

**MIAMI-DADE TRANSIT  
METROBUS MAINTENANCE PROGRAM  
REVIEW & RECOMMENDATIONS**

**PHASE ONE: FINAL REPORT**

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METROBUS MAINTENANCE PROGRAM  
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*Analysis of Concerns and Attitudes held by  
MDT Bus Operators  
and Maintenance Personnel  
Regarding Current and Potential Benefits, Incentives, and Conditions*

**Prepared by:**



**Prepared for:  
MDT Metrobus Maintenance  
Task Force**

**March 2004**



## Executive Summary

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This report was produced by the MDT Metrobus Maintenance Task Force in an effort to identify needs of the Metrobus maintenance program and develop a plan of action to address them. The design, development, and outcome of an investigation into the concerns and attitudes currently held by MDT's bus operators and maintenance personnel regarding working conditions and employee incentives are described here in detail. The document concludes with a series of recommended actions, which are based in part on employees' responses to potential revisions, augmentations, and additions to the existing employee benefit and incentive program.

The Metrobus Maintenance Task Force, with assistance from the Center for Urban Transportation Research (CUTR) at the University of South Florida, completed several tasks during this portion of the project. As high importance was placed on drawing from past experiences at other transit agencies, work on the project began with a thorough review of relevant literature and transit agency programs. In order to gain insight into specific issues and concerns, CUTR also conducted individual interviews with each member of the task force. The task force convened regularly in order to assess progress and direct subsequent action.

A majority of the effort expended during this portion of the project was focused on development, administration, and analysis of an employee survey. Specifically, bus operators and their maintenance staff counterparts were asked a variety of questions concerning current and potential conditions, benefits, and incentives. Based on the survey outcome, recommendations for actions in the short-, intermediate-, and long-term were developed. The survey findings and recommended actions are summarized below, and they are explained in detail within this report.

Upon completion of this phase of the project, the Task Force will continue to work with CUTR to complete a productivity and performance review of the MDT Metrobus maintenance program. CUTR will also assist the task force with conducting a manpower needs assessment and developing an overall action plan. In addition, CUTR will provide ongoing operational assistance and conduct an annual review after implementation of the final action items.

## Findings

The review of employee incentive programs at other transit agencies provided a wealth of knowledge, as well as a baseline for future evaluation of modifications to the current program. A wide variety of employee incentives were documented, with awards for excellence in safety

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and attendance among the most common. Cash awards are growing in acceptance as agencies realize the long-term value of a successful program greatly exceeds the short-term investment necessary for implementation. In addition, components of successful incentive programs were found to be consistent among most transit agencies. Positive outcomes are highly dependent upon several key factors, including: strong support at all levels of management, union buy-in, clearly defined criteria and awards, and greater employee involvement in planning and decision-making. Some agencies reported the value of linking program goals to the overall goals and objectives of the agency. Sufficient funding for the incentive and benefits program was found to be critical to its success.

Past studies found that employees have a strong desire for more personal improvement opportunities. In fact, prior reports argued that the lack of such opportunities was a great cause of dissatisfaction, specifically among bus operators and maintenance employees. This deficiency was one of the most commonly cited reasons for high attrition rates in these occupations.

The attitudes and concerns currently held by operators and maintenance personnel at MDT were consistent with prior study results mentioned above. The survey outcome was also consistent with previously conducted focus groups at MDT. In addition to personal growth opportunities, employees sought more input into decisions, improved communications with management and with other types of employees, a safety incentive award for maintenance employees, and revisions to the attendance incentive program. Results of the survey indicated that just over 1/3 of operators and maintenance personnel were aware of the overall benefits and incentives. Maintenance personnel are generally more aware of current incentives and benefits, more satisfied with working conditions, and more likely to participate in incentives programs. Furthermore, employees who were most satisfied with current conditions were those most likely to be active participants in special programs and events.

One highly relevant case study proved to be an example of what not to do. The sample transit agency conducted an employee survey similar to that developed by CUTR for this project. Despite a concerted effort by the mid-level administrator of the study, support by upper-level agency management was minimal at best. As a result, this lack of interest only served to exacerbate the existing conditions of low morale and high dissatisfaction among employees. The critical lesson was that once a transit agency (or any employer) takes the initial step of asking employees how they feel about current conditions, a powerful force is put into motion. Employees quickly develop an expectation that the agency is sensitive to their concerns and will

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act to address them. If no results are seen, these expectations can quickly deteriorate into hard feelings, causing further cynicism and dissatisfaction among employees.

## Recommendations

The results of the employee survey, coupled with the knowledge gained throughout the project period, present a unique opportunity for MDT to address employee concerns and implement an enhanced employee incentives and benefits program. A three-stage plan of action, which includes measures undertaken over the short term, intermediate term, and long term, is strongly recommended. Several implementation possibilities were developed for each time period.

While the Metrobus Maintenance Task Force believes all of these items are important and worthy of consideration, the group established a list of implementation priorities for each time frame in order to initiate the process. The Task Force also developed a set of its top five overall priorities. Listed below, the first and third items are intended as long-term actions, while the second, fourth, and fifth items should be initiated in the short-term. They are as follows:

- 1. Modify the rules governing the use of personal leave. Specifically, a provision should be established to allow employees to trade accrued leave time for its cash equivalent** (long-term item)
- 2. Increase employee awareness of current incentives** (short-term item)
- 3. Implement new employee attendance incentives** (long-term item)
- 4. Improve shop cleanliness** (short term)
- 5. Establish a pilot safety incentive program for bus maintenance** (short term)

Several short-term “quick fixes,” which do not need to be complicated or expensive, show employees that the agency is indeed concerned about their needs and is responsive to issues and concerns raised during the exercise. The Task Force recommends that action on the following short-term implementation items begin as soon as possible:

- Improvements to shop cleanliness
  - Increase awareness of current incentives (such as the computer purchase and employee discount programs)
  - Investigate modifying the tuition reimbursement plan to cover 100% of costs
  - Establish a pilot safety incentive program for bus maintenance employees
  - Investigate methods to make additional technology training available
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Intermediate actions can be somewhat more involved and give employees something to look forward to in the near future. Within three to nine months from completion of this report, the Task Force recommends the following actions to be taken at a minimum:

- Establish focus groups to investigate new employee attendance incentives
- Hold at least one employee recognition event
- Investigate methods to make additional technology training available to employees (in the event that it did not commence in the short-term)

Implementation possibilities for the long range can be more complex and may require additional time to refine, discuss, and study their details. Once developed, these items can help guide the agency's employee policies in the future. The following long-term actions are recommended:

- Modification of personal leave rules, including the ability to trade earned time for its cash equivalent
- Implement a program that improves communication between bus operators and bus maintenance personnel
- Implement new employee attendance incentives (based in part on the results of focus groups created in the intermediate term)
- Implement methods to increase employee input into decisions

The survey showed that employees strongly desired a greater role in the decision-making process at MDT. Employees also wished to see dramatic improvements in communications with other types of employees and in communications with supervisors and MDT management. Most potential implementations offer an excellent opportunity to realize these improvements. For example, focus groups, employee panels, and requests for input afford more interaction and greater communication with employees, thus addressing this concern while working toward the implementation of others.

In closing, the Task Force also suggests that any action taken as a direct result of the employee survey be branded with a distinct identifier. The logo developed during this research effort can be used, or the agency may wish to develop its own unique symbol. Whichever method is decided upon, this action will show employees that the effort was worthwhile, and more importantly, it will reaffirm MDT's commitment and responsiveness to its employees.

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# 1. Introduction

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The work described in this report is the first phase of a six-phase project to be completed by the Center for Urban Transportation Research (CUTR) for Miami-Dade Transit (MDT). The goal of the first phase of the project is to identify, analyze, and summarize the attitudes, concerns, and opinions held by bus maintenance personnel and bus operators at MDT. Upon completion of phase one, the Metrobus employee survey, the project will continue with a productivity and performance review, a manpower needs assessment, development of an action plan, operational assistance, and an annual review.

The purpose of the overall project is to identify and document MDT's Metrobus maintenance program needs and to assist with the development of a plan of action to address such needs. Specifically, the project will include a detailed review of all components of the maintenance program and a comparison of the program to other transit agencies and to best practices identified in past research and by original equipment manufacturers (OEMs). Although the focus of the project is on the bus maintenance area of the agency, the project also includes relevant bus operations considerations, specifically bus operators and supervisory ratios.

## 1.1 Background

Despite continual reinvestment of capital for metrobus fleet upgrades, MDT continued to experience a decline in the performance of the fleet. Performance measures, such as *miles between service interruptions*, are considered to be below established standards, and there is a general perception that *repeat failures* occur routinely. Criteria used to allocate manpower requirements have been in place for an extended time. Although these measures are based on a combination of the number of vehicles assigned and the total scheduled miles operated, there has not been a revision to the performance measures that accurately reflects the needs of the current, modern fleet.

Until recently, bus mechanics (or *technicians*) often migrated to available 13(c) positions at MDT's Metro Rail and Metro Mover Divisions. These divisions offered higher levels of compensation to technicians. Since the original inception of this project, MDT has taken positive steps to address a variety of personnel issues identified by the 13(c) Strategic Task

Force, including the implementation of salary parity. At this point, the long-term benefits of these actions are not completely known, and they most likely have yet to be fully realized within the metrobus division.

The Metrobus Maintenance Task Force is comprised of chiefs, superintendents, and managers from the following MDT divisions: Bus Maintenance, Bus Operations, Bus Maintenance Control, and Information Technologies (IT). The task force includes all chiefs and superintendents from each of the four maintenance shops, as well as the general superintendent of maintenance. The inclusion of the Maintenance Division and the extent to which it is represented on the task force is obvious. As users of the equipment and generators of data, it was important that the Operations Division also be represented on the task force. Inclusion of the Maintenance Control Division was important because it maintains, tracks, and analyzes the data, and its role within the Agency is currently in a process of revision. The IT Division was added to the task force at the suggestion of the Maintenance Control Division based on its ability to adjust computer programs to meet the needs of data users and its ability to identify specific needs that might not otherwise be realized.

## **1.2 Objectives**

The overall goal of phase one of this project was to assist MDT with identification of tools to motivate employees and improve fleet performance. To meet this goal, CUTR focused on two main objectives: 1) investigation of current attitudes held by Metrobus maintenance and operations employees and 2) analysis and presentation of this information to the Metrobus Maintenance Task Force.

The first objective was to develop a better understanding of employees' attitudes and concerns about current incentives, benefits, and working conditions at MDT. This objective was accomplished through the development and implementation of a survey of Metrobus maintenance and operations employees.

The second objective was to collect and analyze the survey data and report the findings to the Metrobus Maintenance Task Force. To meet this objective, employees were given the means to return completed surveys directly to CUTR; statistical methods were used to perform the analysis. Presentation of this report to the Metrobus Maintenance Task Force signifies the completion of phase one of the project.

### 1.3 Approach

CUTR completed several tasks in order to accomplish the stated objectives, namely, review relevant literature and benefits, incentives, and implemented modifications of other transit agencies; interview MDT management and bus maintenance task force members; coordinate regular meetings of the task force; design and distribute an employee survey; compile survey data and analyze survey results; and present the final results and recommendations for action during the next phases of the project. Each major task is briefly described below.

**Literature and Agency Review.** CUTR examined research reports that dealt with transit employee recruitment and retention, employee satisfaction, and employee performance and attendance. The review also included documents from individual transit agencies that have addressed concerns about employee benefits, incentives, and conditions. Specific implementations were examined, and their results, if available, were noted. In addition, CUTR contacted some of the researchers and/or transit agency officials who were previously involved in projects and initiatives related to incentives and benefits.

**Task Force Interviews.** In order to find out greater details about issues related to the project, CUTR conducted private, one-on-one interviews with each member of the task force. The interview schedule included managers from bus maintenance, bus operations, bus maintenance control, and information technologies. Additional interviews were added to the agenda as they became relevant to the project. The interviews afforded CUTR the opportunity to develop relationships with task force members and to learn details about each individual's duties and responsibilities, as well as their shop and/or office location and function.

**Task Force Meetings.** Throughout the project period, CUTR coordinated with the task force chairperson to schedule and hold regular task force meetings. The purpose of these meetings was to update members on the project status and to discuss current project-related concerns and information needs. The regular meetings afforded task force members the opportunity to provide input and feedback, as well as discuss necessary next-steps in the process of completing the objectives. In addition, the meetings served as a forum for development of project materials. For example, meetings held during the design and development of the employee survey allowed the task force to directly and immediately participate.

**Employee Survey.** CUTR utilized the results of the literature review and the task force interviews to synthesize and implement an in-depth employee survey. Task force members contributed a great deal of knowledge and experience during the development phase. The

survey consisted of over eighty questions and focused on five general areas of concern: awareness of current benefits and incentives offered at MDT, participation in current benefits and incentives offered at MDT, satisfaction with current incentives and working conditions, general interest in potential incentives, and specific interest in sample incentives. The survey also included a section specific to employee job classifications (operator or maintenance personnel.) Additional space was provided on the survey form for employees to write-in specific comments. In an attempt to invoke the most honest response possible and to ensure respondents' confidentiality, each survey included a pre-addressed, postage-paid return envelope.

**Survey Collection and Analysis.** CUTR worked with the task force to promote awareness of the survey and encourage participation among employees. CUTR staff were on site to distribute surveys and provided promotional materials to MDT management. Upon receipt, survey responses were coded and entered into a spreadsheet program to generate an ongoing tally. After the close of the survey period, results were transferred to an advanced statistical package for further analysis.

**Final Results and Presentation.** CUTR prepared a final report that documents the steps taken during phase one of the project and describes the survey findings in detail. The material presented also includes recommendations for remedial action and information necessary to proceed to the next phases of the project.

## **1.4 Report Organization**

The remaining four sections of this report are organized as follows: Section Two presents the literature review and case studies that were drawn upon to develop the employee survey; Section Three documents the methodology used to design, produce, implement, and collect the survey; Section Four describes the survey analysis and presents the detailed findings; Section Five outlines the conclusions and illustrates recommendations for further action during the subsequent phases of the project. Materials developed and used during this phase of the project, such as the survey instrument and promotional items, as well as raw survey data results, are included in the Appendices of this report.

## 2. LITERATURE REVIEW

Prior research studies often identify bus operators and transit mechanics as the most difficult positions for a transit agency to recruit and retain. While bus operator recruitment is not currently a problem at Miami-Dade Transit, common challenges to retaining qualified employees include communication, pay, hours and schedule, the duration of part-time status, and demand for labor in the service area. The main goal of this literature search was to compile incentives and benefits that have been successfully implemented at other transit agencies. Several incentives and benefits were found to recur at many transit agencies. Literature relevant to forthcoming phases of this project will be reviewed in subsequent reports.

This Section is organized to present a well-rounded look at relevant issues that impact bus operators and maintenance personnel. First, relevant information from prior research studies is discussed. Then, a detailed review of bus operator and supervisor focus groups is presented. Specific details about transit agency case studies found in the literature follow. Next, material compiled through interviews and conversations with other transit agency officials and researchers is discussed. Last, a summary of all employee benefits and incentives documented during this investigation is presented.

### 2.1 Prior Studies

*In its most generic form, the incentive payment is any compensation that has been designed to recognize some specific accomplishment on the employee's part (1).*

Employee incentive programs are highly varied among transit agencies, but, as Hartman, Kurtz, and Moser point out, these key elements are common to most:

- **Management support** – Agency leadership must strongly believe in the program for it to succeed
- **Defined accomplishments** – Expectations must be clearly spelled out so employees know exactly what they must accomplish, and to what degree, in order to receive the award
- **Defined time period and assessment criteria** – The way in which employees will be evaluated and the time constraints should be easy for employees to understand

- **Comparisons** – Prior to implementation of the program, decisions should be made about who will measure the individual performance, what will be the baseline for comparison, and the amount of the award
- **Eligibility** - Clear participation criteria should be available to all employees
- **Presentation of the award** – The agency must assure employees that any and all qualified persons will in fact receive their award
- **Evaluation of program** – The agency should periodically examine the program to determine if it is indeed effective. Adjustments should be made as necessary.

Hartman et al described the difficult nature of incentives for public employees compared to those offered in the private sector. Because the main goal is not profit, transit agencies have historically faced challenges implementing incentives, cash payouts in particular. As a result, incentive programs for transit employees generally reward safety and attendance. Common obstacles to incentive program implementation at transit agencies are described as follows:

- **Data Collection** – An objective and easy-to-use method for measuring desired performance is needed. The agency must decide which data are most relevant and how to translate performance into a specific award (or dollar) amount.
- **Subjectivity** – In large agencies, many people are usually involved in determining the level of performance and whether or not it is worthy of an incentive reward. It is crucial that every employee is judged on the same standard, in order to maintain the program's credibility as well as employees' interest in it. It is also important that award qualifications are explicitly defined, in order to avoid confusion or hard feelings.
- **Control** – Because most transit agency functions are completed as a “team effort,” the decision of who should be rewarded for outstanding agency performance is often difficult to determine. Performance criteria for incentives must be in place at the onset of a new or modified program.
- **Union issues** – Organizations have taken many different stances on transit agency incentive programs. Successful programs are usually those that are considered equitable in opportunity and reward. Union involvement is often sought to overcome obstacles prior to the start of a program.



As the nature of the industry has changed in recent years, obstacles have been eliminated or reduced. For example, financial limitation was most common, but transit agencies, policy-makers, and taxpayers have increasingly realized that the potential for positive outcomes far exceeds the initial investment in incentive programs. Other common reasons for agencies not to have employee incentive programs included: administration problems, other programs competing for participation, philosophical differences, and conflicting organizational development programs.

Hartman et al found a relatively strong correlation between employees that participate in incentive programs and their level of satisfaction. The study reported that few agencies understood the baseline attitudes of their employees prior to implementation of incentive programs. In addition, the decision to set up such programs was often based on “intuition and anecdotal information, usually conversations with employees, supplemented only to a minimal degree by knowledge of experience in other industries or other transit agencies.” Program details were usually determined “in-house,” but some agencies borrowed heavily from other systems’ programs.

Hartman et al reported that of those transit agencies studied, almost all realized positive results after implementing incentive programs. Although most agencies lacked hard data to support their results, management claimed high levels of satisfaction with their programs. Areas of improvement most commonly indicated were operating costs, morale, attendance, and crash reduction. Some of the hard data, which did support the benefits of incentive programs, included a 9% drop in absenteeism at Golden Gate Transit, annual savings of \$840,000 at Massachusetts Bay Transit Authority (due to a safe driver program), 36% of eligible employees achieving perfect attendance in Lansing, Michigan, and a 1.42% ridership increase and annual operations cost savings of \$800,000 in Minneapolis-St. Paul.

Transit agencies with experience in employee incentive programs were surveyed and asked to include comments and recommendations for other agencies seeking to implement new programs (1). The most frequently noted piece of advice was to enlist employees to help with the design of a program. Survey respondents strongly suggested asking employees which incentives would appeal to them most. Respondents also warned against spending prolonged periods of time in the planning and research phase. A complete list of recommendations is found in Table 2.1. In addition, relevant transit agency case studies completed during this research project are described in Section 2.3.

**Table 2.1. Recommendations for Potential Transit Agency Employee Incentive and Benefits Programs**

Recommendation	Details & suggestions
Involve employees in the process of designing the program	<ul style="list-style-type: none"> <li>Employee “buy-in” to the program is crucial and this is a good method of strengthening interest in a new program</li> <li>Conduct an employee survey to determine employees’ interests in specific incentives and their priorities for recognition</li> </ul>
Don’t spend too much time planning - <b>Take Action!</b>	<ul style="list-style-type: none"> <li>Avoid a long research and planning stage</li> <li>Keep the project moving forward</li> <li>Keep programs as simple and straight-forward as possible</li> </ul>
Include as many employees as possible	<ul style="list-style-type: none"> <li>Incentive programs targeted too narrowly may alienate employees</li> <li>If programs are employee class-specific, their rewards should compare favorably with each other</li> </ul>
Research other programs	<ul style="list-style-type: none"> <li>Complete thorough research of past successes and failures</li> <li>Base new programs on successful examples</li> <li>Incentive programs must be credible from their onset; overcoming a negative start is extremely difficult</li> </ul>
Union support & endorsement	<ul style="list-style-type: none"> <li>Agencies with large union contingents recommended active union involvement throughout the program design period</li> </ul>
Clear criteria	<ul style="list-style-type: none"> <li>Program details should be easy to understand</li> <li>Goals should also be reasonably achievable</li> <li>Program should be applied to all employees uniformly</li> <li>Credibility of program is at stake</li> </ul>
Link program to agency goals & objectives	<ul style="list-style-type: none"> <li>Incentives that reward accomplishments directly tied to the agency’s mission reinforces to employees what actions are most important</li> </ul>
Publicize good outcomes	<ul style="list-style-type: none"> <li>Focusing on positive results further strengthens the program’s credibility and spurs additional interest among employees</li> </ul>
Prepare for initial lean period	<ul style="list-style-type: none"> <li>The first 2 or 3 years of a program are difficult, no matter how well planned the implementation is</li> <li>The agency must be committed to stick with the program long enough for it to become institutionalized</li> </ul>
Include an appropriate program budget	<ul style="list-style-type: none"> <li>Include incentive funds as a line item in the operating budget to show employees the agency’s commitment to it</li> <li>Appropriate enough funds so that employees deem rewards as worthy of the required effort</li> </ul>

Source: Hartman, R.J., Kurtz, E.M., and E. K. Moser. *Incentive Programs to Improve Transit Employee Performance*. In *TCRP Synthesis of Transit Practice Three*, TRB, National Research Council, Washington, D.C. 1994.

McGlothlin Davis, Inc. attempted to anticipate the labor needs of the transit industry during the next 20 years and beyond (2). Their report focused on the best practices for recruiting and retaining employees and discussed methods to improve the relationship between employees and management. Researchers surveyed 50 transit agencies by telephone and conducted case studies of 13 agencies. Most transit agencies surveyed for this research effort agreed that bus operators and transit mechanics were the most difficult positions to recruit and retain. (Individual case studies are summarized in Section 2.3.)

This study allowed transit agency management the opportunity to describe specific employee-related issues. Some of the more common items were lack of basic analytic, communication, and recognition skills among employees, limited technical knowledge, and lack of leadership. However, the study found that some agencies had successfully addressed these issues through partnerships with local community colleges. Such agreements provided a cost-effective means to attract and retain a quality work force.

Among the study's findings related to retention, researchers determined that transit employees usually leave a position because of one main "dis-satisfier" (2). The most frequently cited reason for dissatisfaction among employees was lack of opportunity to learn and grow at the agency. Other common sources of employee dissatisfaction included inability of the agency to recognize and reward employees' talents, keep promises, or listen to employees. Employees also identified other deficiencies such as poor communication of the agency's strategies and inability of the agency to incorporate employees' values and principals. The study found that despite the strong presence of organized labor in the public transit employment sector, transit agencies make little, if any, effort to include unions in key decisions that affect the workforce.

McGlothlin Davis, Inc. identified and described many retention strategies (2). Among the more commonly cited methods were incentive premiums, new bus operator mentoring, employee forums, and employee recognition events. Recognition was especially important, as agencies agreed that employees are more satisfied and stay at their jobs longer when their contributions are recognized and valued. Researchers also found that in general, peer mentoring, which can be either informal or structured, helped retain new operators. Several mentoring programs offered cash incentives to the mentor, as well as training to improve mentoring skills.

J.J. Schiavone reported on current practices related to maintenance performance and performance measures (3). Specifically, this report investigated how maintenance performance measures drive daily and long-range decisions. The author documented vehicle maintenance

performance details from five transit agencies and one private company regarding management philosophy, employee productivity, equipment performance, and cost controls. (Again, details from these case studies appear later in this Section.)

Schiavone classified and discussed several aspects of maintenance management philosophy: background, oversight, type of workforce, incentives and discipline, and employee relations and communication. Most maintenance managers started as mechanics at their respective agencies, which allowed for greater insight into management strategies, decision-making, and employee issues. Employee oversight techniques ranged from close supervision to high flexibility, with a balanced approach in place at some agencies. Agencies that favored a freer approach to oversight felt this method empowered employees and reduced absenteeism, and they feared that strict supervision “causes resentment and creates an atmosphere of mutual distrust and animosity.” In some cases, an evaluation system is in place to monitor management performance. Supervisor goals which show all employees that the agency is intent on unbiased performance measurement focus on meeting timely pull-outs, keeping to preventative maintenance schedules, lowering the number of repeat failures and road calls, and developing new job protocols.

As with oversight methods, agencies differed in their outlook on the use of specialized or non-specialized workers. While some felt that production and training improved when employees were engaged in their specific areas of interest and used their strongest abilities, others felt it more important to have workers knowledgeable of many areas so that peak labor demands and exceptional situations could be dealt with smoothly. Differences were also found in the use of incentives (from few or none to highly advanced programs) and discipline (general corrections and retraining compared to strict rule codes). Most agencies that had maintenance incentive programs rewarded excellent safety and/or attendance performance. Schiavone pointed out that lack of uniformity in these areas caused problems when trying to measure the effectiveness of employee incentive programs; it also makes drawing comparisons to other transit agencies difficult.

Many agencies in this study highly valued strong employee relations and communications. Good communication between management and employees was seen as crucial for valid feedback and assessment. Several studies pointed out the importance of providing employees with regular feedback about their productivity and job performance. Employee input was commonly sought to address concerns and devise more productive methods for accomplishing tasks. Concerning the cases studied by Schiavone, the author indicated that “management is

aware of how an uninspired and unmotivated work force can reduce productivity.” Specific examples of outreach and feedback included: detailed written comments on work orders, work-related discussions during shifts, suggestion submission (not limited to anonymous items, but concerning specific mechanical problems and how to deal with them and/or improve methods), newsletters, direct mailing, weekly meetings, and the use of bulletin boards.

In some cases, factors that contribute to maintenance employee effectiveness are not as straight-forward as others. For example, Zimmerman argues that the design of the maintenance facility can have an impact (4). A poorly designed facility can lead to more breakdowns, decreased safety, lower employee morale, a poor “work product,” and reduced vehicle lifespan. While a properly designed facility does not guarantee a successful maintenance program, it is a primary factor in the degree of success achieved by the program. Common design problems include not enough service lanes, lack of storage space, and poor movement ability. In many instances, maintenance shops with such problems were not originally designed to house a bus maintenance division. These facilities, often located in densely populated areas, usually cannot fully accommodate the needs of modern equipment, which leads to frustration among employees. CT Transit in Hartford, Connecticut is an example of an agency that realized maintenance performance improvements by modernizing an antiquated facility (5).

Zimmerman’s study is relevant to this discussion because it approached the importance of strong communication. The author pointed out that a properly designed facility should include a lounge shared by maintenance employees and bus operators. Such an area would lead to increased communication between the two types of employees resulting in informal exchanges of ideas and concerns (4).

While performance measures and best maintenance practices will be discussed in later phases of this project, they are worth mentioning in this review. Frequently, employee promotions and incentives are considered important components of successful transit agency performance improvement programs. A thorough performance measurement system usually revises or establishes performance indicators and performance standards (6, 7). The results of these measures can be used to help identify deserving recipients of incentive awards.

Furthermore, this review pointed out that transit agencies facing monetary constraints must resort to creative means of developing employee incentives and benefits. For example, additional training programs, which are often included in revised maintenance programs, are

considered a type of employee benefit. Innovative forms of management that are often utilized in performance improvement programs are also considered benefits in this light (6).

There are other similarities between performance measures and incentive award criteria. Performance indicators, like incentive award programs, must have clear and accurate definitions and be easy to understand. Most importantly, performance indicators should reflect management objectives, and established controls must be worth the cost of collection (7).

## **2.2 Review of Focus Groups**

The scope of this project directed CUTR to include details about previous studies that involved employee focus groups, specifically, MDT bus operator focus groups (8). CUTR incorporated the subsequent findings into a broader study (9). In 1996, CUTR facilitated focus groups involving MDT Metrobus operations supervisors (10). Details from each of these research efforts are described in this section.

**Bus Operator Focus Groups.** In the research effort that included bus operator focus groups, Joel Volinski examined transit agency practices and policies aimed at reducing absenteeism among employees (9). Volinski drew exclusively on a study completed by M.A. Ares, who conducted a series of 7 bus operator focus groups at MDT in 1998 (8). The main goal of Ares' study was to determine the underlying reasons for unscheduled absences among operators.

A total of 57 MDT Metrobus operators and 8 paratransit driver attendants participated in the focus groups, which consisted of one 2-hour session per group of approximately 10 participants each. In some cases, participants were selected at random, while other groups were made up of "self-selected" (volunteer) members. Input and responses were somewhat similar across each focus group. Ares found operators eager to share their opinions about the causes of absenteeism at the transit agency. In fact, to assure that their views were heard directly by management representatives, some operators volunteered specifically for the session observed by MDT management.

In general, the topics discussed focused on employee backgrounds, schedules, equipment and facilities, security and passengers, personal needs, other bus operators, and communication with management. Ares also examined the ways in which MDT management was perceived to contribute to employee absenteeism and the use of sick leave. Ares specifically described the perceived impact of management actions on employees' use of sick leave.

Demographically, male participants outnumbered female participants by about 3 to 1. With respect to age, seniority, and race, each focus group represented an accurate cross section of the make up of employees at the agency. Slightly more than 50% of participants were African-American, while about 45% were Hispanic. Whites and "others" made up less than 5% of the focus groups' population. One session was specifically designed for operators who preferred to speak Spanish. Roughly 10% of participants were college graduates, and most came to the agency in search of higher pay and greater benefits. Previous experience included operating school buses or large trucks, working at security firms, or holding construction jobs. Few operators anticipated enjoying their required work duties, but most felt that the position provided considerable job stability.

Focus group participants reported that tight, outdated schedules were a source of great stress. Operators identified increased traffic, passengers requiring additional time (such as wheelchair-bound or bicycle-riding passengers), the variety of fare payments, and discourteous automobile drivers as factors that contributed to pressing schedules and late runs. Split shifts, which cause long workdays because of long periods of down time, are also stressful to most operators that have to work such hours. The stress from these factors frequently led operators to use sick days and caused conflicts between operators' goals of safety and staying on schedule. Schedule pressure also encroached on break times, impinged on the use of restrooms, and frequently forced operators to make fast, unhealthy food choices for lunch.

Ares described issues with equipment as something bus operators faced on a daily basis. Operators noted equipment problems, such as uncomfortable and/or broken driver's seats, inefficient air conditioning, and inoperative radios, cause frequent concern that may not receive timely attention, even after conditions have been reported to maintenance. Some focus group participants identified specific buses that continually experience the same maintenance problems. As a result, some operators have to face an inordinate amount of customer complaints or work for prolonged periods in an uncomfortable setting. Some operators noted a lack of adequate rest room facilities along routes. Focus group participants complained of a loss of quiet areas that had once been available to them as an alternative to the general dispatch room.

Many operators in the focus groups reported being victims of verbal and/or physical aggression by passengers. They also related stories of more serious acts of violence against other drivers, such as beatings, shootings, and even a stabbing. Most operators felt that the demeanor of passengers had declined considerably in recent years. Halloween was cited as a particularly

dangerous day for drivers. Drivers were dismayed at the perceived slow response by supervisors over such issues. Many reported using sick leave to avoid problems or to cope with being involved in various incidents.

The focus group sessions revealed that many operators feel forced to use sick time to deal with personal matters, and that current policies do not allow sufficient flexibility for family issues, school holidays, or other unpredictable personal occurrences. According to Ares, one participant commented, "The bottom line is that this is not a family-oriented job, especially if you're a woman with kids." Strict lateness policies were also cited as a reason for using sick leave, as operators would rather call in sick than receive a late report.

Operators discussed the impact of other operators' actions on their work experiences. Many felt that policies to curb sick leave abuses were either ineffective or non-existent. Operators pointed out that such abuses made it difficult to get time off even with legitimate reasons. Operators who weakly enforced agency policies among customers caused problems for operators who strictly enforced the rules (i.e., practicing proper transfer procedures). Policy-abiding operators felt repercussions from customers who had received poor service from other operators. Ares described seniority preference for routes and annual leave selection as a source of conflict among drivers, as lower seniority operators would call in sick if their needs conflicted with higher ranking drivers.

Volinski identified "one of the most powerful points made in every (operator) focus group was that operators felt a lack of support from management." Operators claimed to have little support from management with respect to customer complaint issues. Inconsistent policies regarding fare collections and customer disputes were a common source of grief for operators. Management was often seen in opposition to drivers, only communicating with operators concerning negative issues. Positive reinforcement and support were seriously deficient, and focus group participants claimed that this had a severe negative impact on employee morale. Participants generally felt that even a small amount of effort by management would yield a considerable amount of positive feedback from drivers.

In addition to the points described above, Ares reported that focus group attendees viewed sick leave "as a benefit which can be used at their own discretion" (8). He also found that due to manpower shortages, MDT management often encouraged operators to use sick leave rather than banked holidays or annual leave to deal with personal matters. Operators described many instances where written requests for personal leave, submitted far in advance, were denied,



resulting in sick leave instead. Most focus group participants lamented the need to lie in order to get time off, but felt they had no other choice. This practice results in the further deterioration of morale and work ethic, and sometimes abuse of policy.

**Bus Operator Supervisor Focus Groups.** The findings of the operator focus groups are especially interesting when compared to an earlier study by Volinski that included two MDT bus operator supervisors' focus groups (10). The study focused on ways in which bus service could be improved through better utilization of bus operations field supervisors. A total of nine bus operator supervisors participated in the sessions, which each lasted about 3 hours. Focus group participants were asked the same questions that supervisors at other transit agencies were asked during the initial review of transit agency practices. Among the relevant issues discussed during the focus group sessions were important supervisor responsibilities, changes in supervisors' roles, and impressions of some operators' actions.

Supervisors were asked to describe their most important responsibilities, which included compliance with rules and regulations, investigating accidents, and monitoring safety. Adhering to schedules was identified as particularly imperative, and supervisors relayed the importance of remaining "visible." A tally of supervisors' priority responsibilities revealed that "tending to operators' needs" scored last among 15 points. This issue consistently ranked among the top three supervisory priorities at peer transit agencies. Most important, the report indicated that MDT supervisors included this issue only after the focus group facilitator suggested it. Participants reported that they "virtually never initiated conversations with operators" during ride checks. Researchers investigated supervisors' daily logs, which revealed "further evidence of minimal interaction and communications between supervisors and bus operators."

The focus group sessions allowed supervisors to discuss the possibility of changes in their roles at the agency. Most did not relish the idea of widening the scope of their work, especially in light of their general feeling of not being "respected for what they do already." Most agreed they need to learn more about the mechanical function of buses in order to improve problem diagnoses. The diversity of fleet vehicle types was identified as a contributing factor to the limited mechanical bus knowledge. While supervisors recognized value in attending local community meetings, they were reluctant to consider cleaning graffiti off buses and bus shelters, or issuing fare citations to passengers.

Supervisors felt that the nature of their current responsibilities did not afford them enough time to complete "traditional" supervisory duties, such as tracking employee performance or offering

personal employee guidance on a regular basis. Most field supervisors felt that “ride checks” offered the opportunity for more personal interaction with individual employees; however, time constraints and a limited number of supervisors only allow for about one ride check per year per operator.

Supervisors reported feeling frustrated with their inability to effectively discipline poor performers and policy abusers. Focus group participants reported a lack of support from upper level management in their attempts to handle employee problems. As a result, consequences for violations seemed minimal, which discouraged supervisors and rarely deterred inappropriate behavior among poor-performing employees.

The last relevant issue discussed by the focus groups dealt with supervisors’ impressions of potentially negative actions by operators. Specifically, supervisors were asked, “Why do you believe some bus operators deliberately sabotage a bus system?” A variety of responses were documented. Foremost, operator morale suffers when equipment is in disrepair and repair requests go unresolved. As a result, the operator may use a road call as a last resort to get the appropriate service.

Morale is also negatively impacted by the perceived growth in number of difficult passengers. The overwhelming consensus is that more customers are inclined to lash out at operators in the event of problems. Unfortunately, many annoyance-causing issues in passengers, such as changes to route and/or service schedules, are beyond the operator’s control. As a last resort to combat such stress, an operator may report service problems. Supervisors also reported possible factors that contribute to lowered morale such as lack of recognition of operators’ efforts, isolation, poor communication, minimal feedback, and a perception among operators that supervisors don’t get enough management support to successfully complete their required work.

Supervisors reflected on a previous issue involving lack of discipline by management, which gives some operators the false impression that they will not held accountable for policy violations. Supervisors felt that management’s lack of standard procedures to deal with specific rules violations exacerbates the problem. Other factors attributed to instances of “sabotage” were the perception that the union unconditionally protects problematic employees and that these employees have a disproportional effect on shaping the opinions and attitudes of new hires. A decline in qualified applicants and a lack of appreciation of their importance to the

organization were also identified as reasons why operators might deliberately take buses out of service.

## **2.3 Transit Agency Case Studies**

As described in the previous section, several sources of literary review included specific case studies of transit agency practices related to employee incentives, benefits, and retention and recruitment strategies. This section will describe case studies found in the literature that were considered relevant to this phase of the project. Specifically, CUTR documented information about incentives and benefits that were put into practice by other transit agencies facing personnel challenges. The information helped shape the contents and questions that were ultimately included in the employee survey produced by this research effort.

Hartman et al. conducted in-depth case studies of Capital Metro Transit Authority (CMTA) in Austin, Texas and the Toronto Transit Commission (TTC) in Ontario, Canada, and they looked at incentive program examples at many additional agencies (1). McGlothlin Davis, Inc. (2) completed case studies for 13 transit agencies, including City of Annapolis Department of Transportation (ADT), Berkshire Regional Transportation Authority (BRTA, Pittsfield, Massachusetts) (3), Duluth Transit Authority (DTA, Minnesota), Sunline Transit Agency (Thousand Palms, California), Pierce Transit (PT) (Tacoma, Washington), RTC/Citifare (Washoe County, Nevada), Professional Transit Management of Tucson, Inc. (DBA Sun Tran), Maryland Transit Administration (MTA), ATC Phoenix (Arizona), Regional Transportation District (RTD, Denver, Colorado), Santa Clara Valley Transportation Authority (VTA, California), Utah Transit Authority (UTA, Salt Lake City), and Metropolitan Atlanta Rapid Transit Authority (MARTA).

Other studies included details from Central New York Regional Transit (CENTRO, Syracuse, New York), Milwaukee County Transit System (MCTS, Milwaukee, Wisconsin), VIA Metropolitan Transit (VIA, San Antonio, Texas), Ann Arbor Transit Authority (AATA, Ann Arbor, Michigan), United Parcel Service (UPS, Stratford, Connecticut), and Houston METRO. Selected case study results and agency issues are described below.

**CMTA** (1). Capital Metro's first step to refocus on operations performance and improve teamwork was to reevaluate its employee awards program, which rewarded management for attaining desired results. Not surprisingly, employees were very upset with this program. CMTA sought input from its employees regarding potential modifications to the program. The result, the Gainsharing Program, combined innovative management techniques with an

incentive rewards program. For example, employees are continually encouraged to make suggestions for work efficiency improvements. The suggestions are parsed out to one of four Improvement Teams that address concerns. The process is highly interactive between management and employees. A percentage of the resulting annual budget savings (if any) is passed on to employees on a quarterly basis. Performance measures include crash rates, customer satisfaction, and on-time performance. CMTA is involved in a process of continual revision and improvement to its program.

**TTC** (1) Toronto's transit agency also has an active employee suggestion program (ESP). All active employees are eligible to participate and be rewarded. Suggestions that result in fiscal benefits to the agency are rewarded with a percentage of the first year's net savings. Up to \$20,000 (Canadian) has been awarded on an individual basis. Suggestions not resulting in tangible monetary value are given merit awards, commonly valued at about \$50.

**ADT** (2). This agency experienced difficulty in recruiting bus operators and diesel mechanics. One of the measures implemented to address the problem was dropping the requirement for operator applicants to have a commercial driver's license (CDL). The agency began offering CDL training. In addition, new hire orientation improvements were made, recruitment flexibility was increased, and the advancement rate for drivers was compressed. The agency adopted a more cooperative approach with unions, and made a concerted effort to be more responsive to employee complaints. The agency also initiated weekly team meetings to improve labor-management communications.

**DTA** (2). DTA had problems recruiting and retaining bus operators and entry- and journey-level mechanics. Contributing to this were a part-time requirement for new bus operators that lasted from one to three years, low pay and benefits for mechanics, and a requirement that all mechanics start at an entry-level, night-shift custodian. Some of the resolutions that DTA implemented were dropping the part-time requirement for operators, increasing entry-level pay for mechanics, and expanding new mechanics' duties. The agency also implemented a mentoring program for new bus operators and increased employee involvement through safety and scheduling committees. The agency utilized "employee of the month" and "employee of the year" programs, which offered rewards such as preferred parking, restaurant gift certificates, etc. The agency also actively encouraged employees to be involved in the community and held annual events such as a bus rodeo, picnic, and breakfast.

**Sunline Transit Agency** (2). Sunline doubled its total number of employees over a four-year period. The agency added several alternative-fuel vehicles to its fleet, but had difficulty recruiting mechanics with the necessary skills and experience. Several solutions were implemented, including compressed employee progression rates, an employee referral reward program, and partnering with unions to create new job classifications. The high level of affluence in the service area was cited as facilitating the implementation of pay increases for employees. Sunline also began monitoring the progress of new bus operators to ensure that skills developed at an acceptable pace. In the event of problems, the agency provided additional help as needed. Sunline also provides training on new technology, encourages cross-classification training, and provides ongoing training for agency management and supervisors. Sunline offers “employee of the month” and “employee of the year” programs, holds at least one employee recognition event per quarter, and promotes charitable activities among employees.

**RTC/Citifare** (2). This agency described its biggest challenge as recruiting and retaining bus operators. In addition, technicians’ hours tended to be unattractive, which caused challenges in this area, too. The nature of the workforce in the operating area was described as transient, thus presenting the problem of retaining stable employees. Several ideas were used to attract qualified employees. For example, the agency updated bus operator recruitment information to more accurately describe work expectations. The agency commissioned a salary-benefits comparison study. RTC offered employees a cash award for each year of service beyond 5 years and retention awards at 5-year intervals of service. Employee wellness and computer programs are in place, and employees are encouraged to participate in safety committees. A cash safety incentive (1% of gross annual pay) is also offered to employees.

RTC also initiated specific employee concepts. Bus operators were offered a mentoring program with cash compensation for mentors, and an advanced, 4-day voluntary training program. Additionally, a defensive driving program and a community safety program were planned. The agency actively promoted operator collaboration with the maintenance department, which included master technicians directing informative sessions to help operators more effectively identify and communicate mechanical problems. For the bus maintenance department, RTC worked with Nevada Job Corps to develop a 90-day apprenticeship. The agency heavily emphasized ASE certification training and offered cross-department training and one-on-one training. It is interesting to note that labor union representation was defeated by employee votes.

**DBA Sun Tran (2).** Sun Tran found recruitment of both bus operators and diesel mechanics to be difficult. Although the number of qualified applicants was low, the condition was exacerbated by requiring experienced mechanics to start at an entry-level wage. To address the situation, Sun Tran utilized many countermeasures, such as improved compensation, monthly attendance incentives, and personal leave-time made available on an hourly basis. The agency also implemented a 6-month attendance incentive that allowed employees to convert an amount of sick leave to annual leave. The agency offered tuition reimbursement, increased schedule flexibility, and sponsored an annual employee appreciation day. In addition, the “Let’s Ask/Let’s Talk” program was set up to encourage and improve communication with agency management.

Specific Sun Tran offers to bus operators included the elimination of the part-time operator position, full benefits at the conclusion of the initial 6-week training period, ongoing training needs assessment, and accident-prevention and computer training programs. The agency also improved compensation for maintenance personnel, acquired new shop equipment, and implemented new training programs (especially for alternatively-fueled transit vehicles.)

**MTA (2).** MTA found itself on the losing end of competition for skilled mechanics because many new employers in the area offered more attractive compensation packages. To counter this problem, the agency adopted a team approach, including union involvement and the Labor and Management Partnership (LAMP), to develop recruitment improvements. The Union agreed to waive some provisions for a limited time. MTA increased the pay rate during training and expanded its area of recruitment. The agency also worked with area technical schools to find qualified applicants. MTA changed its CDL requirement for bus operator applicants and offered training when necessary.

**ATC Phoenix / Phoenix Transit System (2, 3).** Under contract for the past thirty years, ATC is a subcontractor that provides transit services to the City of Phoenix, Arizona. A city referendum recently expanded transit service. In the wake of growing competition from local industries for experienced workers, ATC implemented several concepts to help recruit and retain bus operators and mechanics. Grassroots recruiting and an employee referral program that offered cash incentives were utilized. In addition, ATC improved new employee orientation, offered a mentoring program to operators, and included bilingual training and safety assistance. The agency also focused on better communications and implemented recognition programs such as annual family day, banquets, time-off incentives, and savings bonds. ATC also made deliberate efforts to celebrate the diversity of its staff, increase attention to customer service, and partner with regional citizens for input. A 2-year operator “check-up” training seminar, which includes

gifts and meals, was designed, and management-labor partnerships were formed to address issues facing the agency.

**RTD (2).** RTD's service area experienced rapid growth and an influx of employers in recent years. As a result, bus operator and bus mechanic positions were difficult to fill and retain. For example, the agency averaged an almost 55% attrition rate during 1997-99. To meet these and other workforce challenges, the agency adopted several incentives and remedies, such as a one-day turn around time for applications, tests, and interviews of perspective employees, improved recruitment methods, one-stop job shopping, a telephone hotline for current job openings, and additional advertisements on the radio, in newspapers, over the internet, and on buses. The minimum qualified employment age was lowered to 19, and employee referral and sign-on incentives were implemented. The agency also initiated a pilot program to recruit recently released inmates. Other RTD employment adjustments included reducing mandatory overtime for operators, relaxing work rules, and increasing the flexibility of schedules. New employees were also allowed to use vacation time after 6 months on the job, and RTD improved its effort to seek employee input.

**VTA (2).** VTA was one of the many transit agencies to find bus operators and mechanics among the most difficult positions to recruit and retain. This was affected by the high cost of housing in the immediate service area and the lack of competitive compensation offered by the agency. The availability of qualified mechanics was so low that, at one point, the agency suffered a severe shortage of mechanics which precluded the appropriate number of buses from being in service. To address these issues, VTA organized a regional job fair, used creative marketing techniques for recruitment, and expanded its recruitment area. The agency modified several components of its training methods. For example, employees were trained on a "fast track" and the agency implemented a remedial training program, when necessary. Training class sizes were increased in order to shorten the waiting period for new hires. VTA also partnered with local community colleges to offer an accelerated degree program. In addition, the employee progression rate was compressed, the agency increased its focus on employee ownership, and management-labor partnerships were established. VTA also conducted employee surveys on customer service and housing.

**UTA (2).** UTA experienced problems retaining and recruiting bus operators. The most obvious contributing factors were work schedule requirements and low unemployment in the area. To address the situation, UTA implemented a \$1,000 sign-on incentive, which was payable over the first year of employment. An employee cash referral incentive was also adopted. A family

day was implemented as part of the training agenda, and a mentoring program was established. Half-day team building workshops were scheduled, and a 5-day program for existing employees to improve skills, which allowed them opportunity to provide direct input to the agency. In fact, employee involvement in agency decisions, such as those related to contracts, schedules, operations, and organization, became a priority. UTA also established guidance and task teams, and worked to improve overall communications. Other programs that were initiated were wellness, computer training, apprenticeships, and partnerships with local technical schools, community colleges, and universities.

**MARTA** (2). Employee issues at MARTA were attributed to non-competitive wages for maintenance staff, a rule that required 50% of advanced level positions to come from within the agency, and high competition for technical skills. The agency took many steps to improve incentives and benefits for bus operators and mechanics. For example, job descriptions were updated to reflect expectations more accurately. The initial part-time bus operator requirement was eliminated, and improvements were made to the maintenance apprenticeship program. Said to be in a period of transition, MARTA formed a transition team to involve all employees in agency decisions to some degree. For instance, town-hall type meetings were held at agency maintenance facilities, and employees who contributed to eventual strategy improvements were recognized. The agency also offered quarterly employee recognition awards with a value of up to \$5,000. Other incentives included holiday parties, golf tournaments, wellness and training programs, and tuition reimbursement.

**PT** (2). Serving Tacoma, Washington, PT is interesting in the fact that the agency lost 24 million dollars in annual funding through a voter initiative. The agency also reported that bus operators and mechanics were among the more difficult positions to recruit. Adding to the situation was a restrictive collective bargaining agreement, which required bus operators to be hired for part-time relief work. The agreement also limited the number of mechanics that could be hired at one time. Among the incentives used to motivate employees, PT made efforts to involve current employees in training, and promote personal accountability and development of self-management and problem-solving skills. The agency also developed a peer mentoring program. To encourage mechanics, PT allowed applications for open positions to be processed before their 48-month apprenticeship was completed. Other agency actions included partnering with the local community college, instituting a high school outreach program, and establishing a critical incident support team that involved employees from various work classifications.



**UPS (3).** UPS is the only private company included in this review. The company operates an international package delivery system, with over 75,000 vehicles in service. Maintenance operations for US vehicles are governed by central rules and repair policies. Both mechanics and drivers are given responsibility for specific vehicles. This practice is meant to inspire a sense of pride in employees, which the company believes leads to greater pride in workmanship. Regarding salary and benefits, UPS is unionized, so all pay increases and benefit augmentations are dealt with through traditional collective bargaining. The company has a stock purchase program and various maintenance safety incentives, which include cash and non-cash awards. In addition, each maintenance facility is allowed to develop its own reward system. Another benefit includes delegation of decisions, or empowerment, to give employees a chance to actively participate in updating work methods. Empowerment has allowed UPS to lower the number of maintenance supervisors, and the company feels that attendance and turnover numbers have improved. The company is interested in employees' attitudes and opinions about their jobs. A biannual survey is conducted to examine many facets of the employee experience, and a toll-free telephone number is provided for employees to comment on sensitive issues. UPS also compiles an "employee relations index" to rate employee job satisfaction. It is important to note that UPS actively promotes communication between drivers and mechanics. Intent on looking at drivers as "internal customers to the shop," the company is testing a method of 'grading' the quality of maintenance service and the driver's satisfaction with the work completed.

**VIA (3).** Serving the San Antonio, Texas metropolitan area, VIA employs an automated maintenance performance monitoring system. There is no established incentive program at VIA, but a strong labor-management relationship is a focal point of its guiding principles. Agency management places high value on thorough communication with maintenance employees and feels that the highest level of employee performance can only be achieved through a continual commitment from management. In fact, VIA's managers meet regularly to set priorities, and all are involved in the problem-solving process. Managers also meet with each employee on a regular basis to review work performance and expectations. Rather than comparing one individual performance to another, each worker's current status is evaluated based on past personal performance. In the hope of fostering pride in their work, each employee is made aware of his/her contribution to the agency's success. Performance results are posted monthly. VIA employs a hands-off approach to senior mechanics, allowing them the freedom to perform tasks effectively. Again, strong communication efforts are made, and

interested junior employees are given the opportunity to participate in advanced training activities.

**AATA (3).** Although AATA has a fleet of only 80 buses, its innovative practices in incentives and employee relations make the agency worthy of inclusion in this investigation. AATA, which hired a consulting firm to train mechanics and identify maintenance needs, uses 2-person teams in its maintenance operations. Teams are assigned a specific quantity of buses (usually 12) that they are responsible to keep in proper working order. The shop uses non-specialized labor, and middle management supervisors were eliminated. Mechanic teams are directly involved in assessing technical specifications for new bus purchases. The method has resulted in a more amicable work place and improvements in workmanship and production. Regarding incentives, AATA offers an annual cash award for perfect attendance and safety performance. The one-year award is \$100, while 2 consecutive perfect years yields \$300. Maintenance employees who achieve a third consecutive year of such outstanding performance receive \$500.

**Houston METRO (5).** While no specific incentive program details were found related to Houston METRO, the agency's innovative training approach and employee involvement efforts deserve discussion. As many transit agencies are limited in their use of incentives, training programs and decision-making power can be viewed as benefits because most employees are interested in such opportunities. As part of an effort to address poor service performance, METRO implemented a thorough apprenticeship program for mechanics. By partnering with a local community college, full time instructors teach classes at the agency, and successful completion counts as official non-degree college courses. The agency reported that close to 25% of its mechanics received "journeyman's papers" through the program. In addition, top mechanics are rewarded with designation as a "mechanic mentor," which gives them the opportunity to play a guiding role to apprentice-level mechanics. METRO pointed out that key to the success of the training program was early involvement and support of the union.

METRO made an effort to involve employees in problem-solving and decision-making processes. The "Partners in Progress" program consists of a team of the most skilled mechanics working with selected maintenance managers. The team completes monthly visits to the agency's maintenance facilities to identify problematic issues and solicit methods of improvement from fellow mechanics.

## **2.4 Additional Transit Agency Information**

After thorough review of the literature and case studies, CUTR attempted to contact some of the authors and/or transit agencies for additional insight into their experiences. The knowledge that was gained during this exercise provided CUTR with valuable guidance during the later stages of this research effort. Among the information gathered at this stage were survey methods, employee involvement, incentives and benefits, and funding for incentives and training programs.

As the literature review took shape, it became clear that fiscal constraints forced transit agencies to become creative with incentive and benefit programs. Actions or programs not seen as a benefit need to be considered as such when discussing transit agency employees. For example, improving communication between employees or between labor and management should be considered an incentive. In addition, giving employees more input is considered a benefit. Mary J. Davis, President of McGlothlin Davis, Inc. and principal investigator of TCRP Report 77 affirmed this idea (2).

Ms. Davis considered “increased involvement in decision-making” to be an employee incentive. However, she also felt that the tide might be turning with respect to direct monetary incentive awards for transit employees. “Agencies have begun to realize that it is far less expensive to fund cash awards than to deal with excessive turnover” caused by employees not feeling valued. Ms. Davis went on to say that transit agencies are finding the actual costs of cash awards “are easier to justify” when compared to the high costs associated with employee recruitment and training. If “public agencies want to attract and retain the best workers, they need to remain competitive with other employers.”

According to Ms. Davis, insufficient benefits and incentives are a major contributing factor in qualified employees leaving transit agencies or not applying for employment in the first place. On the other hand, Ms. Davis points out that “cash incentives alone (are) not enough to attract and retain employees.” She maintained that agency practices, organizational structure, and human resources departments need to be a part of the modification process to make employees feel their needs and expectations are being addressed.

Agencies reported varying experiences of obtaining funding for training programs. One agency, a private company under contract with a city, clearly saw value in taking such preventative measures. “Every accident avoided saves (the agency) money on potential damages, medical bills, insurance premiums, and other associated costs.” Others expressed frustration with

obtaining federal funds and/or grants for training. Agency size, time demands, and other issues were cited as reasons. (At the request of the agencies, specific names associated with these statements were kept confidential.)

As discussed in the previous section, some transit agencies had administered employee surveys. Obviously, CUTR had an interest in contacting these agencies. However, only a few seemed relevant to the particular goals and objectives of this study. Of these, only the Valley Transportation Authority (VTA) in Santa Clara, California provided extensive and helpful information in this area. (Insight gained from previous CUTR efforts will be described later in this report.)

In 1998, VTA designed and administered an employee customer service survey (11). This effort was followed up in 2000 (12), and a survey on housing was completed in 2001 (13). While the specific results of these studies were not relevant to this investigation, the general knowledge gained was invaluable. For example, a survey participation rate of 7-10% among transit employees can be considered successful. Speaking confidentially, agency administrators related their experiences to CUTR. In many cases, VTA staff described their original actions and suggestions of what could have made their survey more successful. Many regarded survey implementation procedure and follow-up actions. Agency actions necessary for success were also discussed.

VTA mailed surveys directly to employees. Agency administrators strongly suggested that an incentive be offered in return for filling out the survey. This action was not taken by VTA, and agency staff believed participation and interest suffered because of this deficiency. In addition, the survey could have been more successful if staffed by “3 fulltime, totally energized people.” VTA also suggested survey questions offer only a few choices for response rather than being open-ended.

To raise awareness and promote employee ownership of the survey, VTA strongly encouraged the use of a unique identifier or symbol that would only be associated with the survey and its outcomes. This “branding” of the survey could have been accomplished through the use of letterhead, patches, pins, as well as incentive award shirts and caps that utilize this logo. VTA staff envisioned using stickers to identify specific remedies that were implemented as a result of the survey. Again, this suggestion was not actually used by VTA.

In reality, VTA was slow to act on many of the issues, and employee moral suffered because of it. As such, employees should be made completely aware of what the survey is intending to

accomplish, what the benefits will be, and the data should be made available in a timely fashion upon conclusion of the study. VTA staff identified a lack of clear goals and visions on the part of upper-level agency management as one of the critical factors that undermined the success of their effort. Any new survey attempt should emphasize the importance of having all levels of agency management buy-in to the survey. In addition, a clear implementation plan should be established, and a relatively strict timetable should be adhered to.

Upon completion of the survey, VTA suggested finding at least a few remedial actions that could be put in place quickly and labeled as an outcome of the survey. For example, the survey found that employees wanted a wider variety of agency-logo merchandise available for purchase. As a result, an employee store was set up within 3 months after the final results were documented.

## **2.5 Summary of Incentives**

One of the main goals of the literature search was to compile incentives and benefits that have been successfully implemented at other transit agencies. Several incentives and benefits were found to recur in transit agencies. These items, summarized in Table 2.2, can be classified into the following categories: special recognition, attendance, safety, annual events, personal improvement, and workplace. Selected miscellaneous information is also included.

This information formed the basis of the sample incentive list that was provided to the Metrobus Maintenance Task Force and used to aid the development of the MDT maintenance staff and bus operator survey. This process will be described in detail in the next section.

**Table 2.2 Summary of Employee Incentives and Benefits**

<b>Category</b>	<b>Specific Examples</b>
Special Recognition	Employee of the Month / Employee of the Year <ul style="list-style-type: none"> <li>Rewards: cash, preferred parking, gift certificates, etc.</li> </ul>
	Employee suggestion program <ul style="list-style-type: none"> <li>Cash rewards for successful / implemented suggestions</li> </ul>
	Employee referral reward program (usually cash)
	Heroic acts
	Extraordinary performance
Attendance	Quarterly employee recognition event
	Daily <ul style="list-style-type: none"> <li>Lottery, poker, other games</li> </ul>
	Monthly or quarterly
	Yearly (increasing awards for consecutive years w/o absence)
	Rolling - consecutive period from date of last absence (30, 60, 90 days)
	One or combination of incentives may be offered
	Team competitions
	Yearly absence limit – award given if under limit
	Cash incentive for years of service
	Opportunity to cash in sick leave: <ul style="list-style-type: none"> <li>At retirement, end of month, or year's end</li> <li>At other time period (5 yr., 10 yr. anniversary, etc.)</li> <li>Conversion to annual leave time</li> </ul> Can be full amount or % converted to cash
Safety	\$50 for 1 year of accident-free driving
	Accumulation of "points" – up to \$500 reward annually
	Monthly safety awards
	Safety combined with performance goals
	Other rewards: gift certificates, free meals, prizes
Annual Events	Bus rodeo
	Picnic
	Breakfasts, lunches, and/or dinners
	Family day(s)
	Golf tournament
	Holiday parties
	Other
Personal Improvement	Partnerships with local community colleges
	Apprenticeship program – onsite comm. college instruction
	Opportunities for training programs / special courses
	Tuition reimbursement
	Accelerated degree program
	Employee wellness program
	Computer purchase program
	Encouragement of community service involvement
	Training by consultants

Workplace	Increased employee involvement in decision-making
	<ul style="list-style-type: none"> <li>• Critical incident support team</li> <li>• Recognition committee</li> <li>• Safety</li> <li>• Scheduling</li> <li>• Equipment purchasing (inc. bus technical specifications)</li> <li>• Organization</li> <li>• "Partners in Progress" – team of top maint. staff</li> </ul>
	Flexible leave requests
	<ul style="list-style-type: none"> <li>• Days off rather than full week blocks</li> <li>• Personal time payable in hours</li> <li>• Allow swapping</li> </ul>
	Collaboration of bus operators and maintenance department
	<ul style="list-style-type: none"> <li>• Gain knowledge of each</li> <li>• Share information</li> <li>• Leads to improved communication between groups</li> </ul>
	Eliminate part-time positions
	<ul style="list-style-type: none"> <li>• Make all full time</li> <li>• Fill time with other jobs (painting, graffiti removal, etc)</li> </ul>
	Involvement of employees in new-hire training program
	Improved benefits plan
	Revised employee evaluation
	Improved new hire orientation
	Mentoring program
	<ul style="list-style-type: none"> <li>• Cash compensation for mentors</li> <li>• Mechanic mentor</li> </ul>
Miscellaneous information	Improved labor-management communication
	<ul style="list-style-type: none"> <li>• Weekly team meetings</li> <li>• Bulletin board</li> <li>• Newsletter</li> <li>• Periodic forums</li> <li>• Labor and Management Partnership (LAMP)</li> <li>• "Let's Ask / Let's Talk" program</li> <li>• Employee relations index</li> </ul>
	Pool of funds to distribute for meeting performance goals
	Four-day work week
	Cash or savings bonds are most common
	Cash awards usually not more than \$200 annually
	May also be a % of annual salary or paid equivalent of hours
	Awards based on quarterly performance found to be more successful
	More support for paying out sick time at year's end than at retirement
	"Lotteries" for cash prizes – successful and popular

## 3. METHODOLOGY

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### 3.1 Overview

The goal of the research project detailed in this report was to identify, analyze, and summarize the attitudes, concerns, and opinions of bus maintenance personnel and bus operators at MDT. In order to accomplish this, CUTR had to devise an effective method to collect the necessary data from employees. As described in the previous section, the first step in the process was to investigate how others had approached this challenge.

CUTR examined previous studies and determined the most common issues facing transit agencies and transit employees. Researchers also compiled the most common means for addressing employees' needs and concerns. Before the data collection effort could proceed, CUTR gathered similar information about MDT. To accomplish this, interviews with each member of the Metrobus Maintenance Task Force were conducted. Task Force meetings also provided this information.

Using the entire body of knowledge gained to this point, researchers commenced a process of designing an effective employee survey instrument and formulating procedures for gathering the data. The following chapter outlines the specific information culled from the Task Force interviews and describes the development and implementation of the MDT employee survey.

### 3.2 Task Force Interviews

In order to gain a better understanding of issues that impact the MDT Metrobus Maintenance Program, CUTR conducted a series of one-on-one interviews with each member of the Metrobus Maintenance Task Force. Chiefs, superintendents, and managers from the Bus Maintenance, Bus Operations, and Bus Maintenance Control Divisions, as well as representatives from the Human Resources and Information Technology Divisions were interviewed. CUTR also met with General Superintendent of Bus Maintenance.

The interviews afforded CUTR the opportunity to gain specific insight from each task force member, most of whom had well over fifteen years of experience at MDT. CUTR learned details about each individual's duties and responsibilities, as well as about their shop or office



location and its function. Specific information about current incentives offered by MDT was documented.

Interviewees from the Metrobus Maintenance Division included the General Superintendent as well as shop Chiefs and Superintendents from the three Operation and Inspection Divisions and the Support Services Division. In the Bus Maintenance Control Division, the Acting Chief and a Production Coordinator Leadworker were interviewed. The chief of Bus Operations - Supervisory Division, as well as a ranking Systems Analyst from the Information Technologies Division were also interviewed. Additional interviews were added to the agenda at the suggestion of task force members or as they became relevant to the project.

Prior to the interviews, a list of sample incentives, compiled based on knowledge gained during the literature review and updated during a subsequent task force meeting, was distributed to each individual. Task force members were asked to review the list, rank in order their top seven most preferred incentives, and comment as necessary on the samples. Responses were then discussed as part of the interview agenda. This process allowed CUTR to learn additional details regarding current incentives, benefits, and conditions at MDT, and helped to prioritize the questions that would ultimately be included in the employee survey.

Several issues and concerns recurred during the interviews. The disparity between the recent increase in bus service and the lack of available manpower to meet bus maintenance needs was cause for alarm among many interviewees. Manpower concerns also involved the recent history of losing experienced mechanics to the MDT Metrorail Division. This problem had been due to the fact that rail technicians, even during the initial one-year training period, earned higher wages than experienced bus mechanics. Labor agreements were different among the divisions, which affected wages and pay increases. The result was that experienced bus mechanics spent up to a year training to be a rail technician, and then switched back to the Bus Maintenance Division. After the switch back, the employee would maintain his or her higher rate of pay. However, since work on this project began, MDT management addressed this specific problem. Metrobus mechanics now have salary parity with their counterparts in the Metrorail Division. At the time of writing, any long term effects of this change have yet to be documented.

A general sense of frustration also stemmed from perceived differences between the Metrorail and Metrobus Divisions. While buses are responsible for a much larger portion of MDT's earned revenue than rail, there is a perception that changes in rail service are thoroughly

planned and thought out, while little, if any, consideration is spent on the effects of similar modifications in bus service. Those interviewed expressed concern over the ability to adequately accommodate pending changes in MDT's Minibus service. In addition, many interviewees identified the need to match mechanics' skills with current levels of technology as the greatest challenge facing the Bus Maintenance Division today.

In regard to employees and potential incentives, almost all were strongly opposed to the idea of offering additional leave time as an incentive. Most agreed that employees should be given a greater degree of recognition, as employees want to be appreciated. Interviewees felt that responsibility should be rewarded, and the development of a safety incentive for maintenance would be highly valuable. There was a consensus that cash incentives would be the most effective tool.

### **3.3 Employee Survey**

#### **Survey Development**

CUTR drew upon lessons learned during the literature review to prepare a list of sample incentives and remedial actions that were successfully implemented by other transit agencies. The initial findings were presented to the task force for general discussion. As described in section 3.2, Metrobus Maintenance Task Force members were then asked to individually review these potential incentives and rank their top seven items based on perceived importance and relevance to MDT.

Twenty-four sample incentives from the sample list received interest or comments in some form. To gauge general interest in each of these incentives, they were listed in descending order, based on frequency of response. Raw frequency scores ranged from 10 to 1, and items without a score were disregarded.

In order to get a clearer picture of which incentives were most important to the task force, the scores were weighted based on the total numbers of first-, second-, and third place ranks for each incentive. Each first place ranking received a score of "3," second place ranks scored a "2," and a score of "1" was assigned to each third place ranking. The scores for each sample incentive were tallied to determine its weighted score. For example, the score for an item with one first-place rank, one second-place rank, and three third-place ranks received a weighted score of "8" by the following formula:

$$[(1*3) + (1*2) + (3*1)] = 8$$

The complete list of sample incentives that received a weighted score is shown in Table 3.1. Several sample incentives did not receive any rankings in the top three, and, as a result, did not receive a weighted score. It is interesting to note that the most frequently ranked sample item, “Annual events” (10 responses), did not make anyone’s top three and, therefore, did not receive a weighted score.

Table 3.1. Weighted Incentive Score Matrix

Incentive	Frequency	Total			Raw	Weighted Score
		1s	2s	3s	Freq. - Top 3	
<b>Employee of the Month / Employee of the Year</b>	7	3	0	1	4	<b>10</b>
<b>Cash in sick leave</b>	4	2	1	1	4	<b>9</b>
<b>Increased employee involvement in decision-making</b>	8	1	1	3	5	<b>8</b>
<b>Perks for attendance</b>	6	1	1	1	3	<b>6</b>
<b>Personal improvement opportunities</b>	7	0	2	1	3	<b>5</b>
<b>Quarterly employee recognition event</b>	3	1	1	0	2	<b>5</b>
<b>Years of service cash incentive</b>	3	1	0	2	3	<b>5</b>
<b>Performance goal achievement award</b>	3	0	2	0	2	<b>4</b>
<b>Collaboration b/w operators and mechanics</b>	4	1	0	0	1	<b>3</b>
<b>Improve overall benefits plan</b>	1	1	0	0	1	<b>3</b>
<b>Safety</b>	5	0	1	0	1	<b>2</b>
<b>Heroic acts special recognition</b>	2	0	1	0	1	<b>2</b>
<b>Flexible leave requests</b>	3	0	0	1	1	<b>1</b>
<b>Carry over annual leave</b>	1	0	0	1	1	<b>1</b>
<b>Annual events</b>	<b>10</b>	0	0	0	0	<b>0</b>
Revise employee evaluation	4	0	0	0	0	0
Four-day work week	3	0	0	0	0	0
Time standard achievement award	2	0	0	0	0	0
Employee suggestion program	2	0	0	0	0	0
Improved labor-mgmt communications	2	0	0	0	0	0
Eliminate part-time positions	1	0	0	0	0	0
Employee involvement in new-hire training	1	0	0	0	0	0
Improved career ladder for mechs (same as rail)	1	0	0	0	0	0
Mentoring program	1	0	0	0	0	0

Source: Interviews with MDT Metrobus Maintenance Task Force membership, May 2003.

Based on the weighted results and the overall knowledge gained to this point, CUTR began developing a draft employee survey. CUTR also drew on previous CUTR experiences with surveying transit employees in Florida. For example, CUTR previously designed a survey that was administered to Palm Tran bus operators. The project manager of this effort offered insight into survey design and data collection methods, such as using simple, straightforward questions and avoiding confusing directions. Researchers were also advised to conduct the survey over a

period of several days to get union buy-in, hand out the survey with paychecks, and set a deadline for surveys to be returned.

Past CUTR experience was especially helpful in designing the response method for the survey. Ideally, this type of survey employs a five-point response scale, which offers more precision among choices such as *agree strongly*, *agree somewhat*, *neutral*, *disagree somewhat*, and *disagree strongly*. However, based on previous experiences at CUTR, VTA, and other agencies, researchers decided to sacrifice a degree of precision for the sake of increasing the number of respondents. The final survey used a three-point scale with response choices limited to *yes*, *no*, and *maybe/not sure*.

CUTR also felt that a more user-friendly survey instrument would be better received by employees. Researchers were sensitive to the nature of employees' occupational duties. For example, bus drivers most likely would fill out the survey during their short recovery period or while waiting to be dispatched. Maintenance staff would probably complete their surveys during one of their fifteen-minute breaks or while taking lunch (30 minutes.) CUTR hoped that the abbreviated response scale would compensate for the survey's length (7 pages.) To avoid confusion, the survey maintained the same answer scale throughout most of the survey. In the one section where this scale was not appropriate (eventually referred to as *specific examples of potential incentives*) a simplified answer scheme was used rather than ranking scales, which probably would have been more appropriate.

Rather than have only one survey that asked employees to skip sections that were not specifically relevant to them, CUTR developed two slightly different versions of the survey instrument based on job classification. Task Force members stressed that the questions should be as short and direct as possible. Both surveys were identical except for one section, which asked specific questions of bus operators or maintenance personnel. For ease of use and differentiation, the surveys were color-coded based on employee type. The question of whether or not the survey should be made available in languages besides English (such as Spanish and/or Creole) was posed to the Task Force. There was consensus among the membership that this additional effort was not necessary.

The final survey focused on five general areas of interest, plus an area specific to each job class:

- **Awareness** of current incentives and benefits at MDT

- **Participation** in current incentives and benefits at MDT
- **Satisfaction** with general working conditions and current incentives at MDT
- **Interest in potential incentives** that might be implemented at MDT
- Opinions and preferences of **specific examples of potential incentives**
- **Job-specific questions** related to satisfaction with conditions and interest in incentives

The final section of the survey asked employees to indicate their gender, job “status” (full- or part-time), and location of employment. In an effort to ensure confidentiality, questions about shift, ethnicity, and years of service at MDT were omitted from this section. Lastly, the survey provided a blank area for employees to make general comments or statements. A cover sheet, which informed employees about the project, discussed the goals of the survey, and provided instruction was attached to the survey. The cover sheet also included CUTR contact information in the event that the respondent desired additional information about the project or survey. Lastly, the cover sheet stressed that the survey was anonymous and confidential and that employees would not be held accountable for their specific remarks.

A draft survey was produced and submitted to the task force for review and input. During a subsequent meeting, CUTR led the task force through the survey line by line. As members reviewed the instrument and offered comments, CUTR added, deleted, or modified questions as directed. Final versions of the survey were produced and submitted to the task force, the MDT project manager, and the agency director for final review and approval. The final survey instrument was also submitted to and approved by the University of South Florida Institutional Review Board.

## **Survey Implementation**

Once the survey instrument received final approval, CUTR coordinated with the Task Force to devise a strategy for implementation. The plan incorporated a method for distributing the survey, a schedule of the most appropriate times for distribution, and other considerations. CUTR modified the plan as necessary during the survey period.

A few different methods of distributing the survey were considered. At first, it was thought that representatives from CUTR could hand out the surveys en masse during specific time periods, such as lunch breaks and the annual bus operator line-up, allow a short period of time for employees to complete the form, and then collect them on the spot. As the number of

questions on the survey instrument grew, it became obvious that employees would need more time to complete the survey.

Based on past studies, CUTR considered mailing the survey, including a postage paid return envelope, directly to employees' homes. However, members of the Task Force felt if this method were used employees would not have a clear understanding that an independent, non-agency party (CUTR not MDT) was conducting the survey. Task Force members felt strongly that survey participation would suffer if employees felt MDT was directly involved in the data collection effort. The final method chosen to distribute the surveys was to have representatives from CUTR onsite at each MDT maintenance shop (4) and bus dispatch location (4) to personally hand a survey to each employee.

Researchers were sensitive to the possibility that their presence during the distribution and completion of the survey instrument, as well as responding directly to employees' questions and concerns could introduce bias into the results. As such, CUTR representatives made an effort to maintain an appropriate distance from employees who were actively filling out the survey. In addition, while employees' questions about the clarity of survey instructions were answered directly, comments about the substance of the survey questions were avoided. Additionally, researchers usually tried to avoid unsolicited conversations until respondents had completed their survey.

CUTR established a schedule for distribution based on input from the Task Force. For example, representatives from maintenance advised against distributing the survey during peak AM and PM pullout times (5 AM – 8 AM and 2 PM – 5 PM.) However, these were among the best times to distribute surveys to operators.

During the course of the survey period, CUTR learned exactly when breaks were taken in the maintenance shops and adjusted to this schedule accordingly. Morning and afternoon break periods, as well as lunch periods and shift changes, proved to be the most effective times to distribute the survey to maintenance personnel. In some cases, maintenance supervisors and senior employees also prompted CUTR to walk through the shop to seek out employees who might remain in their designated work areas during break times. Employees sometimes took a copy of the survey for a coworker who was not available or otherwise unable to accept it personally at that instance. (This only occurred occasionally, so researchers were not concerned that this practice would introduce bias into the survey.)

All shifts were covered at least once during the survey period, and large signs were used to call attention to the effort (survey materials can be found in Appendix A.) This method created high visibility for CUTR and reassured employees that their individual answers would be viewed and tabulated only by non-MDT staff. Employees also received a prepaid business reply envelope, which was addressed to CUTR. This afforded employees the option of taking the survey with them and filling it out in private and at their leisure, rather than being rushed to complete it during their working day. This distribution method also allowed CUTR to answer questions immediately and respond directly to objections (if any) raised by MDT employees.

During the active survey period, CUTR covered every shift at least once on every day of the week except Sunday. Approximately 30 “working days” were spent on site, with CUTR representatives paying special attention to high traffic times, such as shift changes, lunch periods, morning and afternoon breaks, and AM and PM peak pullouts. For purposes here, a “working day” is defined as an 8-hour period. CUTR representatives sometimes worked in teams of two, with one person covering the maintenance area and the other covering the bus dispatch area.

CUTR used various means to promote awareness of and participation in the survey. Preceding the survey period, announcements were posted in highly visible areas. All materials used during the survey effort were designed to be distinctly different from regular MDT agency correspondence (See Appendix A.) Project materials used the same document fonts and layouts, and a logo for the Task Force was developed during the survey period and attached to all subsequent correspondence. Reminder notices were included with employee paychecks on two separate paydays. As mentioned, large laminated posters were used to help make employees aware of the ongoing survey, and smaller versions were placed at strategic locations in work areas, such as on bulletin boards, in break areas, and near time clocks. A second reminder notice was also distributed during the later stages of the data collection period.

CUTR reached out to union shop stewards at each location to inform them of the effort and to hopefully gain their support. In some instances, shop stewards actively encouraged fellow employees to participate in the survey. Oftentimes, employees who supported the effort took it upon themselves to educate fellow employees about the merits of completing the survey. This seemed to have a positive impact on participation in some locations. It is interesting to note that only on rare occasions did employees take a strong negative stance toward the survey effort. In some cases employees defended the merits of the survey to their fellows who expressed

displeasure with the project. The few complaints that were heard usually involved references to prior employee surveys perceived to have had little effect on conditions.

It is important to recall that participation in the survey was completely voluntary. In no instance was an employee forced to complete the survey, and CUTR actively made employees aware of the voluntary nature of the survey effort. Employees did not receive any monetary compensation or gifts for completing the survey. (This idea was discussed, but CUTR and the task force felt that such an effort could compromise the confidentiality of the survey.) Employees were asked to take advantage of the opportunity to anonymously let their voices be heard.

Initial response to and interest in the survey was strong among employees. Many surveys were completed and handed directly back to CUTR representatives, and delivery of surveys via mail spiked following each on site distribution. As the survey period continued, many employees told CUTR representatives that they had already received a copy of the survey and/or had sent it in. In fact, more than 1,200 surveys were manually distributed, including 300 to maintenance staff. During the final two weeks of the survey, bus dispatchers offered to distribute the remaining operator surveys, and maintenance supervisors took surveys for employees who had asked for one.

The next section provides a detailed discussion of survey response rates and answers.



## 4. SURVEY RESULTS

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### 4.1 Overview

This section provides the tabulated results of the MDT Metrobus Maintenance Task Force employee survey, which was administered by CUTR from August 4 through October 10, 2003. As described in Section 3, CUTR manually distributed most surveys directly to MDT bus operators and maintenance employees. In some cases, surveys were left in a highly visible area with clear indication that employees should take one if they were interested in participating. Toward the end of the survey period, bus dispatchers and maintenance supervisors helped distribute the remaining copies of the survey to bus operators and maintenance personnel, respectively.

While participation rates were not high enough to approach the preferred level of confidence, the number of employees who chose to participate in the effort exceeded initial expectations. The overall participation rate was slightly more than 13%. The survey participation rate among maintenance personnel was slightly more than twice that of bus operators, and the greatest percentage of surveys came from employees at the Coral Way facilities.

The remainder of this section presents the detailed results of the survey. First, the raw findings are described using frequencies and raw number cross tabulation. Later, the data are analyzed using advanced statistical methods. The results discussion corresponds to each section of the survey: **awareness** of current incentives and benefits at MDT; **participation** in them; **satisfaction** with current incentives, benefits, and conditions at MDT; **interest** in potential benefits and incentives; employee **classification-specific** questions, which differ for bus operators and maintenance personnel; and reaction to specific **sample incentives**.

### 4.2 Raw Survey Results

#### Demographic Data

In order to assure employees that their responses would remain totally anonymous, the survey included only a few demographic questions. Employees were asked to indicate which location they worked at or were dispatched from most frequently. Information on gender and employment status were also collected. The demographics section was found on the last page

of the survey, and this section included an area of blank space to allow employees to make comments as desired.

Upon completion of the active survey period, 189 bus operators and 81 maintenance personnel had responded to the survey (see Table 4.1). Based on the most recent counts of bus operators (1,712) and maintenance personnel (308) employed by MDT, the survey participation rates for each type of employee were 11% and 26%, respectively. Figure 4.1 graphically illustrates survey participation at each shop location by type of employee.

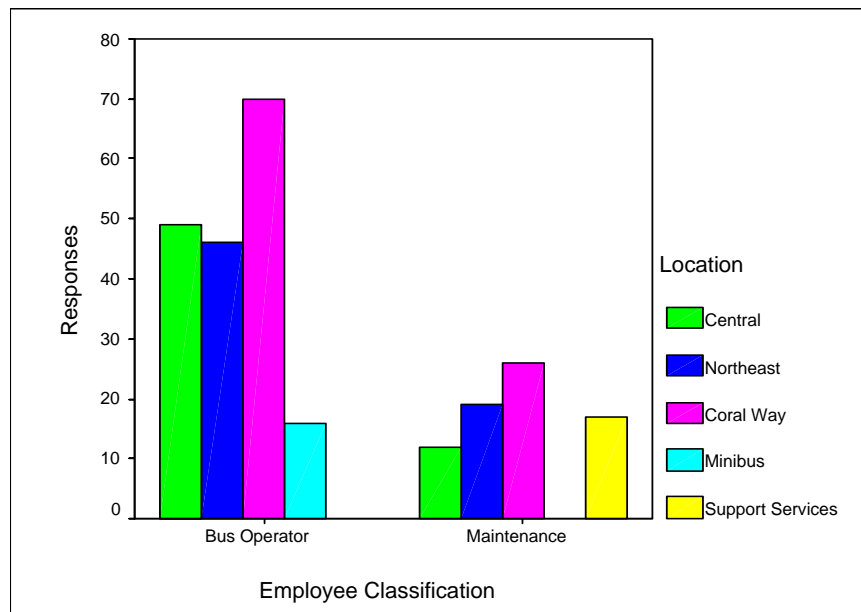
**Table 4.1. Overall Survey Response**

Shop location	Bus Operators			Maintenance Personnel			Total
	Count	% of ops surveyed	% of total operators <sup>1</sup>	Count	% of maint. surveyed	% of total maintenance <sup>2</sup>	
<b>Central</b>	49	26%	3%	12	15%	4%	61
<b>Northeast</b>	46	24%	3%	19	23%	6%	65
<b>Coral Way</b>	70	37%	4%	26	32%	8%	96
<b>Minibus</b>	16	8%	1%	-		-	16
<b>Support Services</b>	-	-	-	17	21%	6%	17
<b>Unspecified</b>	8	4%	0%	7	9%	2%	15
<b>TOTALS</b>	189	100%	11%	81	100%	26%	270

Source: *MDT Operator & Maintenance Survey* conducted by CUTR, Aug. – Oct. 2003.

Notes: 1.) Based on 1712 total bus operators employed by MDT at the time of study.

2.) Based on 308 total maintenance personnel employed by MDT at the time of study.

**Figure 4.1. Survey Respondents at Shop Locations**

Source: MDT Operator & Maintenance Survey conducted by CUTR, Aug. – Oct. 2003

Male employees accounted for over 75% of survey responses (see Table 4.2). More than nine in ten female survey participants were bus operators, accounting for 22% of all bus operators who responded. Over 86% of those surveyed were full-time employees, while those who specifically described themselves as part time accounted for only about 7% of the survey sample (see Table 4.3).

**Table 4.2. Total Responses by Gender**

	Bus Operators		Maintenance Personnel		Total
<b>Male</b>	136	72%	72	89%	208
<b>Female</b>	42	22%	3	4%	45
<b>Unspecified</b>	11	6%	6	7%	17
<b>TOTALS</b>	189	100%	81	100%	270

Source: MDT Operator & Maintenance Survey conducted by CUTR, Aug. – Oct. 2003.

**Table 4.3. Total Responses by Employment Status**

	<b>Bus Operators</b>		<b>Maintenance Personnel</b>		<b>Total</b>
<b>Fulltime</b>	159	84%	75	93%	234
<b>Part time</b>	20	11%	0	0%	20
<b>Unspecified</b>	10	5%	6	7%	16
<b>TOTALS</b>	189	100%	81	100%	270

Source: *MDT Operator & Maintenance Survey* conducted by CUTR, Aug. – Oct. 2003.

### Awareness of Incentives

In this section of the survey, employees were asked about specific benefits and incentives that are currently offered to them by MDT. Each question asked if the employee was aware of the item, and then a follow-up question asked whether or not the employee participated in that specific program. Table 4.4 shows the results for each awareness question; the list is sorted by the percentage of “yes” answers received. The actual order of questions in this section was different. (Original survey documents and raw numeric totals are found Appendices A and B, respectively.)

The first question was designed to gauge the employee’s general knowledge of incentive programs offered by MDT. Approximately 35% of bus operators and 36% of maintenance personnel indicated that they were indeed aware of current incentive programs at MDT. Of those who claimed to be aware, only 15% of operators and about 20% of maintenance staff reported general participation in MDT’s incentives. Roughly 10% of each group said they weren’t sure whether or not they participated. Later in this chapter, advanced statistical methods are used to examine this result more thoroughly.

The remaining 13 questions in this section asked employees about their awareness of specific benefits and incentives offered by MDT. Bus operators and maintenance personnel were both most aware of free rail and bus transportation available to them from MDT, followed by the annual bus rodeo. Employee groups also shared the incentives that they were least aware of: the Heroic Acts program and the discounted computer purchase program. Only 4% of operators and 9% of maintenance personnel knew that they were able to purchase a personal computer under Miami-Dade’s county purchasing contract.

**Table 4.4. Survey Results: Employee Awareness of Current Incentives & Benefits at MDT**

<b>Bus Operators</b>				<b>Maintenance Staff</b>			
<b>Benefit / Incentive</b>	<b>Yes</b>	<b>No</b>	<b>Not sure</b>	<b>Benefit / Incentive</b>	<b>Yes</b>	<b>No</b>	<b>Not sure</b>
Free Rail & Bus Transportation	91%	6%	1%	Free Rail & Bus Transportation	96%	1%	1%
Annual Bus Roadeo	83%	12%	1%	Annual Bus Roadeo	95%	3%	1%
Annual Employee Picnic	76%	21%	0%	ASE Certification Program (maint.)	90%	6%	1%
Employee of the Month	65%	29%	3%	Employee of the Month	74%	21%	4%
Employee Suggestion Program	58%	34%	2%	Annual Employee Picnic	73%	24%	1%
Longevity Bonus Program	48%	44%	5%	Employee Suggestion Program	73%	20%	5%
College Tuition Program	46%	46%	4%	College Tuition Program	69%	26%	3%
Overall, Current incentives	35%	49%	12%	Longevity Bonus Program	64%	33%	1%
Wellness Program	34%	57%	5%	Wellness Program	47%	46%	4%
Internship Program	27%	64%	6%	Internship Program	40%	51%	7%
Employee Discount Programs	19%	73%	6%	Employee Discount Programs	40%	57%	3%
ASE Certification Program (maint.)	13%	66%	16%	Overall, Current incentives	36%	53%	7%
Heroic Acts	10%	77%	9%	Heroic Acts	14%	78%	5%
Computer Purchase Program	4%	90%	3%	Computer Purchase Program	9%	88%	1%

Source: MDT Operator & Maintenance Survey conducted by CUTR, Aug. – Sept. 2003

For participation questions, researchers were most interested in answers given by employees who did in fact participate in a specified incentive. CUTR assumed that respondents who were unaware of a program would not actively choose to participate in it. To maximize the reliability of answers, only the respondents who indicated that they were aware of a specific benefit were queried to determine actual participation rates in the incentive programs (see Table 4.5.) This method would also help reduce the possibility of error in this section, which would be the result of respondents answering “no” to awareness of the item, but “yes” to participation in it.

To further clarify the decision to use only participation answers for aware respondents, recall that the survey was designed to maximize participation and to minimize length and confusion. This became especially important as the survey length approached 7 pages. As such, CUTR avoided the method of including a contingency direction that would have directed employees who answered “no” to the awareness question to skip the associated participation question and move on to the next awareness question. (The contingency question method is often preferred in this type of survey.)

After adjusting the participation results as described above, the results showed that the free transportation program was well utilized by maintenance staff. At 67%, riding for free was second only to the 70% of mechanics who participated in the Automotive Service Excellence (ASE) certification program. For bus operators, participation in the free transportation program

scored the highest (68%). In fact, this was the only benefit to have more than 39% participation by aware bus operators. Among maintenance respondents, six benefit programs had a participation rate of 40% or higher. At the low end of participation, no maintenance employees among the 9% who were aware of the computer purchase program participated in it, while just 6% of operators took advantage of the college tuition program.

### **Satisfaction with Current Conditions and Benefits**

In this section, CUTR examined the popularity of conditions and benefits currently in place at MDT. The results of this section should help direct the Task Force's priorities when modifications are considered.

Overall, 41% of bus operators and just one third of maintenance staff report general satisfaction with current conditions and benefits. Table 4.6 presents employee satisfaction in descending order from most to least popular. The results show that there are few overwhelming sources of satisfaction among either class of MDT employee. Only three items satisfied a majority of respondents, while eleven items caused roughly 50% or more of those surveyed to be dissatisfied. Some of the strongest feelings related to communication and decision-making power.

Employees were asked about the amount of communication they had with coworkers, with members of the other employee group, and with their supervisors and management. Both groups shared very high satisfaction with the amount of communication they had with coworkers (see Table 4.6.) However, both groups were less satisfied with their communication with the other two groups. Only 27% of maintenance staff felt there was ample communication with bus operators, while slightly more than half of the operators were not satisfied about their interaction with maintenance. The two employee groups had mixed feelings about communications with management. Only a third of operators felt there was enough communication with management, while mechanics were evenly split as slightly less than 50% reported both satisfaction and dissatisfaction.

**Table 4.5. Survey Results: Employee Participation<sup>1</sup> in Current Incentives & Benefits at MDT****Bus Operators****Maintenance Staff**

<b>Benefit / Incentive</b>	<b>Yes</b>	<b>No</b>	<b>Not sure</b>
Free Rail & Bus Transportation	68%	15%	0%
Overall, Current incentives	39%	35%	5%
Internship Program	37%	41%	8%
Employee Discount Programs	37%	46%	0%
Longevity Bonus Program	36%	30%	12%
Employee Suggestion Program	35%	39%	5%
Employee of the Month	30%	34%	14%
Computer Purchase Program	25%	38%	13%
Annual Employee Picnic	25%	32%	2%
Annual Bus Roadeo	20%	59%	5%
Wellness Program	19%	55%	2%
Heroic Acts	17%	50%	6%
College Tuition Program	6%	68%	3%
ASE Certification Program (maint.)	4%	72%	4%

<b>Benefit / Incentive</b>	<b>Yes</b>	<b>No</b>	<b>Not sure</b>
ASE Certification Program (maint.)	70%	25%	0%
Free Rail & Bus Transportation	67%	23%	0%
Employee Discount Programs	66%	16%	9%
Overall, Current incentives	48%	31%	3%
Longevity Bonus Program	48%	33%	10%
Employee of the Month	40%	32%	17%
Heroic Acts	36%	18%	9%
Employee Suggestion Program	31%	58%	0%
Annual Bus Roadeo	30%	58%	4%
Wellness Program	29%	53%	5%
Internship Program	25%	44%	16%
College Tuition Program	23%	64%	4%
Annual Employee Picnic	12%	12%	1%
Computer Purchase Program	0%	86%	0%

Source: MDT Operator & Maintenance Survey conducted by CUTR, Aug. – Sept. 2003

Notes: 1.) Reported participation rates apply to employees who claimed to be aware of the specified Incentive.

**Table 4.6. Survey Results: Satisfaction with General Conditions & Current Incentives at MDT****Bus Operators**

<b>Item / Follow-up (if any)</b>	<b>Yes</b>	<b>No</b>	<b>Not sure</b>
Participation in technology training if made available	88%	6%	5%
Communication w/ co-workers	72%	21%	6%
Shop / workplace cleanliness	54%	41%	3%
Ongoing training adequate	44%	43%	11%
New hire training adequate	43%	48%	7%
Overall satisfaction	41%	42%	15%
Employee attendance a problem	41%	43%	14%
<i>Personal impact from attendance</i>	23%	54%	7%
Job-related skills improvement training	40%	46%	13%
<i>Participation job skills improvement training</i>	32%	33%	11%
Adequate knowledge of information technology	39%	48%	11%
Communication b/w bus operators and maintenance	38%	52%	7%
Flexibility in leave requests	37%	48%	11%
Communication w/ management	34%	56%	7%
MDT employee evaluation process	33%	51%	14%
Personal improvement opportunities	27%	55%	14%
On-the-job efforts appreciated	27%	58%	12%
Level of input: specific decisions	16%	71%	11%
Level of input: general MDT decisions	14%	69%	15%

**Maintenance Staff**

<b>Item / Follow-up (if any)</b>	<b>Yes</b>	<b>No</b>	<b>Not sure</b>
Participation in technology training if made available	93%	5%	3%
Communication w/ co-workers	85%	11%	3%
Flexibility in leave requests	57%	42%	1%
On-the-job efforts appreciated	48%	42%	10%
Communication w/ management	47%	48%	4%
New hire training adequate	46%	46%	9%
MDT employee evaluation process	42%	49%	9%
Job-related skills improvement training	40%	56%	5%
<i>Participation job skills improvement training</i>	53%	30%	4%
Adequate knowledge of information technology	40%	54%	6%
Shop / workplace cleanliness	36%	61%	3%
Personal improvement opportunities	35%	54%	11%
Employee attendance a problem	35%	49%	14%
<i>Personal impact from attendance</i>	36%	42%	9%
Overall satisfaction	33%	47%	17%
Communication b/w bus operators and maintenance	27%	58%	14%
Level of input: specific decisions	27%	61%	12%
Ongoing training adequate	25%	63%	12%
Level of input: general MDT decisions	22%	67%	11%

Source: MDT Operator &amp; Maintenance Survey conducted by CUTR, Aug. – Sept. 2003



Of all items investigated in this section, both maintenance and bus operators are least satisfied with the level of input they have in general decisions made by MDT. Operators' responses were especially negative to this issue, with less than 2 in 10 respondents satisfied. More maintenance staff were not satisfied with this element than with any other in this section. Satisfaction with specific decisions that directly related to individuals scored similarly low among operators and just 5% better among maintenance.

Roughly half of both groups were not satisfied with the current employee evaluation process used by MDT. Maintenance employees felt better about the appreciation of their on-the-job efforts, with almost half reporting satisfaction compared to about one quarter of operators who were satisfied. Maintenance staff were also much more satisfied with leave request flexibility. While a majority of operators were satisfied with work area cleanliness, almost two thirds of maintenance personnel identified this as a source of dissatisfaction.

The survey also asked about various types of employee training. Maintenance staff participated in job skills improvement training more than operators. A roughly equal number of bus operators were either satisfied or not satisfied with training for existing employees, but only 25% of maintenance employees felt ongoing training was adequate. Clearly, MDT employees are very interested in the idea of technology training. This question, the last that appeared on this section of the survey, was somewhat of a follow up to the question regarding employees' current knowledge of information technology. Only about 40% of both groups were happy with their information technology knowledge, but 93 % of maintenance and almost 90% of operators would participate in technology training if it were available.

Attendance, which is often a key variable among transit employees, was not among the most serious concerns of either group. While 41% of operators felt it was a problem, less than one quarter indicated that employee attendance issues directly affected them. Similarly, just over one third of maintenance employees cited attendance as a problem or as having a direct impact on themselves.

### **Interest in Potential Incentives**

Survey results in this section indicate that employees are hungry for new and additional incentives. Both groups responded extremely positively to almost every potential incentive presented to them. In fact, Table 4.7 illustrates that no potential incentive scored less than 54% interest among those surveyed.

The trend of operators and maintenance staff having the same extreme choices continued, as both were least interested in new MDT-sponsored events and shared the same top choice. The strong desire for personal improvement shown in the previous survey section was reinforced as 98% of maintenance staff and 91% of operators wanted more opportunities for personal growth. Deep interest was also shown in the concept of full college tuition reimbursement.

Not surprisingly, the idea of a safety incentive for maintenance was popular with 95% of this employee group. Bus operators supported this idea, with only 11% specifically expressing a negative opinion of this concept. Almost 90% of both groups were interested in some form of attendance incentive.

While over 70% of both groups were interested in the opportunity to trade annual or sick leave for the cash equivalent, this result was somewhat lower than expected based on past research and on informal conversations with individual employees.

### **Employee Specific Section**

The fourth section of the survey was specific to the type of employee being surveyed. The goal here was to identify precise areas of concern among operators or maintenance staff. The results from this area can help the Task Force pinpoint modifications to incentives, benefits, and/or conditions.

Responses in the specific sections reemphasized employees' interest in improving communications with and acquiring more knowledge about their counterparts. Both maintenance personnel and bus operators responded most positively to programs that would help them understand each other better (see Tables 4.8 and 4.9.) This result is not surprising considering how the two employee groups perceive each other's knowledge of their work tasks.

Over half of both bus operators and maintenance staff were not satisfied with their own knowledge of the other group's work responsibilities (see Tables 4.8 and 4.9.) Almost three in four respondents from maintenance felt that operators did not have sufficient knowledge of mechanics' work responsibilities. Operators' validated this view to some degree, as less than half reported sufficient mechanical understanding of the bus. However, just over one third of operators were satisfied that maintenance employees knew enough about the drivers' work role.

Neither group had a majority of respondents that reported frequent work-related contact with the other. In addition, 59% of operators and well over two thirds of maintenance staff were not

**Table 4.7. Survey Results: Employees' Interest in Potential Incentives****Bus Operators****Maintenance Staff**

<i>Item / Follow-up (if any)</i>	<b>Yes</b>	<b>No</b>	<b>Not sure</b>	<i>Item / Follow-up (if any)</i>	<b>Yes</b>	<b>No</b>	<b>Not sure</b>
More personal growth opportunities	91%	5%	4%	More personal growth opportunities	98%	1%	-
More input into MDT decisions	90%	4%	5%	Safety Incentive for maintenance	95%	1%	3%
Attendance incentives	88%	9%	3%	Periodic employee recognition events	91%	5%	3%
Periodic employee recognition events	87%	8%	4%	More input into MDT decisions	91%	4%	4%
100% tuition reimbursement program	86%	6%	7%	100% tuition reimbursement program	90%	9%	-
Incentives for on-time standards	84%	10%	5%	Attendance incentives	89%	6%	4%
More annual MDT-sponsored events	81%	10%	8%	Overall benefits plan revised	84%	7%	6%
Revise employee evaluation process	81%	10%	9%	Enhanced Employee of the Month	84%	9%	6%
Trade sick leave for cash	77%	18%	4%	Enhanced Employee of the Year	84%	8%	6%
Trade annual leave for cash	77%	19%	3%	4-day work week	83%	10%	6%
Overall benefits plan revised	76%	10%	13%	Incentives for on-time standards	82%	10%	6%
Enhanced Employee of the Month	76%	10%	12%	More annual MDT-sponsored events	80%	7%	11%
Enhanced Employee of the Year	73%	11%	11%	Involvement in new hire orientation	79%	12%	7%
Involvement in new hire orientation	73%	14%	13%	Revise employee evaluation process	74%	16%	9%
4-day work week	71%	21%	8%	Trade annual leave for cash	73%	22%	4%
Safety Incentive for maintenance	60%	11%	27%	Trade sick leave for cash	72%	25%	3%
Annual bus rodeo	58%	25%	14%	Annual bus rodeo	62%	22%	15%
New MDT-sponsored events	55%	33%	11%	New MDT-sponsored events	54%	25%	6%

Source: MDT Operator &amp; Maintenance Survey conducted by CUTR, Aug. – Sept. 2003

**Table 4.8. Survey Results: Bus Operator Section<sup>1</sup>**

<b>Item / Follow-up (if any)</b>	<b>Yes</b>	<b>No</b>	<b>Not sure</b>
Interested improving communications w/ bus maintenance and improving own knowledge of specific maintenance job tasks	75%	12%	12%
Some routes more mechanical damage to buses than others	66%	21%	11%
<i>Maintenance is responsive to this concern</i>	26%	36%	24%
Driver's door has increased sense of safety	58%	34%	6%
Own mechanical knowledge of bus is adequate	47%	37%	14%
Addition of surveillance equipment resolves customer complaint issues more fairly	43%	46%	8%
Frequent work-related contact w/ maintenance staff	36%	57%	4%
Maintenance has adequate knowledge of operators' work responsibilities	35%	47%	17%
Satisfied w/ communication b/w operators & maintenance staff	30%	59%	10%
Satisfied w/ knowledge of bus maintenance work responsibilities	28%	52%	18%
Comfortable w/ level of security on routes	23%	65%	10%
Current run times are reasonable	16%	78%	5%

Source: MDT Operator & Maintenance Survey conducted by CUTR, Aug. – Sept. 2003

Notes: 1.) Row totals for each employee classification may not equal 100% because the small percent of "no response" answers is not reported in this table.

satisfied with the level of communication between the two groups. Only 25% of operators felt that maintenance was responsive to their concerns about route-specific damage to buses.

Bus operators and maintenance staff reserved the majority of their dissatisfaction for job-specific issues. More than three quarters of operators felt that current run times were not reasonable, and almost two-thirds were not comfortable with route security (see Table 4.8.) On the other hand, almost 60% of drivers felt that the addition of a driver's door had increased their security. Seventy-three percent of maintenance respondents were not happy about the availability of necessary parts (see Table 4.9). However, about two thirds of mechanics felt current start and end times of shifts were appropriate.

**Table 4.9. Survey Results: Bus Maintenance Staff Section<sup>1</sup>**

Item	Yes	No	Not sure
Interested in program to improve communications w/ bus operators	70%	17%	9%
Current shift start and end times are adequate	64%	30%	4%
Frequent work-related contact w/ bus operators	43%	49%	5%
Satisfied w/ knowledge of bus operators' work responsibilities	35%	54%	9%
Satisfied w/ level of communication b/w operators & maintenance staff	22%	68%	7%
Satisfied with availability of necessary parts	19%	73%	5%
Bus operators have adequate knowledge of bus mechanics' work responsibilities	14%	74%	10%

Source: MDT Operator & Maintenance Survey conducted by CUTR, Aug. – Sept. 2003

Notes: 1.) Row totals for each employee classification may not equal 100% because the small percent of “no response” answers is not reported in this table.

### **Specific Sample Incentives**

The final section of survey questions presented employees with various samples of survey incentives. Six different categories for incentives were represented, and options for each were mostly culled from actual incentives that had either been implemented or considered by other transit agencies.

Many agencies reward employees who use less sick leave time. MDT employees were asked whether they preferred an incentive that allows up to 5 days of unused sick leave to either be converted to annual leave or traded in for a cash equivalent. Another concept of allowing scheduled days off to be swapped with other employees was also included as a potential incentive. Table 4.10 shows that operators clearly preferred the option of trading in unused leave time for cash; maintenance staff was split fairly evenly between a trade for cash or a conversion to annual leave. Operators were more interested in swapping days off than maintenance staff.

In regard to cash incentive awards, employees were asked to choose between a few annual or biannual awards that had a slightly higher individual value or more frequent awards that had a slightly lower individual value. Operators were evenly split between the two concepts, while maintenance staff slightly preferred more frequent awards (see Table 4.10).

Survey participants were also asked to select two attendance incentive awards that most interested them. A majority of both operators and maintenance staff preferred quarterly awards for best attendance where qualified recipients would be awarded a small prize or cash amount. The second most popular attendance incentives, with over 40% interest among both employee groups, were monthly awards in which five winners were randomly drawn from an eligible pool of employees. Winners would receive cash or a prize. Close to 30% of employees said they were interested in a special polo shirt incentive. Very few employees from either group were interested in a daily attendance contest incentive.

Previous sections of the survey revealed a high interest in improving communications with management. Such improvements are often viewed as a form of incentive, and employees here were most responsive to the idea of periodic and informal forums that afford employees the chance to discuss concerns, express opinions, and offer suggestions. Responses to all other communication-improvement options were fairly mild. It is interesting to note that while

only 5% of bus operators were interested in weekly team meetings, one fourth of maintenance employees were interested in this.

For safety incentives and recognition rewards, both employee groups were pretty evenly distributed. The options considered were an annual, group award with informal recognition or individual, quarterly awards that were more formal in nature.



**Table 4.10. SURVEY RESULTS: Sample Incentives**

Incentive area /	Options	Bus Operators <sup>1</sup>	Maintenance Personnel <sup>1</sup>
<b>PERSONAL LEAVE TIME</b>			
	Convert unused sick leave to annual leave	24%	35%
	Trade unused sick leave for cash equivalent	38%	33%
	Ability to swap days off	30%	25%
<b>CASH INCENTIVE PREFERENCE</b>			
	Fewer, higher value, less frequent	48%	41%
	Many, lower value, often	48%	49%
<b>ATTENDANCE (pick two)</b>			
	Polo shirt (first choice)	28%	28%
	Daily contest (1st)	2%	6%
	Weekly contest (1st)	20%	22%
	Quarterly awards (1st)	56%	56%
	Monthly Awards (1st)	45%	43%
<b>LABOR - MANAGEMENT COMMUNICATION</b>			
	Weekly team meetings	5%	25%
	Bulletin board	10%	5%
	Special program	16%	17%
	Informal forums	38%	35%
	Employee newsletter	16%	6%
	None of these	10%	4%
<b>SAFETY</b>			
	Annual group award	46%	42%
	Quarterly individual award	46%	48%
<b>RECOGNITION</b>			
	Annual group award	46%	38%
	Quarterly individual award	48%	49%

Source: MDT Operator & Maintenance Survey conducted by CUTR, Aug. – Oct. 2003

Notes:

1.) Incentive area totals for each employee classification may not equal 100% because the small percent of “no response” answers is not reported in this table.

2.) For this area, employees were asked to select 2 responses. Answers presented here are the total of both selections

## Comments Section

At the end of the survey, employees were asked to include written comments if they desired. About one third of operators and 22% of maintenance personnel took advantage of the opportunity to anonymously offer a variety of criticisms, thoughts, opinions, and ideas related to their job. In general, most comments addressed benefits, scheduling, and management issues. The complete list of comments may be found in Appendix tables B.7 and B.8.

A fair number of bus maintenance comments dealt with scheduling issues. Employees without at least one weekend day off expressed concern about their schedule's impact on family life. Current benefits, especially retirement qualifications, were mentioned, and some respondents offered ideas for potential benefits ranging from practical (100% tuition refund) to the improbable (a new car for 20 years of service.) Some of the strongest comments related to management issues. Respondents called for more fairness in handling problems, better communication between supervisors and mechanics, and stricter adherence to a chain of command in disciplinary matters. Some maintenance staff also reported that old and faulty equipment, such as shop sweepers, were a hindrance to their daily job tasks.

During the survey period, bus operators proved to be the more outspoken of the two employee groups. This impression was validated in the comments section, as operators made the most of the opportunity. Many comments focused on schedules, management issues, and benefits. Several comments suggested that inadequate run times and tight schedules led to chronic lateness, which infringed on recovery time at the end of the line. This, in turn, caused operators to work long periods without a break or the ability to eat lunch or use the restroom. Some respondents questioned the legality and/or ethics of this condition. Specifically, some operators identified the entitlement of two 10-minute breaks and a 30-minute lunch break during an 8-hour shift. Regarding routes, some operators specified route numbers in need of modification (ex. "9, 10, 22, 75, 33," "the max 93 needs to run all day," "it's not fair to customers to have to wait 30, 45, 60 minutes for a bus to come...".) Others, responsive to general customer needs, suggested additional vehicles and seats, informative signs and warnings on buses, cleaner buses, and expanded service during special events. In one case, the respondent wanted additional training to fix simple problems on board, rather than having to take time or inconvenience customers for a service call.

Workweek and vacation schedules were also on the minds of many who commented. Several operators expressed the desire to take one week of vacation at a time, rather than all at once. Some suggested modifying leave definitions so that they did not have to use sick leave in order

to attend to personal affairs when necessary. Like the maintenance staff, operators commented on long hours and weekend work that minimized the amount of time spent with their families. One person went so far as to describe the agency as “very anti-family.”

Several operators raised issues concerning management practices. There is an impression among some that the operator never gets “the benefit of the doubt” in customer complaint situations and that management does not look into such matters fairly. Others felt that dispatchers are often rude to drivers and do not respond to radio requests in a timely manner. Some respondents advocated revisions to the current methods of supervisory promotion.

Several different issues related to benefits were cited by operators. One common concern related to seniority and retirement, and recent changes to status. Most comments regarding this topic advocated retirement after 20 or 25 years of service, with some suggesting that the job of bus operator should be classified as “high risk.” Like maintenance respondents, many here offered their own ideas for incentives related to safety, attendance, productivity, and years of service. Some complained that MDT was slow to present earned rewards. Operators gave a variety of reasons and achievements for which they wanted to see additional days off as a reward. Other comments included more training, better and more comfortable uniforms, and additional union input.

### **4.3 Statistical Analysis**

Initial review of results in the *awareness*, *participation*, and *satisfaction* sections of the survey revealed that few questions received a majority of positive responses (“yes” answers). For example, only 2 of the 14 participation questions received more “yes” responses than “no” responses. (There were no instances of “not sure” receiving more responses than either “yes” or “no”.) These results were mostly inconsistent with responses to the specific questions regarding overall awareness of, participation in, and satisfaction with current incentives, benefits, and general conditions.

In order to gain a deeper understanding of relationships that exist in the survey data (if any), additional analyses, including descriptive statistics, correlations, and regression, were performed. Researchers wanted to investigate these phenomena to determine whether significant differences existed between bus operators and maintenance personnel. CUTR also wanted to determine whether gender and/or location were significant factors in the results. Researchers used SPSS version 11.5 to perform these operations and made adjustments and corrections to the data as necessary.

The first phase of analysis was to develop an aggregate score for each of the following survey sections: total awareness, total participation, and total satisfaction. Aggregate scores, as well as correlations and regression were not determined for the other sections of the survey. Such techniques were not applicable to the individual employee classification sections or to the sample incentives section. In addition, the selected analysis methods were not applied to the potential incentives section because responses to all questions in the section were overwhelmingly positive.

Aggregate scores were figured in each category by assigning every “yes” response a score of “1.” The total scores for each record were compiled into appropriate totals columns for each category. “Not sure” answers were initially coded to appear as missing and, therefore, were not counted in the total. This led to some records being discarded, and in particular, an especially high number of discards were found among bus operators’ participation responses.

Assuming that individuals would indeed know whether or not they were participating in specific programs, such as being involved in the internship program, submitting a suggestion, or attending an employee picnic, CUTR decided to count “not sure” participation responses as “no” responses. In addition, some benefits and incentives actually have complete participation regardless of whether the employee is aware of the specific item or not. For example, all employees qualify for the heroic acts and employee of the month programs just by virtue of the fact that they are employed by MDT. As such, these items, as well as ASE training (which no operators and all maintenance personnel participate in) were not counted toward the aggregate score. A more acceptable percent of records counted was achieved upon completion of these adjustments. The aggregate score for each survey section was then calculated by summing the total scores for each record and determining their mean.

Among all employees surveyed, awareness had the highest score, followed by satisfaction; participation scored the lowest among the three sections (see Table 4.11.) The gap shown between awareness and participation is substantial. The result indicates that on average, employees’ participation in current incentives and benefits is less than 40% of the rate at which they were aware of them. Put another way, employees were more than 2½ times as likely to be aware of incentives and benefits than to participate in them. Looking at individual employee classification revealed obvious differences between the two.

**Table 4.11. Survey Analysis: Aggregate Scores in Survey Categories<sup>1</sup>**

<b>Group</b>	<b>Total Awareness</b>	<b>Total Participation</b>	<b>Total Satisfaction</b>
All employees	7.17	2.69	6.15
Bus operators	6.27	2.58	5.96
Maintenance personnel	8.88	2.91	6.55

Source: MDT Operator & Maintenance Survey conducted by CUTR, Aug. – Sept. 2003

Notes: 1.) Figures reported are the mean of total "yes" responses for each valid response in each category

According to the aggregate scores, bus maintenance staff are clearly more aware and more satisfied with current incentives, benefits, and conditions. Specifically, maintenance personnel scored over 40% higher than operators in overall awareness. This result shows a clear difference from responses to the overall awareness question in which operators (35%) and maintenance (36%) were very close to each other (Table 4.4.) Maintenance staff also tended to participate in incentives and benefits at a higher rate than bus operators.

To further strengthen the results, researchers performed a bi-variate linear regression on the variables. The resulting model confirmed that when controlling for gender and location, there is a strong, statistically significant relationship between employee classification and total awareness. This outcome reinforced the earlier descriptive statistical findings, which showed awareness to be higher among maintenance staff. Specifically, the regression analysis shows that when survey responses go from bus drivers to maintenance personnel, there is a significantly large increase in the number of positive responses for awareness of current incentives and benefits at MDT.

Additional analyses were carried out to determine whether or not relationships existed between the variables, and to identify the statistical significance of these relationships. For purposes of this study, employee class, shop location, and gender are defined as independent variables, while the dependant variables are the categories described previously (total awareness, total participation, and total satisfaction). Using Pearson's r-value for correlation coefficients, researchers examined relationships among the dependent variables and between the dependent and independent variables.

The analysis found that awareness, participation, and satisfaction are all correlated to one another, and the relationships are statistically significant. Specifically, awareness proved to be positively correlated to participation. In other words, employees who are more aware of benefits and incentives are more likely to participate in them. Another interesting result was that the

correlation between satisfaction and participation proved to be stronger than the correlation between awareness and participation. This outcome indicates that employees need to be participating in incentives and benefits in order to be more satisfied.

Analysis of the independent variables found that respondents' awareness, participation, or satisfaction was not significantly affected by gender. In addition, only a very weak relationship was found between location and the independent variables. However, a strong correlation was found to exist between total awareness and employee class. This outcome reinforced the previous finding that upon moving from bus drivers to maintenance personnel, there is an increase in total awareness.

Researchers also investigated other potential relationships. A correlation between the elements of satisfaction and gender was examined. The strongest and only significant relationships were concerned with two of the issues that tended to invoke the most passionate individual opinions. Overall, male respondents were more likely to be satisfied with leave flexibility than female respondents. On the other hand, female employees were more satisfied with the employee attendance situation than men were.

CUTR also inquired about potential relationships between total satisfaction and participation in each individual benefit or incentive included on the survey. No negative relationships were found to exist, and employees who participated in the following incentives were more likely to be satisfied:

- Employee of the month
- Heroic acts
- Annual employee picnic
- Wellness program
- Longevity bonus program
- Employee discount programs

Employees were given the opportunity to include personal comments on the survey. Researchers were interested in the awareness, participation, and satisfaction among the group of survey respondents who took the time to participate in this optional task. The analysis revealed a significant relationship, which showed that comments indeed came from employees

who were more likely to participate in incentives and benefits. No relationship was found to exist between commenting employees and awareness or satisfaction.

## 5. RECOMMENDATIONS AND CONCLUSIONS

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### 5.1 Overview

The employee survey was extensive. Areas investigated were awareness of current incentives and benefits at MDT; participation in them; satisfaction with current incentives, benefits, and conditions at MDT; interest in potential benefits and incentives; employee classification-specific questions, which differ for bus operators and maintenance personnel; and reaction to specific sample incentives.

The remainder of this section presents a summary of conclusions from this research effort and describes near-term, mid-term, and long-term recommendations. Rankings of Metro Bus Maintenance Task Force priorities to address recommendations are also discussed in this section.

### 5.2 Conclusions

Overall response to the survey was good, with 11% participation among operators and 26% participation among bus maintenance personnel. Three quarters of operator respondents were men, while almost 90% of respondents to the maintenance survey were men. Significance of response rates approached the target level, with +/- 7% sampling error for operators and +/- 9% among maintenance.

Regarding awareness, about 35% of operators and maintenance responded that they were aware of current incentives and benefits at MDT. Statistical analysis did not support this figure and showed maintenance to be more aware than operators, based on an aggregate score for all awareness questions. For individual questions, operators and maintenance were most aware of free transportation offered by MDT and the Bus Rodeo. Employees were least aware of the heroic acts and computer purchase programs.

For participation, 39% of aware operators and 48% of aware maintenance staff claimed to generally participate in incentives and benefits. Again, statistical tests conflicted with this number. Both groups averaged less than three positive responses to the 14 participation questions. Maintenance personnel claimed to participate most in ASE certification training,



followed by free transportation. Operators participated in free transportation most often.

In general, 41% of operators and 33% of maintenance personnel claimed to be generally satisfied with conditions and benefits. Both groups of employees would be more satisfied if they had more input into MDT decisions and better communication with management and members of the other employee group. Each group was least satisfied with their amount of input into decisions.

The survey found that employees are highly interested in self improvement opportunities. Most would participate in programs that worked to improve communication and that offered training. Maintenance personnel reported feeling more appreciated than operators. Almost 50% felt their efforts were appreciated, while just over 25% of operators felt similarly. Both employee groups responded very positively to every potential incentive and benefit that was mentioned in the survey. Highest interest was found in personal growth opportunities and in the prospect of increasing tuition reimbursement to 100%. Employees also wanted more input into agency decisions.

Among issues specific to the individual employee groups, each felt that the other lacked adequate knowledge of their job responsibilities. But they admit that they do not know enough about the other's work roles. Regarding job-specific issues, maintenance staff complained about parts availability, while operators described problems with route run times and security.

Overall, it seems that any improvement, addition, or modification to the current incentive and benefit situation will be well received by both bus operators and maintenance personnel. Efforts should target self-improvement opportunities, greater input, and relevant job-specific issues.

### **5.3 Recommendations**

The results of the employee survey present a unique opportunity for MDT to implement short-term items, take intermediate range actions, and modify policies over the long term. As mentioned earlier in this report, agencies that have conducted employee surveys are quick to point out the necessity for action following its completion. "Quick fixes," which need not be complicated or expensive, show workers that the agency is indeed concerned about their needs and is responsive to issues and concerns raised during the exercise. Intermediate actions can be somewhat more involved and give employees something to look forward to in the near future. Long range concepts can be refined, discussed, and studied, and can help guide the agency's direction for the future.

Survey results indicated that bus maintenance personnel were more aware of current incentives and benefits, participated in them more, and were generally more satisfied than bus operators. The Task Force and MDT should keep this finding in mind during development and implementation of remedial actions based on the survey outcomes. While it is not CUTR's intent to suggest that attention be exclusively focused on bus operators, it is clear that an extra effort, including a creative and innovative approach, will be necessary to successfully market the plan to bus operators and to enlist their participation.

The survey showed that employees strongly desired a greater role in the decision-making process at MDT. Employees also wished to see dramatic improvements in communications with other types of employees and in communications with supervisors and MDT management. Many of the potential implementations discussed below offer an excellent opportunity to realize these improvements. For example, several of the concepts will require development and trial phases prior to agency-wide implementation. Focus groups, employee panels, and requests for input are but a few ways to afford more interaction and greater communication with employees, thus addressing the concern while working toward implementation of others.

At this point, it is important to reiterate the suggestion that any action taken as a direct result of the survey should be branded with a distinct identifier. The logo developed during this research effort can be used, or the agency may wish to develop its own symbol. Whichever method is decided upon, such action will show employees that the effort was worthwhile, and more importantly, it will reaffirm MDT's commitment and responsiveness to its employees.

The following section presents potential short range, intermediate, and long-term action items which researchers feel would be among the more successful modifications to incentives, benefits, and working conditions.

### **Short Range Implementation Possibilities**

For purposes of this report, the short-term is considered to be the time period within 2 months of delivery of this final report. Based on the study findings, two types of action are possible in the immediate future. Successes and failures at other agencies suggest that some "quick fix" items should be implemented shortly upon receipt of this report. In addition, the agency can initiate the process of identifying, planning, and developing intermediate and long-term action items. A selection of short-term implementation possibilities appears in Table 5.1.

**TABLE 5.1. Implementation Possibilities: SHORT TERM (w/in 2 months)**


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1.)	Increase awareness of current incentives, including:
	Computer purchase program
	Employee discounts program
	Wellness program
	College tuition program
	Heroic acts

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2.)	Promote participation in current incentives, including:
	College tuition program
	Computer purchase program
	Wellness program
	Employee suggestion program
	Heroic acts

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3.)	Improve shop cleanliness
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4.)	Develop criteria to recognize employee accomplishments
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5.)	Begin investigation of methods to make technology training available to employees
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6.)	Investigate possibility of modifying tuition reimbursement program (to 100%)
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7.)	Begin investigation of personal improvement opportunities to offer employees
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8.)	Establish pilot safety incentive program for bus maintenance
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Implementations in the near term need not be complex or costly. Survey results showed that a majority of bus operators and maintenance staff are not aware of many current incentives and benefits offered by MDT. The agency could move quickly to promote greater employee awareness of the general incentive program, as well as specific items. For example, few were aware of the program that allows employees to purchase personal computers under the Miami-Dade County contract. Employees could easily be made aware of this by attaching a flyer with program details to paychecks. The survey also showed low awareness of the following programs: employee discounts, wellness, college tuition, and heroic acts.

Another “quick-fix” to consider is to encourage participation in current programs. Specifically, the programs with low participation included: college tuition reimbursement, heroic acts, wellness, computer purchase, and employee suggestion. The survey also indicated that over 60% of maintenance respondents were not satisfied with shop cleanliness conditions. Addressing these issues offers the agency another low-cost opportunity to show employees that it is indeed sensitive to the concerns and attitudes of employees.

A second area of short-term possibilities is establishing items that will take effect in the intermediate- and/or long-term. These items should be prioritized, with those of highest interest acted upon first. For example, in advance of employee recognition events, the task force may decide to develop a list of employee accomplishments that are worthy of recognition. Employees showed strong interest in personal improvement, so investigation of potential technology training and other opportunities could begin. In addition, maintenance employees wanted to see a safety incentive developed for their division. A pilot program, or establishing a focus group to address such a program, could begin within the short-term period. The later option would also address overall employee concerns about communication and involvement in decisions.

### **Intermediate Range Implementation Possibilities**

The intermediate range is considered to be the period between 3 to 9 months after delivery of this final report. While intermediate action should continue to address awareness and participation, satisfaction issues should come into focus during this time period. Although many intermediate possibilities may not involve completed final products, the onus will be on the agency to initiate the necessary first steps toward realizing several concepts. Such actions will allow the agency considerable opportunity to include employees in the decision-making process. Table 5.2 lists intermediate range action items, many of which are described below.

During the intermediate period, MDT should continue its efforts to foster employee awareness and encourage participation in ongoing incentives. Refinements, adjustments, and expansions should be implemented as necessary. In the event that employee accomplishment criteria were developed, qualified employees should be selected and an event honoring the achievement should be held. Again, events and awards need not be costly or overly complicated. The underlying purpose of this activity is to show employees that they are valued and that their work efforts are indeed appreciated.

It is reasonable to assume that not all of the items listed in the short-term section will in fact begin during that time frame. As such, several items that appeared in the short-term section reappear in the intermediate section. These items, including investigating new personal improvement opportunities and a safety incentive for bus maintenance personnel, should rank higher in priority in the event they fall in the intermediate term.

**TABLE 5.2. Implementation Possibilities: INTERMEDIATE TERM (w/in 3-9 months)**

1.)	Begin investigation of enhancements to Employee of the Month & Employee of the Year programs
2.)	Establish pilot safety incentive program for bus maintenance
3.)	Hold at least one employee recognition event
4.)	Begin investigation of methods to make technology training available to employees
5.)	Begin investigation of personal improvement opportunities to offer employees
6.)	Begin investigation of modifications to personal leave use, including trading for cash
7.)	Establish focus group to investigate methods to increase employee input into decisions
8.)	Establish focus group to investigate new attendance incentives
9.)	Establish focus group to investigate methods to improve communication between employee groups
10.)	Establish focus group to investigate methods to improve communication between employees and MDT
11.)	Establish maintenance focus group to investigate parts availability issue
12.)	Establish operator focus group to investigate run time adequacy

Focus groups and/or volunteer employee committees could be established to discuss specific incentive ideas more thoroughly. For example, MDT could also investigate new ways to promote personal growth among employees. Specific communication improvement techniques might also be discussed, tested, and implemented on a trial basis. In addition, the concept of a safety incentive award could be studied in greater detail. Investigation into problematic bus routes and run times could begin by soliciting specific bus operator input. For maintenance staff, MDT might consider taking a closer look at the parts availability issue and begin to document specific details about that problem.

### **Long Range Implementation Possibilities**

Although long-term action items will be a lower priority during the period immediately following delivery of this report, MDT should begin a process of prioritizing changes and modifications based on the survey results. Satisfaction issues should be considered in the long run. The extended time period allows time for preliminary development, testing, and modification of new incentives and benefits. It also allows enough time for MDT to examine funding opportunities for some of the more costly incentives. A sample of long-range possibilities is shown in Table 5.3.

**TABLE 5.3. Implementation Possibilities: LONG TERM (w/in 9-15 months)**

1.)	Modify personal leave use rules, including trading for cash
2.)	Revise employee evaluation procedure
3.)	Implement methods to increase employee input into decisions
4.)	Implement new employee attendance incentives
5.)	Implement enhanced EOM and EOY programs
6.)	Modify bus routes to reflect more reasonable run times
7.)	Implement program that improves communication between operators and maintenance, and increases knowledge of job responsibilities

Long term items should be prioritized based on survey results and planned based on tests conducted during the intermediate time period. For example, if a maintenance safety incentive was tested at one location during the intermediate time period, the long-term goal could be to examine funding sources for an agency-wide incentive. Here again, employees can be included into the planning and development phase of new incentives and benefits. The long-term period also allows enough planning and development time for consideration of changes to annual and sick leave usage (such as trading it in for cash).

## **5.4 Task Force Priorities**

CUTR compiled tables 5.1, 5.2, and 5.3 into a single, list-form document and distributed it, along with the initial draft of this report, to MDT Metrobus Maintenance Task Force members for review and comments. Members were asked to rank-order the implementation possibilities in two ways: first within each term and secondly overall across all terms. Task force members were encouraged to include their own thoughts and ideas in the event that an item of importance to them was omitted from the list.

Upon receipt of task force member's rankings, CUTR employed an analysis method similar to that used while selecting questions to include on the employee survey (see Section 3.3). Specifically, task force members' ranks were entered into an Excel spreadsheet and a weighted score was calculated for each implementation possibility. Weighted scores were computed slightly differently for within term and for overall scores.

To determine the top rankings within each term, scores were weighted based on the total number of first-, second-, and third-place ranks for each implementation possibility. First-place rankings within each term received a score of "3", second-place ranks scored a "2", and a score

of “1” was assigned to each third-place ranking. The scores for each implementation possibility were then tallied to determine the weighted score. For example, the score for an item with one first-place rank, one second-place rank, and three third-place ranks received a weighted score of “8” and would be determined by the following formula:

$$[ (1*3) + (1*2) + (3*1) ] = 8$$

This process was repeated for the overall rankings; however the range was expanded to include the top five items selected by each task force member. In some cases, items that received a high score but placed just outside of the top three are included in the tables that follow.

For implementation possibilities by term, task force members showed strong interest in addressing personal leave issues and starting an investigation into additional technology training. In the short term, improving shop cleanliness clearly had the highest weight (see Table 5.4). Task force members also felt that looking into ways to make technology training more available to employees should begin soon.

Responses to intermediate term items clearly indicated that task force members were interested in addressing concerns revealed during the employee survey. For instance, one of the highest scoring items in this section called for an investigation into new attendance incentives to begin within 3 to 9 months. Task force members also felt that at least one employee recognition event should be held prior to the end of 2004. Making technology training more available to employees also had a strong showing in the intermediate term. (As indicated earlier in this chapter, some implementation items deemed most important were included in more than one term.)

Looking ahead to long term implementation possibilities, task force members showed strong interest in modifying the rules associated with personal leave use. This item, which specifically mentioned the idea of trading personal leave time for cash, received the highest weight among all items in any time period. Other priority items in the long term clearly show that the task force is responsive to concerns expressed by employees during the survey.

**TABLE 5.4. Task Force Implementation Priorities: Top Rankings by Time Period**

Implementation possibilities	Total 1's	Total 2s	Total 3s	Top 3	
				Raw Freq	Weighted Score
SHORT TERM (w/in 2 months)					
Improve shop cleanliness	2	4	1	7	15
Begin investigation of methods to make technology training available to employees	1	3	4	8	13
Increase awareness of current incentives	3	1	0	4	11
Investigate possibility of modifying tuition reimbursement program (to 100%)	2	1	1	4	9
Establish pilot safety incentive program for bus maintenance	2	1	1	4	9
INTERMEDIATE TERM (w/in 3-9 months)					
Establish focus group to investigate new attendance incentives	2	4	0	6	14
Hold at least one employee recognition event	4	1	0	5	14
Begin investigation of methods to make technology training available to employees	2	1	4	7	12
LONG TERM (w/in 9-15 months)					
Modify personal leave use rules, including trading for cash	4	3	3	10	21
Implement program that improves communication between operators and maintenance, and increases knowledge of job responsibilities	3	0	3	6	12
Implement methods to increase employee input into decisions	0	5	2	7	12
Implement new employee attendance incentives	2	2	1	5	11

Task force members also ranked modifications to personal leave use rules in the long term as their number one overall implementation priority (see Table 5.5). Again, this is a clear indication that task force members are responsive to the concerns of employees. Three of the remaining overall priorities were short term possibilities, including increasing employees' awareness of current incentives. No intermediate range items were among the top five weighted overall priorities.

**TABLE 5.5. Task Force Implementation Priorities: Top 5 Overall Rankings**

Term	Implementation possibilities	Total 1's	Total 2s	Total 3s	Total 4s	Total 5s	Top 5	
							Raw Freq	Weighted Score
Long	Modify personal leave use rules, including trading for cash	2	0	2	1	1	6	19
Short	Increase awareness of current incentives	0	2	1	2	1	6	16
Long	Implement new employee attendance incentives	0	2	1	1	1	5	14
Short	Improve shop cleanliness	0	2	0	2	1	5	13
Short	Establish pilot safety incentive program for bus maintenance	2	0	0	1	0	3	12



It is interesting to note that ten different items were selected as an overall number one priority. However, only the two items that received multiple number one rankings scored in the overall top five among 13 different rankings received. It is also important to note that in no way should the results of this process be seen as a suggestion to eliminate any of the implementation possibilities. The overall goal of this exercise was to establish a starting point for actions taken during subsequent phases of this project. The results of the priority ranking activity are meant to serve merely as a guide for the immediate next steps taken by the task force and by MDT.

For complete results of this exercise, please refer to Appendix C.

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## APPENDIX A

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### Survey Instruments

- Maintenance Personnel Survey

- Bus Operator Survey

### Survey Promotional Materials

- Handout / Poster announcement

- Reminders distributed with employee paychecks

- Second announcement poster



## **MDT BUS MAINTENANCE STAFF SURVEY**

**To: MDT Bus Maintenance Personnel**  
**From: Center for Urban Transportation Research (CUTR)**  
**Date: August 4, 2003**  
**Subject: MDT Bus Maintenance Task Force – Employee Incentives Survey**

The following survey was designed by Center for Urban Transportation Research (CUTR) to learn about your opinions of current benefits and incentives, potential benefits and incentives, and current conditions at MDT. This effort is part of an ongoing research project designed by CUTR and MDT to positively impact fleet performance through an improved employee incentive/benefit program. The survey should take about 10 to 15 minutes to fill out. A pre-addressed, stamped envelope is also attached so that you can fill out the survey at your leisure and return it directly to CUTR. For your convenience, members of the CUTR project team will also be onsite to answer your questions and to collect the survey, should you choose to complete and return it to us today.

### **YOUR PRIVACY IS A PRIORITY TO US!**

Your responses will be completely anonymous and confidential. Please **DO NOT** place any identifying marks on the survey form. Individual results will be independently tabulated by CUTR, and a report of the overall results will be presented to the MDT Bus Maintenance Task Force at a later date. You will **NOT** be personally accountable for your responses. In addition, the results will be used only for positive improvements to your working experience, not to decrease the quantity or quality of incentives and benefits.

### **EVERYONE'S INPUT IS EXTREMELY VALUABLE!**

Prior studies have shown that the effects of specific incentives and benefits vary among transit agencies. Participation in this survey is completely voluntary. However, we would like to collect thoughts and opinions from each of you. Although you will receive no direct reward for participating in this study, your overall benefit will be in knowing that you directly contributed to the design of the updated incentive program.

### **WE HOPE TO APPROACH 100% PARTICIPATION!**

*Please note: There are no known risks involved in taking this survey, and your job status will in no way be affected by your decision whether or not to participate in this study. Should you have questions about this survey, please contact Janet Davis or Anthony Ferraro at CUTR (813) 974-3120. If you have questions regarding your rights as a research study participant, contact the Division of Research Compliance at the University of South Florida (813) 974-5638.*

**Thank you for your assistance!**

## MDT BUS MAINTENANCE STAFF SURVEY

Please mark the appropriate box for each statement or question below (X):

The following section will be used to determine employees' knowledge of CURRENT INCENTIVES and BENEFITS at MDT		YES	NO	Not sure / not applicable
1.	I am aware of current employee incentive programs offered by MDT.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I participate in some or all of these programs.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	I am aware of the Employee of the Month program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I participate in this program.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	I am aware of the heroic acts incentive opportunity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I participate in this program.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	I am aware of the 50% college tuition reimbursement program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I participate in this program.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	I am aware of the computer purchase program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I participate in this program.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	I am aware of the annual Miami-Dade County employee picnic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I participate in this event.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	I am aware of the employee wellness program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I participate in this program.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	I am aware of free bus and rail transportation offered to employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I participate in this program.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	I am aware of the employee suggestion program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I participate in this program.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	I am aware of the employee internship program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I am interested in this program.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.	I am aware of the employee longevity bonus program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I participate in this program.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.	I am aware of the ASE certification program for maintenance staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I participate in this program.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.	I am aware of the annual Bus Roadeo.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I participate or intend to participate in this program.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.	I am aware of employee discount programs (for tools, tickets, etc.).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I participate in some or all of these programs.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## MDT BUS MAINTENANCE STAFF SURVEY

The following section will be used to determine employees' feelings about GENERAL CONDITIONS and CURRENT INCENTIVES at MDT		YES	NO	Not sure / Not applicable
1.	I am satisfied with the employee benefits program available to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	I am satisfied with the amount of communication I have with my supervisors and with management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	I am satisfied with the amount of communication I have with my co-workers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	I am satisfied with the amount of communication between bus operators and bus mechanics.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	I am satisfied with current MDT employee evaluation process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	I am satisfied with my level of input into general decisions made by MDT.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	I am satisfied with my level of input into specific decisions that directly affect my job duties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	I am satisfied with personal improvement opportunities made available to me by MDT.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	I am satisfied with job-related skills improvement training that is made available to me by MDT.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I participate in this type of training.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	Overall, I feel that I have enough flexibility regarding requests for annual and/or personal leave within the constraints of established county rules and contractual agreements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.	Overall, I feel that employee attendance is a problem.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>Employee attendance issues have a direct impact on me.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.	I am satisfied with the cleanliness of shop facilities and my workspace.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.	Overall, I feel that my on-the-job efforts are appreciated.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.	I feel that training for new hires is adequate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15.	I feel that training for existing employees is adequate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16.	I feel that my knowledge of information technology is adequate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17.	I would participate in technology training if it were made available.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## MDT BUS MAINTENANCE STAFF SURVEY

**The following section will be used to determine employees' feelings about POTENTIAL INCENTIVES that may be used MDT in the future.**

**YES      NO      Not sure /  
Not  
applicable**

1.	I am interested in seeing the overall MDT employee benefits plan revised.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	I am interested in an enhanced Employee of the Month program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	I am interested in an enhanced Employee of the Year program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	I am interested in attendance incentives that offer small cash or non-cash rewards.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	I am interested in periodic employee recognition events.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	I am interested in more annual employee events sponsored by MDT.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	I am interested in a return of an annual bus rodeo.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	I am interested in annual or semi-annual MDT-sponsored events, such as a golf and/or fishing tournament.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	I would be more likely to participate in the tuition reimbursement program if 100% of tuition was reimbursed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	I am interested in having more input in decisions made by MDT.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.	I am interested in having more opportunities for personal growth, such as increased on-the-job training and the ability to earn certifications.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.	I am interested in seeing the employee evaluation process re-examined.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.	I am interested in small cash incentives offered for meeting standards related to on-time completion of tasks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.	I am interested in a 4-day workweek option.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15.	I am interested in a periodic opportunity to trade in accrued sick leave time for its equivalent cash value.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16.	I am interested in the opportunity to trade in accrued annual leave time for its equivalent cash value.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17.	I am interested in a safety incentive program set up for maintenance staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18.	I am interested in a program that lets me share my work experiences during new hire orientation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



### MDT BUS MAINTENANCE STAFF SURVEY

<b>BUS MAINTENANCE SECTION</b> <b>The following sections will help determine maintenance staff's feelings about potential incentives that may be used MDT.</b>		<b>YES</b>	<b>NO</b>	<b>Not sure / Not applicable</b>
1.	I have frequent work-related contact with bus operators.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	I am satisfied with the overall level of communication between bus operators and bus mechanics.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	I am satisfied with my knowledge of bus operators' work responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	I feel that bus operators have adequate knowledge of bus mechanics' work responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	I am interested in a program that helps improve communications with bus operators and affords more understanding of their specific job tasks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	I am usually satisfied with the availability of necessary parts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	I feel that the current starting and ending shift times are most appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## MDT BUS MAINTENANCE STAFF SURVEY

### SPECIFIC SAMPLE INCENTIVE QUESTIONS

**Which one concept below regarding PERSONAL LEAVE TIME would you most like to see implemented?** **Select one (1)**

Ability to convert up to 5 days of unused sick leave to annual leave at year's end ☐

Ability to trade up to 5 days of unused sick leave for the cash equivalent at year's end ☐

Ability to swap days off ☐

**For CASH INCENTIVE REWARDS, which scenario would you prefer most?** **Select one (1)**

A few high-value awards (\$100 or more) that are presented once or twice per year ☐

Several lower-value awards (\$50 or less) that are presented every 8-10 weeks ☐

**Which two of the following incentives regarding attendance do you feel would generate the most interest among employees?** **Select two (2)**

Receipt of a special polo shirt after a period of consecutive days without a sick day ☐

A random, daily contest in which all those present receive a ticket for a chance to win a prize or cash valued at \$10 ☐

A random, weekly contest, in which each person receives a card with a point value each day. At week's end, the person with the most points wins a prize or cash valued at up to \$25 ☐

Quarterly awards for best attendance where each eligible person is awarded a small prize or cash amount ☐

Monthly awards where 5 winners are drawn from an eligible pool to receive a prize or cash amount ☐

**Which one of the following concepts designed to improve labor-management communication do you feel would be most helpful to you?** **Select one (1)**

Brief weekly team meetings ☐

A frequently-updated bulletin board in a convenient location, where both personal and professional information can be posted ☐

A special program that promotes frequent communication between you, your co-workers, and management, and suggests ways to improve communications skills ☐

Periodic, informal forums that give you the opportunity to discuss current issues, express concerns, and make suggestions ☐

An employee newsletter distributed with your paycheck ☐

None of the above ☐

**Which one type of safety incentive would you prefer?** **Select one (1)**

Annual, group award: cash or non-cash item plus informal recognition ☐

Quarterly, individual award: non-cash item and formal certificate ☐

**Which type of Recognition award program would you prefer?** **Select one (1)**

Annual, group award: cash or non-cash item plus informal recognition ☐

Quarterly, individual award: non-cash item and formal certificate ☐

## MDT BUS MAINTENANCE STAFF SURVEY

**BACKGROUND INFORMATION:**

**(For statistical classification only. Answers will remain anonymous and confidential.)**

Please indicate your gender:

Male

Female

Which shop do you work at / out of ?

Central

## Northeast

## Coral Way

## Minibus

## Support Services

Please indicate your work status:

Full time

Part-time

**OPTIONAL:** Use the space provided below to tell us about an incentive idea you may have that hasn't been addressed in this survey.

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

**Please return your completed survey directly to CUTR using the attached business reply envelope.**

**THANK YOU VERY MUCH FOR YOUR ASSISTANCE!**



## **MDT BUS OPERATOR SURVEY**

**To: MDT Bus Operators**

**From: Center for Urban Transportation Research (CUTR)**

**Date: August 4, 2003**

**Subject: MDT Bus Maintenance Task Force – Employee Incentives Survey**

The following survey was designed by Center for Urban Transportation Research (CUTR) to learn about your opinions of current benefits and incentives, potential benefits and incentives, and current conditions at MDT. This effort is part of an ongoing research project designed by CUTR and MDT to positively impact fleet performance through an improved employee incentive/benefit program. The survey should take about 10 to 15 minutes to fill out. A pre-addressed, stamped envelope is also attached so that you can fill out the survey at your leisure and return it directly to CUTR. For your convenience, members of the CUTR project team will also be onsite to answer your questions and to collect the survey, should you choose to complete and return it to us today.

### **YOUR PRIVACY IS A PRIORITY TO US!**

Your responses will be completely anonymous and confidential. Please **DO NOT** place any identifying marks on the survey form. Individual results will be independently tabulated by CUTR, and a report of the overall results will be presented to the MDT Bus Maintenance Task Force at a later date. You will **NOT** be personally accountable for your responses. In addition, the results will be used only for positive improvements to your working experience, not to decrease the quantity or quality of incentives and benefits.

### **EVERYONE'S INPUT IS EXTREMELY VALUABLE!**

Prior studies have shown that the effects of specific incentives and benefits vary among transit agencies.

Participation in this survey is completely voluntary. However, we would like to collect thoughts and opinions from each of you. Although you will receive no direct reward for participating in this study, your overall benefit will be in knowing that you directly contributed to the design of the updated incentive program.

### **WE HOPE TO APPROACH 100% PARTICIPATION!**

**Please note:** *There are no known risks involved in taking this survey, and your job status will in no way be affected by your decision whether or not to participate in this study. Should you have questions about this survey, please contact Janet Davis or Anthony Ferraro at CUTR (813) 974-3120. If you have questions regarding your rights as a research study participant, you may contact the Division of Research Compliance at the University of South Florida (813) 974-5638.*

**Thank you for your assistance!**

## MDT BUS OPERATOR SURVEY

Please mark the appropriate box for each statement or question below (X):

The following section will be used to determine employees' knowledge of CURRENT INCENTIVES and BENEFITS at MDT		YES	NO	Not sure / not applicable
1.	I am aware of current employee incentive programs offered by MDT.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I participate in some or all of these programs.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	I am aware of the Employee of the Month program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I participate in this program.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	I am aware of the heroic acts incentive opportunity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I participate in this program.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	I am aware of the 50% college tuition reimbursement program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I participate in this program.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	I am aware of the computer purchase program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I participate in this program.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	I am aware of the annual Miami-Dade County employee picnic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I participate in this event.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	I am aware of the employee wellness program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I participate in this program.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	I am aware of free bus and rail transportation offered to employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I participate in this program.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	I am aware of the employee suggestion program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I participate in this program.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	I am aware of the employee internship program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I am interested in this program.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.	I am aware of the employee longevity bonus program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I participate in this program.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.	I am aware of the ASE certification program for maintenance staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I participate in this program.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.	I am aware of the annual Bus Rodeo.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I participate or intend to participate in this program.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.	I am aware of employee discount programs (for tools, tickets, etc.).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I participate in some or all of these programs.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## MDT BUS OPERATOR SURVEY

The following section will be used to determine employees' feelings about GENERAL CONDITIONS and CURRENT INCENTIVES at MDT		YES	N O	Not sure / Not applicable
1.	I am satisfied with the employee benefits program available to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	I am satisfied with the amount of communication I have with my supervisors and with management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	I am satisfied with the amount of communication I have with my co-workers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	I am satisfied with the amount of communication between bus operators and bus mechanics.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	I am satisfied with current MDT employee evaluation process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	I am satisfied with my level of input into general decisions made by MDT.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	I am satisfied with my level of input into specific decisions that directly affect my job duties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	I am satisfied with personal improvement opportunities made available to me by MDT.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	I am satisfied with job-related skills improvement training that is made available to me by MDT.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I participate in this training.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	Overall, I feel that I have enough flexibility regarding requests for annual and/or personal leave within the constraints of established county rules and contractual agreements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.	Overall, I feel that employee attendance is a problem.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>Employee attendance issues have a direct impact on me.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.	I am satisfied with the cleanliness of shop facilities and my workspace.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.	Overall, I feel that my on-the-job efforts are appreciated.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.	I feel that training for new hires is adequate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15.	I feel that training for existing employees is adequate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16.	I feel that my knowledge of information technology is adequate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17.	I would participate in technology training if it were made available.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## MDT BUS OPERATOR SURVEY

The following section will be used to determine employees' feelings about POTENTIAL INCENTIVES that may be used MDT in the future.		YES	NO	Not sure / Not applicable
1.	I am interested in seeing the overall MDT employee benefits plan revised.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	I am interested in an enhanced Employee of the Month program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	I am interested in an enhanced Employee of the Year program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	I am interested in attendance incentives that offer small cash or non-cash rewards.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	I am interested in periodic employee recognition events.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	I am interested in more annual employee events sponsored by MDT.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	I am interested in a return of an annual bus rodeo.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	I am interested in annual or semi-annual MDT-sponsored events, such as a golf and/or fishing tournament.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	I would be more likely to participate in the tuition reimbursement program if 100% of tuition was reimbursed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	I am interested in having more input in decisions made by MDT.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.	I am interested in having more opportunities for personal growth, such as increased on-the-job training and the ability to earn certifications.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.	I am interested in seeing the employee evaluation process re-examined.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.	I am interested in small cash incentives offered for meeting standards related to on-time completion of tasks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.	I am interested in a 4-day workweek option.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15.	I am interested in a periodic opportunity to trade in accrued sick leave time for its equivalent cash value.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16.	I am interested in the opportunity to trade in accrued annual leave time for its equivalent cash value.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17.	I am interested in a safety incentive program set up for maintenance staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18.	I am interested in a program that lets me share my work experiences during new hire orientation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



## MDT BUS OPERATOR SURVEY

<b>BUS OPERATOR SECTION</b> <b>The following sections will help determine bus operators' feelings about potential incentives that may be used MDT.</b>		<b>YES</b>	<b>NO</b>	<b>Not sure / Not applicable</b>
1.	I have frequent work-related contact with maintenance staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	I am satisfied with the overall level of communication between bus operators and bus maintenance staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	I am satisfied with my knowledge of bus maintenance work responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	I feel that my mechanical knowledge of the function of the bus is adequate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	I feel that bus maintenance staff has adequate knowledge of bus operators' work responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	I am interested in a program that improves communications with bus maintenance staff and gives more understanding of their specific job tasks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	Overall, I feel comfortable with the level of security associated with routes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	I feel that some routes cause more mechanical damage to buses than others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>I feel that maintenance staff is responsive to this concern.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	I feel that the addition of surveillance equipment has helped resolve customer complaint issues more fairly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	I feel that the driver's door has increased my sense of safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.	I feel that current running times are reasonable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## MDT BUS OPERATOR SURVEY

### SPECIFIC SAMPLE INCENTIVE QUESTIONS

**Which one concept below regarding PERSONAL LEAVE TIME would you most like to see implemented?** **Select one (1)**

- Ability to convert up to 5 days of unused sick leave to annual leave at year's end ☐
- Ability to trade up to 5 days of unused sick leave for the cash equivalent at year's end ☐
- Ability to swap days off ☐

**For CASH INCENTIVE REWARDS, which scenario would you prefer most?** **Select one (1)**

- A few high-value awards (\$100 or more) that are presented once or twice per year ☐
- Several lower-value awards (\$50 or less) that are presented every 8-10 weeks ☐

**Which two of the following incentives regarding ATTENDANCE do you feel would generate the most interest among employees?** **Select two (2)**

- Receipt of a special polo shirt after a period of consecutive days without a sick day ☐
- A random, daily contest in which all those present receive a ticket for a chance to win a prize or cash valued at \$10 ☐
- A random, weekly contest, in which each person receives a card with a point value each day. At week's end, the person with the most points wins a prize or cash valued at up to \$25 ☐
- Quarterly awards for best attendance where each eligible person is awarded a small prize or cash amount ☐
- Monthly awards where 5 winners are drawn from an eligible pool to receive a prize or cash amount ☐

**Which one of the following concepts designed to improve LABOR-MANAGEMENT COMMUNICATION do you feel would be most helpful to you?** **Select one (1)**

- Brief weekly team meetings ☐
- A frequently-updated bulletin board in a convenient location, where both personal and professional information can be posted ☐
- A special program that promotes frequent communication between you, your co-workers, and management, and suggests ways to improve communications skills ☐
- Periodic, informal forums that give you the opportunity to discuss current issues, express concerns, and make suggestions ☐
- An employee newsletter distributed with your paycheck ☐
- None of the above ☐

**Which one type of SAFETY incentive would you prefer?** **Select one (1)**

- Annual, group award: cash or non-cash item plus informal recognition ☐
- Quarterly, individual award: non-cash item and formal certificate ☐

**Which type of RECOGNITION award program would you prefer?** **Select one (1)**

- Annual, group award: cash or non-cash item plus informal recognition ☐
- Quarterly, individual award: non-cash item and formal certificate ☐

# MDT BUS OPERATOR SURVEY

**BACKGROUND INFORMATION:**

(For statistical classification only. Answers will remain anonymous and confidential.)

Please indicate your gender:

Male

Female

Which shop do you work at / out of ?

Central

## Northeast

## Coral Way

## Minibus

## Support Services

Please indicate your work status:

Full time

Part-time

**OPTIONAL:** Use the space provided below to tell us about an incentive idea you may have that hasn't been addressed in this survey.

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.

**Please return your completed survey directly to CUTR using the attached business reply envelope.**

**THANK YOU VERY MUCH FOR YOUR ASSISTANCE!**



**Memo to announce survey to employees and poster used to identify presence and purpose of CUTR during survey distribution**



# **EMPLOYEE SURVEY**

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## **Greetings MDT Maintenance Personnel and Bus Operators!**

We are here today from the Center for Urban Transportation Research (CUTR) to find out what you think of the current benefits, incentives, and conditions at MDT. To do this, we ask you to please complete this survey at your earliest convenience.

### **Everyone's input is extremely valuable!**

This is your chance to express your thoughts and concerns. The survey might look a bit long, but it should only take you a few minutes to fill out. We've included a postage paid envelope to make it easy for you to return it to us. For your added convenience, you may also fill it out today and hand it directly back to us.

### **Your privacy is a priority to us!**

Your responses will be completely anonymous and confidential. We ask that you **DO NOT** place any personal identifying marks on the survey. Please be assured that you will **NOT** be personally accountable for your responses. CUTR will independently tabulate the surveys and report only the overall results to the MDT Bus Maintenance Task Force.

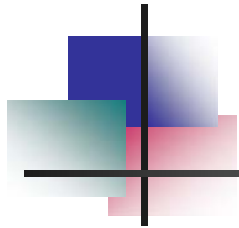
### **Should you have any questions, please don't hesitate to ask us!**

Our effort today is part of a research project designed by CUTR and MDT in the hopes of improving fleet performance through a revised and improved employee incentive-benefit program. The survey results will be used only for positive improvements to your working experience, not to decrease the quantity or quality of incentives and benefits.

**THANK YOU VERY MUCH FOR YOUR PARTICIPATION!**



First and second reminder slips distributed with employee paychecks



# SURVEY REMINDER



During the week of August 4, representatives from the Center for Urban Transportation Research (CUTR) began distributing a survey regarding benefits, incentives, and conditions at MDT to bus operators and maintenance personnel. **If you have not already done so, please fill out the survey and return it to CUTR!**

In the event that you did not receive the survey, CUTR will be distributing additional copies soon. Please pick one up when you see that they are available at your shop. Your input is extremely valuable! Remember, your opinions will be kept completely anonymous and confidential, and CUTR will independently tabulate the surveys.

**THANK YOU FOR YOUR PARTICIPATION!**

MDT  
METROBUS  
MAINTENANCE  
TASKFORCE



# SURVEY REMINDER!

Please Respond by Oct. 10!



**Time is running out! Please fill out your employee survey and return it to CUTR by Friday, October 10!**

Initial response has been pretty good so far – (“Thanks” to all who have participated!) – but,

**THERE IS STILL A LONG WAY TO GO!!!**

The more completed surveys we receive, the stronger and more significant our results will be, and **the louder your voice will be!** Your input will help to guide the taskforce's decisions about improvements to incentives, benefits, and working conditions. This is your opportunity to participate!

**Please don't miss out on this chance to anonymously and directly**

tell MDT your concerns and opinions!

**THANK YOU VERY MUCH!!**





Second reminder poster

MDT  
METROBUS  
MAINTENANCE  
TASKFORCE



# EMPLOYEE SURVEY REMINDER!

**Bus operators & Maintenance staff:  
TIME IS RUNNING OUT  
for your chance to participate in this survey!**

**MDT BUS OPERATOR SURVEY**

To: MDT Bus Operators  
From: Center for Urban Transportation Research (CUTR)  
Date: August 6, 2009  
Subject: MDT Bus Maintenance Task Force - Employee Feedback Survey

The following survey was developed by CUTR for the Center for Urban Transportation Research (CUTR) to learn about your opinion of current conditions and working conditions, potential benefits and concerns, and current conditions at MDT. The survey is a voluntary survey and responses are confidential. It is important that you provide honest feedback to help us improve our services and operations. Your responses will be used to help us make decisions about future improvements and to help us make decisions about future improvements.

**Instructions:**

Please fill out the survey and return it to your supervisor or to the survey box located in the bus garage. The survey is confidential and your responses will be used to help us make decisions about future improvements and to help us make decisions about future improvements.

**Thank you for your participation!**

**MDT BUS OPERATOR SURVEY**

Please mark the appropriate box for each statement or question below.

Statement/Question	Yes	No	Not Sure
1. I am satisfied with the way my supervisor manages the bus garage.			
2. I am satisfied with the way my supervisor manages the bus garage.			
3. I am satisfied with the way my supervisor manages the bus garage.			
4. I am satisfied with the way my supervisor manages the bus garage.			
5. I am satisfied with the way my supervisor manages the bus garage.			
6. I am satisfied with the way my supervisor manages the bus garage.			
7. I am satisfied with the way my supervisor manages the bus garage.			
8. I am satisfied with the way my supervisor manages the bus garage.			
9. I am satisfied with the way my supervisor manages the bus garage.			
10. I am satisfied with the way my supervisor manages the bus garage.			
11. I am satisfied with the way my supervisor manages the bus garage.			
12. I am satisfied with the way my supervisor manages the bus garage.			
13. I am satisfied with the way my supervisor manages the bus garage.			
14. I am satisfied with the way my supervisor manages the bus garage.			
15. I am satisfied with the way my supervisor manages the bus garage.			
16. I am satisfied with the way my supervisor manages the bus garage.			
17. I am satisfied with the way my supervisor manages the bus garage.			
18. I am satisfied with the way my supervisor manages the bus garage.			
19. I am satisfied with the way my supervisor manages the bus garage.			
20. I am satisfied with the way my supervisor manages the bus garage.			

**Need one?  
See your  
dispatcher or  
supervisor!**

**Please fill  
out yours  
today!**

**MDT STAFF SURVEY**

Please mark the appropriate box for each statement or question below.

Statement/Question	Yes	No	Not Sure
1. I am satisfied with the way my supervisor manages the bus garage.			
2. I am satisfied with the way my supervisor manages the bus garage.			
3. I am satisfied with the way my supervisor manages the bus garage.			
4. I am satisfied with the way my supervisor manages the bus garage.			
5. I am satisfied with the way my supervisor manages the bus garage.			
6. I am satisfied with the way my supervisor manages the bus garage.			
7. I am satisfied with the way my supervisor manages the bus garage.			
8. I am satisfied with the way my supervisor manages the bus garage.			
9. I am satisfied with the way my supervisor manages the bus garage.			
10. I am satisfied with the way my supervisor manages the bus garage.			
11. I am satisfied with the way my supervisor manages the bus garage.			
12. I am satisfied with the way my supervisor manages the bus garage.			
13. I am satisfied with the way my supervisor manages the bus garage.			
14. I am satisfied with the way my supervisor manages the bus garage.			
15. I am satisfied with the way my supervisor manages the bus garage.			
16. I am satisfied with the way my supervisor manages the bus garage.			
17. I am satisfied with the way my supervisor manages the bus garage.			
18. I am satisfied with the way my supervisor manages the bus garage.			
19. I am satisfied with the way my supervisor manages the bus garage.			
20. I am satisfied with the way my supervisor manages the bus garage.			

**Everyone's opinion counts. We need your  
input to make this effort a success!**

**PLEASE RETURN YOUR SURVEY TO CUTR  
by FRIDAY, OCTOBER 10<sup>th</sup>!!**





## APPENDIX B

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Table B.1. SURVEY RESULTS: Section 1 - Awareness of / Participation in Current Incentives and Benefits at MDT

Table B.2. SURVEY RESULTS: Section 2 – Satisfaction with General Conditions and Current Incentives at MDT

Table B.3. SURVEY RESULTS: Section 3 – Employees' Interest in Potential Incentives

Table B.4. SURVEY RESULTS: Section 4A – Bus Operator-Specific Questions

Table B.5. SURVEY RESULTS: Section 4B – Bus Maintenance Staff-Specific Questions

Table B.6. SURVEY RESULTS: Section 5 – Sample Incentives

Table B.7 SURVEY RESULTS: Comments – Maintenance Survey

Table B.8 SURVEY RESULTS: Comments – Bus Operator Survey



**Table B.1. SURVEY RESULTS: Section 1 - Awareness of / Participation in Current Incentives and Benefits at MDT**

Initial question / Follow-up question	Bus Operators <sup>1</sup>						Maintenance Personnel <sup>1</sup>					
	Yes		No		Not sure		Yes		No		Not sure	
Overall, Current incentives	66	35%	93	49%	22	12%	29	36%	43	53%	6	7%
Participation <sup>2</sup>	28	15%	95	50%	19	10%	16	20%	44	54%	6	7%
Employee of the Month	122	65%	54	29%	6	3%	60	74%	17	21%	3	4%
Participation <sup>2</sup>	39	21%	77	41%	22	12%	24	30%	28	35%	15	19%
Heroic Acts	18	10%	145	77%	16	9%	11	14%	63	78%	4	5%
Participation <sup>2</sup>	3	2%	106	56%	27	14%	4	5%	49	61%	10	12%
College Tuition Program	87	46%	87	46%	8	4%	56	69%	21	26%	2	3%
Participation <sup>2</sup>	5	3%	120	64%	9	5%	14	17%	53	65%	2	3%
Computer Purchase Program	8	4%	170	90%	5	3%	7	9%	71	88%	1	1%
Participation <sup>2</sup>	3	2%	121	64%	12	6%	0	0%	65	80%	2	3%
Annual Employee Picnic	144	76%	40	21%	0	0%	59	73%	19	24%	1	1%
Participation <sup>2</sup>	53	28%	94	50%	5	3%	24	30%	42	52%	3	4%
Wellness Program	65	34%	108	57%	9	5%	38	47%	37	46%	3	4%
Participation <sup>2</sup>	15	8%	117	62%	4	7%	11	14%	51	63%	5	6%
Free Rail & Bus Transportation	171	91%	11	6%	2	1%	78	96%	1	1%	1	1%
Participation <sup>2</sup>	118	62%	34	18%	1	1%	52	64%	18	22%	1	1%
Employee Suggestion Program	110	58%	65	34%	4	2%	59	73%	16	20%	4	5%
Participation <sup>2</sup>	41	22%	99	52%	7	4%	19	24%	50	62%	2	3%
Internship Program	51	27%	120	64%	12	6%	32	40%	41	51%	6	7%
Participation <sup>2</sup>	47	25%	88	47%	15	8%	18	22%	37	46%	10	12%
Longevity Bonus Program	91	48%	83	44%	9	5%	52	64%	27	33%	1	1%
Participation <sup>2</sup>	34	18%	96	51%	18	10%	25	31%	38	47%	7	9%
ASE Certification Program (maint.)	25	13%	125	66%	30	16%	73	90%	5	6%	1	1%
Participation <sup>2</sup>	2	1%	115	61%	26	14%	52	64%	22	27%	1	1%
Annual Bus Roadeo	157	83%	23	12%	2	1%	77	95%	2	3%	1	1%
Participation <sup>2</sup>	35	19%	108	57%	8	4%	23	28%	47	58%	4	5%
Employee Discount Programs	35	19%	138	73%	11	6%	32	40%	46	57%	2	3%
Participation <sup>2</sup>	14	7%	119	63%	13	7%	21	26%	43	53%	6	7%

Source: MDT Operator & Maintenance Survey conducted by CUTR, August – October 2003.

Notes: 1. Row totals for each employee classification may not equal 100% because the small percent of “no response” answers is not reported in this table.

2. Participation reported here is the raw survey data and includes responses from all surveys. Discussion in Chapter 4 focused on participation only among those respondents that indicated they were aware of the associated Incentive.

**Table B.2. SURVEY RESULTS: Section 2 – Satisfaction with General Conditions and Current Incentives at MDT**

Initial question / Follow-up question (if any)	Bus Operators <sup>1</sup>						Maintenance Personnel <sup>1</sup>					
	Yes		No		Not sure		Yes		No		Not sure	
Overall satisfaction	77	41%	80	42%	29	15%	27	33%	38	47%	14	17%
Communication w/ management	64	34%	107	56%	14	7%	38	47%	39	48%	3	4%
Communication w/ co-workers	136	72%	40	21%	11	6%	69	85%	9	11%	2	3%
Communication b/w bus operators and maintenance	72	38%	99	52%	14	7%	22	27%	47	58%	11	14%
MDT employee evaluation process	62	33%	97	51%	27	14%	34	42%	40	49%	7	9%
Level of input: general MDT decisions	26	14%	131	69%	28	15%	18	22%	54	67%	9	11%
Level of input: specific decisions	31	16%	134	71%	21	11%	22	27%	49	61%	10	12%
Personal improvement opportunities	52	27%	105	55%	26	14%	28	35%	44	54%	9	11%
Job-related skills improvement training	75	40%	87	46%	25	13%	32	40%	45	56%	4	5%
Participation <sup>2</sup> in this training	61	32%	63	33%	20	11%	43	53%	24	30%	3	4%
Flexibility in leave requests	71	37%	92	48%	20	11%	46	57%	34	42%	1	1%
Employee attendance a problem	77	41%	81	43%	27	14%	28	35%	40	49%	11	14%
Personal impact from attendance	43	23%	103	54%	13	7%	29	36%	34	42%	7	9%
Shop / workplace cleanliness	103	54%	78	41%	6	3%	29	36%	49	61%	2	3%
On-the-job efforts appreciated	51	27%	110	58%	23	12%	39	48%	34	42%	8	10%
New hire training adequate	81	43%	91	48%	14	7%	37	46%	37	46%	7	9%
Ongoing training adequate	83	44%	81	43%	20	11%	20	25%	51	63%	10	12%
Adequate knowledge of information technology	74	39%	92	48%	20	11%	32	40%	44	54%	5	6%
Participation in technology training if made available	168	88%	11	6%	9	5%	75	93%	4	5%	2	3%

Source: *MDT Operator & Maintenance Survey* conducted by CUTR, August – October 2003.

- Notes:
1. Row totals for each employee classification may not equal 100% because the small percent of “no response” answers is not reported in this table.
  2. Participation reported here is the raw survey data and includes responses from all surveys. Discussion in Chapter 4 focused on participation only among those respondents that indicated they were aware of the associated Incentive.

**Table B.3. SURVEY RESULTS: Section 3 – Employees' Interest in Potential Incentives**

Initial Question	Bus Operators <sup>1</sup>						Maintenance Personnel <sup>1</sup>					
	Yes		No		Not sure		Yes		No		Not sure	
Overall benefits plan revised	144	76%	19	10%	25	13%	68	84%	5	7%	5	6%
Enhanced Employee of the Month	144	76%	19	10%	23	12%	68	84%	7	9%	5	6%
Enhanced Employee of the Year	138	73%	20	11%	21	11%	68	84%	7	8%	5	6%
Attendance incentives	167	88%	17	9%	5	3%	72	89%	5	6%	3	4%
Periodic employee recognition events	165	87%	15	8%	8	4%	74	91%	4	5%	2	3%
More annual MDT-sponsored events	154	81%	19	10%	15	8%	65	80%	6	7%	9	11%
Annual bus rodeo	111	58%	48	25%	27	14%	50	62%	18	22%	12	15%
New MDT-sponsored events	105	55%	62	33%	20	11%	54	20%	20	25%	5	6%
100% tuition reimbursement program	163	86%	11	6%	13	7%	73	90%	7	9%	-	-
More input into MDT decisions	171	90%	7	4%	9	5%	74	91%	3	4%	3	4%
More personal growth opportunities	172	91%	10	5%	7	4%	79	98%	1	1%	-	-
Revise employee evaluation process	153	81%	18	10%	17	9%	60	74%	13	16%	7	9%
Incentives for on-time standards	159	84%	19	10%	10	5%	67	82%	8	10%	5	6%
4-day work week	134	71%	39	21%	16	8%	67	83%	8	10%	5	6%
Trade sick leave for cash	147	77%	34	18%	8	4%	58	72%	20	25%	2	3%
Trade annual leave for cash	147	77%	36	19%	5	3%	59	73%	18	22%	3	4%
Safety Incentive for maintenance	113	60%	20	11%	52	27%	77	95%	1	1%	2	3%
Involvement in new hire orientation	138	73%	27	14%	24	13%	64	79%	10	12%	6	7%

Source: *MDT Operator & Maintenance Survey* conducted by CUTR, August – October 2003.

Notes: 1. Row totals for each employee classification may not equal 100% because the small percent of “no response” answers is not reported in this table.

**Table B.4. SURVEY RESULTS: Section 4A – Bus Operator-Specific Questions**

Initial Question <i>Follow-up question (if any)</i>	Bus Operators <sup>1</sup>					
	Yes		No		Not sure	
Frequent work-related contact w/ maintenance staff	69	36%	109	57%	8	4%
Satisfied w/ communication b/w operators & maintenance staff	57	30%	112	59%	19	10%
Satisfied w/ knowledge of bus maintenance work responsibilities	53	28%	99	52%	35	18%
Own mechanical knowledge of bus is adequate	89	47%	70	37%	27	14%
Maintenance has adequate knowledge of operators' work responsibilities	66	35%	89	47%	32	17%
Interested improving communications w/ bus maintenance and improving own knowledge of specific maintenance job tasks	142	75%	22	12%	22	12%
Comfortable w/ level of security on routes	44	23%	124	65%	18	10%
Some routes more mechanical damage to buses than others	126	66%	40	21%	20	11%
<i>Maintenance is responsive to this concern</i>	49	26%	69	36%	46	24%
Addition of surveillance equipment had helped resolve customer complaint issues more fairly	82	43%	88	46%	16	8%
Driver's door has increased sense of safety	110	58%	65	34%	12	6%
Current run times are reasonable	30	16%	149	78%	9	5%

Source: *MDT Operator & Maintenance Survey* conducted by CUTR, August – October 2003.

Notes: 1. Row totals for each employee classification may not equal 100% because the small percent of “no response” answers is not reported in this table.

**Table B.5. SURVEY RESULTS: Section 4B – Bus Maintenance Staff-Specific Questions**

Initial Question	Maintenance Personnel <sup>1</sup>					
	Yes		No		Not sure	
Frequent work-related contact w/ bus operators	35	43%	40	49%	4	5%
Satisfied w/ level of communication b/w operators & maintenance staff	18	22%	55	68%	6	7%
Satisfied w/ knowledge of bus operators' work responsibilities	28	35%	44	54%	7	9%
Bus operators have adequate knowledge of bus mechanics' work responsibilities	11	14%	60	74%	8	10%
Interested in program to improve communications w/ bus operators	57	70%	14	17%	7	9%
Satisfied with availability of necessary parts	15	19%	59	73%	4	5%
Current shift start and end times are adequate	52	64%	24	30%	3	4%

Source: *MDT Operator & Maintenance Survey* conducted by CUTR, August – October 2003.

Notes: 1. Row totals for each employee classification may not equal 100% because the small percent of “no response” answers is not reported in this table.



**Table B.6. SURVEY RESULTS: Section 5 – Sample Incentives**

Incentive area /	Options		Bus Operators <sup>1</sup>		Maintenance Personnel <sup>1</sup>	
PERSONAL LEAVE TIME						
	Convert unused sick leave to annual leave	46	24%	28	35%	
	Trade unused sick leave for cash equivalent	71	38%	27	33%	
	Ability to swap days off	56	30%	20	25%	
CASH INCENTIVE PREFERENCE						
	Fewer, higher value, less frequent	90	48%	33	41%	
	Many, lower value, often	90	48%	40	49%	
ATTENDANCE <sup>2</sup>						
	Polo shirt	52	28%	23	28%	
	Daily contest	3	2%	5	6%	
	Weekly contest	38	20%	18	22%	
	Quarterly awards	106	56%	45	56%	
	Monthly Awards	85	45%	35	43%	
LABOR - MANAGEMENT COMMUNICATION						
	Weekly team meetings	10	5%	20	25%	
	Bulletin board	19	10%	4	5%	
	Special program	30	16%	14	17%	
	Informal forums	71	38%	28	35%	
	Employee newsletter	30	16%	5	6%	
	None of these	19	10%	3	4%	
SAFETY						
	Annual group award	87	46%	34	42%	
	Quarterly individual award	86	46%	39	48%	
RECOGNITION						
	Annual group award	86	46%	31	38%	
	Quarterly individual award	90	48%	40	49%	

Source: MDT Operator & Maintenance Survey conducted by CUTR, Aug. – Oct. 2003

Notes:

1.) Incentive area totals for each employee classification may not equal 100% because the small percent of “no response” answers is not reported in this table.

2.) For this area, employees were asked to select 2 responses. Answers presented here are the total of both selections

**Table B.7 SURVEY RESULTS: Comments – Maintenance Survey**

1.	Medical insurance for family too expensive. Need better rates.
2.	If we want to improve our transit system, we need to have a goal. The methods that have been used did not work because full of favoritism. Do not reward the people that really deserve them but in most cases it is the other way around.
3.	I (don't want) drivers to have a presence, keep (them) out of shops. Maintain high levels of administration over superintendent. Right to remove supervisors if they are no(t) good (in) relations with maintenance worker(s). Maintenance works are technical kills over drivers. Need more (maintenance workers-only) incentives.
4.	In addition to 100% tuition refund, I would like to see MDTA offer classes, college & university, within the facilities. (For example,) Central auditor w/o training officers. Coral Way & northern facilities. I truly believe employees will respond positive to this option.
5.	Another 2 items that I would like to mention are the lack of proper shop equipment to perform everyday tasks & the bad shape of the shop equipment that we do have. One example of lack of proper equipment is the industrial shop sweepers that the general helpers use to clean the shop & maintain it clean. The general helpers have been w/o a shop sweeper for about 2 years now, since the last one broke down. As a result, the shop appearance of cleanliness has continued to degrade. One example of the bad shape of shop equip is the service tractor that the mechanics use to push buses that can't move under their own power & jumpstart buses with low battery voltage. This tractor breaks down every month, usually has no brakes & the engine smokes heavily. Yet with all these problems the tractor has not been replaced
6.	I think that one of the main problems with the workers is that most of us don't have any days off during Saturday or Sunday, creating stress on our families & us. Maybe (it) is possible to divide the Saturday or Sunday between the mechanics with lower seniority so they have at least one day off on the weekend. Management stated that most of the buses are in the shop on weekend, but in this way is possible to have the same amount of mechanics on weekends & most likely they will be more productive. I believe that the four day workdays is an excellent idea b/c the agency will be able to get more work done b/c the mechanics will be better rested & also benefit from fuel savings. I could be more helpful. Feel free to contact me at (name deleted by in the interest of privacy.)
7.	Everybody should have part of the weekend (off), (either) Friday/Saturday, Saturday/Sunday, or Sunday/Monday. Most have family & need time with the kids. This could be (a) big part (of) attendance. Awards could not be random because only constrain people would get it. Should have better way to recognize improvement of employees. Look at effort put out by employees.
8.	Management should have better communications with tech mechanics. Management's only communication is to make pull out instead of making the correct repair they won't temp repair so the bus gets out there.
9.	There is a need for a bus hostler instructor at the Northeast garage. . There will be employment for about 30 hostlers for various garages. Bus hostlers are very important in the maintenance department. Bus mechanics & other positions have instructors. Bus mechanics off the floor are acting instructors. There is a need for at least 3 instructors for bus hostlers to be trained properly.1. going through bus rack. 2. fueling. 3. pre trip at the lot. A lot of accidents when not properly trained. please look into this matter.
10.	Shop equipment are in poor condition & unsafe.

11.	The return of 25 years retirement w/ full benefits. County to balance the big gap in pay between workers & management. Currently our portion used to be higher in pay ended up being lowered in comparison to others that got a pay upgrade.
12.	Administrative time for good attendance. Retirement after 25 years of service.
13.	I feel that it is demoralizing & unfair to offer overtime to certain employees & not others. An effort should be made to give the same amount of overtime hours to all employees. In other words, share the wealth & all employees will be more enthusiastic & productive.
14.	After 20 yrs service employees receive a new car.
15.	Give the bus mechanics more recognition. Let the supervisor supervise the mechanic, not the superintendent. Big problem in shop. Thank you.
16.	For the employee that does the most amount of work in his/her division, that person could be granted extra days off during the week or extended holidays. The same could go for employees & there attendance.
17.	Well some sort of incentive that will make superintendent stay within his office & not harass any of the employees. Also to let the supervisor do his job w/o the superintendent butting in all the time. There is a big problem w/ this w/in the garage. So I suggest some type of correction from high above to fix problems like these so this superintendent will not conduct himself in any abusive behavior toward the employees. Maybe a recognition award for not harassing anyone w/in a 24 hour period.
18.	For every 4 weeks of work w/o being sick the incentive should 3.5 hrs added to the annual time.
19.	Family leave policies by MDT need to help, not punish employees and their families in times of need. Policies (need) to allow employees to use whatever time they have accumulated for taking care of family members. I also feel that the county needs to change its definition of immediate family members. I also feel that there is not enough information on how to find out how to change policies. I also feel that MDT Pace Program is the wrong way to resolve our attendance problems. It turns good workers into bad employees. When MDT uses it to punish employees who are really sick, or who need to take care of terminally ill family members who live with employee. (We need help with our problems, not punishment because of them.)

**Table B.8 SURVEY RESULTS: Comments – Bus Operator Survey**

1.	Equal job opportunities
2.	Please indicate above only been working very short time, but experience (a) lot of survey questions, also would like to get newer type of equipment for the longer routes as per older buses takes too much time to run it.
3.	(Convert) sick time & vacation time to cash. Safe drivers must the target.
4.	Route time. Pre-trip inspections before start(ing) the route.
5.	I have (had) 100% evaluations since being here, (but) no money.
6.	<p>Bus hostlers need to clean the bus much better besides blowing them inside. They need water &amp; soap inside.</p> <ol style="list-style-type: none"> <li>1. Driver's door has glare that bothers the driver while driving.</li> <li>2. Mechanics need to service the buses better to avoid breakdowns.</li> <li>3. If the bus hostler needs the technician to service the bus, drivers side steering wheel all full of grease. Shirts get dirt early morning so it voids a good impression of cleanliness of the operator.</li> </ol>
7.	I am very unhappy with the decision about our seniority. After ten years working for MDTA we are behind everybody. Thank you.
8.	After 10 yrs with MDT one should get on annual bonus "cash value" due to their performance with the public, co worker, & safe operation of the bus. That incentive would help the relationship throughout the work area & the streets.
9.	25 year & 55 age retirement "high risk" like fire & police, which Mr. Pinellas won't give us.
10.	I believe that MDT needs to have an overhaul (major) on how to treat employees on discipline & recognition. Also supervisors & management need to be more tactful on how to deal with employees. The whole department drivers, mechanics, & management needs improvement. The general morale is very low & at a critical state of despair. The attitude is more of ( i do what I have to, to feed & support my family.) the agency's politics are only for the county. Money with Miami Dade is like a waterfall where it goes nobody knows.
11.	I think tickets for the annual fair for good attendance would be nice.
12.	The 3-year safety watch award. After you been selected & you make your choice for the watch you want, it takes about 2 years before you get it.
13.	I would like to see some type of incentive program that will allow employees to retire in 20-25 yrs of service.
14.	We need more Union support. The union should work with operators like they have been going all along. Part time operators should be full time when we are told. Don't train us always.
15.	Attendance incentive should be extra time allotted to our annual leave.
16.	Survey should show years of employment vs. new hires. Survey should be for all transit employees

	& give management evaluation at supervisor/management staff. Clearly define goals/objectives. Evaluations of management achieving these goals. Factors in promotional opportunities. In-house promo opportunities open to qualified staff. Survey should be used to give top management a gauge to evaluate on a bi-annual basis, whether there has been progress in problems uncovered.
17.	I feel that an employee should be able to receive paid vacation, for up to 4 weeks, if they have the time & still be able to work. Meaning they should be able to receive vacation check & also their regular pay for time worked. Sometimes an employee may not want to take off but may need the money.
18.	Operator schedule bid report work it would be nice if it was morning or afternoon sign work combined together a lot of drivers have business to take care of in the daytime Monday-Friday, but cannot get off. It properly will solve a lot of calling in sick.
19.	This company is very anti-family. We cannot spend enough time with our kids b/c the 14 hours spread on split & board report work. We can't spend any time together. B/c split work is now the majority on almost every run. We get up at 3 am the kids are sleeping. We get home at 6 or 7pm. kids are ready to go to bed. All your incentives cannot do anything about this b/c this company does not care. The company should build a bus terminal next to the rail downtown so those routes like the 3 ½ hours of driving. You want better attendance, but you won't give us what we really need. We need a break after 3 ½ hours of driving & get rid of the splits. We don't need incentives, we need to rest & more time with our family. Lets see how serious you're about this, show me!
20.	Bus operators deserve the benefits of the doubt just like the passengers. Passengers give false information when sending complaints & bus operators have no defense. When MDT gives 5% increase to the employees, the benefits raised 15% why can't we have a better benefit plan, a lot of employees can not afford to put their loved ones on their benefit plan b/c the cost is too high. MDT above employees or administration have no respect for the bus operators. They treat bus operators like dirt; I guess they forget that they are employees like us.
21.	Even though I am a new hire I used to work for a Defense contractor. Even though at the beginning of their survey they encouraged us to take the survey & it was rammed down our throats at the negotiation (new workers labor contract) table b/c according to the survey the employees were all for it 'according to the survey'. This survey should be observed by the county & union and a written document by the county that the county will not use the survey as a bargaining tool at the next labor contract negotiations in good faith based on my experience.
22.	We need to place more buses on the streets of Miami Dade County. It's not fair for customers to wait 30, 45, 60 minutes for a bus to come by when the buses are in the garage. After peak hours these buses should be out there at all times, unless there is a breakdown. Also we need more trains in Miami Dade County. They should pick 3 drivers from each Division quarterly for trips; Orlando, Superbowl, NBA playoff games, NFL games, Bahamas, Jamaica, etc
23.	<p>Suggestion: combine annual, sick, &amp; banked holiday time into one category "earned leave time." This would allow employees more flexibility in the way their time is used. Example unexpected long term illness or extra vacation time.</p> <p>Alternative: allow employees to turn annual or holiday time into sick time &amp; vice versa. The flexibility. I would also like to be able to turn my earned leave time into cash thus eliminating the need for loans during times of expected financial trouble.</p> <p>UNIFORMS: need reform. Our uniforms are outdated, ugly, &amp; very uncomfortable. South Florida weather is hot, humid &amp; sticky therefore more comfortable &amp; aesthetically pleasing uniforms should be in order. Ex polo shirts &amp; pants, or shorts &amp; more comfortable shoes would be nice!</p>
24.	I'm very unhappy about what they do to our seniority after 10 yrs working for MDT. They put us behind every body

25.	Phony, bogus complaint made by passengers & superintendents pacifying these complaints by threatening to suspend operators & playing Nostradamus by complaining about manpower four weeks in advance if you have annual time built up & you need a day off b/c you are stressed out.
26.	I think that the supervisor for the radio control should get a class in human relations b/c they talk & answer the bus operators like they were an enemy & were not coworkers. And supervision should be promoted on their skills & experience, not only because they know somebody
27.	For bus operators & supervisors: re-assign new bade numbers that correspond with actual longevity. Eliminate supervisors ID number, which actually uses the first 100 numbers in a combined list that includes bus operators. Ex supervisors #1 or supervisor & dispatchers list would read S001, S002 bus operator would read 001, 002 etc. This would be a huge almost free morale booster. 2. Lamar uniforms should not receive uniform funds until account earning interest would help those employees that incur emergencies & use up all available leave time.
28.	Why when a driver is involved in an accident instead of take care of driver, they rather jump to CD recorder to see what the driver had done wrong. I witnessed someone throw a rock at the windshield of a bus which was on the driver's side. Thank god the driver was all right. They need to give the driver a break. They always say give the benefit of a doubt to passengers, why can't we get it from the company? It seems as if they forgot we represent the transit system.
29.	Improve the amount of life insurance offered by the county to at least \$250,000. To cut back on prices of insurance for family employees like health insurance & offer better insurance companies like Blue Cross @ affordable prices. Like the federal government offers to their employees. I know of these benefits b/c I used to work for the Feds. I paid \$105.00 every 2 weeks for Blue Cross. With the County, I pay \$166 for Av-Med. And of course better pay!!!
30.	Paid days off.
31.	2 way communication between bus operators for relief, route assistance. Polo work shirts with name & badge # in big bold letters. Customer & bus operator communication program. Team effort on busy routes involving a team leader & 2 way communication.
32.	Better training to new hires operating the bus. Better view of the safety board on judgments.
33.	Regarding question # 14 Training for the new bus operators should be at least 10 weeks. Reason being, new bus operators only get about 10 days on the road, which is 3 days of divisional routes & 7 days of OJT. We have too many different types of buses & too many new policies & procedures. The classroom time is not enough as it is. New hire trainees should have at least 5 weeks road training. This is just an observation & my opinion.
34.	Buses need to be cleaner. More break time. More freedom & less surveillance. We are adults.
35.	Overall I feel good about the job. I feel that my knowledge of information is adequate. I am satisfied with employees' benefits available to me. I really would like the ability to swap days off.
36.	Need lunch break. & 2 ten minutes breaks.
37.	We need two 10 min breaks for restroom reasons. We also should be allowed a 30 min break or federal mandate. Most of the routes need more time. We are not getting enough breaks & run time & recovery time. This is what makes our job very stressful. Information along w/ our checks, about the incentive, computer purchase & bonus programs should be given out w/ stubs & checks. or could be posted on a bulletin.
38.	Need a lunch break. Need more bus seats & more bus at night. Every 30 minutes: at night on the

	9,10, 22, 75, 33, 83,E. The max 93 needs to run all day.
39.	Paid or none paid lunch break. paid two ten minute breaks that is a federal mandate.
40.	Need to get everyone on the same page on everything.
41.	Newly hired employees should be hired as full time employees, because most people do need full time employment. By having new employees working full-time the county would be able to cut overtime cost & therefore operate more cost efficiency.
42.	<p>First of all, improve working conditions by doing the following: have realistic &amp; reasonable running times. Improve cleanliness of restrooms at rail stops. Have regulation &amp; conditions posted inside all buses for passengers to read &amp; operators to refer to. Take care of the little things like replace the wiper blades before rainy season, have wiper blade delay switch working for all buses &amp; filled fluid regularly. Have new schedules available for the public at time of changes rather than months later. Allow operators to use bank holidays with 1-week notice to management.</p> <p>Incentive Idea: Grant all operators an extra annual day off every 6 months for perfect attendance. Offer monthly trinkets like: passes to zoo, Vizcaya, movies, museums for perfect attendance. This, coupled with bank holidays days off will reduce the extra board list &amp; extra list resulting in savings.</p>
43.	When bus drivers give dispatcher lost ID's from the bus, have dispatcher give the ID's to stand by or service driver to place the ID's into the mailbox. Just drop them in you don't need an envelope. It will be mailed to their owner because it is hard to have them back without getting a few days off from work. I think this is important on a memo that needs to be addressed to every shop & every driver along with their paycheck at least two separate times for them to read the note. I thank you.
44.	Reward day off.
45.	I think for me to answer these questions should had been given an employee handbook as soon as I was employed.
46.	The most important issue that is not mentioned in this survey & what causes the most stress & poor attendance in bus operators is TIGHT SCHEDULES. 50% of the routes have very little or no recovery time or layover at the end of the line, also no restroom facility or faraway from the end of the line. Many times, an operator has to work 8-9 hours without break time to eat due to no time on the schedule. This condition will give an operator an attitude which maybe the cause of passenger complaints or accidents. If bus routes had a few minutes of recovery at each end of the line there will be a much better on time performance & less stress on operators. (Operator of 15+ years.)
47.	Incentive recognition award for safety should also include an all-expenses paid trip vacation to any popular vacation resort or theme park for bus operator & family.
48.	Let bus operators make decisions when purchase new buses.
49.	I think the bus passes should be checked by the machine just like Broward co does. If bus passes are good should be credited passengers. If its bad it should automatically rejected. It think this is the system we should have in Dade County as well.
50.	Holidays off for drivers who pick off Saturday & Sunday. More respect for driver from the radio room, more info on road closing & long-term detour. More time off unpaid for drivers who leave people in street. Mainly new ones. They run hot as hell & leave many people. Stop hiring family members, it is not good. Remove drivers' doors!
51.	I feel that bus operators need a break at the end of line. On some routes there are (10 minutes) this is not enough time to use the facility. I feel this is unethical.

52.	Give part timers the right to work their work if they came in a little late up to 5 minutes fall times still get their 43 hr wks.
53.	Twice a year vacation would cut down a lot of absence. A week after the first 6 months and another week the next six months.
54.	A raffle for perfect attendance each 6 months between people that have with a reward of 4 days vacation or cruise.
55.	Make an annual raffle for a high value prize. Ex. A car or a 7-day cruise for 2. At the end of every month, give a raffle ticket or put their name into a drawing. At the end of that year the drawing will be held & awarded. Repeat w/ a new prize annually. This will motivate everyone to make it through the month w/o calling in sick. the better the prize the better the motivation. The smaller the prize the smaller the motivation. How great is the desire to improve attendance from MDT will be shown in the size of prize.
56.	I have been working for MDT for 3 years. Since that time I have been paying for my school. No one had told me about the tuition program. Also about the computer purchasing program & more
57.	Tips on how to solve small malfunctions in destination sign, fare books, driver seats, seat belts, etc., could be distributed w/ paychecks to bus operators. Award administrative leave day as an incentive for operators & employees for good attendance & no breakdowns. The possibility of an employee w/ more than one week vacation a year to split it through the year (2 weeks = 1 week every six months, 3 weeks = 1 week every 4 months.) could reduce stress & increase attendance.
58.	Matching donations for charity work.
59.	I don't agree the way the agency chooses the supervisor position. It feel that the positions already have name & gender, it's who you know when management picks the candidate & no information is provided when they are chosen.
60.	There should be some kind of caution sticker or something letting the passengers know that when the floor is wet from the rain it is slippery to please be careful. Passengers seem to think with the floor wet if they fall that they're going to be able to sue. At each end of the line, they should make sure that there's a convenient bathroom for the operators to use, that is really important. They really need to go back & adjust these routes some of them really don't have enough layover time. And if the bus in front of you breaks down you're stuck picking up their passengers therefore you are going to be super late and if you loose your layover time there goes your break to eat & your bathroom time.
61.	Radio communication between radio room & buses is too poor. Take 2 to 3 hours to get any answer.



## APPENDIX C

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Table C.1. Task Force Implementation Priorities: Complete Rankings by Time Period

Table C.2. Task Force Implementation Priorities: Complete Overall Rankings



**TABLE C.1. Task Force Implementation Priorities: Complete Rankings by Time Period**

Implementation possibilities	Total 1's	Total 2s	Total 3s	Top 3 Raw Freq	Weighted Score
<b>SHORT TERM (w/in 2 months)</b>					
Improve shop cleanliness	2	4	1	7	15
Begin investigation of methods to make technology training available to employees	1	3	4	8	13
Increase awareness of current incentives	3	1	0	4	11
Investigate possibility of modifying tuition reimbursement program (to 100%)	2	1	1	4	9
Establish pilot safety incentive program for bus maintenance	2	1	1	4	9
Develop criteria to recognize employee accomplishments	1	0	2	3	5
Promote participation in current incentives	0	1	2	3	4
Begin investigation of personal improvement opportunities to offer employees	0	0	0	0	0
<b>INTERMEDIATE TERM (w/in 3-9 months)</b>					
Establish focus group to investigate new attendance incentives	2	4	0	6	14
Hold at least one employee recognition event	4	1	0	5	14
Begin investigation of methods to make technology training available to employees	2	1	4	7	12
Investigate enhancements to Employee of the Month / Year programs	1	2	1	4	8
Establish focus group to investigate methods to improve communication between employees and MDT	0	2	2	4	6
Establish focus group to investigate methods to increase employee input into decisions	1	0	2	3	5
Establish pilot safety incentive program for bus maintenance	1	0	1	2	4
Begin investigation of modifications to personal leave use, including trading for cash	0	2	0	2	4
Establish maintenance focus group to investigate parts availability issue	1	0	0	1	3
Begin investigation of personal improvement opportunities to offer employees	0	0	2	2	2
Establish focus group to investigate methods to improve communication between employee groups	0	0	0	0	0
Establish operator focus group to investigate run time adequacy	0	0	0	0	0
<b>LONG TERM (w/in 9-15 months)</b>					
Modify personal leave use rules, including trading for cash	4	3	3	10	21
Implement program that improves communication between operators and maintenance, and increases knowledge of job responsibilities	3	0	3	6	12
Implement methods to increase employee input into decisions	0	5	2	7	12
Implement new employee attendance incentives	2	2	1	5	11
Revise employee evaluation procedure	2	0	2	4	8
Modify bus routes to reflect more reasonable run times	1	1	1	3	6
Implement enhanced EOM and EOY programs	0	1	0	1	2

**TABLE C.2. Task Force Implementation Priorities: Overall Rankings**

Term	Implementation possibilities	Total 1's	Total 2s	Total 3s	Total 4s	Total 5s	Top 5 Raw Freq	Weighted Score
Long	Modify personal leave use rules, including trading for cash	2	0	2	1	1	6	19
Short	Increase awareness of current incentives	0	2	1	2	1	6	16
Long	Implement new employee attendance incentives	0	2	1	1	1	5	14
Short	Improve shop cleanliness	0	2	0	2	1	5	13
Short	Establish pilot safety incentive program for bus maintenance	2	0	0	1	0	3	12
Short	Investigate possibility of modifying tuition reimbursement program (to 100%)	0	0	2	2	1	5	11
Short	Develop criteria to recognize employee accomplishments	1	1	0	0	2	4	11
Short	Promote participation in current incentives	1	0	0	1	2	4	9
Int.	Hold at least one employee recognition event	0	0	2	1	1	4	9
Short	Begin investigation of methods to make technology training available to employees	1	0	0	1	1	3	8
Long	Implement program that improves communication between operators and maintenance, and increases knowledge of job responsibilities	0	0	2	1	0	3	8
Int.	Establish focus group to investigate new attendance incentives	1	0	0	0	3	4	8
Long	Revise employee evaluation procedure	0	1	0	1	1	3	7
Long	Modify bus routes to reflect more reasonable run times	1	0	0	1	0	2	7
Long	Implement enhanced EOM and EOY programs	0	1	0	1	0	2	6
Int.	Investigate enhancements to EOM/EOY programs	0	1	0	1	0	2	6
Int.	Begin investigation of methods to make technology training available to employees	1	0	0	0	1	2	6
Int.	Begin investigation of modifications to personal leave use, including trading for cash	0	0	0	2	2	4	6
Int.	Establish maintenance focus group to investigate parts availability issue	1	0	0	0	1	2	6
Int.	Establish pilot safety incentive program for bus maintenance	0	0	1	1	0	2	5
Int.	Establish focus group to investigate methods to improve communication between employee groups	0	0	1	0	0	1	3
Int.	Establish focus group to investigate methods to improve communication between employees and MDT	0	0	1	0	0	1	3
Short	Begin investigation of personal improvement opportunities to offer employees	0	0	0	0	2	2	2
Int.	Establish focus group to investigate methods to increase employee input into decisions	0	0	0	0	2	2	2
Int.	Establish operator focus group to investigate run time adequacy	0	0	0	1	0	1	2
Long	Implement methods to increase employee input into decisions	0	0	0	0	1	1	1
Int.	Begin investigation of personal improvement opportunities to offer employees	0	0	0	0	1	1	1