



Board Report

File #: 2022-0181, File Type: Informational Report

Agenda Number: 22.

**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE
MAY 19, 2022**

SUBJECT: 2022 BUS OPERATOR SURVEY UPDATE

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE report on 2022 Bus Operator Survey preliminary data analysis.

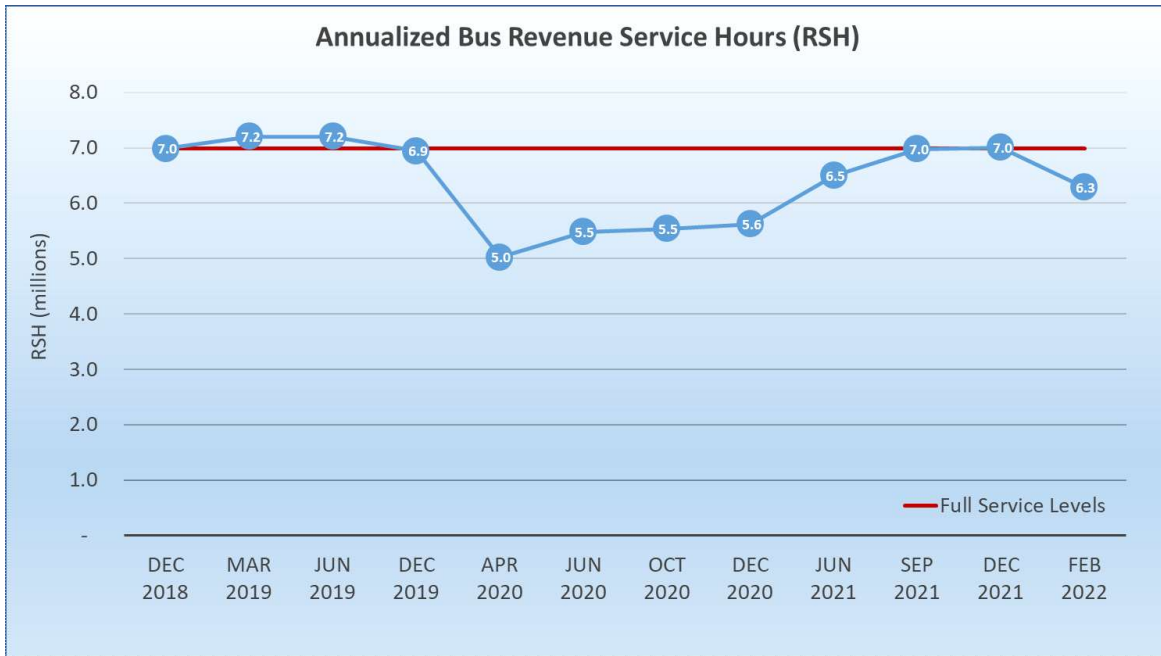
ISSUE

At the January 27, 2022, regular board meeting, Directors Mitchell, Solis, Bonin and Garcetti introduced Motion 43 entitled Operations Transparency and Safeguarding (Attachment A). One of the critical components of this motion was for Metro to research and report back on areas to improve operator retention and Division shortages. Since then, Metro has created a bus operator hiring and retention task force to review, create and accelerate opportunities to improve operator hiring and retention, and to better understand the challenges our operators experience when performing their work duties. A bus operator survey was initiated to garner direct feedback on areas of job satisfaction, concerns and pain points, workplace culture and environment. This report summarizes the results and findings from the 2022 bus operator survey.

BACKGROUND

Through the COVID-19 pandemic, the bus network has had to adjust to changes in ridership, revenues and operator availability. Figure 1 shows how service levels have changed between 2020 and 2022.

Figure 1: Metro Bus Service Levels (Dec 2018 - Feb 2022)



Despite the 30% reduction in bus service at the beginning of the pandemic in April 2020, all staff were retained. Since more operators were available compared to the amount of service provided, operator hiring was temporarily halted. However, regular attrition rates, coupled with increased short term leaves due to COVID, resulted in a decreasing number of operators as Metro was increasing service levels between June 2020 and 2021. While operator recruitment resumed in March 2021, the number of new operators hired was being outpaced by the number of operators separating from the agency. Therefore, by August 2021, the operator staffing level dropped below the number required to provide service. At the same time, service levels were scheduled to increase to pre-pandemic levels.

Despite increased efforts to attract and recruit more operators, Metro was faced with the “perfect storm” of a national labor shortage since the pandemic, including increased attrition outpacing hiring, and COVID surge impacts to operator availability. Given the significant shortage of operators, service cancellations increased to 18% and ordered operator callbacks to cover assignments increased three to four times compared to pre-COVID levels. Not only was service unreliable for our customers, ordered call backs (OCBs) were causing fatigue among operators resulting in low morale and burn out which ultimately impacts retention. As a result, bus service was temporarily reduced on February 20, 2022 in response to the operator shortage.

Metro currently employs about 3,300 active bus operators across ten directly operated bus divisions throughout Los Angeles County. An additional 600 operators are needed to fully restore service to pre-COVID levels.

DISCUSSION

Operator Survey Approach

The operator survey was conducted between February 22, 2022 and March 21, 2022 to better understand the issues impacting operator recruitment and retention, including job satisfaction, concerns and pain points, workplace culture and environment. A total of 588 bus operator responses were received, representing 18% of operators. Each bus division was visited by Metro staff at least twice with the majority visited three times at different times and days of the week to ensure equal representation across all bus divisions. The survey was also accessible through a QR code that was posted throughout the divisions.

Survey staff were available at each bus division to communicate survey goals, demonstrate how to take the survey and provide assistance where needed. The survey consisted of 19 questions in a multiple-choice format with an option to provide additional feedback, which took most employees eight (8) to ten (10) minutes to complete. In addition, to avoid biased questions, staff ensured the questions were open ended and neutral in tone. A copy of the survey is included in Attachment B.

The survey results were analyzed by:

- Systemwide
- Division
- Operator tenure or seniority
- Part time/full time status
- Operators considering leaving Metro

Operator Survey Tenure

- 17%: 2 years or less of service
- 25%: 3-5 years of service
- 27%: 6-10 years of service
- 31%: 10+ years of service
 - Of those with 10+ years of service with Metro, about 15% said they had over 20 years of service with Metro

Survey respondent targets were set in accordance with statistically accepted valid sample sizes and unbiased data collection. Responses were weighted to ensure that all bus divisions were proportionally represented.

Survey Findings

Questions were designed to gain insight into three (3) main areas: Job Satisfaction, Concerns/Pain Points, and Workplace Culture/Environment.

Job Satisfaction

Operators were asked about their opinions on the following statements related to Job Satisfaction (Attachment C):

- I enjoy being an operator

- I see myself working as an Operator for another five years
- I would recommend being a Metro Operator to my family and friends
- What do you like most about being an Operator (open ended)

Sixty percent of respondents enjoy being an Operator, with a greater percentage among part time Operators. However, enjoyment trends downward over time.

Despite the majority of Operators enjoying their job, only about 40% see themselves working as an operator for another five years and again, longevity trends downward over time. In addition, only about a third of operators would recommend the job to family and friends, and part-time employees are more likely to recommend the job than full-time employees.

Concerns and Pain Points

Operators were also asked about specific pain points about their job and how those influence their thoughts about leaving Metro (Attachment D). Specific questions include:

- My biggest concern with being an Operator is...
- I think about leaving Metro often
- If I were to leave Metro it would be due to...
- I'm very concerned about COVID-19

A total of 98% of respondents noted that they have concerns with being an operator. Those concerns are mainly around the following areas:

- 23%: low pay
- 22%: safety from passengers
- 21%: high stress
- 14%: fatigue
- 7%: safe operation of bus while driving
- 6%: other concerns
- 3%: unfair treatment by direct supervisor/manager
- 2%: childcare concerns
- 2%: commute times

Overall, low pay is the greatest concern of Operators, followed closely by safety from passenger confrontation, high stress, and fatigue. Concerns about low pay are highest among Operators who are part time and those with two or fewer years of service, and the concern declines steadily as tenure increases (Figures 2 and 3).

Figure 2: Operator Concerns by Full or Part Time

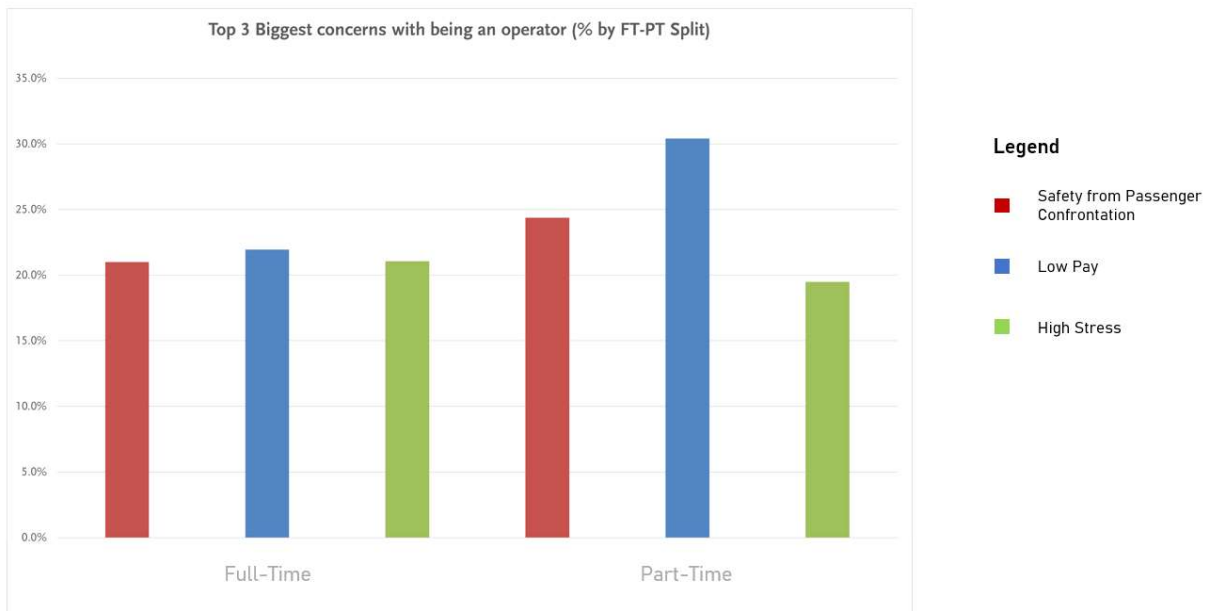
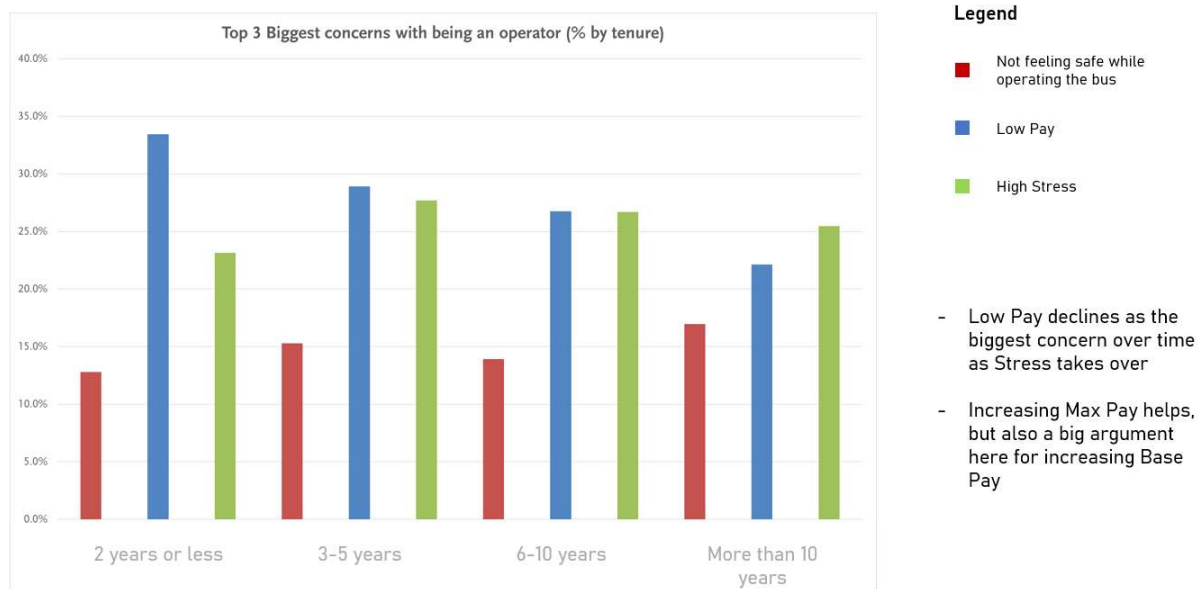


Figure 3: Operator Concerns by Tenure

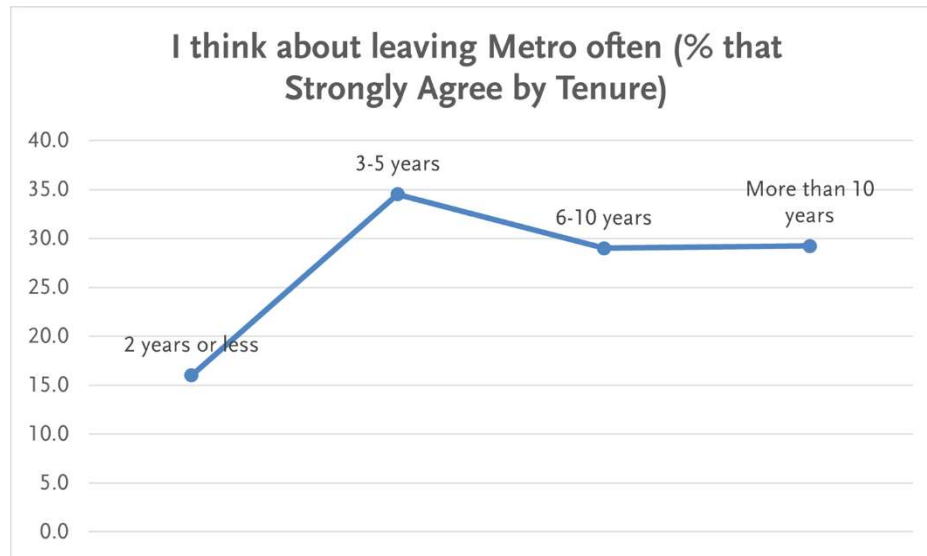


- Low Pay declines as the biggest concern over time as Stress takes over
- Increasing Max Pay helps, but also a big argument here for increasing Base Pay

Fifty-four percent of Operators are inclined to leave Metro, with the highest percentage being Operators with three to five years of tenure and the lowest being new Operators with 2 or less years of service. Again, low pay and high stress are the most cited reasons for wanting to leave Metro. However, safety and security concerns do not appear to be as critical of a driver for leaving Metro despite Operators feeling it is a significant pain point. The desire to leave Metro declines slightly after

Operators have worked five years or more (Figure 4).

Figure 4: Considering Leaving Metro by Tenure



About 65% of Operators are concerned about COVID-19 with the percentage increasing as Operators increase in tenure and those who are considering leaving Metro.

Workplace Culture and Environment

Finally, Operators were asked for their thoughts on the culture and working environment at Metro (Attachment E). Specific questions include:

- Having a good relationship with my coworkers is important to me
- Having a good relationship with my direct manager is important to me
- I am satisfied with the benefits Metro offers me
- Being recognized for good work is important to me
- The culture at Metro needs to improve

Overall, about 80% of Operators surveyed value a good relationship with their direct manager and coworker and recognition. Most operators feel the culture at Metro needs to change with communication, safety, employee empowerment, and trust in leadership being the top four areas needing improvement. Finally, about half of the Operators surveyed feel satisfied with Metro’s benefits.

Operator Suggestions for Improvement

Operators were given the opportunity to offer suggestions on how to improve the work environment and strategies to attract new operators. Responses were word clouded and coded to identify the

most mentioned suggestions, including: humanize the position, improve communication and recognition, improve morale, enforce safety protocols, reduce or eliminate the use of ordered callbacks, and improve layover time and scheduling. Many of the responses also related to pay and feeling valued.

Key Takeaways

The main takeaways from the 2022 Bus Operator survey are that the majority of Bus Operators generally enjoy the job and about half appreciate the benefits (e.g. insurance, tuition reimbursement and pension) offered by Metro. However, only about a third would recommend the job to their friends and family. As mentioned previously, Operators surveyed expressed dissatisfaction with pay, safety from customers, stress, and fatigue, but low pay and stress appear to be the primary reasons causing Operators to want to leave Metro. In addition, Operator retention would improve by nurturing a culture that values employees through improved communications, safety, recognition of operator efforts, and empowering them as frontline experts in their field.

Operator Survey - Bus Operator Qualitative Feedback

Over 1400 comments were received from this survey. Many of the responses received are directly tied to the themes observed, including pay, safety, fatigue/stress and management/supervisory support/relationships. Also important to operators is more layover time, better schedules, more respect, less ordered call backs, and more respect and recognition. Examples of comments include:

Pay & Stress

- *“Competitive pay. Other jobs offer less stress more pay.” -3/7/22*
- *“Higher starting pay per hour and shorter time to reach top pay.” - 3/12/22*
- *“Raise the pay. You have minimum wage jobs reaching us, with less stress.” -3/24/22*

Safety

- *“Make sure of bus Operators: SAFETY.” -2/22/22*
- *“Better pay, better safety barriers full protection. Do something about the people that ride the bus and sleep there or stink.” -2/25/22*
- *“The main issue for every operator is uncontrollable safety from our passengers. Daily we are faced with immense danger from passengers who simply would just like to cause harm, along with passengers who are very intoxicated. These passengers threaten us and physically attack us and there’s nothing we can do. They make the ride uncomfortable for all passengers and scare customers away from taking our system.” -3/9/22*

Management Relationships and Support

- *“Better relationship with supervisors and management.” 3/3/22*
- *“Supervisor and management communication needs to improve in a positive way.”- 3/8/22*
- *“More encouragement, and for supervisors not to be so uptight, relax you still show professionalism without the hard face.” 3/9/22*

Recommendations Received to Improve Work Environment

- *“Allow more time for breaks. Salary increment.”- 3/10/22*
- *“Provide more running time during rush hours. More layover time. Have better restrooms facilities at layovers.” -3/10/22*
- *“Pay the new hires more! Get them to top pay within 5 years! Understand operators have a life outside of Metro.” - 3/7/22*
- *Reduce OCB to allow for proper rest, recovery, and stress reduction.” -3/11/22*

EQUITY PLATFORM

To preserve anonymity, the survey did not capture demographic information, but staff will work with the Office of Equity and Race to identify demographic analysis methods that prioritize operator trust in future surveys. In addition, the bus operator survey will assist Metro in understanding areas of improvement and opportunities for bus operator retention, hiring and how Metro can better meet their needs. This survey is an initial step to better identify and prioritize the needs of our bus operators and ensure equitable treatment of all Metro employees, specifically those that conduct the essential work that provides mobility options for thousands of people in Los Angeles daily.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

This recommendation supports Metro’s Strategic Plan Goal 3) Enhance communities and lives through mobility and access to opportunity and Goal 4) Transform LA County through collaboration and leadership. Metro will continue work toward retaining and attracting bus operators as valuing our people is a critical goal for all staff. Metro will continue to prioritize innovative ways to attract, train, develop, and engage our internal talent to improve employee satisfaction and increase retention of our most valuable assets.

NEXT STEPS

This survey has provided important information to Metro that will be utilized in directing immediate next steps relative to where efforts are spent both for immediate and long-term recruitment and retention activities.

The results of the survey have been shared with stakeholder departments, including System Security & Law Enforcement, the Chief People Office, the Customer Experience Department, as well as with bus division management staff. In addition, division outreach and engagement sessions with Operators have been conducted at existing RAP sessions across all Bus Divisions to share the survey results, report on efforts underway to address key pain points, and to better understand the root cause of key issues such as safety concerns, stress, and fatigue. Based on the information collected, strategies will be developed to address concerns, meet the needs, and improve upon valuing our employees and increasing Bus Operator retention.

ATTACHMENTS

Attachment A - Motion 43

Attachment B - Operator Survey Questions

Attachment C - Job Satisfaction Survey Results

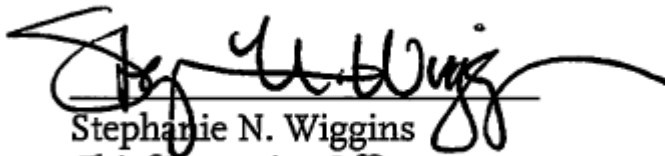
Attachment D - Concerns and Pain Points Survey Results

Attachment E - Workplace Culture and Environment Survey Results

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Metro

Board Report

File #: 2022-0050, File Type: Motion / Motion Response

Agenda Number: 43.

REGULAR BOARD MEETING
JANUARY 27, 2022

Motion by:

DIRECTORS MITCHELL, SOLIS, BONIN, AND GARCETTI

Operations Transparency and Safeguarding Motion

With over 200 separate lines and nearly 80% of total current ridership, bus operations are the backbone of the Metro system. As of the beginning of December, overall ridership has returned to 69% of pre-pandemic levels and bus ridership alone has increased further and returned to over 80% of pre-pandemic levels. Riders both want and need Metro services to reach jobs, school, and essential services.

Providing consistent, reliable bus service is essential for equitable transit. While the system is currently averaging approximately 10 - 15% cancellation rate as of January 2022, cancellation rates are highly concentrated in Equity Focus Communities. According to Metro data, of the top ten lines with the most canceled service, six are in South Los Angeles and all run through Equity Focused Communities.

Metro has not been able to provide its full schedule of service mainly due to a record high operator shortage. If the agency must temporarily decrease scheduled revenue service hours or cancel scheduled service hours to improve service reliability, Metro riders should have greater transparency on how the burden will be more equitably spread throughout the system and how the agency plans to return to full-service levels. Further, while the operator shortage is emblematic of a tight labor market globally, the agency must take substantive steps to urgently attract and retain talent.

SUBJECT: OPERATIONS TRANSPARENCY AND SAFEGUARDING MOTION**RECOMMENDATION**

APPROVE Motion by Directors Mitchell, Solis, Bonin, and Garcetti that direct the CEO to:

- A. Set a goal to return to full bus service levels no later than June 2022;
- B. Assume full bus service levels in the FY23 budget;
- C. Report back in 30 days on:

1. Clear metrics for how Metro will determine its readiness to return to 7 million revenue service hours;
 2. Cancellation data by line and division dating back to the September 2021 service update, including geographic trends in cancellations such as, disparities between Equity Focus Communities and non-equity focus communities and division differences;
 3. A methodology for service deployment that prioritizes NextGen Tier 1 lines and lines serving Equity Focus Communities, as well as other emergency service options;
- D. Report back in 60 days with recommendations for improving operator retention and division shortages, including but not limited to:
1. A plan to meet the mental health and wellness needs of current operators and other frontline workers, particularly those who have been victims of assault while on assignment;
 2. Incentives to effectuate the prioritization of NextGen Tier 1 lines and lines serving Equity Focus Communities for bus service;
 3. Recommendations to streamline and retain operators through the training process; and
- E. Report back monthly on scheduled versus actual service during the temporary service reduction period, with detail by line, division, and effect on Equity-Focus Communities; and steps to ensure cancellation data continues to be made publicly available data.

Link: [Bus Operator Retention Survey](#)



1. How many years have you been an Operator?

2. I work:

- Full time
- Part time

3. I work out of Division:

Select up to three responses for question #4

* 4. My biggest concern with being an Operator is:

- Safety from passenger confrontation
- Safe operation of bus while driving
- Safe operation of train
- Safe operation of Micro vehicle
- Low pay
- High stress
- Fatigue
- Childcare concerns
- Unfair treatment from my direct manager
- Commute time
- No concerns
- Other (please specify)

Operator Survey Link and Questions

5. I think about leaving Metro often.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Select up to three responses for question #6

* 6. If I were to leave Metro it would be due to:

- Not feeling safe while operating the bus
- Not feeling safe while operating the train
- Not feeling safe while operating the micro vehicle
- Low pay
- Childcare issues
- High stress at work
- Management
- Commute time
- Retirement
- Not feeling safe from passenger confrontation
- Not planning on leaving Metro
- Other (please specify)

7. I'm very concerned about COVID-19.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. I enjoy being an Operator.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. I see myself working as an Operator for another five years.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. I would recommend being a Metro Operator to my family and friends.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. What do you like most about being an Operator.

Operator Survey Link and Questions

12. Having a good relationship with my coworkers is important to me.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Explain (optional)

13. Having a good relationship with my direct manager is important to me.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Explain (optional)

14. I am satisfied with the benefits Metro offers me.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Explain (optional)

15. Being recognized for good work is important to me.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Explain (optional)

16. The culture at Metro needs to improve.

- Yes
- No
- Explain (optional)

Operator Survey Link and Questions

* 17. Areas of culture change in need of improvement

- Trust in leadership
- Communication
- Employee empowerment
- Manager effectiveness
- Diversity and Inclusion
- Safety
- Other (please specify)

- Culture change not needed

Next

18. What suggestions do you have to create a better Operator work environment?

19. What strategies should Metro use to attract more Operators to the organization?

Prev

Done

**Job Satisfaction Survey Questions and Results
Q8, Q9, Q10 and Q11**

Q8. I enjoy being an Operator.

		Valid Percent
Valid	Strongly Agree	29.6%
	Agree	29.6%
	Neutral	27.8%
	Disagree	07.0%
	Strongly Disagree	06.0%
	Total	100%

Q10. I would recommend being a Metro Operator to family and friends.

		Valid Percent
Valid	Strongly Agree	13.8%
	Agree	17.1%
	Neutral	26.5%
	Disagree	17.0%
	Strongly Disagree	25.6%
	Total	100%

Q9. I see myself working as an Operator for another five years.

		Valid Percent
Valid	Strongly Agree	21.2%
	Agree	20.3%
	Neutral	32.6%
	Disagree	11.6%
	Strongly Disagree	14.3%
	Total	100%

Q11. What do you like most about being an Operator. (Open-ended)

I really enjoy driving busses from our fleet and helping the public. We make it look easy but its a true skill set that takes years to master
3/10/2022 4:27 PM

The independence involved. Just you and your bus.
3/10/2022 4:08 PM

Interacting with people, not being in the same place for hours
3/10/2022 3:57 PM

Everyday is different. Nothing stays the same, different stories to tell, people to see and places to go.
3/10/2022 11:50 AM

There is an importance of being an operator and my passengers make me feel great when they appreciate my performance on the road.
3/9/2022 1:03

**Concerns and Pain Points
Q4, Q5, Q6 and Q7 Survey Results**

Q4. My biggest concern with being an Operator.

		Valid Percent
Valid	Safety from passenger confrontation	21.5%
	Safe operation of bus while driving	7.40%
	Safe operation of Micro vehicle	0.20%
	Low pay	23.0%
	High stress	20.9%
	Fatigue	13.6%
	Childcare concerns	2.40%
	Unfair treatment from my direct manager	3.40%
	Commute time	1.60%
	Other Concern	06.0%
	Total	100%

Q6. If I were to leave Metro, it would be due to.

		Valid Percent
Valid	Not feeling safe while operating the bus	14.9%
	Not feeling safe while operating the train	0.20%
	Not feeling safe while operating the micro vehicle	0.10%
	Low pay	27.0%
	Childcare issues	2.70%
	High stress at work	25.9%
	Management	6.30%
	Commute time	2.70%
	Retirement	5.80%
	Not feeling safe from passenger confrontation	14.4%
	Total	100%

Q5. I see myself working as an Operator for another five years.

		Valid Percent
Valid	Strongly Agree	21.2%
	Agree	20.3%
	Neutral	32.6%
	Disagree	11.6%
	Strongly Disagree	14.3%
	Total	100%

Q7. I'm very concerned about COVID-19

		Valid Percent
Valid	Strongly Agree	43.3%
	Agree	21.3%
	Neutral	24.9%
	Disagree	4.50%
	Strongly Disagree	06.0%
	Total	100%

Workplace Culture and Environment Survey Questions and Results
Q12, Q13, Q14, Q15, Q16 and S17

Q12. Having a good relationship with my coworkers is important to me.

		Valid Percent
Valid	Strongly Agree	47.8%
	Agree	34.6%
	Neutral	16.2%
	Disagree	0.80%
	Strongly Disagree	0.70%
	Total	100%

Q14. I am satisfied with the benefits Metro offers me.

		Valid Percent
Valid	Strongly Agree	16.4%
	Agree	34.3%
	Neutral	29.5%
	Disagree	13.0%
	Strongly Disagree	6.70%
	Total	100%

Q13. Having a good relationship with my direct manager is important to me.

		Valid Percent
Valid	Strongly Agree	43.1%
	Agree	35.9%
	Neutral	17.3%
	Disagree	1.90%
	Strongly Disagree	1.70%
	Total	100%

Q15. Being recognized for good work is important to me.

		Valid Percent
Valid	Strongly Agree	51.2%
	Agree	30.5%
	Neutral	14.1%
	Disagree	02.0%
	Strongly Disagree	02.2%
	Total	100%

Workplace Culture and Environment

Q16. The culture at Metro needs to improve.

		Valid Percent
Valid	Yes	85.6%
	No	14.4%
	Total	100%

Q17. Areas of culture change in need of improvement.

		Valid Percent
Valid	Trust in leadership	18.9%
	Communication	23.2%
	Employee empowerment	19.4%
	Manager effectiveness	9.70%
	Diversity and Inclusion	3.80%
	Safety	20.2%
	Other Culture Change	4.70%
	Total	100%

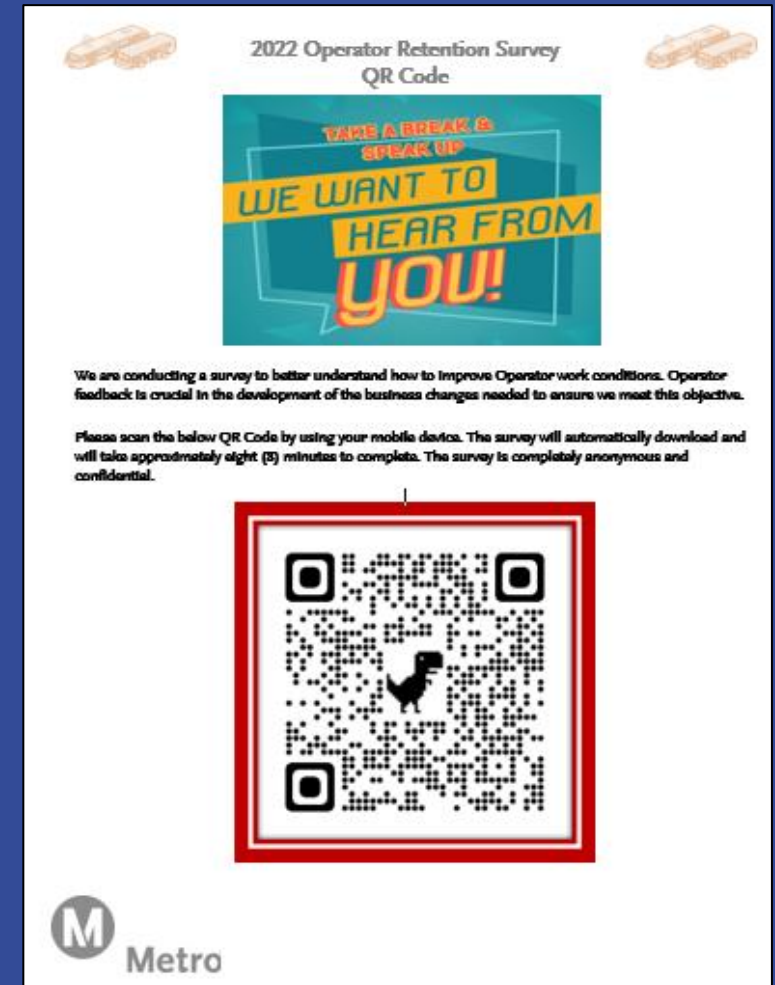
2022 Bus Operator Survey Update



Operations, Safety & Customer Experience Committee Meeting
May 19, 2022

Overview

- Dates: Opened February 22, 2022 and closed March 21, 2022
- Bus Transportation Goal: 513 responses
- Responses Received (Bus Operators only):
 - 588 responses
 - Across 10 Bus Divisions
 - Requested a minimum of 50 responses from each Division
- Division Outreach: Visited twice and most three times
- Survey Questions: 19 total questions
 - 16 closed ended and 3 open ended
- Three Focus Areas: Job satisfaction, Concerns & Culture



Overview: Division Responses

Bus Division	Responses	Percentage
1	54	9%
2	60	10%
3	52	9%
5	75	13%
7	61	10%
8	63	11%
9	54	9%
13	61	10%
15	56	10%
18	52	9%
Systemwide Total	588	100%

Job Satisfaction Questions

Q8. I enjoy being an Operator.

		Valid Percent
Valid	Strongly Agree	29.6%
	Agree	29.6%
	Neutral	27.8%
	Disagree	7.0%
	Strongly Disagree	6.0%
	Total	100.0%

Q9. I see myself working as an Operator another 5 years.

		Valid Percent
Valid	Strongly Agree	21.2%
	Agree	20.3%
	Neutral	32.6%
	Disagree	11.6%
	Strongly Disagree	14.3%
	Total	100.0%

Q10. I would recommend being a Metro Operator to my family and friends.

		Valid Percent
Valid	Strongly Agree	13.8%
	Agree	17.1%
	Neutral	26.5%
	Disagree	17.0%
	Strongly Disagree	25.6%
	Total	100.0%

Takeaways:

- About 60% of respondents enjoy being an Operator, however enjoyment trends downward over time
- About 40% of operators see themselves working as an operator another five years, however longevity trends downward over time
- About 1/3 of operators would recommend the job to family and friends

Concerns and Pain Points

Q4. My biggest concern with being an Operator.

Areas of Concern	Responses	
	N	Percent
Low pay	347	23.0%
Safety from passenger confrontation	324	21.5%
High stress	316	20.9%
Fatigue	206	13.6%
Safe operation of bus while driving	113	7.40%
Other Concern	90	6.00%
Unfair treatment from my direct manager	51	3.40%
Childcare concerns	36	2.40%
Commute time	25	1.60%
Safe operation of Micro vehicle	3	0.20%
TOTAL	1,512	100.0%

Q5. I think about leaving Metro often.

		Valid Percent
Valid	Strongly Agree	28.0%
	Agree	26.1%
	Neutral	22.9%
	Disagree	12.9%
	Strongly Disagree	10.1%
	TOTAL	100.0%

Q6. If I were to leave Metro, it would be due to:

Areas of Concern	Responses	
	N	Percent
Low pay	356	27.0%
High stress at work	342	25.9%
Not feeling safe while operating the bus	197	14.9%
Not feeling safe from passenger confrontation	190	14.4%
Management	83	6.30%
Retirement	77	5.80%
Commute time	35	2.70%
Childcare issues	35	2.70%
Not feeling safe while operating the train	3	0.20%
Not feeling safe while operating the micro vehicle	1	0.10%
TOTAL	1,319	100.0%

Takeaways:

- **Low pay is the greatest concern for operators and is subject to current negotiations**
- Respect the Ride campaign, homeless outreach, and new ambassador program will work to **improve safety**
- Key issues of **high stress and fatigue** lead to burnout which can be directly impacted by **long assignments, ordered call backs, and insufficient run times**

Workplace Culture and Environment

Q12. Having a good relationship with my direct manager is important to me.

Systemwide Results

	Valid Percent	Cumulative Percent
Strongly Agree	43.1%	43.1%
Agree	35.9%	79.0%
Neutral	17.3%	96.3%
Disagree	1.9%	98.3%
Strongly Disagree	1.7%	100.0%

Division Results

Division	% Agree or Strongly Agree
1	75.9%
2	82.0%
3	92.3%
5	76.7%
7	80.3%
8	81.0%
9	81.5%
13	75.4%
15	75.0%
18	74.5%

Snapshot: Systemwide Job Satisfaction, Pain Points and Concerns

Job Satisfaction	Pain Points and Concerns
<p>60% enjoy being an operator *greater % among PT operators</p>	<p>98% noted concerns with being a bus operator</p>
<p>40% see themselves work as a bus operator another five years</p>	<p>23% low pay- being the greatest concern. Followed by 22% safety and 21% high stress</p>
<ul style="list-style-type: none"> • Longevity trends downward over time • Only about a third of operators would recommend the job to family and friends • Part-time employees are more likely to recommend the job than full-time employees 	<ul style="list-style-type: none"> • Low pay concerns are highest among part time operators and those with two or fewer years of service • The concern declines steadily as tenure increases

Culture Findings: Recognition & Tenure

Q15. Being recognized for good work is important to me.

How many years have you been an Operator?		Valid Percent
2 years or less	Strongly Agree	49.3%
	Agree	28.2%
	Neutral	18.5%
	Disagree	1.9%
	Strongly Disagree	2.2%
Total		100%
3-5 years	Strongly Agree	50.7%
	Agree	33.5%
	Neutral	14.5%
	Disagree	0.6%
	Strongly Disagree	0.6%
Total		100%
6-10 years	Strongly Agree	56.2%
	Agree	27.1%
	Neutral	9.9%
	Disagree	2.6%
	Strongly Disagree	4.2%
Total		100%
More than 10 years	Strongly Agree	48.4%
	Agree	32.8%
	Neutral	14.4%
	Disagree	2.8%
	Strongly Disagree	1.6%
Total		100%

Q16. The culture at Metro needs to improve.

How many years have you been an Operator?		Valid Percent
2 years or less	Yes	81.6%
	No	18.4%
	Total	100%
3-5 years	Yes	89.9%
	No	10.1%
	Total	100%
6-10 years	Yes	87.9%
	No	12.1%
	Total	100%
More than 10 years	Yes	83.4%
	No	16.6%
	Total	100%

Takeaway:

- About 80% of Operators surveyed value a good relationship with their direct manager and coworkers, as well as recognition



Metro

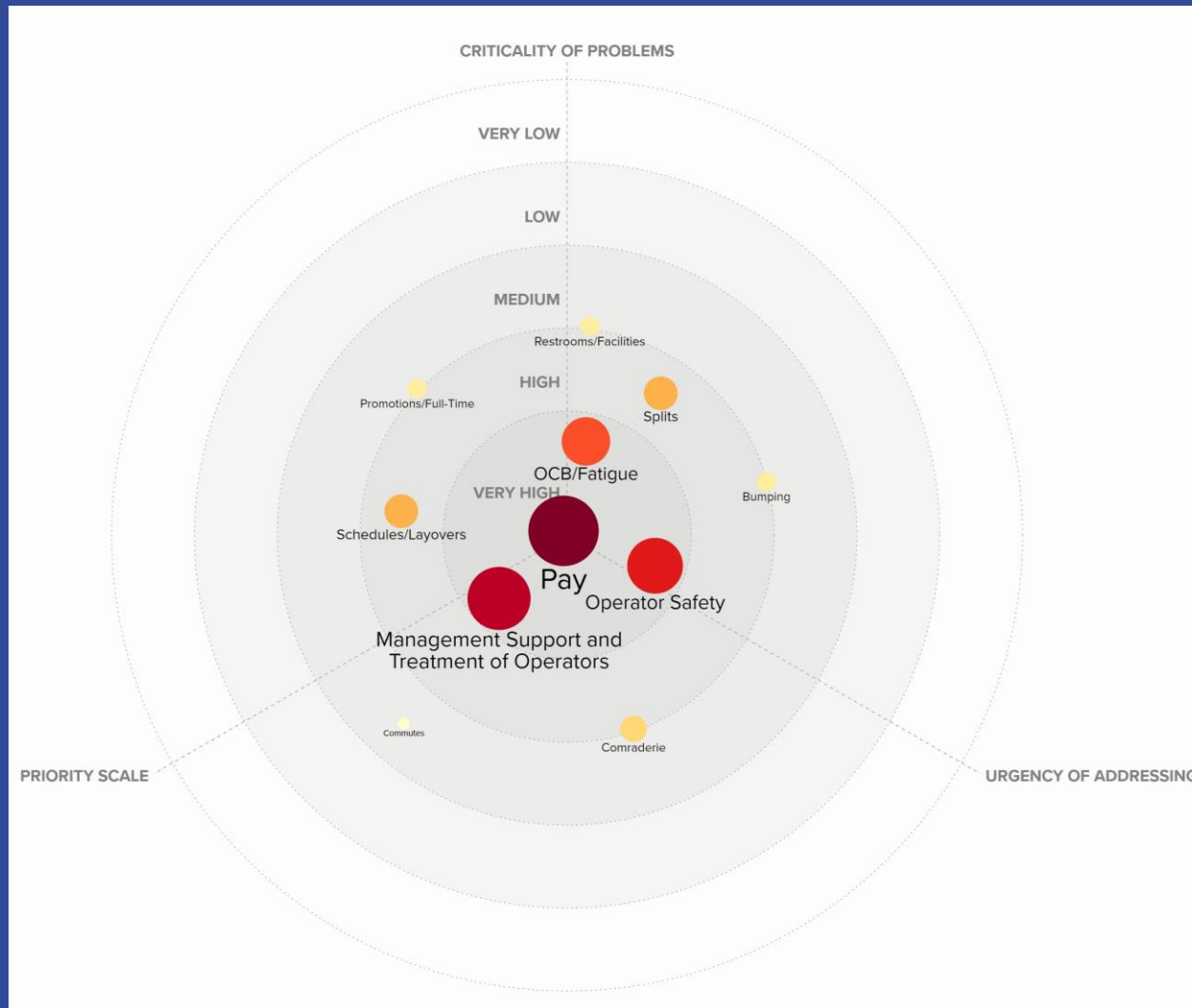
Qualitative Feedback

Q18. What suggestions do you have to create a better Operator work environment?

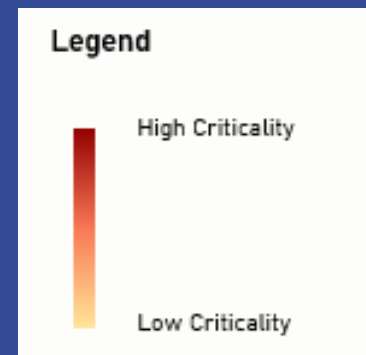
Responses were classified into the following themes using descriptive research coding:

- Social Issues – 190 responses
 - ✓ Humanize, Recognize, Respect, Morale...
- Policy/Political Problems – 99 responses
 - ✓ OCBs, Enforcement of Safety, Ease for New Employees
- Solutions Suggested – 118 responses
 - ✓ Layover 8:01 Rule too little, Scheduling, Enclosed Cabs...
- One Word/Phrase Responses – 63 responses
 - ✓ Just Pay, Benefits, Make it Safer etc.

Qualitative Feedback



Higher Pay and Better Benefits HAVE to be implemented. **Even though out of 521 responses, 100 mentioned pay explicitly, it is implied in almost every response:** calling for respect & dignity, overworking, need for hiring more operators, promise for promotions etc.



Qualitative Feedback - Operator Comments

Q11. What do you like most about being an Operator.

- *“I really enjoy driving busses from our fleet and helping the public. We make it look easy but its a true skill set that takes years to master. “*
- *“The independence involved. Just you and your bus.”*
- *“There is an importance of being an operator and my passengers make me feel great when they appreciate my performance on the road.”*

Q18. What suggestions do you have to create a better Operator work environment.

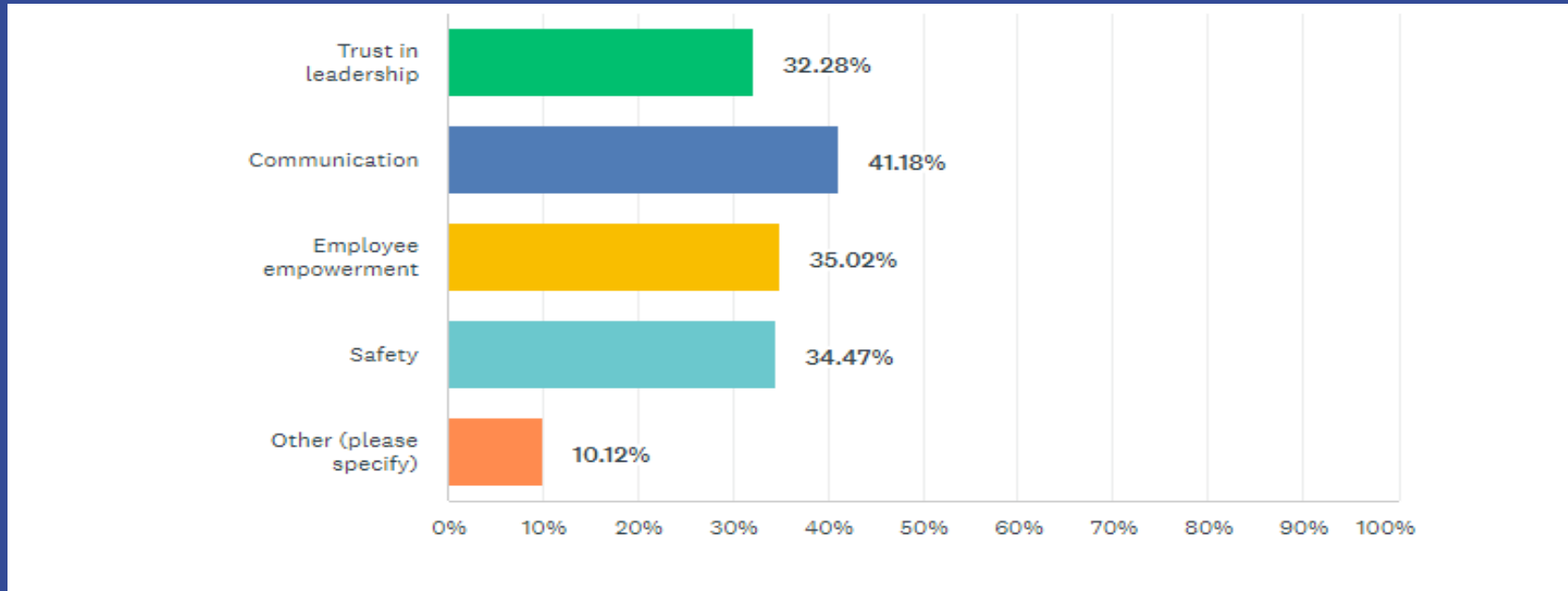
- *“Reduce OCB to allow for proper rest, recovery, and stress reduction.”*
- *Management engagement more with operators.”*
- *Provide more running time during rush hours. More layover time. Have better restrooms facilities at layovers.”*

Q19. What strategies should Metro use to attract more Operators to the organization

- *“Make driving less stressful by providing more running time. Pay more.”*
- *“Better benefit, starting salary (inflation is a big problem), some operator need to drive far to the reporting location.”*
- *“Increase the pay per hour and offer full flexibility time schedules.”*



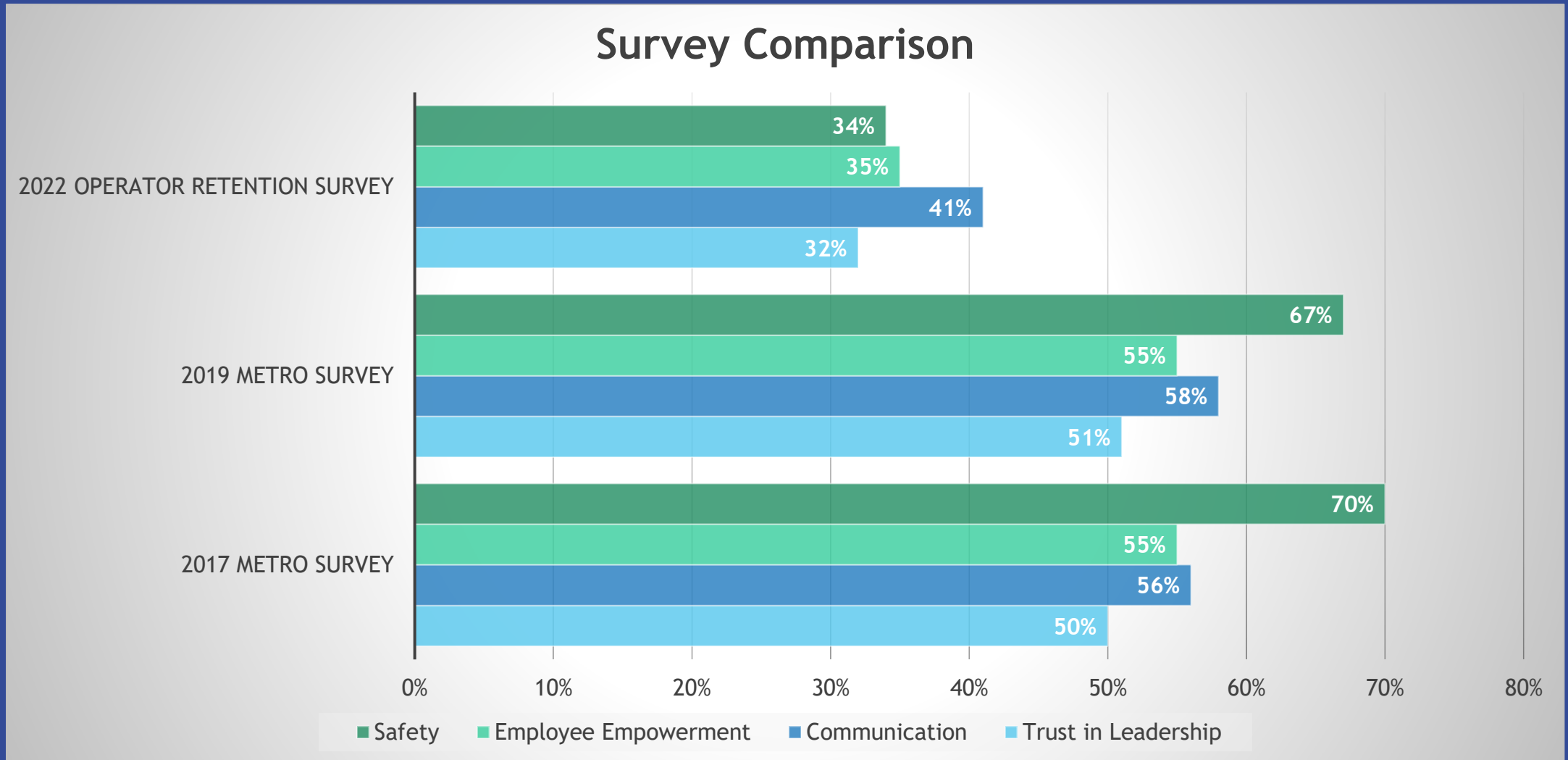
Opportunities for Improvement



Takeaways:

- Most operators feel the culture at Metro needs to change with communication, employee empowerment, safety, and trust in leadership being the top four areas needing improvement
- About half of the Operators surveyed feel satisfied with the benefits that Metro offers
- Additional areas of concern relative to culture change were:
 - ✓ Stress management
 - ✓ Respect

Metro Survey Comparison



Metro

Comparison 2017/2019 2022 Survey Takeaways

- 2017 & 2019 Agency Survey results indicate areas for improvement relative to Communication and Trust in Leadership were important to Operations staff
- Similarly, the 2022 survey results in the areas of culture, communication, trust in leadership, and employee empowerment indicate Bus Operators still want change in these areas
- Recognition is very important for Operators to receive on a consistent basis
- Operators feel a good relationship with their direct manager and coworkers is important



Next Steps

- Metro will continue to review and analyze survey data, for bus and Metro Micro personnel, and concentrate on the following:
 - ✓ Division outreach and engagement to report out survey findings in coordination with Operations, Customer Experience, Chief People Office, and Safety management personnel (to be completed by May 19, 2022)
 - ✓ Create Operator focus groups to drill down into feedback and suggestions
 - ✓ Develop actionable recommendations to improve areas of concern
 - ✓ Steering committee/task force to oversee and execute recommendation implementation with status updates
 - ✓ Re-survey operators to gauge progress (12-18 months)

