

BUILDING A STRONGER TRIBAL TRANSIT TEAM THROUGH THE MISSION



**NATIONAL
TRANSPORTATION
IN INDIAN COUNTRY
CONFERENCE**

**BIG SKY RESORT | BIG SKY, MONTANA
SEPTEMBER 16 - 19, 2019**

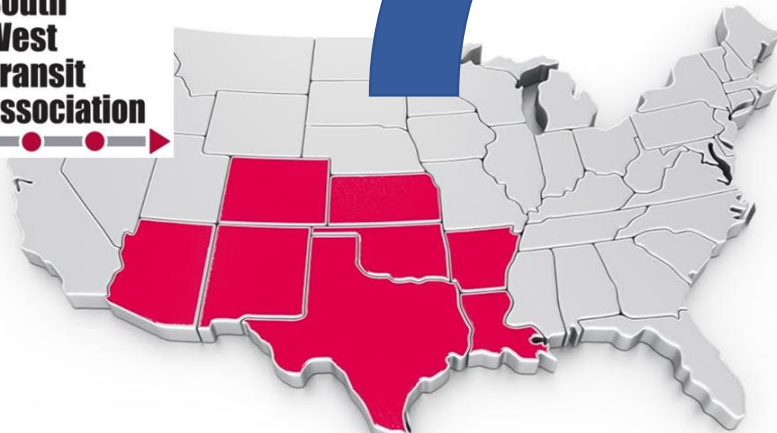
**WALT DIANGSON & KRISTEN JOYNER
SOUTH WEST TRANSIT ASSOCIATION**

Welcome & Introductions

- **South West Transit Association**

- **Walt Diangson, SWTA Trainer/Safety Officer & NRTAP Ambassador**
- **Kristen Joyner, Outgoing SWTA Executive Director. CO-presenter**
- **Rich Sampson, Incoming SWTA Executive Director**

South
West
Transit
Association



AR, AZ, CO, KS, LA, NM, OK, TX



**TRIBAL TRANSIT
TRAINING PROGRAMS**



Friendly Reminders

- Scan-in
- Comment on Evaluations
 - → What specific training you desire & need for your entire team.
 - → How NTICC, SWTA & NRTAP can best meet you needs & where, including tribal conferences & regional meetings.
 - → Watch For:
 - NRTAP planned tribal training program coming
 - NRTAP *Tribal Transit Toolbox* being developed
 - SWTA past tribal transit workshops



**TRIBAL TRANSIT
TRAINING PROGRAMS**

Topic Overview

- **Title:** *Building a Stronger Tribal Transit Team Through the Mission by Tribal Transit Managers*
- **Mission** → **Purpose & Goal**
- **Major Guiding Elements:**
 - The Organization's Mission Statement
 - The Organization's Vision & Core Values
 - The Organization's Drivers Toward Mission Attainment
 - **Team Development**
 - **Leadership**



Tribal Transportation Participants

- **Audience Positions**

- Tribal transit managers, supervisors & staff
- Tribal transportation directors & staff – both roads & highways & tribal transit

- **Tribal Transit Professionals Involved In:**

- Management
- Administration & Support
- Operations
- Maintenance
- Facilities Management



Session Approach

1. Concepts of team and teamwork
2. The mission as a key to developing your team & achieving teamwork
3. Teamwork as a method to work towards your mission
4. The critical elements of developing an effective team & teamwork

Yin and Yang



PART I: THE MISSION STATEMENT





Why am i here?
What's my purpose?



- **TO SERVE OTHERS**
- **TO IMPROVE THEIR QUALITY OF LIFE**
- **TO PROVIDE ACCESS, MOBILITY, INDEPENDENCE**

Focus on the Mission

- A mission statement defines a group's goals in three important ways:
 - It defines what the group does for its customers.
 - It defines what the group does for its employees.
 - It defines what the group does for the tribal nation community



Mission Statement Primary Function

- **Defines**
 - What the organization is → **Tribal transit**
 - Why it exists → **To provide transportation, mobility, independence**
 - Its reason for being → **To meet the transportation needs of the tribe**
- **Also**
 - Define primary customers → **The elderly, disabled, school age & commuters to jobs**
 - Identify the qualities of services you provide → **Safe, reliable, affordable...**
 - Describe the geographical area you serve → **The tribal nation, counties...**



Tribal Transit Mission Statement Importance

- Provides purpose & goals ↴
- Helps establish organizational strategy
- Supports day-to-day management & operations
- Helps guide the manager & staff in their duties
- Supports the Nation's tribal-wide vision & mission
- Provides inspiration & meaning to customers & employees



INDIAN
COUNTRY



EXAMPLES OF TRIBAL TRANSIT MISSION STATEMENTS

SEE HANDOUT





First, ...

With smartphone, look up the mission statements for any of the three:

- Tribal Nation
- Tribal Transportation or
- Tribal Transit



Mission Statement

Mission → Qualities → Tools

Safe, Reliable, Professional, Empathetic, Customer Oriented...

Hiring, Training, Maintenance, Motivation, Efficiency...



UTE Tribe Public Transit Mission Statement:

UTE tribe public transit is here to provide a safe, affordable, and comfortable ride for all those in need of public transportation.





The mission of Stillaguamish Tribal Transit Services is to assist individuals, families, and the Stillaguamish Community with their transportation needs, and to provide transit service to Tribal facilities and businesses.

STTS is committed to providing transportation services of the highest quality by a well-trained, genuinely caring staff of experienced professionals. By assisting one individual, or one family at a time, we build a community of caring for one individual, or one family at a time.



STILLAGUAMISH
TRIBE OF INDIANS

Pelivan Mission Statement:

Pelivan Transit is committed to providing safe and reliable transportation to all people with mobility needs in the Pelivan Transit service territory. Riders will be treated as individuals with dignity at all times, regardless of race, creed, color, sex, age, ancestry, national origin, religion or disability.



Pelivan Transit

Owned & Operated By Grand Gateway EDA

& Northeast Oklahoma Tribal Transit Consortium



Along With Pelivan Vision & Goals

- **Vision:** *Pelivan Transit is committed to developing a mobility management system that includes area human services, aging agencies, tribes, providers, and businesses that addresses the gaps and barriers in transportation in the northeastern Oklahoma region.*
- **Goals:**
 - *Develop a Mobility Management System through a Central Dispatching Service. Identify the gaps and barriers of transportation needs in the communities. Educate Seniors about transportation options.*
 - *Develop Alternative Fuel infrastructure for fueling options.*
 - *Develop innovative funding sources to expand transportation services.*
 - *Develop a comprehensive program addressing transportation safety.*

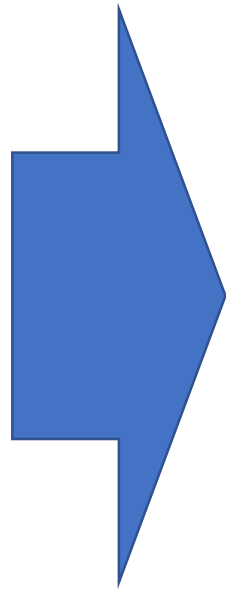


Exercise: Mission Statement's Service Qualities

- Use the handout titled *“Examples of Tribal Transit Mission Statements.”*
- Read each statement & circle those qualities, adjectives, purposes & descriptions that enhance tribal transportation that:
 - Most fit your transportation service;
 - Have the most meaning to you; or
 - You feel are most important to you or your transit system.
- Form into a discussion group around you.
- Pick one word & discuss what that descriptive word means in tribal transit operations and service or what it takes to achieve it.

Descriptive Word Example → What It Takes to Achieve this Quality

Reliable



Pre-Trip Inspections

Preventive Maintenance Inspections

Transit Asset Management

Safe & Capable

Friendly

Repaired Properly

Well Trained Drivers

Efficient Scheduling

In Contact with the Office

Supervised Service

Trust & Confidence

PART II: IMPORTANCE OF TRIBAL TRANSIT TEAMWORK



Tribal Transit and The Team Concept

- **Definition of team:** *A group of individuals that come together as a team to achieve a common goal* → the TT mission
- **Tribal culture reference: tribal mutuality**
 - As a tribal value, attitude, and behavior, mutualism permeates everything in the traditional Indian social fabric.
 - Mutualism promotes a sense of belonging and solidarity with group members in cooperating to gain group security and consensus.
 - Mutuality relates also family connections & consciousness.
- **A Common Goal** – Successful teamwork is the ability to work together toward a common vision



Mission → Working Together → Teamwork

- **Definition:** Teamwork is generally understood as the willingness of a group of people to **work together to achieve a common aim**. It is a value. For example, we often use the phrase:” he or she is a good team player”. This means someone has the **interests of the team at heart, working for the good of the team (Mutuality)**
- **Chemistry:** Beyond the policies, procedures, & processes. “Chemistry” of a team is the **hidden ingredient**



What are the key elements of a successful team?

- Watch for key elements to successful teamwork in the coming video:
 - Situational assessment & planning - See A Video Clip
 - Collective responsibility for success (or failure) - *MUTUALITY* - See All
 - Effective communications - See All
 - Effective leadership action - See All
 - Focus on common goals – See All (group survival)
 - Trust – See C (little crab)



Video Illustration: Working Together



Importance of Teamwork in Tribal Transit

- Smaller systems require that managers & staff wear & share many hats.
- Effective small operations require leveraging human resources & skills.
- Many staff members are cross trained to perform different functions.
- An organization thrives when it has a diverse team of people who can contribute individual ideas & ways – to be creative & innovative.
- Teamwork helps solve problems, while collaboration within a group can help solve difficult problems.
- Brainstorming is a good opportunity for the team to exchange ideas & produce creative ways of doing things.

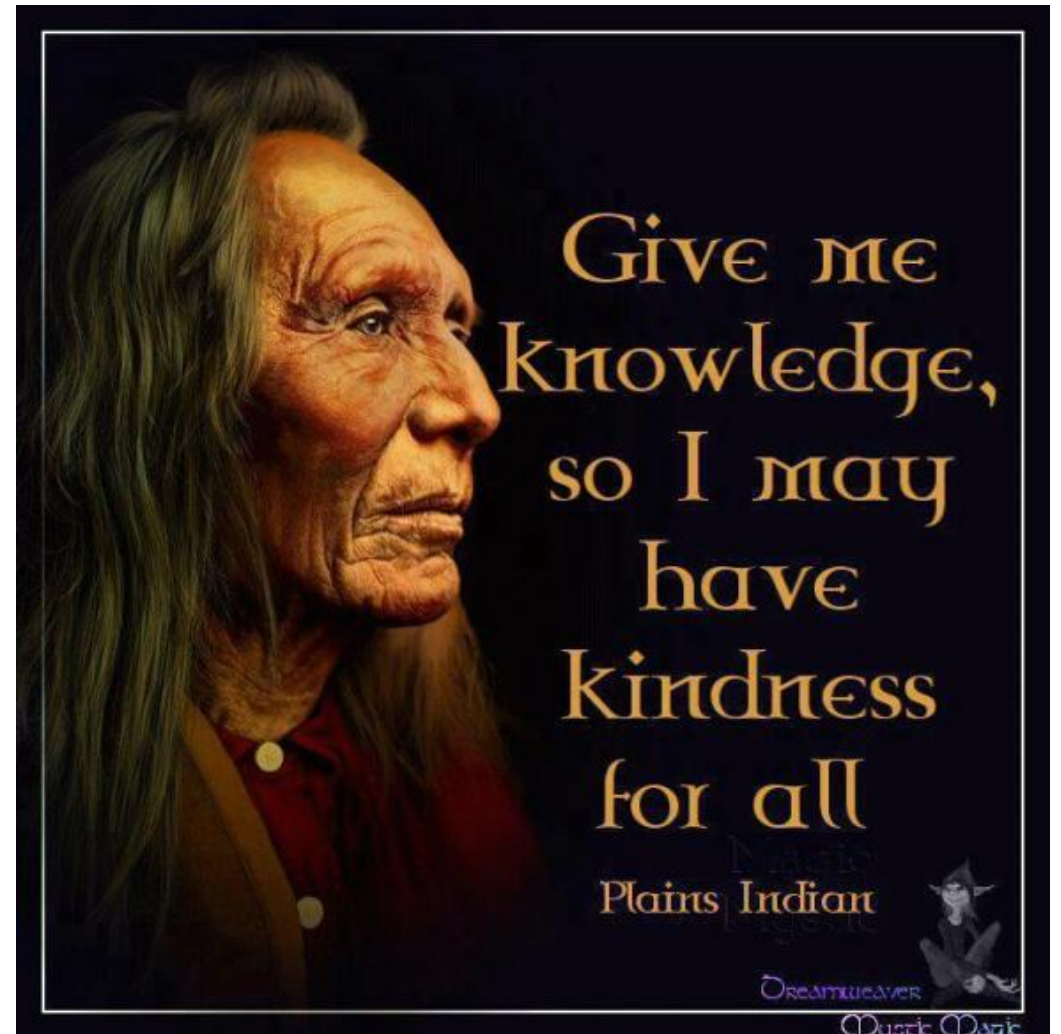


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Role of Tribal Transit Managers in Building an Effective Team

- Build trust and respect
- Be true to your word
- Encourage informal social gatherings
- Clarify roles & expectations
- Specify goals & overall mission
- Stress the core values
- Recognize excellent teamwork
- Establish effective communications



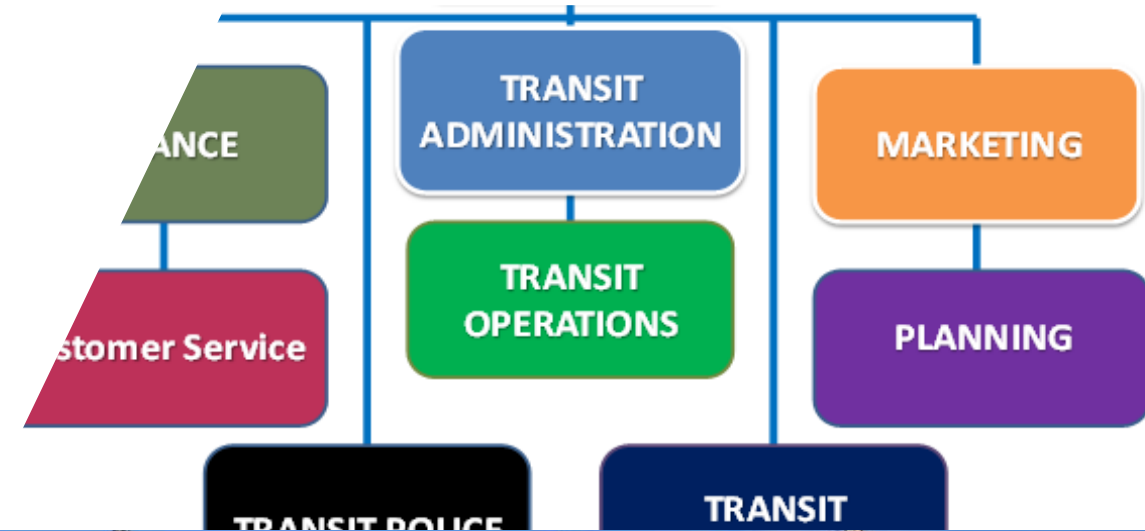
PART III: TRIBAL TRANSIT TEAM DEVELOPMENT



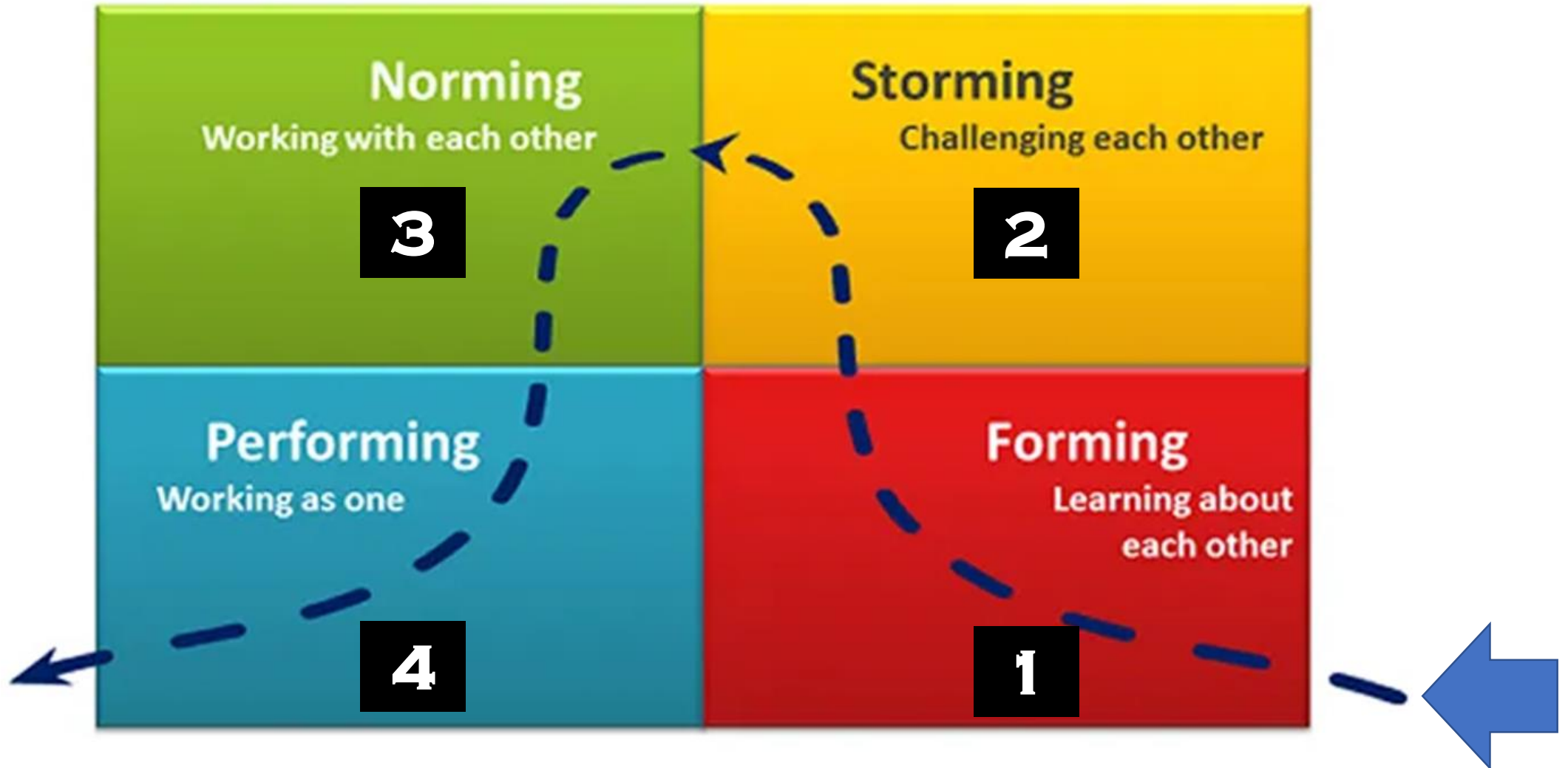
How Do You Build a Team Given the Various Transit Functional Areas?

- Transit Manager
- Transit Administration
- Transportation Operations
- Fleet Maintenance
- Facilities Management
- Law & Traffic Enforcement
- Fire & Rescue Services

See Handout.



The Process of Building a Team



2. Storming

- Relationships tentative
- Question authority & fulfillment of responsibilities
- Require definition of the team & values
- Group purpose still fuzzy, need further clarification

3. Norming

- Fulfilling their roles & responsibilities
- Cooperating collaborating
- Demonstrating individual leadership
- Demonstrating unity, chemistry & self-determination

Building a Team

1. Forming

- High degree of guidance needed
- Individual roles or points of view unclear
- Process not well established or accepted
- Condition needed to establish mission

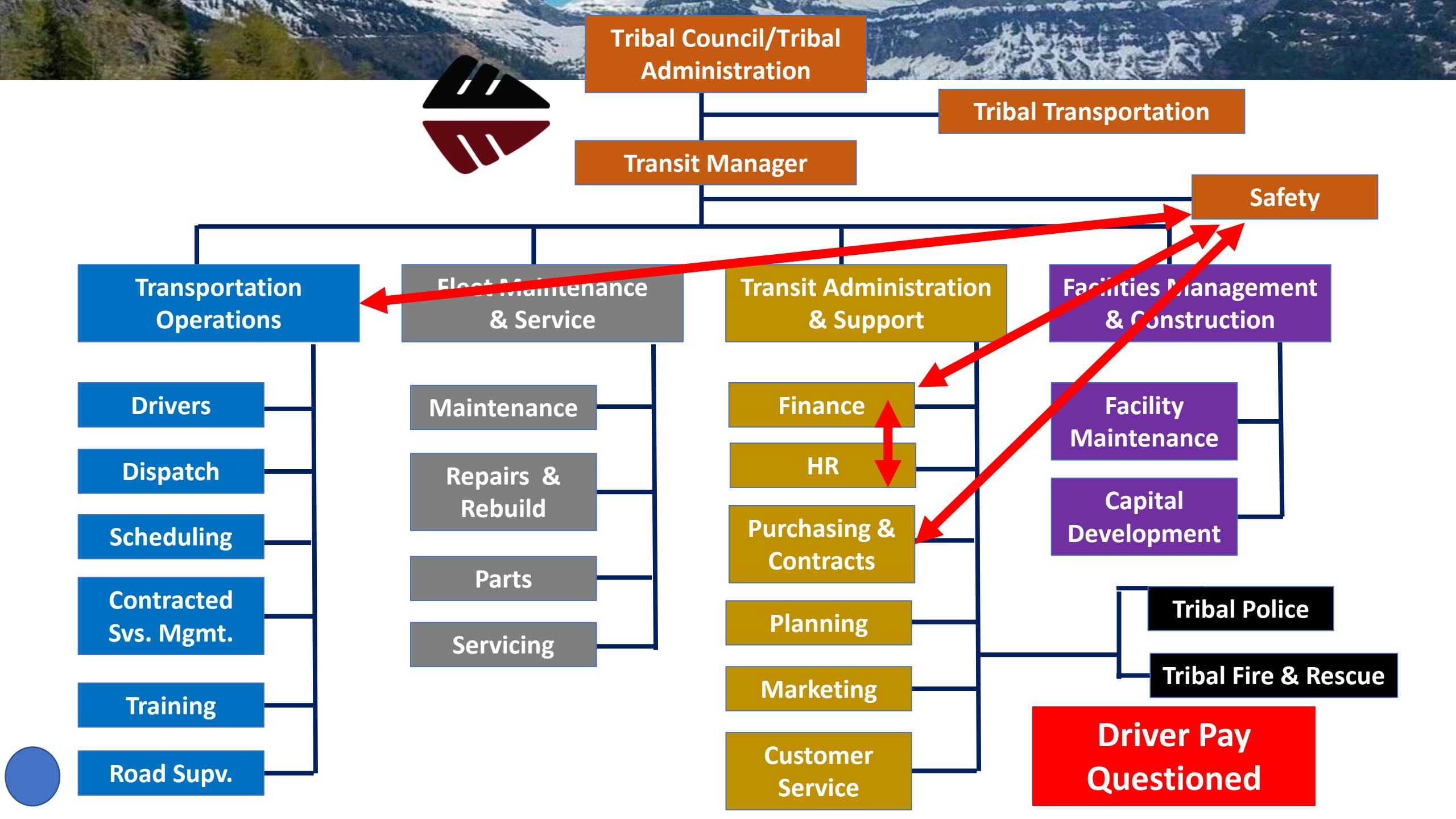
4. Performing

- Team is committed to performing well
- Focuses on be tactical & strategic
- Understanding it's about process & relationships
- Celebrating success & achieving recognition

Tips to Improve Teamwork in the Workplace

- Hire Wisely
- Encourage Informal Social Events
- Clarify Roles
- Specify Goals
- Employ Effective Communications
- Get Feedback From Everyone
- Document Efforts & Progress
- Don't Micro-manage
- Reward Excellent Teamwork
- Recognize Individuality





Tribal Council/Tribal Administration

Tribal Transportation

Transit Manager

Safety

Transportation Operations

Fleet Maintenance & Service

Transit Administration & Support

Facilities Management & Construction

Drivers

Dispatch

Scheduling

Contracted Svs. Mgmt.

Training

Road Supv.

Maintenance

Repairs & Rebuild

Parts

Servicing

Finance

HR

Purchasing & Contracts

Planning

Marketing

Customer Service

Facility Maintenance

Capital Development

Tribal Police

Tribal Fire & Rescue

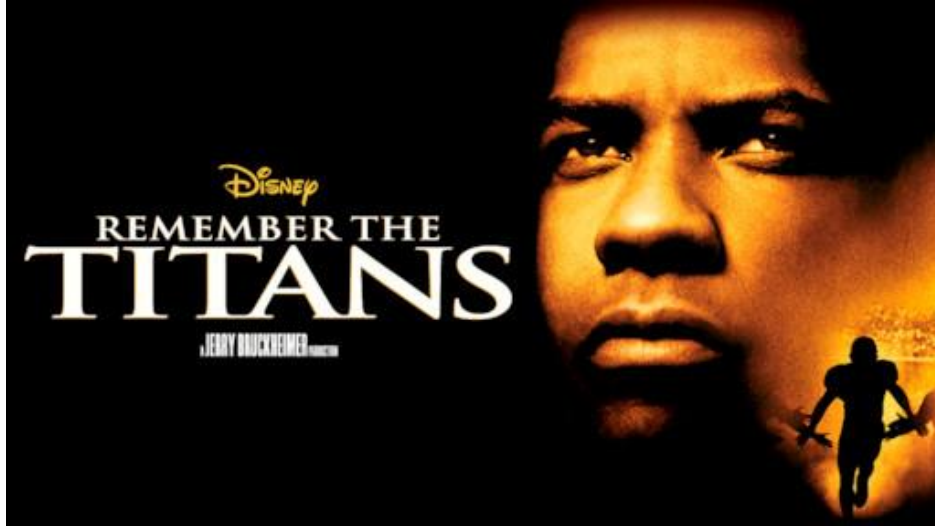
Driver Pay Questioned

Team Development Process Illustration

Disney
REMEMBER THE
TITANS
JERRY BRUCKHEIMER PICTURES PRESENTS



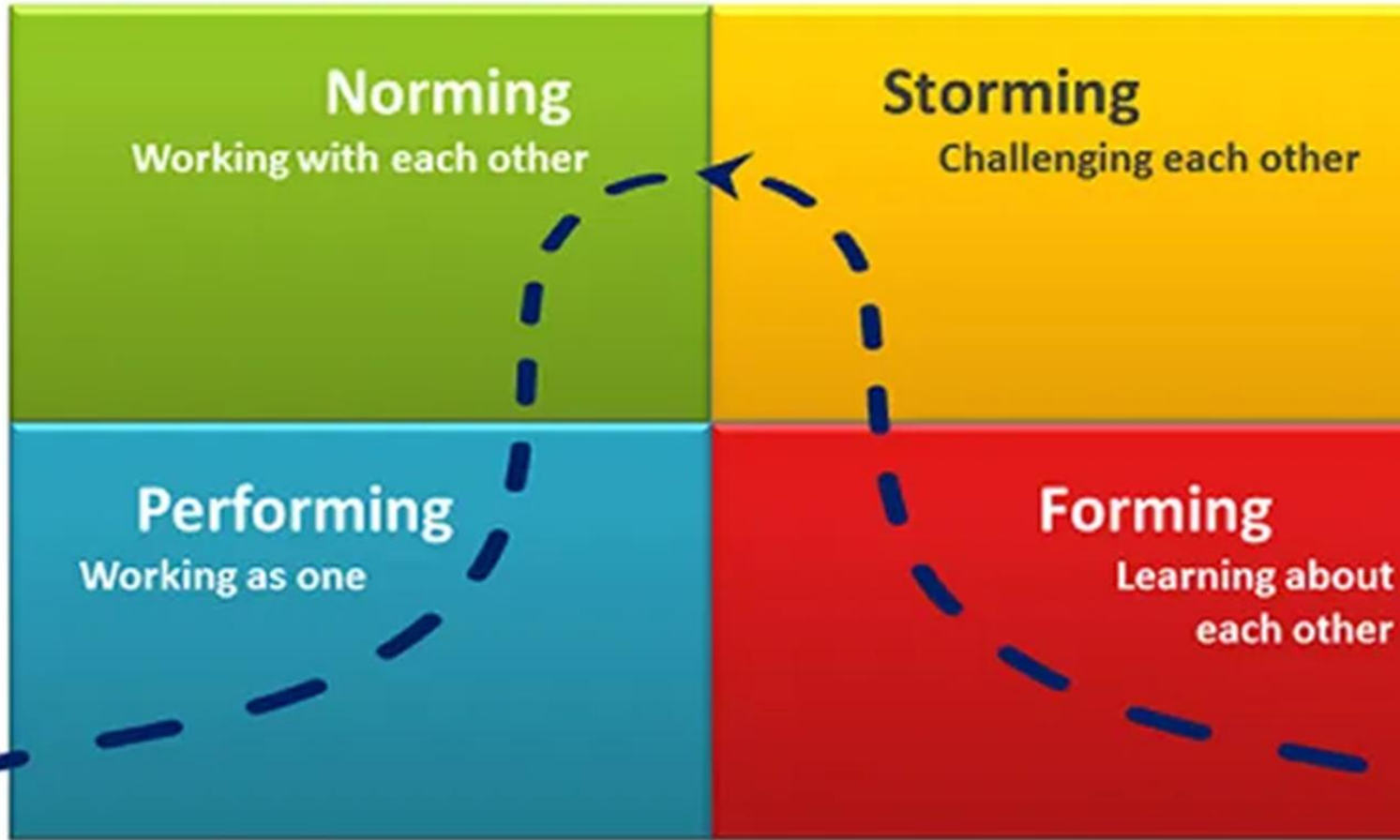
See Handout



Movies' Basis

- Takes place July 1971
- At the integrated T. C. Williams High School in Alexandria, Virginia
- Forced school busing set the tone for internal racial conflict
- Through coaching and rigorous athletic training by Boone, which includes an early morning run to the Gettysburg cemetery and a motivational speech, the team achieves racial harmony and success.

The Process of Building a Team

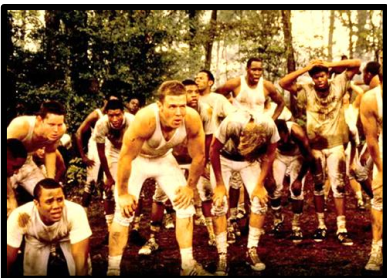





Example: Titans' Forming

KEYS:

Not the Marines
Can't get no rest
Gettysburg
Come together
Dislike each other
Respect each other
Learn



Video Illustration: Team Forming Stage –
Coach Boone's Gettysburg Motivational Speech

A large, dark, and slightly blurred image of a large, multi-story building at night, likely a school building. The building has many windows, some of which are lit up. The overall scene is dimly lit, with a focus on the building's structure.

Example: Titans' Storming

KEYS:

3-ah-days

Honesty

Rev QB

What team?

Get mine

Attitude reflects

Leadership



Video Illustration: Team Storming Stage –
Team Captains Address Attitude & Leadership



“Attitude Reflects Leadership, Captain”

- **Leadership skills to be aware of:**
 - Our strengths & weaknesses
 - Our values & behaviors
 - Ways in which we attempt to influence others.
- **Reflective leadership Keys**
 - Key to creating relationship-based organization
 - Characterized by three important skills:
 - Self-awareness,
 - Careful observation
 - Flexible response by individual - motivation



Example: Titan's Norming

KEYS:

It ain't blocking.
Let them handle
it.

Stuck him.

Let's play fellas.

Left side!

Strong side!



Video Illustration: Team Norming Stage –
Team Captains Illustrate Coming Together as a Team



Performing: It's More Than A Game

KEYS:

Fumble

Backside

One play

Why a QB?

Cover deep

I know football

Right man

Video Illustration: Team Performing Stage –
Coaches Come Together & Team Bonds to Perform & Win



Exercise: Where Do You Feel Your Team Is?

- Break into small discussion groups.
- Discuss where you think your team is in the team development process.
- Include indicators that you are experiencing in each phase.
- Include discussion on how you use your mission or purpose to facilitate growth.
- Report out important items.



SUMMARY & CLOSING

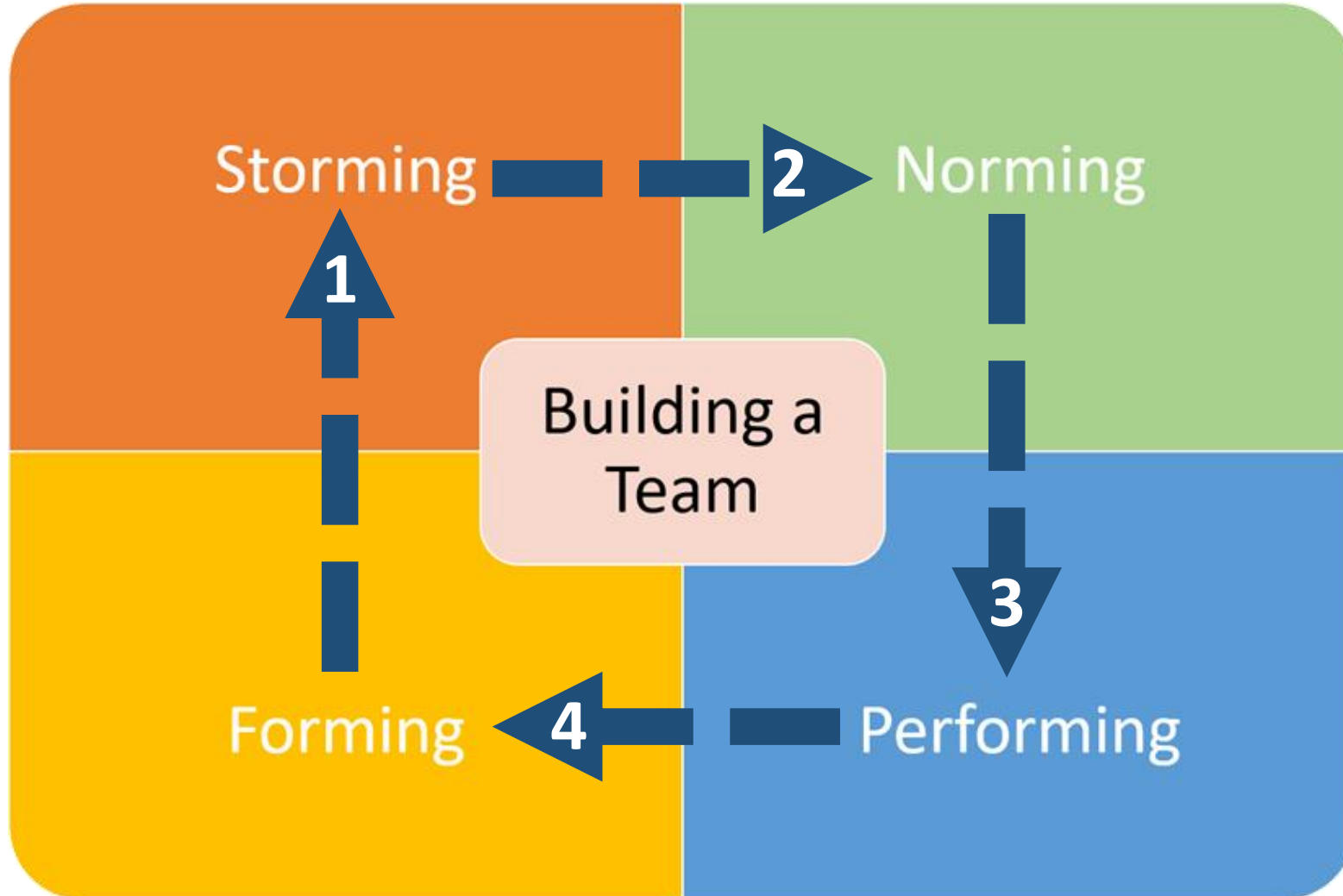


Summary & Closing

- **The Mission Statement - key tool for team development & teamwork**
- **Teamwork – serves as a tool for achieving the mission**
- **Team development consist of four (4) phases:**
 - **Forming – Guidance requires; roles unclear; processes not defined**
 - **Storming – Purpose becomes clearer; roles still fuzzy; decision-making forming**
 - **Norming – Relationships well understood; team goal commitment; team process**
 - **Performing – Commitment to performance; become strategic; team runs well**



The Process of Building a Team



Tips to Improve Teamwork in the Workplace

- Hire Wisely
- Encourage Informal Social Events
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- Get Feedback From Everyone
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- Don't Micro-manage
- Reward Excellent Teamwork
- Recognize Individuality



NATIONAL RTAP – TRIBAL TRANSIT PROGRAM

- Future tribal transit training – from planning to operations
- First planned session: North Central / Rocky Mountain Region
- Contact Neil Rodriguez, Tribal Transit Program Manager at:
nrodriguez@nationalrtap.org



www.nationalrtap.org

Closing



- Kristen Joyner: kjoyner@swta.org
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