

Detailed Findings by Functional Area

A - Administration and Management

	Standard	Finding Options
		<ul style="list-style-type: none"> - Acceptable - Deficient - Repeat Deficiency - At-Risk - Not Applicable
A.1	Policy Development and Monitoring	Acceptable
A.2*	Internal Evaluations	Deficient
A.3*	External Evaluations	Deficient
A.4*	Staffing Retention / Training Programs	At-Risk
A.5	Department Staffing	Acceptable
A.6*	SOP	Deficient
A.7	Building Additions, Renovations	Not Applicable
A.8	Management / Maintenance Locations	Acceptable
A.9	Customer Satisfaction	At-Risk
A.10	Customer Response Elements	At-Risk

Additional Comments

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General Overview by Functional Area

A - Administration and Management

Deficient

Policies and procedures at [REDACTED] are in place and are adequately organized. Interviews with the administration and line staff indicate that they are knowledgeable of policies affecting their positions and facility operations. However, technicians have minimal awareness of policies and written operational practices. An Executive Summary does not appear to exist. Company Mission, Vision & Values exist and have been recently updated. Goals are broad and wide-ranging statements of general intentions that cannot be measured or verified. Objectives are precise actions and tasks that can be validated and measured. Statements are posted in common areas; however a communication plan for communicating the revised statements to all staff is in process.

Storage and retention of Standard Operating Procedures (SOP), policies and operational procedures are minimally accessible to all staff through departmental binders. Retention, location and availability to staff vary based on location. Procedural guidelines do not exist to govern the review of internal evaluations, operational or program audits. There is no established schedule to ensure that internal operational inspections / reviews are completed annually.

Summary: We determined that [REDACTED] does not maintain adequate written, comprehensive rules and regulations for the operations of the Department. We believe this to be a significant deficiency. To manage this large Department, management should prepare and issue numerous internal operating procedures and guidelines. Operating policies and procedures are necessary to ensure that management directives are distributed to, and understood by, applicable personnel and to provide the basis to determine accountability, measure results and enforce compliance. Written policies should be developed for all significant issues concerning [REDACTED] operations and personnel.

Written policies for staffing, retention and training programs do not exist. Additionally, there are no current programs in practice to support staffing, retention or training initiatives. Succession plans, equipment coordinators and reporting requirements do not exist.

Vehicle Equivalency Unit (VEU), a common industry standard to determine technician output and productivity are not utilized.

Staffing levels and positions represent industry level titles and positions commonly found in fleet operations. As [REDACTED] is weighted toward maintenance and not vehicle management, staffing patterns properly reflect this view. Technician to vehicle repair ratio is LOW based on industry standards. Management to technician ration is considered AVERAGE. The majority of mid and upper management staff are located in the [REDACTED] Office.

A written chain of authority/command exists in the form of an organizational chart, which lists the subsections of each department. Authority to sign in the absence of the Director/Manager is based on the organizational chart and granted on a case-by-case basis. Procedures for invoicing exist, but are not documented. Attendance reports and practices exist, via the program [REDACTED] used for time and attendance tracking and payroll.

Building size and locations currently support the needs and requirements to conduct business for [REDACTED]. [REDACTED] is currently considering relocation of the operation to better meet customer needs. No additional expansion measures were mentioned during the review.

Customer satisfaction, opinion and feedback is not effectively pursued or collected at [REDACTED]. Staff and customer interviews supported positive operations for the San Fernando location. Programs and policies to collect customer opinion appeared minimal. Platforms to collect customer service feedback via written, verbal or on-line communication practices are maintained differently at each location.

We recommend that management devise formal, official policies and procedures into a departmental operating procedures manual. Further, policies should exist which require the annual review of all policies and procedures. Policies should include retention and training for staff development and promotion.

Actions should be considered to increase workload production for each technician. All [REDACTED] [REDACTED] operate with LOW performance output based on the amount of technicians based on the reviewed workload for October, November and December 2011. [REDACTED] should embrace the usage of VEU standards to properly rate technician workload.

Customer satisfaction programs and policies need to be adopted immediately. [REDACTED] would benefit greatly from improved customer input to improve operations.

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