others who share their points of view, likes, and dislikes. Unfortunately, this preference may be discriminatory in nature and should be guarded against in the interview process. It should be recalled that the firm is seeking applications from individuals that are going to be dealing with the whole range of public transportation users. Thus, a variable mix of skills and abilities of people is necessary in order to have appropriate individuals on board within a transit system.

When conducting an employee interview, it is often tempting for the interviewer to busy himself or herself and attempt to write remarks while conducting the interview. It should be borne in mind that such an ability is a rather rare art; and difficult as it may seem, most interviewer experts suggest that the interviewer should try to remember as many salient facts as possible and record those immediately after the formal interview process. The writing or attention to details on a paper often will complicate the interview process and make the applicant somewhat ill at ease. Thus, if the transit manager must have an interview form in front of him, it should be only of the check-off type whereby minimum attention is paid to the form. In general, the transit property can use its own form to record the interview process or it can use one of the many forms available commercially.

The final step in the interview process is that of evaluating the entire process. The individual transit manager should ask himself, "How well did the interview go? Could I improve the process if I had planned more effectively?" Such an ongoing process helps the manager continually improve his or her ability to conduct an effective interview.

Reference Checking

It is highly probable that several of the applicants, indeed more than you would normally intend to hire, are called from the initial interviews for further consideration. The next step in the selection process could be reference checking. Reference checking is necessary to ensure that the individual's application form is a true indication of task performance and to secure additional information concerning the level of that performance. Reference checks can be made by mail or by telephone. However, due to fear of public disclosure, the telephone reference check is becoming much more common and is recommended as a more accurate method of obtaining employee information. Appendix IV is an example of a telephone and reference form that could be utilized in developing a telephone information form for transit properties. Notice that the heading material indicates exactly who the individual is and what position he or she is applying for. Giving the referenced organization the individual's social security number will help their personnel people to locate the appropriate files. It may be necessary to call back when the personnel department has located the appropriate files. In general, from a referenced organization you should attempt to find out what type of employee the applicant was for that firm, the type of work he or she performed, and his or her general ability to carry out those job assignments. Critical questions that are typically asked are such things as, "Would you reemploy this individual for a similar position?" Finally, it should be noted that the illustrated sample reference form could be used either as a telephone technique or as a mailed form to be returned by the referenced individual or organization.

Administering Tests

Within recent years considerable attention has been given to discriminatory practices which both private and public firms utilize in the selection of new employees. No element in the selection process has received more attention than that of tests and testing procedures. The cumulative

effect of all this attention has been that very few tests will stand up under the scrutiny of the EEOC Guidelines. Quoting from the Affirmative Action and Equal Opportunity Guidebook for Employers, it states that:

Many court decisions have upheld the basic principles of EEOC's Employee Selection Guidelines which prohibit any job qualification or selection standards which disproportionately screen out individuals in groups protected by Title VII unless (1) they can be significantly related to job performance and (2) no alternative nondiscriminatory standards can be developed to meet requirements shown to be justified by 'business necessity.' Employee selection procedures subject to these Guidelines include all tests (defined as 'any paper and pencil performance measure used as a basis for any employment decision') and other requirements such as personal histories, biographical information, background requirements, specific educational or experience requirements, interviews, and interview rating systems which result in a significantly differential rate of rejection for groups protected by Title VII.

If there are no paper and pencil tests which the transit manager can effectively utilize in order to select employees, especially transit operators, what kinds of selection criterion can the general transit manager utilize and still be in compliance with EEOC Guidelines? In the absence of a validation for paper and pencil tests, the EEOC Guidelines require evidence of "content validity"--that is, that the test is an actual sample of the work to be performed. Thus, for some transit properties it may be very appropriate to test the driving ability of the most likely applicants. Actually putting the applicant in back of the wheel of a transit vehicle and observing how the individual performs in maneuvering that vehicle within the yard where property and lives will not be in danger could be considered a very applicable and worthwhile test which has obvious content validity. Thus, while driving skill and ability is something that can be aided through training, especially driver's training, it may not be within the financial ability of smaller transit properties to enter into such an expensive training function. Thus, it would be well within the transit manager's EEOC Guidelines to administer such an exam to prospective employees.

Employment Decisions and Offers

Since by far the majority of individuals you interview for a job will be rejected, let us consider these individuals first. For some, informing a job applicant that he or she has been rejected is a difficult situation. However, it should be borne in mind that it is your best opinion that either this individual would not be a good transit bus operator (or whatever job he or she was being interviewed for) or that others would be more qualified to perform the task. In the first case your actions, if you truly believe them, are being beneficial to the individual in making sure he or she does not attempt a job which they are obviously not qualified to do. In the second place, you are ensuring that your patrons or clients are going to receive the highest possible level of service that they can by choosing the highest qualified individual to perform that task. In either case, the rejection should be looked upon as a situation best for all.

Record keeping for both rejections and acceptions can be done on the "applicant flow record" previously mentioned. It should be remembered that a clear, concise statement of why the individual was accepted or rejected is necessary for each and every applicant to the transit property. While such detail may seem unduly necessary, in the long run it saves valuable managerial time. Since many individuals interview for several different jobs at one time, do not be surprised when a potential employee declines an offer you have made. Special care must be taken in making the offer as soon as the decision is made and in a manner which demonstrates a clear preference for this individual becoming an employee of the transit property.

The Physical Exam

Most job offers carry with them the stipulation that the individual applicant must be able to pass a physical exam necessary to ensure good health and sufficient physical stamina necessary to perform the task set forth in the job specifications. The physical examination reveals whether or not the candidate possesses the necessary physical qualifications. Furthermore, such physical examinations help to protect the other employees. Care must be taken however, not to exclude the potential candidate based on physical deficiencies which neither impair his or her ability to perform the task nor create potential contamination to other employees. For example, many cancer victims have been unduly discriminated against because they have previously had cancer. In many cases, the cancer would not have prevented them physically from performing various jobs, and it is not a communicable disease. Thus, to eliminate someone based on a history of cancer would be unduly discriminatory.

New Employee Orientation Procedures

All new employees, even in the small firm, feel somewhat misplaced the first few days on the job. Appropriate orientation procedures can decrease the time of uncomfortableness for the new employee and provide greater benefits by making the new employee a productive member of the organization in a much shorter period of time. In addition, appropriate orientation procedures tend to overcome many of the present employees' undesirable traits if such exist. Transit properties in the state of Iowa are fortunate to have previously developed for them a most comprehensive bus operator training manual. This comprehensive training program for new transit bus operators, developed under contract with the Public Transit Division, Iowa Department of Transportation, is an excellent vehicle for acquainting the new transit employee with the expectations of his job and new environment. All transit properties, irrespective of their size, should utilize the basic ingredients of this comprehensive work. Depending upon the size of the transit property, some of the material may seem unduly burdensome; however, in reality it is not, and all transit operators should be required to be familiar with and knowledgeable about this information.

Methods Used in Evaluating Employees

The selection process would be incomplete unless a thorough evaluation of the employees selected through that process is a constant activity of both

large and small transit systems. There are several methods which can be utilized to evaluate new employees. These are:

1. Paired comparison
2. Ranking
3. Result centered
4. Forced choice
5. Critical incident
6. Field review
7. Group appraisal
8. Peer rating

These methods are enumerated to demonstrate the many various ways that employees can be evaluated. The important thing for transit managers to note, however, is that the evaluation must be undertaken. Employee evaluation is necessary if adequate rewards, incentives, and disincentives are going to be administered to property employees. In addition, this information is necessary so that over time quality of services can be upgraded through the improved quality of the personnel administering those services. While it is advised that the individual evaluation technique utilized by the transit manager be given serious study before adoption, a brief synopsis of each of the different methods is undertaken here so that the transit manager may seek additional information on those he or she feels would be applicable to his or her size of operation.

90-Day Trial Period--Full Employment Status or Dismissal

All new employees should be made to understand that they are employed on a temporary status to determine their long-run potential to perform the job and become an employee of the organization. The employee should understand that at the end of 90 days a decision will be made to either accept him or her fully into the position or terminate their employment with that firm. Formal records of this meeting should be kept.

Disciplinary Procedure

Obviously, evaluation of employees does not stop once the 90-day trial period has ended. Further evaluation is necessary. This requires the formal development of an employee disciplinary program. Such a disciplinary program should not be viewed in the negative context for which it has become known, but rather in a positive sense in that it attempts to bring about the desired behavior and attitude of employees and develop them over time into the type of employee desired in your employment. The development of an employee disciplinary system will require that preestablished penalties be developed for all rules, regulations, and procedures presently employed in the transit operation. Employees can and should be notified as to what will happen on the first, second, and subsequent violations of an existing rule, safety procedure, or regulation.

The four steps in a simple disciplinary procedure are:

1. Develop an accurate statement of the actual violation--be specific.
2. Select penalties to be applied. If preestablished, apply equally to all employees. If not preestablished, relate to a similar type of offense.
3. Application of the penalty. In mild violation, the penalty should be applied immediately and noted in the record.
4. Follow-up. Establish a yearly procedure whereby employee disciplinary records are reviewed to determine what violations are consistently taking place, who the violators are, and whether the desired outcome from the disciplinary procedure is what you had anticipated.

Conceptual Review of Bus Operator Employee Selection Process

This employee selection module has attempted to present an entire conceptual framework of how more effective employee planning, recruitment, selection, and evaluation can be carried out by the transit property. The presentation, in concert with accompanying employee selection handbook, will be an effective guide in planning for Affirmative Action programs which meet or exceed EEOC Guidelines. It is important, however, that the transit manager of both large and small properties bear in mind that any conceptual process is just that--conceptual in nature. He or she is going to have to make this information applicable to their local situation, and it is with this in mind that the information contained within has remained somewhat general at times.

Application of Selection Process to Transit Managerial, Technical, Clerical, and Mechanical Personnel

It should be clear that the above presented module is applicable to a wide range of transit personnel. In theory, it could be applied to all individuals employed by the transit property from the bus operator to the general manager level. It should also be noted that the same process can be used for the application of subcontractors to the transit property for the performance of public transportation activities. By viewing private and not-for-profit subcontractors as individual applicants for potential transit employees, the same process can be used in compliance with EEOC Guidelines and minority business enterprise regulations now being handed forth by the Urban Mass Transportation Administration. Such a process sets forth a recommended structure which should be helpful in these matters.

APPENDIX I
SAMPLE JOB DESCRIPTIONS

APPENDIX I

JOB TITLE: INTRA-CITY BUS OPERATOR*

SUPERVISOR: DISPATCHER AND ROAD SUPERVISOR

JOB DESCRIPTION

An Intra-City bus operator operates transit type vehicles in and around Metropolitan Knoxville.

DUTIES AND RESPONSIBILITIES

To operate a transit type vehicle in a safe and careful manner according to the laws of the State of Tennessee and the rules and regulations of Knoxville Transit Corporation. To be a personal representative of the company at all times.

To conduct oneself while on duty in a manner which will gain and hold the GOODWILL, CONFIDENCE AND PATRONAGE of the public.

To collect fares and transfers in the proper manner.

To report for duty at designated times or as assigned.

To report for duty well groomed and in full regulation uniform and in possession of all necessary equipment (punch, badge, compartment key).

To adhere to adopted schedules at all times.

To always maintain the safety of the public and equipment as top-priority in all circumstances.

To have full knowledge of the vehicle and its limitations.

To have full knowledge of routes, schedules and fares.

To be familiar with the streets and highways.

To be willing to work split shifts, weekends, and holidays. Night work is required.

To be able to handle all emergencies that occur on any bus or bus route, including lost children, automobile, wrecks, or unsafe street conditions.

*Courtesy of Knoxville Transit Corporation and the American Transit Corporation.

To be able to properly communicate information to the general public and supervisory staff.

To promptly report all vehicle defects and unfavorable route conditions to the Dispatcher.

It is the responsibility of the operator to read all bulletins and instructions issued by the company and comply therewith.

To report all accidents to the designated supervisor.

In all accident cases, complete and submit a completed accident form.

Any other duties as assigned by the Dispatcher.

REQUIRED KNOWLEDGE, ABILITIES AND SKILLS

The ability to operate all types of motorized transit vehicles.

A good knowledge of the street and highway systems of Metropolitan Knoxville.

A thorough knowledge of transit system operating rules, regulations, phases, and routes.

The ability to write and speak with clarity appropriate to the position.

The ability to do arithmetic and counting.

To enjoy serving people of all ages and racial backgrounds.

REQUIREMENTS

MINIMUM age of 21 years.

Height and weight must be in proportion. Must be physically fit and able to pass a physical examination. Must have no prior history of back injuries.

Must have good manual dexterity with both hands and feet.

Must have vision correctable to 20/20 -- maximum incorrectable 20/400.

Must be able to cooperate with fellow employees.

Must be loyal and dependable.

Must be safety minded.

Must not regard oneself as the "CAPTAIN of the BUS".

Must be able to maintain concentration in the face of distracting conditions.

EDUCATION

Graduation from high school or have a G. E. D. Certificate or equivalent or graduation from trade or vocational school or satisfactory demonstration of oral, written, and verbal skills.

LICENSE OR OTHER SPECIAL REQUIREMENTS

A valid State of Tennessee Special Chauffeur's License.

APPENDIX I
CITY OF SEATTLE CLASS SPECIFICATION

TRANSIT OPERATIONS SUPERVISOR Temp. Spec. No. 8863
(10-9-70)

DEFINITION

Under general supervision, to inspect transit services in an assigned district and to resolve problems; to establish, revise, and coordinate transit vehicle runs on regular and special routes; to train and qualify mass passenger vehicle operators; and to do related work as required.

EXAMPLES OF DUTIES

Notifies transit operators of improper driving practices, passenger complaints, failure to maintain route schedules, and other service problems; and reports difficult disciplinary problems.

Performs service inspections in the field; reports delays or interruptions and recommends and coordinates rerouting or other action.

Investigates accidents involving transit system vehicles and provides related reports; investigates passenger complaints.

Schedules regular, special, and school passenger vehicle runs to provide maximum efficiency and service; tabulates passenger volume for specific routes and special hours of the day.

Arranges for passenger volume and traffic inspections on regular and special routes.

Revises existing schedules to compensate for changes in passenger volume.

Prepares shakeup reports for mileage, units, hours, headway, and average run.

Develops passenger time table leaflets.

Trains, evaluates, and qualifies new operators and retrain experienced operators in motor and electric mass passenger coach operation.

Conducts classroom instruction in mass passenger coach operation, fare structure, transfer procedures, zone fares, and schedules.

Receives inquiries regarding charter bus services; and plans and arranges charter bus orders.

May act for higher level supervision.

Maintains required records and prepares reports.

When assigned as Claims Collector-Transit Inspector (No. 8863.1), under general supervision, to be responsible for specific aspects of transit operation described above; and in addition to the above:

Reviews accident reports to determine claim collectibility; secures vehicle and property damage estimates.

Contacts party held responsible for damages or contacts appropriate insurer.

Collects claims; records collections; submits collections to the accounting division.

Refers cases to the legal department of the City, as necessary; testifies in court, as required.

MINIMUM QUALIFICATIONS

Education

Graduation from high school, or satisfactory completion of the General Educational Development Test.

Experience

Three years of experience as a mass passenger vehicle operator.

Knowledges and Abilities

Thorough knowledge of Seattle street systems, peak traffic times and locations, and effects of weather on street conditions.

Good knowledge of transit system operating phases, routes, fare structure, and scheduling.

Good knowledge of transit operating rules and regulations.

Ability to evaluate and resolve problems under emergency conditions and to take appropriate remedial action.

Ability to instruct, counsel, discipline, and qualify student transit vehicle operators.

Ability to operate all types of electric and motor coach vehicles used in mass passenger public transportation.

Ability to train, supervise, and evaluate the work activities of others.

Ability to establish and maintain positive, effective working relationships.

Ability to speak and write with clarity and to maintain routine records.

License or Other Requirements

A valid State of Washington Motor Vehicle Operator's License.

#####

PROCEDURE IN MAKING ASSIGNMENTS

Assignments to, and reductions from, positions titled Claims Collector-Transit Inspector are to be made by the appointing officer, on forms provided for the purpose, with duties set forth as required, and such assignments and reductions shall be subject to the approval of the Secretary. Subject to such action, assignments to positions titled Claims Collector-Transit Inspector shall be made from among regularly appointed Transit Operations Supervisors who have completed their probationary periods in the class.

The above provisions shall not be construed to prohibit the appointing officer from filling an assigned position with an employee in the base class from which assignment is recognized, subject to satisfactory showing to the Secretary, and in no case, except as provided above, to exceed one year.

Percentage Preference in Eligibility

In open competitive examinations, employees in the following class will be entitled to a percentage preference as provided by law: Transit Operator.

Pre G-K class title:

Transit Operations Supervisor I

**Toronto Transit Commission
JOB EVALUATION
STAFF AND CLERICAL POSITIONS**

JOB TITLE ----- General Clerk ----- GROUP ----- 6-0 -----
DEPARTMENT ----- Treasury ----- SECTION ----- Accounts Payable -----

JOB DESCRIPTION

Work under the general supervision of the Section Supervisor.

SUMMARY OF DUTIES

Perform a variety of clerical duties involving the maintenance of Accounts Payable Ledgers. Prepare various forms concerning the issuing and recording of T.T.C., G.C.L. and Interline cheques.

WORK PERFORMED

Maintain various Accounts Payable Ledgers. This involves the following:

- operate a business machine to post entries of various transactions to their respective ledger sheets. This includes billings, commercial invoices, journal vouchers, "R" Bills, and cash from remittance lists, etc.

- balance daily postings with control tapes.

- prepare monthly Interline trial balance.

Responsible for T.T.C., G.C.L. and Interline cheque control. This involves:

- issuing all T.T.C. and G.C.L. cheques, including regular U.S. funds, refunds, injuries and damages.

- listing all cheques issued and prepare statement for the Commission of all cheques issued with amounts expended for period covered.

- ensuring that all cash discounts are taken by issuing cheques in advance of discount dates.

- calculate or check discounts as required.

- balancing T.T.C., G.C.L. and Interline daily distribution to Computer Services.

Work with Accounts Receivable regarding contra-deductions and remittance lists.

Instruct new personnel assigned to business machine operations within the section.

Operate various office equipment necessary to perform duties.

Work is somewhat complex and somewhat diversified. Organizing and planning are normal features of this job.

All work other than normal duties performed in accordance with explicit verbal and/or written instructions.

Light physical effort - minimum visual attention.

Good general office working conditions.

Required to have complete secondary school education or equivalent.

Requires 9 months to 2 years similar or related experience.

Must be familiar with procedures related to duties.

Errors made in the performance of normal duties could cause slight to moderate loss which may affect activities.

Occasionally required to deal with information of a moderately confidential nature.

Normal contacts usually with members of own department and occasionally with other departments.

No supervision given to others.

Perform related duties as assigned.

APPENDIX II
SAMPLE APPLICATION FOR EMPLOYMENT

APPLICATION FOR EMPLOYMENT

(To be filled out in ink by applicant in his own handwriting)
(An applicant under 21 years of age must file Minor's Certificate of Age)

No. _____

"An Equal Opportunity Employer M/F"

Company _____ Date _____

I hereby make application for position as _____
clearly specify

Name in Full _____ Soc.Sec.No. _____

Address _____
street town state Telephone _____

Date of Birth* _____

Are you a Citizen of the U. S. A. or Registered Alien? _____

Relatives Employed by Co. _____
name relationship

Have you ever been convicted of a serious crime? Explain: _____

EDUCATION	NAME OF SCHOOL OR COLLEGE	DATE ATTENDED		GRADUATED	COURSE TAKEN
		FROM	TO		
Grammar School					
High School					
College					
Other Schools					
Or Courses					

Have you a trade or profession _____ If so, what _____

Have you ever been employed by this Co. _____ When _____ Where _____

Have you ever been employed by any other public utility _____ Position held _____

Name of Company _____ Address _____

SUBJECTS OF SPECIAL STUDY OR RESEARCH WORK

Questions only for applicants for office employment:

What type of business machines can you operate? _____

Have you done office work? Yes No Specify Type (Typing, filing, steno., bookkeeping, etc.) _____

Approximate shorthand speed _____ Approximate typing speed _____

What foreign languages do you speak fluently? _____ Read _____ Write _____

*Bus Driver Position Only

FORMER EMPLOYERS (List below last four employers, starting with last one first.)

DATE MONTH AND YEAR	NAME AND ADDRESS OF EMPLOYER	SALARY	POSITION	REASON FOR LEAVING
FROM				
TO				
FROM				
TO				
FROM				
TO				
FROM				
TO				

REFERENCES: Give below the names of five persons not related to you whom you have known at least one year

	NAME	ADDRESS	BUSINESS	YEARS ACQUAINTED
1				
2				
3				
4				
5				

PRESENT MEMBERSHIP IN
NATIONAL GUARD OR RESERVES

PHYSICAL RECORD:

WERE YOU EVER INJURED? _____ GIVE DETAILS _____

HAVE YOU ANY DEFECTS IN HEARING? _____ IN VISION? _____ IN SPEECH? _____

LIST ANY OTHER PHYSICAL INFIRMITIES OR DEFECTS _____

IN CASE OF EMERGENCY NOTIFY _____
NAME ADDRESS PHONE NO.

Do you pledge yourself if employed, and during your employment to comply with the company's rules and regulations now in existence, or which may hereafter be established? _____

Do you agree that if you are employed by the company, the company shall thereafter at anytime and from time to time have the right to require a medical examination by a company physician of your physical and mental condition, to include (but not be limited to) X-ray examination and laboratory tests, and that it shall further be a condition of your employment that you be mentally and physically qualified (as determined by medical examination) to perform the assigned duties of your position. _____

In part consideration for my employment, I agree to return upon demand, or on demand, or on severing my connection with this company, all company property then in my possession, and whenever requested, to make and verify an affidavit containing a full and truthful statement of any and all accidents, ejections, assaults, etc., of which I may have knowledge.

I agree to at once provide myself with a standard uniform in accordance with the rules and regulations of the company.*

If given an opportunity, I agree to work on a trial basis for the probationary period designated by the company and, if retained at the end thereof, to work faithfully thereafter and give my best efforts in the interest of the company. I agree to operate any type of coach which the company may request me to operate.

Operators must provide himself with a standard watch before entering upon employment with the company.*

I hereby warrant that the foregoing answers are true in every particular, and I further agree to resign immediately from the employ of this company should any one of my statements or answers on this application blank be found untrue, or should my past record, upon examination by the company, prove unsatisfactory.

*Bus Driver Position Only

Signed _____

(Applicant will not write below this line.)

I have personally questioned the above applicant and believe him mentally and physically fitted for the position herein applied for.

Date _____ Department Head _____

Referred to Dr. _____ at _____

for examination _____

APPENDIX III

EQUAL EMPLOYMENT OPPORTUNITY
AFFIRMATIVE ACTION COMPLIANCE PROGRAM

APPENDIX IV
SAMPLE REFERENCE FORM

Appendix IV

A Sample Reference Form

<p>_____, Social Security No. _____, has applied to us for a position as _____. Applicant claims to have been in your employ from _____ to _____. Having had an opportunity to observe above applicant as an employee, your frank answers to the questions on the reverse side of this card will be valuable to us, and would be greatly appreciated. <i>We assure you that your replies will not be revealed to the applicant, or anyone else, under any circumstances.</i></p>
<p style="text-align: center;">(Reverse)</p> <ol style="list-style-type: none">1. When was he in your employ? From _____ to _____2. What position did he hold? _____3. Was his attendance regular? Yes _____ No _____ If not, what was the cause of his absences? _____4. Was he liked by his co-workers (well-liked, acceptable, sometimes criticized)? _____5. Was his rate of progress slow, average, above average? _____6. Was he asked to resign, or did he resign voluntarily? _____7. Would you re-employ for a similar position? Yes _____ No _____ If not, why? _____8. In view of your knowledge of his character, ability, and dependability, how would you rate him as an employee? Below average _____ Average _____ Above average _____9. If you prefer, we will call you on telephone No. _____

SOURCE: C. W. Brooks. "Checking Applicants' References." *Management Review*, Vol. XXXVII, No. 9, p. 465.

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