

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

D R A F T

PHASE ONE: FINAL REPORT

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

DECEMBER 2003

Presented to the MDT Metrobus Maintenance Task Force

Prepared by the Center for Urban Transportation Research

1. INTRODUCTION

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, 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 overall purpose of the 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 compare 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 several bus operations considerations, specifically, bus operators' attitudes and supervisory ratios within bus operations.

1.1 Background

Despite reinvestment of capital for Metrobus fleet upgrades, MDT continues 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, performance measures have not been revised to reflect accurately the needs of the current, modern fleet.

Bus mechanics, or *technicians*, followed a pattern of migration to available 13(c) positions at MDT's Metrorail and Metromover Divisions, which offered higher levels of compensation to technicians. MDT took positive steps to address the salary parity

issue, since the inception of this project; nonetheless, the long-term benefits of this approach are not completely known and have yet to be fully realized within the Metrobus division.

The Metrobus Maintenance Task Force is comprised of chiefs and assistant chiefs from the following MDT divisions: Bus Maintenance, Bus Operations, Bus Maintenance Control, Human Resources (HR), and Information Technologies (IT). The task force includes all chiefs and assistant chiefs 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 critical to the success of the project. As users of the equipment and generators of data, it is important that the Operations Division also be represented on the task force. Inclusion of the Maintenance Control Division is important because it maintains and tracks the data and its role within the Agency is expanding. The IT Division was recently 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 P-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: investigation of current attitudes held by Metrobus maintenance and operations employees, and analysis and presentation of this information to the Metrobus Maintenance Task Force.

The first major 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, where 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 to accomplish the stated objectives. Among these tasks were the review of relevant literature and benefits, incentives, and modifications that had been implemented at other transit agencies; individual interviews with MDT management and bus maintenance task force members; coordination of regular meetings of the task force; design and distribution of an employee survey; compilation of survey data and analysis of survey results; and, presentation of 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 the subjects of transit employee recruitment and retention, employee satisfaction, employee performance, and attendance. The review also included documents from individual transit agencies that addressed concerns about employee benefits, incentives, and conditions. Specific implementations were examined, and their results, if available, were noted. In addition, CUTR contacted researchers and/or transit agency officials who were previously involved in projects and initiatives related to incentives and benefits.

Task Force Interviews. CUTR conducted private, one-on-one interviews with each member of the task force to explore, in detail, issues related to the project. 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 to assemble information about their shop and/or office location and its 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 also afforded task force members the opportunity to provide input and feedback, as well as to 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, specific meetings held during the design and development of the employee survey was especially important as they allowed the task force to participate in the process directly and immediately.

Employee Survey. CUTR utilized the results of the literature review and the task force interviews, as well as in-house and University expertise, to synthesize and implement an in-depth employee survey. Task force members also contributed a great deal of knowledge and experience during the development phase. The survey consisted of over eighty questions and focused on four general areas of concern: awareness of 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 that was specific to the employee's job classification (operator or maintenance personnel.) Additional space was provided on the survey form for employees to write in any specific comments they had. In an attempt to invoke the most honest responses possible and to ensure respondents' confidentiality, employees were provided with a pre-addressed, postage-paid envelope with which to return the survey directly to CUTR.

Survey Collection and Analysis. CUTR worked with the task force to promote awareness of the survey among employees and to invoke a participation rate that was as high as possible. CUTR staff was on site to distribute surveys and provided promotional materials to MDT management for use in generating interest in the research effort. 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 remainder of this report is organized into four chapters. Chapter Two presents the literature review and cases studies that were drawn upon to develop the employee survey. Chapter Three documents the methodology used to design, produce, implement, and collect the survey. Chapter Four describes the survey analysis and presents the detailed findings. The final chapter 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

2.1 Introduction

Bus operator and transit mechanic positions are often identified as the most difficult positions for a transit agency to recruit and retain. Common challenges to retaining qualified employees include poor communication, low pay, hours and schedule, the duration of time an employee must spend as part time status, and high demand for labor in the area, which often results in available private sector positions that offer higher wages. One of the main goals of the literature search was to compile incentives and benefits that were successfully implemented at other transit agencies. Several incentives and benefits were found to recur at many transit agencies.

Maintenance employee effectiveness is dependant on many variables. The amount and quality of training is a factor. Larger agencies are often found to have a higher degree of commitment to training programs, and equipment manufacturers frequently offer classes to expand knowledge. Another variable is the availability of job aides, such as manuals and reference materials that are well written and well designed, and include clear graphical representations.

Effective maintenance programs also seek good communication with bus operators, as they play a key role in proper diagnosis of problems. Additionally, management must clearly identify agency goals and objectives, and adequate job descriptions should clearly describe expectations.

Another factor that contributes to maintenance employee effectiveness is a well-designed workplace. According to Zimmerman, a poorly designed facility can lead to more breakdowns, decreased safety, lower employee morale, a poor “work product,” and reduced vehicle lifespan (TRR 1066). 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. Properly designed facilities should also include a common lounge shared by maintenance employees and bus operators to help increase communication and promote an informal exchange of ideas and problems.

Study shows that employees usually leave transit positions because of one “dissatisfier.” The most commonly cited factor that causes dissatisfaction is the lack of opportunity to learn and grow. Other common dissatisfiers include poor communication, inability to recognize and reward talents, failure to keep promises, and failure to listen.

Differences among transit agencies’ management philosophies also have an effect on motivation and employee effectiveness. Some agencies favor a higher degree of monitoring and supervision, while others oppose strict oversight for fear of creating resentment, distrust, and animosity among employees. Still others strive for a balance between oversight and freedom. Time standards for regular work procedures may or may not be utilized. Other fundamental differences include whether or not employees will be specialized or non-specialized in their work responsibilities, the level of communication between employees and management, and the extent to which incentives and discipline are evoked.

Ultimately, lack of uniformity in this area causes difficulty in measuring the effectiveness of employee incentive programs and in drawing comparisons to other transit agencies. As a result, strong communication between management and employees is crucial for valid feedback and assessment. It is important that employees receive regular feedback about their productivity and job performance.

In general, successful transit agency performance investigations have been shown to reduce costs and improve employee and customer satisfaction. Additional outcomes include improved scheduling, which increases employees’ productive time, and promotions and incentives based on maintenance performance. In some cases, close

study led agencies to implement additional training to improve diagnostic skills. The result was a reduction in the use of unneeded replacement parts.

As many of the following case studies illustrate, incentive programs most commonly reward excellent safety performance and low absenteeism.

2.2 Literature Review

McGlothin Davis, Inc. attempted to anticipate the labor needs of the transit industry during the next 20 years and beyond (1). The 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. (Details of the case studies are presented more thoroughly in the next section of this chapter.) Most transit agencies surveyed for this research effort agreed that bus operators and transit mechanics were the most difficult positions to recruit and retain.

This study afforded transit agency management the opportunity to describe specific employee-related issues. Some of the more common complaints included the lack of basic analytic, communications, 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 just one "dis-satisfier." The most frequently cited reason for dissatisfaction among employees was the lack of opportunity to learn and grow at the agency. Other common sources of employee dissatisfaction included the inability of the agency to recognize and reward employee's talents, to keep promises, or to listen to employees. Employees also identified other deficiencies such as poor communication of the agency's strategies and the 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. 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 mentor programs offered cash incentives to the mentor, as well as training in how to improve mentoring skills.

Schiavone reported details on current practices related to maintenance performance (2). One of the main goals was to investigate how maintenance performance measures drive day-to-day and strategic decisions. An important conclusion was that employees should be informed of their productivity.

New York City Transit Department of Buses faced a problem of buses frequently breaking down during operation. Two approaches were explored (3) to reduce the number of breakdowns. First, current data kept in the agency's database was used to develop statistical models to predict failure of critical components. This may also help schedule maintenance operations for the buses. The second approach to reduce breakdowns involved using smart sensor technology. Sensors were installed on each bus to collect and analyze data in real-time (while the bus was running). This data can be used to predict when the failure of certain components will occur. An advantage pointed out by researchers was that as computer technology advances, the cost of using computers to collect data from a network of sensors decreases rapidly.

Maze advocates a "systems approach" used by bus fleet managers to achieve "dramatic improvements" (4). Several fundamental techniques and principles of bus fleet management are described. Planning is seen as the most basic function of management, while establishing performance measures is viewed as the most difficult step in the management process. A thorough performance measurement system

should include established performance indicators and performance standards and documentation of current deviations from standards.

The author describes management controls as direct (simple, independent measures) and indirect (statistical summaries of data). Direct controls consist of “simple ratios or indices,” which are most appropriately used in making daily or weekly decisions. Indirect controls are collected, statistically summarized, and used in long-term decision-making. Productivity gains are more likely to be the result of indirect controls. Time comparisons and scheduling are described as key components of a strong management control operation.

Maze also describes the “Management-by-Objective” (MBO) method for performance measurement of bus transit maintenance (5). MBO is a series of actions that the maintenance manager should select for the transit agency to follow to achieve a pre-determined list of objectives. Such objectives should be comprehensive, with clearly defined expectations. The objectives should also be quantitative (so they are easily measured), time-limited, and appropriate. Once the management plan is in place, a performance measurement system can be established. The authors also state that performance indicators must have clear and accurate definitions and be easy to understand. Most importantly, performance indicators should reflect management objectives. Controls in place must be worth the cost of collection.

Vehicle performance and maintenance system performance were described as interdependent. Performance indicators are specific to the intended user. Top management needs performance indicators that evaluate overall performance. Transit maintenance shop managers, interested in the internal performance of the shop, look for performance indicators that help to monitor specific aspects of the task at hand.

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 culled from the following case studies helped shape the contents and questions that were ultimately included in the employee survey produced by this research effort.

McGlothlin Davis, Inc. (1) completed case studies for 13 transit agencies, including 1) City of Annapolis Department of Transportation (ADT), 2) Berkshire Regional Transportation Authority (BRTA, Pittsfield, Mass.), 3) Duluth Transit Authority (DTA, Minnesota), 4) Sunline Transit Agency (Thousand Palms, Calif.), 5) Pierce Transit (PT) (Tacoma, Wash.), 6) RTC/Citifare (Washoe County, Nev.), 7) Professional Transit Management of Tucson, Inc. (DBA Sun Tran), 8) Maryland Transit Administration (MTA), 9) ATC Phoenix (Arizona), 10) Regional Transportation District (RTD, Denver, Colo.), 11) Santa Clara Valley Transportation Authority (VTA, California), 12) Utah Transit Authority (UTA, Salt Lake City), and 13) Metropolitan Atlanta Rapid Transit Authority (MARTA). Other studies reviewed in the previous section reported details from Central New York Regional Transit (CENTRO, Syracuse, NY), Milwaukee County Transit System (MCTS, Milwaukee, Wisconsin), VIA Metropolitan Transit (VIA, San Antonio, Texas), Ann Arbor Transit Authority (AATA, Ann Arbor, Michigan), and United Parcel Service (UPS, Stratford, Connecticut). Selected case study results and agency issues are described below.

City of Annapolis Department of Transportation. The agency experienced difficulty in recruiting bus operators and diesel mechanics. One of the measures implemented to address this problem consisted of waiving the agency's requirement for operator applicants to have a commercial driver's license (CDL) at the time of hiring. The agency then began offering CDL training. In addition, new hire orientation improvements were made, recruitment flexibility was increased, and the advancement rate for operators 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.

Duluth Transit Authority. DTA also had problems recruiting and retaining bus operators, entry-level and journey-level mechanics. This situation was compounded by

a part time requirement for new bus operators that lasted from 1 to 3 years, low pay and benefits for mechanics, and the requirement that all mechanics begin employment at the entry-level position of night shift custodian. DTA eliminated the part time requirement for operators, increased entry-level pay for mechanics, and expanded new mechanics' duties. The agency also implemented a mentoring program for new bus operators and increased employee involvement through participation in safety and scheduling committees. The agency established 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. Sunline doubled its total number of employees over a four-year period. Additionally, the agency added several alternative-fuel vehicles to its fleet, but had difficulty recruiting mechanics with skills and experience in this area. 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. 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. 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 describe work expectations more accurately. The agency also commissioned a salary-benefits comparison study. RTC

offered employees a cash reward for each year of service beyond 5 years and retention awards at 5-year intervals of service. Employee wellness and computer programs were put into place, and employees were 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 a voluntary 4-day advanced 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 session to help operators more effectively identify and communicate mechanical problems with buses. For the bus maintenance department, RTC worked with Nevada Job Corps to develop a 90-day apprenticeship. The agency emphasized ASCE certification training and offered cross-department training and exclusive one-on-one training. It is interesting to note that labor union representation was defeated by employee votes.

Professional Transit Management of Tucson, Inc. / DBA Sun Tran. 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 a requirement that even experienced mechanics start at an entry-level wages. To address the situation, Sun Tran incorporated 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).

Maryland Transit Administration. 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 school to find qualified applicants. For bus operators, MTA changed its CDL requirement for applicants and offered training when necessary.

ATC Phoenix. 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.

Regional Transportation District. 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 application, 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.

Santa Clara Valley Transportation Authority. VTA was one of the many transit agencies to find bus operators and mechanics among the most difficult positions to recruit and retain. The problem in this area 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 that precluded an 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 to shorten the waiting time for new hires to begin training. VTA also partnered with the 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 about customer service and housing.

Utah Transit Authority. 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 put in place. A family day was implemented as part of the training agenda, and a mentoring program was adopted. Half-day team building

workshops were established, and a 5-day program, which allowed employees the opportunity to provide direct input to the agency for existing employees to improve skills, was established. 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.

Metropolitan Atlanta Rapid Transit Authority. 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 in the area. 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 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.

Pierce Transit (PT). Serving Tacoma, Washington, PT is interesting in the fact that the agency lost \$24 million 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.

2.4 Other Transit Agency Information

After thorough review of the literature and case studies, CUTR attempted to contact 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 that might not obviously be seen as a benefit need 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 also considered a benefit. In response to CUTR's inquiry, Mary J. Davis, President of McGlothlin Davis, Inc. and principal investigator of TCRP Report 77 (1) affirmed this idea.

Ms. Davis definitely considered "increased involvement in decision-making" to be an employee incentive. However, she also thought 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 from employees not feeling valued by the agency. Ms. Davis went on to say that transit agencies are finding that the actual cost of cash awards "is 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 needed to be a part of the modification process to make employees feel that their needs and expectations are being addressed.

Agencies reported varying experiences with obtaining funding for establishing training programs. One agency, a private company under contract with the city, clearly saw the 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 for this. (At the request of the agencies, specific names associated with these statements were kept confidential.)

CUTR contacted those transit agencies that have administered employee surveys. 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 (7). This effort was followed up in 2000 (8) and a survey on housing was completed in 2001 (9). 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 should be considered successful. Speaking on the condition of confidentiality, agency administrators related their experiences to CUTR. In many cases, VTA staff described the original actions and then followed up with suggestions of what would have made their survey more successful. Many suggestions were made regarding survey implementation procedures 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 that participation and interest suffered because of this deficiency. In addition, the survey would have been more successful had “3 fulltime, totally energized people” staffed it. VTA also suggested that survey questions should offer only a few choices for response rather than being open-ended.

To raise awareness of the survey and promote employee ownership of it, VTA strongly encouraged the use of a unique identifier or symbol that would only be associated with the survey and its outcomes. “Branding” of the survey could have been accomplished through the use of letterhead, patches, and 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 implemented by VTA.

In reality, VTA was slow to act on many of these 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 also identified the 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 at many transit agencies. These items, summarized in Table 2.1, 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 chapter.

Table 2.1 Summary of Employee Incentives and Benefits

Category	Specific examples
Special Recognition	Employee of the Month / Employee of the Year
	<ul style="list-style-type: none"> Rewards: cash, preferred parking, gift certificates, etc.
	Employee suggestion program
	<ul style="list-style-type: none"> Cash rewards for successful / implemented suggestions
	Employee referral reward program (usually cash)
	Heroic acts Extraordinary performance Quarterly employee recognition event
Attendance	Daily
	<ul style="list-style-type: none"> Lottery, poker, other games
	Monthly
	Quarterly
	Yearly
	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"> At retirement At year end At other time period (5 yr., 10 yr. anniversary, etc.) At end of month Conversion to annual leave time
	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
	Opportunities for training programs / special courses
	Tuition reimbursement
	Accelerated degree program
	Employee wellness program
	Computer purchase program
	Encouragement of community service involvement
Workplace	Increased employee involvement in decision-making
	<ul style="list-style-type: none"> Critical incident support team Recognition committee Safety Scheduling Organization
	Flexible leave requests
	<ul style="list-style-type: none"> Days off rather than full week blocks Personal time payable in hours Allow swapping

	Collaboration of bus operators and maintenance department
	<ul style="list-style-type: none"> • Gain knowledge of each • Share information • Leads to improved communication between groups
	Eliminate part-time positions
	<ul style="list-style-type: none"> • Make all full time • Fill time with other jobs (painting, graffiti removal, etc)
	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"> • Cash compensation for mentors
	Improved labor-management communication
	<ul style="list-style-type: none"> • Weekly team meetings • Bulletin board • Newsletter • Periodic forums • Labor and Management Partnership (LAMP) • "Let's Ask / Let's Talk" program
	Pool of funds to distribute for meeting performance goals
	Four-day work week
Miscellaneous information	<p>Cash or savings bonds are most common</p> <p>Cash awards usually not more than \$200 annually</p> <p>May also be a % of annual salary or paid equivalent of hours</p> <p>Awards based on quarterly performance found to be more successful</p> <p>More support for paying out sick time at year's end than at retirement</p> <p>"Lotteries" for cash prizes – successful and popular</p>

3. METHODOLOGY

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. CUTR needed to devise an effective method to collect the necessary data from employees to accomplish this goal. As described in the previous chapter, 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 realized that similar information was needed about MDT. To accomplish this, interviews with each member of the Metrobus Maintenance Task Force were conducted. Task Force meetings were also a good source for this information.

Using the entire body of knowledge gained to this point, researchers commenced the 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

CUTR conducted a series of one-on-one interviews with each member of the Metrobus Maintenance Task Force to gain a better understanding of issues that impact the MDT Metrobus Maintenance Program. Chiefs and assistant chiefs 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. The general superintendent of Bus Maintenance was also interviewed.

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 to draw upon. 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 also documented.

Interviewees from the Metrobus Maintenance Division included the general superintendent as well as shop chiefs and assistant chiefs from the three Operation and Inspection Divisions and the Support Services Division. In the Bus Maintenance Control Division, the acting chief and assistant chief 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 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 the bus maintenance needs associated with such an increase was cause for alarm among many interviewees. Manpower concerns also involved the ongoing loss of experienced mechanics to the MDT Metrorail Division. This problem stemmed from 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, thus affecting wages and pay increases. As a result, experienced bus mechanics could spend a year in training to be a rail technician, and then switch back to the Bus

Maintenance Division, maintaining the higher rate of pay. (Since work on this project began, MDT management has since addressed this specific problem. Metrobus mechanics now have salary parity with their counterparts in the Metrorail Division.)

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 also expressed concern over the ability to adequately accommodate pending changes in MDT's Minibus service. In addition, many interviewees identified the need to bring mechanics' skills up to meet 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 and employees really wanted to know they are appreciated. Responsibility should be rewarded, and interviewees felt that the development of a safety incentive for maintenance would be highly valuable. There was a strong feeling that cash incentives would be the most effective motivational 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 review these potential incentives and to rank their top seven items based on perceived importance and relevance to MDT on an individual basis.

Twenty-four sample incentives from the list received interest or comments in some form. To gauge the general interest in each of these incentives, the incentives were listed in

descending order, based on the frequency of response. Raw frequency scores ranged from 10 to 1, and items without a score were disregarded.

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 place, second place, and third place ranks for each incentive. Each first place ranking received a score of “3”, second place rankings 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” and would be determined in the following manner:

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

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 1's	Total 2s	Total 3s	Raw Freq. - Top 3	Weighted Score
Employee of the Month / Employee of the Year	7	3	0	1	4	10
Cash in sick leave	4	2	1	1	4	9
Increased employee involvement in decision-making	8	1	1	3	5	8
Perks for attendance	6	1	1	1	3	6
Personal improvement opportunities	7	0	2	1	3	5
Quarterly employee recognition event	3	1	1	0	2	5
Years of service cash incentive	3	1	0	2	3	5
Performance goal achievement award	3	0	2	0	2	4
Collaboration b/w operators and mechanics	4	1	0	0	1	3
Improve overall benefits plan	1	1	0	0	1	3
Safety	5	0	1	0	1	2
Heroic acts special recognition	2	0	1	0	1	2
Flexible leave requests	3	0	0	1	1	1
Carry over annual leave	1	0	0	1	1	1
Annual events	10	0	0	0	0	0
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 weighting 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 to 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 determined that a user-friendly survey instrument would be better received by employees. Researchers were sensitive to the nature of employees' occupational duties. For example, bus operators 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 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 general consensus among the membership that this additional effort was not necessary.

The final survey focused on five general areas of interest:

- **Awareness** of 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
- **Job-specific questions** related to satisfaction with conditions and interest in incentives
- Opinions and preferences of **specific examples of potential 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 work 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, if they so desired. 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 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 implementing the survey. The plan incorporated a method for distributing the survey, a schedule of the most appropriate times for distribution, and other considerations. CUTR also 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 questions were avoided. Additionally, researchers usually tried to avoid unsolicited conversations.

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 was but an occasional occurrence, 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 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, an announcement was released to employees and posted. 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 the 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 fact, in some cases employees defended the merits of the survey to their fellow employees who expressed displeasure with the project. The few negative complaints that were heard usually involved references to prior employee surveys that were 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 let their voices be heard anonymously.

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 them for one.

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

4. SURVEY RESULTS

4.1 Overview

This chapter 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 Chapter 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 in the data collection effort. 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 data collection effort exceeded initial expectations. The overall participation rate was slightly more than 13%. The 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 chapter 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

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 was also collected. The demographics section was found on the last page of the survey, and this section also included an area of blank space to allow employees to make comments as they so 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.

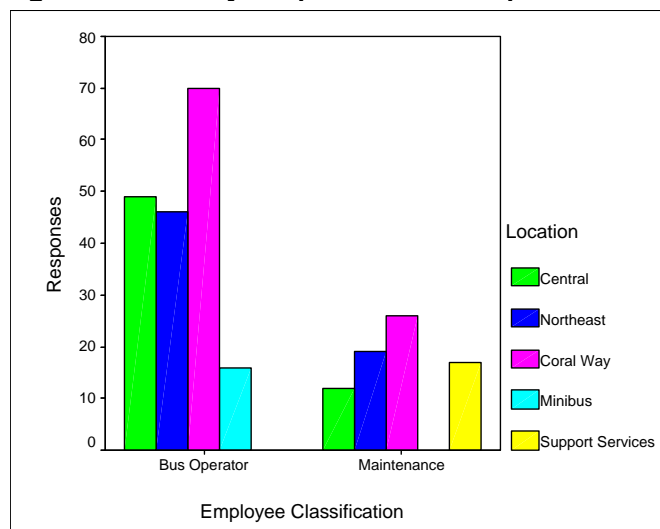
Table 4.1. Overall Survey Response

Shop location	Bus Operators			Maintenance Personnel			Total
	Count	% of ops surveyed	% of total operators ¹	Count	% of maint. surveyed	% of total maintenance ²	
Central	49	26%	3%	12	15%	4%	61
Northeast	46	24%	3%	19	23%	6%	65
Coral Way	70	37%	4%	26	32%	8%	96
Minibus	16	8%	1%	-		-	16
Support Services	-	-	-	17	21%	6%	17
Unspecified	8	4%	0%	7	9%	2%	15
TOTALS	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
Male	136	72%	72	89%	208
Female	42	22%	3	4%	45
Unspecified	11	6%	6	7%	17
TOTALS	189	100%	81	100%	270

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

Table 4.3. Total Responses by Employment Status

	Bus Operators		Maintenance Personnel		Total
Fulltime	159	84%	75	93%	234
Part time	20	11%	0	0%	20
Unspecified	10	5%	6	7%	16
TOTALS	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 acknowledged being 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 will be 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 for which they had the least level of awareness: 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

Bus Operators				Maintenance Staff			
Benefit / Incentive	Yes	No	Not sure	Benefit / Incentive	Yes	No	Not sure
Free Rail & Bus Transportation	91%	6%	1%	Free Rail & Bus Transportation	96%	1%	1%
Annual Bus Rodeo	83%	12%	1%	Annual Bus Rodeo	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 questions about participation, researchers were only interested in the answers given by employees who did, in fact, participate in the specified incentive. (Obviously, respondents who were unaware of a program would not actively choose to participate in it.) To increase the reliability of answers and reduce the possibility of error in this section, 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 also helps to reduce the possibility of error in this section, which would result from respondents answering “no” to awareness of the item, but “yes” to participation in the item.

To clarify further this decision to use only participation answers for aware respondents, recall that the survey was designed to maximize participation and minimize confusion and length. This became important as the survey length approached 7 pages. As such, CUTR avoided the preferred 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 ASCE 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.

Table 4.5. Survey Results: Employee Participation¹ in Current Incentives & Benefits at MDT

Bus Operators

Benefit / Incentive	Yes	No	Not sure
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 Rodeo	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%

Maintenance Staff

Benefit / Incentive	Yes	No	Not sure
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 Rodeo	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.

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 input into decisions that effect employees.

Table 4.5. Survey Results: Employee Participation¹ in Current Incentives & Benefits at MDT

Bus Operators

Benefit / Incentive	Yes	No	Not sure
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 Rodeo	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%

Maintenance Staff

Benefit / Incentive	Yes	No	Not sure
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 Rodeo	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.

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 at slightly less than 50% reporting both satisfaction and dissatisfaction.

Of all items investigated in this section, both maintenance and bus operators are least satisfied with the level of input they have into general decisions made by MDT. Operators' responses were especially negative to this issue, with less than 2 in 10 respondents satisfied. More maintenance staff was 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 was 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.

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

Bus Operators				Maintenance Staff			
Item / Follow-up (if any)	Yes	No	Not sure	Item / Follow-up (if any)	Yes	No	Not sure
Participation in technology training if made available	88%	6%	5%	Participation in technology training if made available	93%	5%	3%
Communication w/ co-workers	72%	21%	6%	Communication w/ co-workers	85%	11%	3%
Shop / workplace cleanliness	54%	41%	3%	Flexibility in leave requests	57%	42%	1%
Ongoing training adequate	44%	43%	11%	On-the-job efforts appreciated	48%	42%	10%
New hire training adequate	43%	48%	7%	Communication w/ management	47%	48%	4%
Overall satisfaction	41%	42%	15%	New hire training adequate	46%	46%	9%
Employee attendance a problem	41%	43%	14%	MDT employee evaluation process	42%	49%	9%
<i>Personal impact from attendance</i>	23%	54%	7%	Job-related skills improvement training	40%	56%	5%
Job-related skills improvement training	40%	46%	13%	<i>Participation job skills improvement training</i>	53%	30%	4%
<i>Participation job skills improvement training</i>	32%	33%	11%	Adequate knowledge of information technology	40%	54%	6%
Adequate knowledge of information technology	39%	48%	11%	Shop / workplace cleanliness	36%	61%	3%
Communication b/w bus operators and maintenance	38%	52%	7%	Personal improvement opportunities	35%	54%	11%
Flexibility in leave requests	37%	48%	11%	Employee attendance a problem	35%	49%	14%
Communication w/ management	34%	56%	7%	<i>Personal impact from attendance</i>	36%	42%	9%
MDT employee evaluation process	33%	51%	14%	Overall satisfaction	33%	47%	17%
Personal improvement opportunities	27%	55%	14%	Communication b/w bus operators and maintenance	27%	58%	14%
On-the-job efforts appreciated	27%	58%	12%	Level of input: specific decisions	27%	61%	12%
Level of input: specific decisions	16%	71%	11%	Ongoing training adequate	25%	63%	12%
Level of input: general MDT decisions	14%	69%	15%	Level of input: general MDT decisions	22%	67%	11%

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

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, that 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, only 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.

Table 4.7. Survey Results: Employees' Interest in Potential Incentives

Bus Operators				Maintenance Staff			
Item / Follow-up (if any)	Yes	No	Not sure	Item / Follow-up (if any)	Yes	No	Not sure
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 & Maintenance Survey conducted by CUTR, Aug. – Sept. 2003

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 potential programs that 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 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 4.8. Survey Results: Bus Operator Section¹

Item / Follow-up (if any)	Yes	No	Not sure
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.

Table 4.9. Survey Results: Bus Maintenance Staff Section¹

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 allowed up to 5 days of unused sick leave to either be converted to annual leave or traded in for cash. A third 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 conversion to annual leave. Operators were more interested in swapping days off than maintenance staff was.

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 incentive, with over 40% interest between both employee groups, was 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 MDT survey respondents were most responsive to the idea of periodic and informal forums that afforded 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 opportunity.

Table 4.10. SURVEY RESULTS: Sample Incentives

Incentive area /	Options	Bus Operators ¹	Maintenance Personnel ¹
PERSONAL LEAVE TIME			
	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%
CASH INCENTIVE PREFERENCE			
	Fewer, higher value, less frequent	48%	41%
	Many, lower value, often	48%	49%
ATTENDANCE (pick two)			
	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%
LABOR - MANAGEMENT COMMUNICATION			
	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%
SAFETY			
	Annual group award	46%	42%
	Quarterly individual award	46%	48%
RECOGNITION			
	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

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

Comments Section

At the end of the survey, employees were asked to include written comments, if they so 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 jobs. 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 reasonable 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 took advantage of the opportunity to speak out. 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 and 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, a respondent suggested additional training to fix simple problems on board, rather than having to take time and inconvenience customers with 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 respondent described the agency as “very anti-family.”

Several operators raised issues concerning management practices. Some operators complained that operators “never get the benefit of the doubt” in customer complaint situations and questioned management’s fairness in looking into such matters.. Other operators indicated that dispatchers were often rude to drivers and failed to respond to radio requests in a timely manner. Some respondents advocated revisions to the current methods of supervisory promotion.

Operators reported several different issues related to benefits. One common concern related to seniority and retirement, and recent changes to their 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 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 operators offered comments regarding 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 generally inconsistent, with responses to the specific questions regarding overall awareness of, participation in, and satisfaction with current incentives, benefits, and general conditions.

Additional analyses, including descriptive statistics, correlations, and regression, were performed to gain a deeper understanding of relationships that exist in the survey data (if any). Researchers investigated 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.

During the first phase of analysis, an aggregate score was developed 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 computed in each category by assigning every “yes” response a score of “1.” The total scores for each record were compiled into appropriate total 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 with a significant number of discards among bus operators’ participation responses.

CUTR counted “not sure” participation responses as “no” responses based on the assumption that individuals would 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. In addition, some benefits and incentives actually have complete participation regardless of whether the employee is aware of the specific item. For example, all employees qualify for the heroic acts and employee of the month programs by virtue of the fact that MDT employs them. As such, these items, as well as ASCE 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 was substantial. The results indicate 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 classifications revealed obvious differences between the two.

Table 4.11. Survey Analysis: Aggregate Scores in Survey Categories¹

Group	Total Awareness	Total Participation	Total Satisfaction
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 is more aware and more satisfied with current incentives, benefits, and conditions than are bus operators. 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 (recall 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 showed that when survey responses went from bus drivers to maintenance personnel, there was a significant 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, a 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 zealous 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 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

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 differed for bus operators and maintenance personnel; and reaction to specific sample incentives.

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

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 and almost 90% of the maintenance survey respondents were men. The 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 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 reported general participation 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 participated most often in ASCE

certification training, followed by free transportation. Operators participated in free transportation most often.

In general, 41 % of operators and 33 % of maintenance personnel were generally satisfied with conditions and benefits. Both employees indicated they would be more satisfied if they were to have more input into MDT decisions and better communication with management and members of the other employee classes. The groups are least satisfied with their input.

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

Among issues specific to the employee groups, each group reported that the other group lacked adequate knowledge of their job responsibilities. Nonetheless, they also acknowledged not knowing enough about others' work roles. Maintenance staff took issue with parts availability, while operators described problems with route run times and security.

Overall, it appears that any improvement, addition, or modification to the current Incentive and benefit situation would be well received by both bus operators and maintenance personnel. Efforts should target self-improvement opportunities, greater input, and specific job-related 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 in the long-term. As mentioned earlier in this report, agencies that have conducted employee surveys are

quick out the necessity for action following it's the survey's completion. "Quick fixes," which need not be complicated or expensive, show workers that the agency is indeed concerned about their needs and that it 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 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 extra effort, including a creative and innovative approach, will be necessary to market the plan successfully to bus operators and to enlist their participation.

The survey showed that employees strongly desire a greater role in the decision-making process at MDT. Employees also wish to see dramatic improvements in communication with other types of employees and in communication 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.

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 suggest 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 the 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 as soon as possible. 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)

1.) Increase awareness of current incentives, including:

Computer purchase program
Employee discounts program
Wellness program
College tuition program
Heroic acts

2.) Promote participation in current incentives, including:

College tuition program
Computer purchase program
Wellness program
Employee suggestion program
Heroic acts

3.) Improve shop cleanliness

4.) Develop criteria to recognize employees accomplishments

5.) Begin investigation of methods to make technology training available to employees

6.) Investigate possibility of modifying tuition reimbursement program (to 100%)

7.) Begin investigation of personal improvement opportunities to offer employees

8.) Establish pilot safety incentive program for bus maintenance

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 deals with initiation of items that will eventually take effect in the intermediate-term 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 at this point. 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.

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. Additionally, 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 also allow the agency

considerable opportunity to include employees in the decision-making process. Table 5.2 lists several 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.

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

1.)	Begin investigation 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

Intermediate Range Implementation Possibilities

The intermediate range is considered to be the period between 3 to 9 months after delivery of the final report. While intermediate action should continue to address awareness and participation, satisfaction issues should come into focus during this time period. Additionally, 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 also allow the agency

considerable opportunity to include employees in the decision-making process. Table 5.2 lists several 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.

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

1.)	Begin investigation 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

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 were bumped to the intermediate term.

Focus groups and/or volunteer employee committees could be established to discuss specific Incentive ideas more thoroughly. For example, MDT could 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 also begin by soliciting specific bus operator input. For maintenance staff, MDT might consider taking a closer look at the parts availability issue and begin documenting specific details about the 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 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 in the planning and development phases 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

Task Force Input

REFERENCES

1. McGlothlin Davis, Inc. *Managing Transit's Workforce in the New Millennium*. TCRP Report 77, TRB, National Research Council, Washington, D.C. 2002.
2. Schiavone, J.J. *Monitoring Bus Maintenance Performance*. TCRP Synthesis of Transit Practice Twenty-Two, TRB, National Research Council, Washington, D.C. 1997.
3. Mohsen, J. *Development of Bus Maintenance Information*. http://tid1s0.engr.ccny.cuny.edu/utrc/html/bus_maintenance_more.html. Rutgers University, 2001.
4. Maze, T.H. *Bus Fleet Management Principals and Techniques*. Report DOT-T-88-20. University Research and Training Program, US DOT, Washington, D.C. 1987.
5. Maze, T.H. and A.R. Cook. Theory and Practice of Transit Bus Maintenance Performance Measurement. *Transportation Research Record 1140*, TRB, National Research Council, Washington, D.C. 1987, pp. 18-29.
6. 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.
7. Santa Clara Valley Transportation Authority. *1998 VTA Employee Customer Service Survey*, Santa Clara, CA, 1998.
8. McMillian, Susan. *Focus on Customers 2000 VTA Employee Survey: Final Report*. Santa Clara Valley Transportation Authority. Santa Clara, CA, 2000.
9. Santa Clara Valley Transportation Authority. *Housing Issues Survey*. Santa Clara Valley Transportation Authority. Santa Clara, CA, 1998.
10. AUTHORS. *Title*, Publisher, City, State. Year, PP

APPENDIX A

Survey instrument

Survey promotional materials

APPENDIX B: SURVEY TALLIES

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 ¹						Maintenance Personnel ¹					
	Yes		No		Not sure		Yes		No		Not sure	
Overall, Current incentives	66	35%	93	49%	22	12%	29	36%	43	53%	6	7%
Participation ²	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 ²	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 ²	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 ²	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 ²	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 ²	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 ²	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 ²	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 ²	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 ²	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 ²	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 ²	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 ²	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 ²	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 ¹						Maintenance Personnel ¹					
	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 ² 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 ¹						Maintenance Personnel ¹					
	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 ¹					
	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 ¹					
	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 A.6. SURVEY RESULTS: Section 5 – Sample Incentives

Incentive area /						
	Options	Bus Operators ¹		Maintenance Personnel ¹		
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 ²						
	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 & soap inside.</p> <ol style="list-style-type: none"> 1. Drivers door has glare that bothers the door while driving. 2. Mechanics need to service the buses better to avoid breakdowns. 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.
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, & 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 & 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, & very uncomfortable. South Florida weather is hot, humid & sticky therefore more comfortable & aesthetically pleasing uniforms should be in order. Ex polo shirts & pants, or shorts & 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 & reasonable running times. Improve cleanliness of restrooms at rail stops. Have regulation & conditions posted inside all buses for passengers to read & 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 & 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 & 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.