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Manager Retention and Job Change in the Transit Industry: A Survey of Manager Attitudes

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MANAGER RETENTION AND JOB CHANGE
IN THE TRANSIT INDUSTRY:
A Survey of Manager Attitudes

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ABSTRACT

MANAGER RETENTION AND JOB CHANGE IN THE TRANSIT INDUSTRY: A Survey of Manager Attitudes

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This paper examines issues related to the managerial personnel needs of the transit industry over the next five years. Specifically, we explore the career expectations reported by 1301 managers from 178 agencies. Their responses are grouped based on whether they will be with the same transit agency, a different agency, retire, or leave the transit industry. These stated intentions are examined in relation to agency characteristics, individual demographics, professional experience, and evaluations of personal career development and opportunities.

Our survey results portray a significantly different transit manager than that described by Mundy and Spchalski in 1973. Current managers are younger, more highly educated, and more diverse in terms of training specialization and current function. Most did not plan a career in transit. Further, these "new" transit managers seem less wedded to a long term career in transit. While satisfied with current positions they are less positive about future career development and advancement opportunities offered by individual agencies and the industry. Three explanatory factors are suggested: 1) the training and experience of new managers, 2) the possible lack of a clear career ladder within the industry, and 3) the end of the period of rapid transit expansion.

Our findings indicate that the industry may experience substantial managerial change over the next five years and that recruitment needs may be greater than forecast by TRB in 1985. These needs will be more pronounced for some management categories, specifically marketing, personnel, finance.

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This paper examines issues related to the managerial personnel needs of the transit industry over the next five years. Specifically, we explore the career expectations reported by 1301 managers from 178 agencies. Their responses are grouped based on whether they will be with the same transit agency, a different agency, retire, or leave the transit industry. We examine the extent to which these stated intentions are related to agency characteristics, individual demographics, professional experience, and evaluations of personal career development and opportunities.

Our findings suggest that the industry will experience substantial change in its managerial cadre over the next five years and that the recruitment needs may be greater than previously forecast (TRB, 1985). Further, our results indicate that recruitment needs will be more pronounced for some management categories than for others. Finally, though our respondents are generally satisfied with their current positions and with the development of their careers, they are not optimistic about the opportunities for advancement either in their present agencies or in the industry. This general pessimism about future opportunities is, we believe, a major factor related to the potential loss of current managers to other industries and does, therefore, pose a major concern for the industry.

BACKGROUND

The 1985 Transportation Research Board report on transportation professionals indicated that:

...approximately 11.4 percent (2.3 percent per year) of the current transit work force can be expected to retire by 1990. This means that approximately 3000 executive, professional, and supervisory job openings will be created during the next 5 years to replace those who retire.

...transit agencies anticipate that total attrition due to retirement and other causes will amount to about 18.7 percent of the professional workforce in the next 5 years. After retirements have been deducted,...,this leaves 7.3 percent of the professionals--who will change jobs or drop out of the work force--about 2,000 transit professionals--who will change jobs or drop out of the work force during the next 5 years. Although some of these professionals will leave the transit industry, many will probably remain working in transit but simply change agencies to advance their careers (TRB, 1985: 118). (emphasis added)

The conclusions of this TRB report are based upon the assumption that three primary factors influence the human resource requirements of the industry: (1) changes in service, ridership, and funding; (2) retirement rates; and, (3) attrition to long-term leave, disability, or job change. There are, we believe, additional, possibly more subtle factors which may also be important for the retention and recruitment of qualified transit managers. In general, these factors appear to be related to the commitment to transit as an occupational setting offering opportunities for individual development and advancement.

In 1973, Spychalski and Mundy found transit managers to be largely comprised of an "up-from-the-ranks" professional cadre. While this may still be an accurate depiction for some of the current managers, the past thirteen years have produced significant changes both in the sources of management personnel and the types of managers sought by the industry. The 1970's saw many agencies adding new types of positions or creating new departments to respond to changing service demands, new technologies, and organizational settings. Marketing, planning,

and personnel tasks expanded, resulting in the recruitment of managerial personnel with an increasingly diverse array of training, prior experience, and career expectations.

It is not clear that there ever were well defined "career ladders" for transit managers. We suspect that these career paths are more ambiguous today as management has diversified away from the core aspects of transit (operations and maintenance) toward new skills and disciplinary orientations. To the extent that clear opportunities for career advancement are related to commitment to a career in transit, retention of qualified managers may have become more problematic.

In a previous paper (White and Edner, 1986a) we explored whether difficulties attracting new management personnel were related to the size, organizational setting, organizational structure, and/or degree of change which characterized transit agencies. Our analysis revealed no discernible trends. We interpreted this to mean that recruitment difficulties were more of an industry problem than specific to any particular class of transit agency. Consequently, we suggested that the recruitment problems experienced by the industry may be related some more generic factor such as the attractiveness of transit as a setting for long term career development. We suggest that this factor also impairs the ability of transit to retain qualified managers.

For the purposes of this study we have identified four general response categories which may be related to anticipated career moves: (1) Agency Characteristics, (2) Individual Demographic Characteristics, (3) Professional Experience, and;

(4) Evaluation of Personal Career Development and Advancement Opportunities. The analysis of these response categories permits us to isolate classes of transit managers which may be more or less prone to make job changes.

SURVEY METHODOLOGY

Between late 1984 and early 1985 surveys were sent to 3050 managers in 207 transit agencies. The individuals receiving this questionnaire had been previously identified by personnel lists and/or organization charts supplied by each of these agencies. The characteristics of these agencies in terms of fleet size, organizational structure, institutional setting, and fiscal characteristics is reported in Transit Agency Characteristics: An Industry Profile (White and Edner, 1986b). Managers were sent individually addressed questionnaires with one follow-up mailing sent to those who did not respond initially. We received completed responses from 1301 managers for a return rate of forty-three percent (43%). We cannot argue that our respondents comprise a scientifically drawn, random sample of managers in the transit industry. However, responses were received from persons in 178 agencies representing the range of agency size, institutional, and locational characteristics. Further, our sample includes a broad array of managerial functions. Thus, we believe our sample includes a good cross-section of industry management personnel.

The questionnaire requested information on a number of topics including career experience, training, educational background, attitudes toward the industry, perceptions of career

development opportunities, training needs, short term career plans, and assessments about the future of transit. This information is applied to our examination of issues related to the problem of managerial retention. First, we describe the characteristics of the sample with respect to career experience, agency characteristics, and individual demographics. Then the short term career plans of our managers are examined and finally we explore factors which may be related to those plans, particularly with respect to those who indicate that they expect to leave the industry during the next five years.

SAMPLE CHARACTERISTICS

Two important trends are established by the results summarized in Table 1. First, the overwhelming majority of our respondents not only have fewer than 20 years with their current agencies, but also in the transit industry. This is in distinct contrast to the length of managerial tenure reported by Spsychalski and Mundy in 1973 who found that the vast majority of their sample had been with their agencies for more than 20 years (Spsychalski and Mundy, 1973: 11). The second point is that only slightly more than half (50.2%) of our respondents indicate that their primary experience prior to their current position has been with their present agency. Further, only eleven percent (11.4%) came to their present position from another transit agency. Thus, the present cadre of transit managers tends to be younger and has less experience in transit. Further, there does not appear to be a pattern by which individuals shift from one agency to another as they pursue their careers.

(Table 1 Here)

Table 2 shows that most of our respondents are from agencies with more than 500 vehicles and more than 1,000 employees. We suspect that managers from larger agencies will be less likely to express dissatisfaction with career advancement opportunities because of the greater number of promotional opportunities. Further, we would expect managers in smaller agencies to indicate a desire to transfer to larger operations as a means of advancing their careers.

(Table 2 Here)

The educational background of our sample illustrates the diversity of the current managerial cadre. Slightly more than thirty-six percent (36.5%) do not have a four year college degree. Our data indicate that those without a college degree tend to be older which suggests that the managerial core will increasingly include college graduates. Among those who indicate an educational specialty, business is the predominant discipline (33%). The large number of individuals who trained for a profession outside of what might be considered core transit (operations or maintenance) raises the issue of whether the industry offers sufficient career opportunities to retain persons whose professional training is not directly related to transit.

Related to this issue is the finding that a majority of our sample is under the age of 41. These individuals still have the bulk of their careers ahead of them and will, we presume, evaluate their commitment to transit in terms of perceived opportunities to meet career goals. Should those opportunities

be perceived to be limited, we suspect that many will seek to transfer their professional skills to other industries.

SHORT TERM CAREER PLANS

In order to measure and estimate the degree to which retention of managers might be a problem for the industry we asked the following question: "Where do you see yourself in five years?" The responses to this question are presented below.

(Table 4 Here)

While it must be kept in mind that these results portray anticipated rather than actual change, it is clear that should our respondents act on these expectations, transit will experience substantial movement by its managerial cadre during the next five years. Over forty-two percent (42.6%) report that they anticipate leaving their present agency. Further, more expect to leave transit and obtain employment in other industries (21.3%) than expect to move to positions in other transit agencies (13.2%). This finding conforms with the earlier indication that relatively few managers came to their present position from another transit agency. It further supports the notion that clear paths for career development within the industry may be a problem for transit.

The absence of comparative data makes it difficult to draw conclusions about the implications of these results for the industry. Nonetheless, they do suggest that the industry may be confronted with the need to replace a substantial proportion of its current managerial core, particularly with respect to the loss of over twenty percent to other industries. We suggest that

the next five years may see a significant loss of talent within the transit industry.

AGENCY CHARACTERISTICS AND CAREER PLANS

Table 5 reports the relationships between measure of agency size and organizational setting with career expectations.

(Table 5 Here)

These results indicate that as suggested managers in small to moderate sized agencies tend to be more likely than those in larger agencies to plan to leave their present place of employment and move to another agency. Those managers in larger agencies who plan to move are more likely to indicate that they will leave transit as opposed to seeking a position in another agency. With respect to organizational setting, City-County agencies appear to have a somewhat greater potential retention problem with a higher proportion anticipating a move to another transit agency.

INDIVIDUAL CHARACTERISTICS AND CAREER PLANS

Table 6 summarizes the relationships between individual characteristics and short term career plans.

(Table 6 Here)

A significant finding is that women are substantially more likely than men to indicate that they expect to leave the industry. Equally pronounced are the differences between managers with a four year college degree or graduate education and those with less formal education. Those with more education are less committed to continuing with their current agency and

appear more likely to leave the industry. This trend is particularly striking among those who have continued their education past their baccalaureate degree. Over the next five years the industry may lose many of the best trained of its current managers and the industry may have to take specific steps to address the concerns of this group. Finally, the age of our respondents is significantly related to their career expectations. Those under the age of 40 are significantly more likely to expect to leave their current agency and to leave transit than are older respondents.

To some extent we had anticipated that those who were part of the "baby boom" generation, defined here as the 31-40 age group, and had entered transit during the period of expansion of the 1970's would be the most likely to be feeling the pressure of the current decline in the rate of expansion of promotional opportunities and therefore express a desire to leave their current agencies or the industry. However, the data indicate that it is the youngest age group which is the most likely to expect to leave the industry.

CAREER PLANS AND PROFESSIONAL EXPERIENCE

Each of the measures of length of professional experience is significantly related to career expectations with newer managers indicating that they are more likely to leave their present agency or leave the industry than those with longer tenure.

(Table 7 Here)

In general, these associations indicate that a substantial proportion of those who have been part of the managerial cadre

were their counterparts of fifteen years ago. These differences have also, it would seem, made the problem of retention a more complex issue for the industry.

CAREER PLANS AND CAREER ADVANCEMENT

Eighty-four percent (84%) of our managers indicated that they did not plan a career in transit. We also asked this group to identify what their initial career plans had been and to indicate why they took a job with the transit industry (Table 8).

(Table 8 Here)

Not only did most not plan a career in transit, nearly the same proportion (77.7%) did not plan a career in any part of the transportation industry. Further, most planned to pursue a career in the private sector. These results lead us to suspect that commitment to the industry is not an attitude which is instilled as part of the education and training experience of those who enter the ranks of transit managers. The diversification of the management cadre has meant that many if not most do not train for transit or do not work up through the ranks of a transit agency. Rather, many train for a profession and find transit to be one of possibly many industries to apply that training.

The reasons given for taking a job in transit amplify the problem. Slightly more than half of those responding indicated that they entered the industry because the position provided an opportunity relevant to their professional training. By implication, retention of these individuals will be affected by

for 10 or fewer years are likely to leave the industry during the next 5 years. It is significant that more of this group plans to leave the industry rather than pursue opportunities in different transit agency. Even though many of these managers expect to continue with their current agencies, our results suggest that the industry may be confronted with substantial leakage to other industries of its managerial talent who have received their initial professional experience in transit and are still only 5 to 10 years into their careers.

The relationship between managerial category and career plans also indicates some important distinctions among transit managers. First, those who hold "core" transit positions (operations and maintenance) are the least likely to indicate that they will be leaving the industry. Conversely, marketing and finance administrators are the most likely to indicate that they anticipate leaving transit. General managers or executive directors seem to anticipate shorter tenures with their present agencies, but generally appear to plan to continue their careers in the industry.

Overall, with the exception of "core" transit positions, nearly thirty-five percent of current managers expect to either leave transit or retire during the next five years. The distinctions among the different managerial categories also lends support to our earlier contention that the changes experienced by the industry have resulted in the development of an increasingly diverse managerial cadre. This core is better educated, younger, and trained in a broader array of professional disciplines that

their perceptions of the opportunities offered by transit to develop and advance the skills for which they have trained. As is shown in the table below, the perceptions of our sample about development and advancement opportunities are not very positive.

(Table 9 Here)

Most of our respondents indicate that they are satisfied with their present positions. The major variations are found in the somewhat lower proportions of those in the "new professional" positions (planning, personnel, marketing, finance) indicating that they are "satisfied" or "very satisfied" with their present positions. From the perspective of managerial retention, it is encouraging that in none of these categories do more than fifteen percent express dissatisfaction with their current positions.

However, perceptions of career development and advancement opportunities are much less positive and, perhaps, begin to define at least one of the central dimensions of the retention problem. Only in the cases of general managers and operations personnel did majorities indicate that these were satisfied or very satisfied with career opportunities in transit. The "new" management groups were to a significant degree more likely to express dissatisfaction with opportunities in the industry.

The evaluations of the advancement opportunities offered by present agencies and the industry lend further support to this assessment. None of the different manager classes is particularly optimistic about future advancement in their present agencies. With the exception of Operations Directors and Maintenance Supervisors, more rate advancement opportunities in their current agency as "poor" to "very poor" than "good" to

"very good." Our respondents are somewhat more optimistic about advancement opportunities offered by the industry. However, with the exception of Operations Directors, fewer than half of those in each group would rate these opportunities as good to excellent.

In order to further refine the issue of career advancement we asked our managers to state how they could advance their careers more rapidly. The results shown in Table 10 suggest two conclusions. First, the most frequent response was the need for more education (37.3% of the respondents). Open ended comments from the sample indicated a desire for either more education or more training in transit and/or management. Second, some twenty-three percent (23.1%) indicate that moving from their present agency would be the best way to advance their careers (11.8% leaving transit, 11.3% going to a different agency).

The generally negative perceptions of career development and advancement opportunities offered by the industry would seem to be a major component of the retention problem, particularly with respect to the "new professionals." While most are satisfied with their present position, it is the path of career development which is perceived as being either unclear or non-existent. Many see further education as a vehicle for future development, but a substantial proportion believe that movement from their present agency or the industry offers the best prospects. This latter point is consistent with the earlier finding that over the next five years more expect to leave the industry (21.3%) than shift to a different transit agency (13.2%).

SUMMARY

To the extent that our sample is representative of industry managers, there have been some significant changes in the character of the management cadre since Spsychalski and Mundy reported their findings in 1973. Current managers are younger, more highly educated, and more diverse in terms of training specialization and current function. Further, most did not plan to pursue a career in transit and nearly half came to their present position from outside their agency. In sum, these changes reflect the dynamic character of the industry resulting from a period of expansion and increased utilization of new management specialties.

Our findings also indicate that with the changing character of the management core there has developed at least the potential of a serious problem of managerial retention. This was found to be particularly true for those who we termed the "new professionals" as opposed to those in "core" transit positions. Should our respondents follow through on their stated intentions, the industry will experience substantial managerial turnover during the next five years, not just in terms of switching from one agency to another, but also in terms of qualified, trained individuals leaving the industry altogether.

We suspect that a central dimension of the problem is found in the lack of positive views about the opportunities for future career development and advancement opportunities offered by individual agencies and by the industry. While most of our respondents express satisfaction with their present positions,

many, particularly newer managers, appear negative about transit as a industry offering opportunities for professional growth. These individuals are simply more likely to indicate that they plan to leave not only their present agencies but also the industry.

We suggest that three factors may be related to this trend: (1) the training and experience of new managers, (2) the possible lack of a clear career ladder within the industry, and; (3) the end of the period of rapid expansion which decreases the availability of promotional opportunities. With respect to the first factor, our findings indicate that a concomitant of the changing character of the management core is increasing specialization within a professional discipline. Nearly half of our sample came from outside their present agency and most did not plan a career in transit. The most common reason given for entering the industry was that it provided an opportunity to practice the profession for which these managers had trained. The change from the "up-from-the-ranks" character of managers has, we believe, resulted in a lesser degree of commitment to the industry and a greater willingness to pursue opportunities elsewhere.

The lack of a clear path for career development in the industry is suggested by two of our findings. First, only some eleven percent (11.4%) of our respondents came to their present position from another transit agency. Second, only thirteen percent (13.2%) plan to shift to another agency during the next five years. This contrasts with the over twenty-one percent

(21.3%) who plan to leave the industry. In general, we find little evidence that career development in transit includes shifts from one agency to another. Rather, our respondents indicate that they will either stay with their present agency or leave the industry. Whether those staying with their current agency will find significant promotional opportunities is unclear. Our respondents are generally positive. But, the changing character of the industry suggests that time spent with a given agency is no longer a guarantee of advancement.

The third factor, decline in promotional opportunities, is not directly gleaned from our data. Rather, we suggest that it is a more general factor resulting from the end of the period of rapid industry growth and changing federal policy. Additionally, Douglas Hall (1985) has observed:

...in today's leaner, flatter organizations, senior leadership is more critical than ever. Also, with fewer senior slots available, the consequences of a poor fit in any one position are quite serious. And with large numbers of talented, educated "baby boomers" from which to choose, there is more need for good methods of identifying high-potential candidates (Hall, 1985: 7).

As the industry has entered a period of slow growth the promotional opportunities for managers hired in the last ten to fifteen years have declined. Many of these individuals are trained in particular disciplines which are not directly dependent upon transit (e.g. marketing, planning). Further, our data indicate that many do not see promotional or even lateral moves within the industry as a central part of their career planning. Thus, many entry and middle level managers plan to take their skills elsewhere.

We suspect that these three factors affect the perceptions

of the current managerial core regarding future opportunities in the industry. The generally pessimistic attitude expressed by our sample raises the possibility of substantial losses of managerial talent for the industry over the next five years. With the exception of the directly transit related managerial functions (operations and maintenance) many of our current managers anticipate acting on their perceived mobility with the result that the industry may face future problems not only retaining current talent but also recruiting replacements for those who in fact follow through on their stated intentions.

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TABLE 1
PROFESSIONAL EXPERIENCE

<u>Experience Prior to Current Position</u>	<u>N</u>	<u>%</u>
This Agency	618	50.2
Other Transit	140	11.4
Other Transportation	88	7.1
Other Public Sector	90	7.3
Private Sector (Non-transportation)	190	15.4
Military	58	4.7
School	18	1.5
Other	29	2.4
	<u>1231</u>	<u>100.0</u>

<u>Years in Transit</u>	<u>N</u>	<u>%</u>
Less than 5	222	17.1
5 - 9	290	22.4
10 - 14	326	25.2
15 - 19	167	12.9
20 - 29	172	13.2
30 or more	118	9.1
	<u>1295</u>	<u>99.9</u>

<u>Years at Current Agency</u>	<u>N</u>	<u>%</u>
Less than 1	51	3.9
1 - 2	136	10.5
3 - 5	303	23.3
6 - 10	334	25.7
11 - 20	318	24.5
21 - 29	98	7.5
30 or more	59	4.5
	<u>1299</u>	<u>99.9</u>

<u>Years in Present Position</u>	<u>N</u>	<u>%</u>
Less than 5	176	13.5
5 - 9	316	24.3
10 - 14	471	36.3
15 - 19	243	18.7
20 - 29	83	6.4
30 or more	10	.8
	<u>1299</u>	<u>100.0</u>

TABLE 1 (continued)

<u>Present Position</u>	<u>N</u>	<u>%</u>
General Manager-Executive Director	139	10.7
Other Administration	130	10.0
Planning	174	13.4
Personnel	102	7.9
Operations Director	110	8.5
Maintenance Supervisor	130	10.0
Other Operations	244	18.8
Marketing	52	4.0
Finance	124	9.6
Other Management	91	7.0
	<u>1296</u>	<u>99.9</u>

TABLE 2

SAMPLE DISTRIBUTION AND AGENCY CHARACTERISTICS

<u>Number of Full Time Employees</u>	<u>N</u>	<u>%</u>
Less than 25	40	3.1
25 - 99	170	13.3
100 - 499	287	22.4
500 - 999	113	8.8
1,000 - 1,999	160	12.5
2,000 and more	513	40.0
	<u>1283</u>	<u>100.1</u>

<u>Number of Vehicles</u>	<u>N</u>	<u>%</u>
Less than 50	168	13.2
50 - 99	154	12.1
100 - 249	164	12.8
250 - 499	125	9.8
500 - 999	215	16.8
1,000 - 1,999	258	20.2
2,000 and more	193	15.1
	<u>1277</u>	<u>100.0</u>

<u>Institutional Type</u>	<u>N</u>	<u>%</u>
City/County	331	25.4
Multi-Purpose	148	11.4
Special District	513	39.4
Non-Profit	168	12.9
Private	56	4.3
Other	85	6.5
	<u>1301</u>	<u>100.0</u>

TABLE 3
DEMOGRAPHIC CHARACTERISTICS

<u>Education</u>	<u>N</u>	<u>%</u>
High School Degree	272	21.0
Community College	201	15.5
College Graduate	468	36.1
Post Graduate Work/Other	356	27.4
	<u>1297</u>	<u>100.0</u>

<u>Educational Specialty</u>	<u>N</u>	<u>%</u>
General/Liberal Arts	96	9.0
Social Science	101	9.0
Engineering	115	11.0
Business	362	34.0
Public Administration	77	7.0
Education	27	2.0
Law	23	2.0
Transit	42	4.0
Planning	34	3.0
Other	102	9.0
None	105	10.0
	<u>1084</u>	<u>100.0</u>

<u>Age</u>	<u>N</u>	<u>%</u>
20 - 30	110	8.5
31 - 40	555	43.1
41 - 50	330	25.6
51 - 61	237	18.4
61 +	57	4.4
	<u>1289</u>	<u>100.0</u>

<u>Sex</u>	<u>N</u>	<u>%</u>
Female	195	15.7
Male	1047	84.3
	<u>1242</u>	<u>100.0</u>

TABLE 3 (continued)

<u>Race</u>	<u>N</u>	<u>%</u>
American Indian	12	.9
Hispanic	37	2.9
Asian	19	1.5
Black	93	7.3
White	1106	86.7
Other	8	.6
	<u>1275</u>	<u>99.9</u>

TABLE 4
"WHERE WILL YOU BE IN FIVE YEARS?"

<u>Position</u>	<u>N</u>	<u>%</u>
Same Agency - Same Position	306	25.3
Same Agency - Different Position	388	32.1
Different Agency - Same Position	49	4.1
Different Agency - Different Position	110	9.1
Out of Transit	257	21.3
Retired	98	8.1
	<u>1208</u>	<u>100.0</u>

TABLE 5

CAREER PLANS AND AGENCY CHARACTERISTICS

<u>Number of Employees</u>	<u>Same Agency</u>	<u>Different Agency</u>	<u>Leave Transit</u>	<u>Retired</u>	<u>N</u>
Less than 25	54.1	10.8	32.4	2.7	37
25 - 99	59.2	21.0	15.3	4.5	157
100 - 499	49.3	19.2	22.5	9.1	276
500 - 999	63.6	12.1	17.2	7.1	99
1,000 - 1,999	55.3	8.7	30.0	6.0	150
2,000 or more	61.6	8.0	20.3	10.1	474
					1193

$p < .01$
 $v = .12$

<u>Number of Vehicles</u>	<u>Same Agency</u>	<u>Different Agency</u>	<u>Leave Transit</u>	<u>Retired</u>	<u>N</u>
Less than 50	51.3	24.0	19.5	5.2	154
50 - 99	56.8	18.9	20.3	4.1	148
100 - 249	49.7	17.6	20.3	12.4	153
250 - 499	63.5	11.3	19.1	6.1	115
500 - 999	55.6	11.6	25.8	7.1	198
1,000 - 1,999	62.2	5.8	19.9	12.0	241
2,000 or more	62.9	7.4	22.3	7.4	175
					1184

$p < .01$
 $v = .11$

<u>Organizational Type</u>	<u>Same Agency</u>	<u>Different Agency</u>	<u>Leave Transit</u>	<u>Retired</u>	<u>N</u>
City/County	53.5	20.0	18.7	7.7	310
Multi-purpose	58.7	6.5	24.6	10.1	138
Special District	56.4	11.7	23.5	8.5	472
Non-profit	65.4	9.6	16.7	8.3	156
Private	79.6	7.4	9.3	3.7	54
Other	56.2	17.9	29.5	6.4	78
					1208

$p < .01$
 $v = .11$

TABLE 6

CAREER PLANS AND INDIVIDUAL DEMOGRAPHICS

<u>Education</u>	<u>Same Agency</u>	<u>Different Agency</u>	<u>Leave Transit</u>	<u>Retired</u>	<u>N</u>
High School Degree	69.4	7.5	6.7	16.3	252
Community College	70.7	12.0	8.9	8.4	191
College Graduate	54.9	12.9	27.1	5.1	435
Post Graduate Work-Other	43.6	18.7	31.9	5.8	326
					1204

$p < .01$
 $v = .19$

<u>Age</u>	<u>Same Agency</u>	<u>Different Agency</u>	<u>Leave Transit</u>	<u>Retired</u>	<u>N</u>
20 - 30	44.8	22.9	32.4	-	105
31 - 40	54.9	17.2	27.9	-	512
41 - 50	68.1	11.4	18.2	2.3	307
51 - 60	62.8	5.4	8.5	23.3	223
61 or more	22.0	-	8.0	70.0	98
					1197

$p < .01$
 $v = .35$

<u>Sex</u>	<u>Same Agency</u>	<u>Different Agency</u>	<u>Leave Transit</u>	<u>Retired</u>	<u>N</u>
Female	50.3	13.3	34.8	1.7	181
Male	58.7	13.2	18.9	9.2	975
					1156

$p < .01$
 $v = .16$

<u>Race</u>	<u>Same Agency</u>	<u>Different Agency</u>	<u>Leave Transit</u>	<u>Retired</u>	<u>N</u>
American Indian	70.0	10.0	20.0	-	10
Hispanic	65.7	17.1	11.4	5.7	35
Asian	35.3	23.5	23.5	17.6	17
Black	69.2	13.2	14.3	3.3	91
White	56.6	12.8	22.0	8.7	1027
Other	71.4	14.3	14.3	-	7
					1187

$p > .05$
 $v = .07$

TABLE 7
CAREER PLANS AND WORK EXPERIENCE

<u>Experience Prior to Current Position</u>	<u>Same Agency</u>	<u>Different Agency</u>	<u>Leave Transit</u>	<u>Retired</u>	<u>N</u>
This Agency	61.7	11.0	18.5	8.9	574
Other Transit	49.2	23.5	18.9	8.3	132
Other Transportation	52.6	24.4	16.7	6.4	78
Other Public Sector	57.0	14.0	25.6	3.5	86
Private Sector (non-transportation)	53.7	9.1	31.4	5.7	175
Military	63.6	3.6	20.0	12.7	55
School	38.9	16.7	27.8	16.7	18
Other	52.0	12.0	28.0	8.0	25
					1143

$p < .01$
 $v = .12$

<u>Years in Transit</u>	<u>Same Agency</u>	<u>Different Agency</u>	<u>Leave Transit</u>	<u>Retired</u>	<u>N</u>
Less than 5	45.5	13.9	36.6	3.9	202
5 - 9	52.0	16.5	29.3	2.2	273
10 - 14	60.8	16.0	19.0	4.2	306
15 - 19	67.9	13.5	14.1	4.5	156
20 - 29	71.1	7.5	10.7	10.7	159
30 or more	47.2	2.8	5.7	44.3	106
					1202

$p < .01$
 $v = .28$

<u>Years at Current Agency</u>	<u>Same Agency</u>	<u>Different Agency</u>	<u>Leave Transit</u>	<u>Retired</u>	<u>N</u>
Less than 1	53.2	17.0	27.7	2.1	47
1 - 2	46.0	21.8	31.5	.8	124
3 - 5	43.4	20.4	33.2	2.9	274
6 - 10	61.8	12.9	21.5	3.8	317
11 - 20	68.7	8.0	13.7	9.7	300
21 - 30	80.5	2.3	3.4	13.8	87
30 or more	35.1	-	3.5	61.4	57
					1206

$p < .01$
 $v = .32$

TABLE 7 (continued)

<u>Years in Position</u>	<u>Same Agency</u>	<u>Different Agency</u>	<u>Leave Transit</u>	<u>Retired</u>	<u>N</u>
Less than 5	64.4	10.6	21.3	3.8	160
5 - 9	52.7	18.8	26.7	1.7	292
10 - 14	56.9	14.1	23.2	5.7	439
15 - 19	62.8	9.1	15.2	13.0	231
20 - 29	52.0	4.0	10.7	33.3	75
30 or more	33.3	-	-	66.7	9
					<u>1206</u>

$p < .01$
 $v = .21$

<u>Present Position</u>	<u>Same Agency</u>	<u>Different Agency</u>	<u>Leave Transit</u>	<u>Retired</u>	<u>N</u>
General Manager	38.5	27.0	24.6	9.8	122
Other Administration	49.2	13.1	28.7	9.0	122
Planning	49.4	17.9	27.8	4.9	162
Personnel	61.1	4.2	26.3	8.4	95
Operations Director	61.2	19.4	9.7	9.7	103
Maintenance Supervisor	72.5	11.7	6.7	9.2	120
Other Operations	71.1	8.2	11.2	9.5	232
Marketing	36.7	12.2	42.9	8.2	49
Finance	53.0	9.6	35.7	1.7	115
Other Management	62.7	6.0	19.3	12.0	83
					<u>1203</u>

$p < .01$
 $v = .20$

TABLE 8

PLAN CAREER IN TRANSIT?

	<u>N</u>	<u>%</u>
Yes	205	16.0
No	<u>1079</u>	<u>84.0</u>
	1284	100.0

CAREER PLANS WERE?

	<u>N</u>	<u>%</u>
No Plans	118	12.0
Public - Transportation	27	2.7
Public - Non Transportation	265	26.9
Private - Transportation	38	3.9
Private - Non Transportation	500	50.8
Any Job	<u>37</u>	<u>3.8</u>
	985	100.1

WHY TAKE A JOB IN TRANSIT?

	<u>N</u>	<u>% of Responses</u>	<u>% of Cases</u>
Needed a Job	188	17.9	21.4
Position Relevant to Training	308	29.3	35.1
Lack of Opportunity to apply skills elsewhere	132	12.6	15.1
Pay - Benefits	98	9.3	11.2
More Responsibility	164	15.6	18.7
Like Transit	86	8.2	9.8
Other	<u>74</u>	<u>7.0</u>	<u>8.4</u>
	1050	100.0	119.7

N = 877

TABLE 9

MANAGERIAL POSITION AND CAREER ATTITUDES

<u>Position</u>	<u>Very Satisfied</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>Very Unsatisfied</u>	<u>N</u>
General Manager	46.0%	36.0%	10.8%	5.8%	1.4%	139
Other Admin.	31.5	42.3	18.5	4.6	3.1	130
Planning	20.1	46.6	17.2	11.5	4.6	174
Personnel	23.5	39.2	23.5	10.8	2.9	102
Operations Dir.	36.7	42.2	13.8	5.5	1.8	109
Maint. Supervisor	27.9	41.9	19.4	7.0	3.9	129
Other Operations	27.9	38.9	18.9	7.0	7.4	244
Marketing	17.3	51.9	28.8	-	1.9	52
Finance	21.8	45.2	25.8	5.6	1.6	124
Other Management	28.6	50.5	17.6	2.2	1.1	91
						1294

$p < .01$
 $v = .12$

SATISFACTION WITH CAREER OPPORTUNITIES IN TRANSIT

<u>Position</u>	<u>Very Satisfied</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>Very Unsatisfied</u>	<u>N</u>
General Manager	22.6	36.5	24.8	11.7	4.4	137
Other Admin.	18.5	30.0	30.8	14.6	6.2	130
Planning	13.2	33.9	28.7	21.3	2.9	174
Personnel	19.8	24.8	32.7	12.9	9.9	101
Operations Director	32.7	39.1	16.4	16.0	1.8	110
Maint. Supervisor	27.7	40.0	20.0	8.5	3.8	130
Other Operations	24.6	31.1	25.5	11.5	7.0	244
Marketing	9.6	34.6	26.9	19.2	9.6	52
Finance	10.5	26.6	45.2	19.5	3.2	124
Other Management	16.5	35.2	31.9	14.3	2.2	91
						1293

$p < .01$
 $v = .13$

TABLE 9 (continued)

ADVANCEMENT OPPORTUNITIES IN CURRENT AGENCY

<u>Position</u>	<u>Excellent</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>Very Poor</u>	<u>N</u>
General Manager	4.3%	26.1%	35.5%	21.0%	13.0%	138
Other Admin.	7.7	26.2	33.1	22.3	16.8	130
Planning	3.5	23.7	37.6	20.8	14.5	173
Personnel	4.9	18.6	34.3	23.5	18.6	102
Operations Director	12.7	26.4	26.4	20.9	13.6	110
Maint. Supervisor	7.7	24.6	42.3	17.7	7.7	130
Other Operations	7.4	24.8	33.5	19.4	14.9	242
Marketing	-	17.3	30.8	36.5	15.4	52
Finance	5.7	21.1	40.7	18.7	13.8	123
Other Management	4.4	24.2	37.4	25.3	8.8	91
						1291

$p > .05$

$v = .09$

ADVANCEMENT OPPORTUNITIES IN TRANSIT

<u>Position</u>	<u>Excellent</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>Very Poor</u>	<u>N</u>
General Manager	6.5	41.0	38.8	12.2	1.4	139
Other Administration	7.9	39.7	38.9	11.1	2.4	126
Planning	6.4	33.1	44.8	14.0	1.7	172
Personnel	8.2	26.8	47.4	15.5	2.1	97
Operations Director	11.0	40.4	40.4	8.3	-	109
Maint. Supervisor	10.6	35.8	44.7	8.9	-	123
Other Operations	11.4	38.0	37.6	8.9	4.2	237
Marketing	-	24.5	57.1	16.3	2.0	49
Finance	5.0	32.5	49.2	12.5	.8	120
Other Management	2.2	35.6	47.8	11.1	3.3	90
						1262

$p > .05$

$v = .10$

TABLE 10

HOW ADVANCE CAREER MORE RAPIDLY?

	<u>N</u>	<u>% of Responses</u>	<u>% of Cases</u>
Nothing	105	11.9	14.1
More Experience	258	29.2	34.6
More Education	278	31.4	37.3
Leave Transit	88	9.9	11.8
Different Agency	84	9.5	11.3
Not sure	24	2.7	3.2
Other	48	5.4	6.4
	<u>885</u>	<u>100.0</u>	<u>118.6</u>

N = 746 cases