

DEVELOPING & MAINTAINING A TRANSIT SYSTEM PERSONNEL POLICY

Technical Assistance Brief Number 6

Revised 2002

INTRODUCTION

To establish a productive and efficient transit system, personnel policies need to be clearly defined for both employees and managers. A Personnel Policy Manual (PPM) explains the interaction between managers and employees presents legal requirements and outlines a productive and efficient work atmosphere. This brief will discuss the personal policy discussions your agency must make and how they can be included in a PPM.

IMPLICATIONS

This Technical Assistance Brief is designed to help in the development of a useful manual; however, it is not possible to guarantee that everything in this outline complies with all applicable federal, state and local laws. Have your agency's legal counsel review your completed PPM and any and all revisions to the PPM.

A senior staff person in your agency should be responsible for managing the PPM. This person should consult with legal counsel as required to ensure that the PPM stays current with any changes in relevant labor laws. In the area of labor law doing the wrong thing can have a devastating effect on your agency. For example, if you have collective bargaining agreements, your PPM must not deviate from the terms of these agreements. Collective bargaining issues are but one aspect of labor law that can vary widely from state to state.

Remember also to have your governing board approve your PPM. It is likely that you and your board would be held accountable for any failure of your PPM to comply with laws or contractual agreements.

PROCESS

With time a PPM can become outdated, so an essential step is to *date* your manual and all subsequent amendments. Another suggested practice is to schedule periodic reviews of your PPM. This compels attention at specific times and restrains urges to make policy changes without thinking through the legal and practical implications. For example, you might hold a review prior to an annual board meeting at which the board approves any revisions to your personnel policies, or it could be timed to fit in with labor negotiations.

Employee participation in the creation and revision of a PPM is one way to develop a manual that is acceptable to both employees and management. Form an employee task

force that includes representatives of every department of your agency. Have the task force and management review laws, regulations and any labor contracts that could possibly conflict with this guide.

All employees should sign a receipt for their copy of the PPM. This serves as an acknowledgement that they agree to abide by your policies. Any updates to the PPM should be distributed as they occur, with employees signing that they received the update.

OVERVIEW OF PERSONNEL POLICY ISSUES

The major topics often covered by a PPM include:

- Mission Statement
- Statement of Purpose
- Employment and Hiring Practices (At-Will Employment, Equal Employment Opportunity, Hiring Practices, Filling Positions from Within, Nepotism, Probationary Period, Exit Interviews, Layoff and Recall)
- Employment Status (Employee Categories, Employee Classifications, Job Descriptions)
- Attendance (Hours of Work, Absenteeism, Overtime, Emergency Closings)
- Leave (Holidays, Vacation, Sick Leave, Family and Medical Leave Act, Civil Leave, Military Leave, Bereavement Leave, Leave of Absence Without Pay)
- Compensation (Salary and Wages, Cost of Living Increases, Merit Increases, Pay Periods, Advance for and Reimbursement of Expenses)
- Benefits (Health Insurance, Worker's Compensation, Employee Assistance Program, Tuition Reimbursement, Credit Union, Retirement and Pension Program, Other Benefits)
- Organizational Standards (Substance Abuse Policy, Sexual Harassment, Open Door Policy, Standards of Dress, Code of Conduct, Conflict of Interest, Use of Agency Vehicles, Political Activity, Outside Employment, Media Contact, Release of Information, Smoking Policy)
- Personnel Actions (Training and Development, Discipline, Grievance Procedures).

A brief description of each category follows. It is important to note that since each agency's work situation is unique, this information is meant to serve *only as a guide*. Nothing here is intended as an endorsement or a prescription for the substance of your PPM, which should be tailored to your particular agency, its mission and its labor environment. Do not use another agency's PPM – it would not be sensible to expect another agency's policy to be appropriate to your own circumstances.

In addition to personnel policies there are other subjects that require written policies. Reference these policies in your PPM. These can include:

- operating procedures
- collective bargaining agreements
- emergency and accident procedures
- drug and alcohol procedures
- passenger assistance instructions
- customer relations procedures.

Your agency may want to include these policies with the personnel policies in a comprehensive system handbook.

MISSION STATEMENT

Your agency mission statement should be a short statement identifying the reason that the agency was created. For example: “To provide safe and cost-effective transit services to the residents of Deep Valley.” The key to an effective mission statement is the *focus* – it should be focused on what your agency was created to do.

STATEMENT OF PURPOSE

The PPM begins with a statement of purpose explaining that it was developed to establish a uniform system of personnel policies within your agency and to outline procedures governing the behavior of all employees. The manual and any revisions to it must be made available to all employees, ensuring that everyone is aware of both their rights and responsibilities.

Emphasis on consistent implementation of these policies will allow your agency to provide safe and effective service to the public.

EMPLOYMENT AND HIRING PRACTICES

At-Will Employment

Employment at-will is a common law principle under which an employee is hired and can be fired at the will of the employer. The employer has the right, unless restricted by law or contract, to refuse to hire an applicant or to terminate an employee for any reason or for no reason. It is important to note that there are a variety of employment relationships. Some, such as civil service employment, confer specific legal protections in many states. Or a company and a union can agree that no union member will be fired except under the terms of the contract. Be sure to seek legal advice to ensure your PPM complies with your state’s labor laws.

Equal Employment Opportunity (EEO)

This section of the PPM states that your agency is an equal opportunity employer and will not discriminate against any person because of race, creed, color, religion, age, sex, disability, national origin, ancestry, or any other characteristics protected by law.

The main federal laws that apply to EEO are:

- The Civil Rights Act of 1964, as amended - prohibits discrimination in employment on the basis of race, color, sex, religion and national origin. Some state laws are stricter than the federal laws and also prohibit discrimination based on creed, age, disability and ancestry. Be sure to check the laws in your state.
- Age Discrimination in Employment Act of 1967, as amended – prohibits discrimination against individuals 40 years of age or older. Some state laws cover all persons over the age of 18.
- The Americans with Disabilities Act of 1990 – prohibits discrimination against people who are physically challenged.
- The Equal Pay Act of 1963 – requires that an employee’s gender not be considered in determining salary: equal pay for equal work.

It's important to remember that an employer isn't obligated to hire an applicant just because he or she is in a protected category (such as an individual covered by the ADA). The employer can hire another, better qualified candidate, but the employer cannot use discriminatory information to exclude a candidate who is otherwise qualified for the position or promotion.

This non-discrimination policy includes all terms and conditions of employment including but not limited to:

- recruitment
- application for employment selection
- work assignment
- compensation
- performance appraisal
- training
- fringe benefits
- promotion
- disciplinary action
- demotion
- separation
- transfer
- layoff
- recall
- use of the grievance process

It is important to include a statement that EEO provisions apply to the delivery of programs and services as well as employment. Additionally, several Presidential Executive Orders require that certain government contractors and other organizations receiving funds from the federal government institute affirmative-action programs to bring more women and minorities into the workplace. If the organization has an affirmative action program in place, describe it in this section.

Hiring Practices

Describe the procedures involved in hiring employees in this section. Included are such issues as:

- drug and alcohol testing
- criminal background check
- driver's record check
- the standard recruitment process
- completing an application form
- taking and passing a physical examination
- checking of records and references
- final hiring approval responsibilities
- employment offers

This section should also refer to the Americans with Disabilities Act and discuss how the ADA ensures accessibility in the workplace.

You may have different hiring procedures for office staff, drivers, CDL drivers, etc. The details of these procedures may be kept in a procedures notebook for use as a

management reference. The PPM should provide an overview of these procedures that would pertain to all positions.

Filling Positions From Within

If your agency gives preference to current employees who apply for openings and who are equally qualified as outside applicants, explain how this policy is applied.

Nepotism

Nepotism is defined as the preferential treatment of blood relatives, spouses, spouses' blood relatives, and in-law relatives by an employee, an employee's spouse, or a board member. State your agency's position on the hiring of relatives – if it is allowed at all. The key is whether this circumstance places the employee in a position of supervising or being supervised by a family member and whether it creates the *perception or appearance* of improper influence or favor.

Probationary Period

Many agencies require an employee to complete a probationary period. This period is an opportunity for both manager and employee to determine whether the employment is mutually satisfactory. An explanation of this policy should include both the length of the probation and its effect on employee rights and benefits.

Exit Interviews

Your agency should attempt to conduct an exit interview with any employee leaving the organization. The interview should be conducted by a senior staff person. By conducting exit interviews, your agency can gain constructive insights and ideas for the benefit of all employees.

Layoff and Recall

Your PPM should state the agency policy on possible layoffs. For example: Should a layoff become necessary, employees will be laid off at the agency's discretion, subject to any applicable labor contracts, with due consideration given to work performance, job knowledge, attendance record, length of service and other factors relating to employment. All laid-off employees in good standing will be given employment consideration should future hiring opportunities arise.

EMPLOYMENT STATUS

Employee Categories

This section describes the organizational categories of employees. For example, employees might be:

- probationary (a new employee who has not completed his or her probationary period)
- salaried (an employee who works full-time, is paid an annual salary and has successfully completed probation)
- hourly (an employee who is paid by the hour and has completed probation).

Employee Classifications

Following the Fair Labor Standards Act, employees are generally classified as one of the following:

- Exempt: management, supervisory, administrative and professional employees are exempt from federal overtime pay provisions.
- Nonexempt: all other employees are subject to the requirements for hours of work and overtime pay provisions of the Fair Labor Standards Act.

Each position and its exempt/nonexempt classification should be determined in this section of the manual.

Job Descriptions

To ensure organizational effectiveness all employees need specific job titles and written position descriptions that outline duties. Job descriptions will be used both in recruitment activities and performance evaluations. Employees should sign a copy of the job description indicating they have read and understand the expectations of their position. The signed copy should then be placed in the employee's file.

ATTENDANCE

Hours of Work

Good attendance is essential to carrying out your agency's mission. Frequent absences and tardiness may result in disciplinary action, including dismissal. Present specific information on hours of operation along with your agency's policies on lunches and breaks.

Absenteeism

The PPM addresses your agency's rules on absenteeism and provides detailed information on how, when, where and to whom employees are to report their inability to come to work. Special attention is given to absences that have not been previously approved by management.

Overtime

Explain the procedures for approval of, and pay for, overtime. The standard procedure regarding time worked in excess of 40 hours per week is to pay nonexempt employees at a rate of time-and-a-half.

Emergency Closings

Describe how employees will be notified when bad weather or other emergencies force your agency to suspend service or close. These procedures include determining when conditions are unsafe and using local radio stations to disseminate information. In addition, explain your agency's operating procedures during emergencies such as natural disasters or civil defense situations. If your agency is part of your community's emergency plan, include those procedures here as well.

LEAVE

Holidays

The PPM must designate the holidays for which your agency is closed. Describe the policies and procedures for the payment of full-time and part-time employees. Include an explanation of paid holidays as well as holidays on which some staff may be required to work. This section also states any special policies, such as giving employees their birthday off with pay.

Vacation

Vacation or annual leave time is designed for the rest, recreation and health of employees. This section details:

- Rates of accrual of annual leave based on employee classification, status and years of service
- Methods of requesting approval for the use of annual leave
- Rules on the carry-over of annual leave from year-to-year
- Procedures for receiving a cash payment for unused annual leave in the case of resignation or termination.

Sick Leave

In this section the PPM describes rates of accrual for sick leave and any eligibility restrictions based on employee classification or status. In addition, this section includes policy on when sick leave may be used. For example, sick leave may be used in the case of employee illness or the illness of an immediate family member.

You must define who is an immediate family member. Generally the definition includes spouse, child and parent, but it is necessary to include some latitude in your definition; you should use a case-by-case approach in determining who is covered by this category. Unused sick leave procedures regarding limits on accumulation and pay-outs of cash at resignation or termination should also be explained in this section.

Family and Medical Leave Act

The Family and Medical Leave Act of 1993 requires companies with 50 or more employees to provide eligible employees with as much as 12 weeks of unpaid leave in any 12-month period for the following reasons: the birth or adoption of a child or the placement of a child for foster care; to care for a spouse, child, or parent with a serious health condition; and the employee's own serious health condition. To be eligible, the employee must have been employed for at least 12 months and must request this leave at least 30 days in advance when possible (such as before the expected birth or adoption of a child). When such notification is not possible (such as onset of a serious illness) employees are required to provide as much notice as possible. Both men and women are eligible for leave under this law. The company must provide the employee, after returning from the leave, with the same position or with a position with equivalent pay, benefits, and other conditions of employment. Health insurance must be continued during the leave period and paid for in the same manner as though the employee were still on the payroll. As with other federal laws, some state laws may have more strict requirements in this area. Explain how this act applies to your agency in this section of the PPM.

Maternity Leave

Maternity leave is usually granted to all pregnant employees upon written application in advance of the expected leave date. The date an employee begins and ends maternity leave should be decided by the employee and her doctor. Refer to the Family and Medical Leave Act and its provisions for maternity leave.

Paternity Leave

Paternity leave can be offered by the agency. Sick leave or annual leave may be used to cover this absence. Procedures for requesting paternity leave and the allowable time off with pay are covered in this section. Refer to the Family and Medical Leave Act and its provisions for paternity leave.

Civic Leave

Leave with pay is often granted to an employee for serving on a jury, attending court as a witness or voting in an election. An employee compensated for civil duties such as by jury or witness fees could be paid the difference between such compensation and his or her regular salary.

Military Leave

For many agencies, it is standard procedure to grant employees who are members of state or national military components unpaid leave – often not to exceed 15 days per year – when they are engaged in active-duty training. The employee is reimbursed for the difference between the military rate of pay and his or her regular salary.

In cases where the employee is called up for longer periods of time, considerations include whether the employee is entitled to extended leave without pay and retention of seniority, vacation, sick leave and other benefits. Information on how health insurance coverage is administered during these periods should be included.

Bereavement Leave

In the case of a death in the immediate family, many agencies grant an employee time off with pay for bereavement. This section provides the agency's definition of immediate family member (usually the same definition as in the Sick Leave section) and describes both the qualifications for such leave and the allowable amount of time off with pay.

Leave of Absence Without Pay

Leave of absence without pay for reasons other than described above may be granted at the discretion of management. This section describes your agency's policy, application procedures and limits on duration. In the event of an extended absence, it is important to set forth policies on payment of insurance benefits by the employee in order to keep benefits and insurance coverage intact. For example, after all paid leave is used completely the organization may require the employee to pay health insurance premiums in order to continue coverage.

COMPENSATION

Salary and Wages

This section of the PPM describes the method by which your agency establishes salary and wage levels. This method may include such considerations as board of director decisions based on available funding, comparable salaries in your area, industry surveys, job classifications, responsibility levels and professional experience. If your agency utilizes a delayed-pay system, explain how that works here.

Cost of Living Increases

If your agency provides annual cost of living increases, explain the details here. Describe how this increase is computed, who approves it and any disclaimers, such as “based on availability of funds”, which might impact its implementation.

Merit Increases

Organizational merit increase programs designed to reward outstanding performance on the job are described in this section. Include how this program works, who is eligible and the criteria for eligibility. Special attention should be given to any link between the performance appraisal process and the merit increase review.

Pay Periods

Your agency’s pay schedule is set out here so employees know when to expect paychecks. This section also outlines the required forms or time sheets, when they are required and to whom they are to be submitted.

Advance for and Reimbursement of Expenses

This section explains organizational policy on providing advances for and reimbursement of expenses for items such as travel, mileage and gasoline and petty cash purchases. At a minimum it includes specific information about report forms, documentation (i.e., receipts), spending limits and required approval. Note: reimbursement amounts that exceed the federal government’s reimbursement rate would be considered income. These payments would have to be tracked by the reimbursing agency and reported by the agency and the recipient.

BENEFITS

Health Insurance

Medical, dental, life and disability insurance benefits are defined in this section. Include details about such issues as types of benefits, insurance carriers, minimal employment requirements, examination requirements and percentage of payments made by the agency and employee. Indicate that changes in coverage or provider can occur at any time, and that employees will be notified when such changes occur.

Worker’s Compensation

To receive worker’s compensation benefits, it is necessary to report all on-the-job injuries, regardless of their nature or severity. Describe your agency’s process for reporting such inquiries and explain to whom the report should be made, such as a supervisor or manager. Emphasize your agency’s commitment to getting workers healthy and back to work, including providing reasonable accommodations for any rehabilitation. Also emphasize the employees’ obligation towards efforts to keep them on the job.

Employee Assistance Program (EAP)

This section describes the services an EAP offers and the process for using the EAP. It is extremely important to advise employees of the confidentiality of the process. If no formal EAP is in place, list telephone numbers of available outside assistance sources.

Tuition Reimbursement

Many agencies recognize the mutual benefit of helping employees further their education through tuition reimbursement. Eligibility requirements and reimbursement procedures are explained in this section, as well as policies for allowing time off to attend classes.

Credit Union

Describe credit union membership benefits, eligibility requirements and the enrollment process here. Explain options such as automatic payroll deductions.

Retirement and Pension Program

This section details all retirement and pension benefits your agency offers its employees. Explain issues such as employee contribution requirements, definition of “vesting” and its procedures, and the receipt of contributions made upon voluntary and involuntary termination.

Other Benefits

Any other benefits to the employee, both financial and non-financial, are covered in this section of the PPM.

ORGANIZATIONAL STANDARDS

Substance Abuse Policy

Although the substance abuse policy of any agency is usually separate from its personnel policy, it should be mentioned in the manual. Providing safe and effective service as well as the maintenance of a healthy work environment is a priority. Include a description of alcohol and drug-free work-place requirements and any other organizational testing programs, including the necessity of having employees sign that they have received a copy of the agency’s policy. Mention that transit operators are subject to Federal Transit Administration regulations on drug and alcohol testing. Refer employees to the separate substance abuse policy (also see Technical Assistance Brief Number 15, *How to Write an FTA Drug and Alcohol Policy for Your Transit System*).

Sexual Harassment

Describe the agency’s sexual harassment policy as it impacts relationships and behavior between supervisor and employee, employee and employee, and employee and client. Inappropriate actions are defined as any unwelcome sexual advances or requests for sexual favors, or any conduct of a sexual nature when an employer makes submission to sexual advances a term or condition of employment, either initially or later on; or when submission or rejection is used as a basis of working conditions, including promotion, salary adjustment, assignment of work and termination, or has the effect of interfering with an individual’s work or creating a hostile or intimidating work environment.

Companies can protect themselves from charges of sexual harassment by clearly notifying all employees that the behavior will not be tolerated and by establishing and publicizing a procedure for dealing with complaints. Explain disciplinary procedures up to and including dismissal for violation of the policy. Provide information on how to report incidents of harassment, including how to report harassment from a supervisor.

Open Door Policy

Describe your agency's open-door policy. All employees should have the opportunity to express their thoughts and concerns to their supervisor, manager or director, as appropriate, who can affect their situation. This practice gives everyone the chance to meet with management and offer suggestions, voice complaints or discuss their job performance and how the agency is doing. An open door policy helps employees understand the reasons for company decisions.

Standards of Dress

This section addresses acceptable standards of dress. Stress common sense and safety requirements, and describe any specific uniform policy or prohibited articles of clothing.

Code of Conduct

All employees are expected to fulfill their work responsibilities and conduct themselves in an exemplary manner on the job at all times. Both your employees and your agency benefit from guidelines that identify behavior which is considered inappropriate, and which may bring on discipline or dismissal. This section sets forth inappropriate behaviors, including:

- Ineffective performance of duties
- Absence without authorization
- Failure to adhere to your agency's regulations
- Theft of your agency's property
- Vandalism of your agency's property
- Improper use of your agency's property
- Destruction or removal of your agency's property
- Persistent absenteeism or tardiness
- Abuse of sick leave
- Substance abuse
- Statements or behavior damaging to your agency
- Falsification of records
- Negligence resulting in injury or death
- Misrepresentation of information
- Soliciting, offering, or accepting a bribe or gratuity
- Insubordination

The code of conduct states that not every unacceptable situation or circumstance can be anticipated. The fact that an employee action is not mentioned does not limit your agency's right to impose discipline.

Conflict of Interest

Describe your agency's policy about employee activity that would place the employee in a conflict of interest situation. It is important to note that such conflict must be demonstrable. The conflict of interest policy needs to state the employee's responsibility to discuss the activity with management when in doubt.

Use of Agency Vehicles

Describe procedures for employee use of agency vehicles and any restrictions on this use. Explain the policy on personal use, authorization or approval and carrying non-employees in out-of-service vehicles.

Political Activity

Many agencies have restrictions on employee political activities while on duty or in uniform. Describe such a policy in this section.

Outside Employment

A policy on outside employment is designed to ensure both the absence of conflict of interest and that the employee is not working so many hours that his or her ability to safely and effectively function on the job is affected. Include a description of conflicting sources of employment and allowable hours of outside work. Check FHWA regulations pertaining to allowable outside work in regards to number of hours behind the wheel.

Media Contact

It is standard policy for many agencies to limit contact with radio, TV and the press to designated management representatives. Describe such a policy in this section of the manual. Include procedures for the employee to follow if contacted by the media.

Release of Information

The release of personnel or organizational information is an important part of the PPM. How, when and to whom such information may be released is explained in this section. Employee personnel files are normally confidential and are accessed only by the employees themselves or designated individuals. Your agency may require written authorization from the employee to release information from these files unless your agency is otherwise legally required to do so.

Smoking Policy

This section describes your agency's restrictions on smoking in office areas, in your agency's vehicles or elsewhere. Clearly state the rights of non-smokers as well. Consult your state and local laws and regulations on smoking in public places.

PERSONNEL ACTIONS

It is standard procedure in many agencies to review each employee's performance at the end of his or her probationary period and at least annually thereafter. This evaluation is based on standards of performance that have been developed for each position. The evaluation process is intended to promote communication between the employee and the supervisor about job requirements, mutual expectations and performance. It may also be linked to merit salary increases. This section of the manual describes this process both in terms of specific procedural issues and its importance to organizational and individual effectiveness.

Training and Development

This section explains your agency's policy on both mandatory and voluntary attendance at training and development activities. It also explains the policy and procedures regarding payment or reimbursement of tuition and expenses, eligibility criteria and any post-training requirements, such as briefing other staff members on the training session.

Discipline

Explain your agency's policy on discipline regarding employee performance, attitude, work habits and personal conduct. Discipline must be administered fairly, uniformly and consistently. Your employees should sign a statement that they understand the procedure for the disciplinary process, and this statement should be placed in their file. It is also important to explain carefully which infractions can bring about automatic dismissal without following the steps of progressive discipline.

Many agencies establish steps of progressive discipline based on the severity of the infraction. Documentation of **any** disciplinary action needs to be placed in the employee's file, and the employee must be made aware of this. A progressive discipline typically includes the following steps in the sequence shown:

- verbal warning
- written reprimand
- short-term suspension
- long-term suspension
- demotion
- dismissal

Carefully consider the wording you use in describing these actions – do not make threats or promises you may not want or be able to keep later. Note on any discipline statements that all disciplinary action is subject to further action, up to and including termination.

It is always advantageous from a legal standpoint to have employees sign that they acknowledge and understand all disciplinary actions. However, you cannot force an employee to sign anything. If an employee refuses to sign a discipline statement, call in a witness. The witness should be someone who is not directly involved in the situation. In front of the witness, repeat your request. If the employee still refuses to sign the statement, have the witness attest to the employee's response on the discipline statement.

Grievance Procedures

This section describes your agency's grievance procedures that allow employees to appeal disciplinary actions. The procedure is intended to provide employees with an effective and acceptable means for bringing job-related problems and complaints to the attention of management in a formal manner. There are usually several steps in the grievance process. For example, the first step should be at the lowest possible level in the organization, such as the employee's supervisor, then to the director of the organization, next to the board of directors and finally arbitration by a neutral third party.

Include a description of specific requirements, such as a written statement and documentation and time limitations for filing an appeal.

CONCLUSION

Once your agency has developed and adopted a PPM, the next step is to disseminate the document to all employees. Critical components of this dissemination process are conducting an in-person orientation, either one-on-one or in a group, and obtaining sign-off by each employee verifying receipt of the PPM. Major revisions to the PPM, including the addition of new elements, will necessitate additional orientation and sign-off.

You and your staff should refer to the PPM whenever making any decision that concerns your staff. Because of the impact your PPM may have, remember to seek legal advice to make sure you are complying with state and federal employment laws.

Remember, your PPM reflects *your agency's commitment* to a legally sound and productive interaction between management and employees, as well as to *a safe and efficient transit system*.

The original Technical Assistance Brief was written by Ream Lazaro; it was revised by the RTAP National Review Board, APWA staff and CTAA Membership Director, Caryn Souza in 2002.

RESOURCES

The Community Transportation Association of America maintains a Peer-to-Peer technical assistance network. Many of the networkers in Peer-to-Peer Technical Assistance Network, have developed exemplary personnel policy manuals, and are available to provide telephone assistance to guide transit operators in the development of their PPM's. For more information, go on-line to CTAA's web site www.ctaa.org and use the search engine.

There are a number of comprehensive manuals and reports that provide guidelines and examples for the development of employee handbooks and PPM's. These include the following, all of which are available by call CTAA's Information Station at www.ctaa.org.

Policies and Procedures Handbook for North Carolina Rural Transportation Operators
Volume 1: Policies and Procedures
North Carolina Department of Transportation, August 1995

Small Transit System Management Handbook
Michigan Department of Transportation, December 1985
A CTAA Management Guide for Creating an Employee Handbook
Community Transportation Association of America, August 2000

Transit Cooperative Research Program
TCRP Synthesis 3
Incentive Programs to Improve Transit Employee Performance

Can be ordered through the Internet at www.tcrponline.org/bin/publications.pl

Transit Cooperative Research Program (Project J-7, Topic SF-7)

TCRP Synthesis 40

A Challenged Employment System: Hiring, Training, Performance Evaluation and Retention of Bus Operators. A Synthesis of Transit Practice

Can be ordered through the Internet at www.tcrponline.org/bin/publications.pl

The Technical Assistance Series is a product of the Federal Transit Administration's National Rural Transit Assistance Program (RTAP). RTAP is funded through 49 U.S. Code 5311, formerly Section 18(h) of the Federal Transit Act of 1979. National RTAP was created in 1987 and is administered by the American Public Works Association (APWA) in a consortium arrangement with the Community Transportation Association of America (CTAA). The views and opinions expressed in the Technical Assistance Series do not necessarily reflect the views and opinions of FTA, APWA or CTAA. More information on the Rural Transit Assistance Program is available going to www.ctaa.org.