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Assessing Personnel Motivation Needs in Transit: The Twin Cities Study

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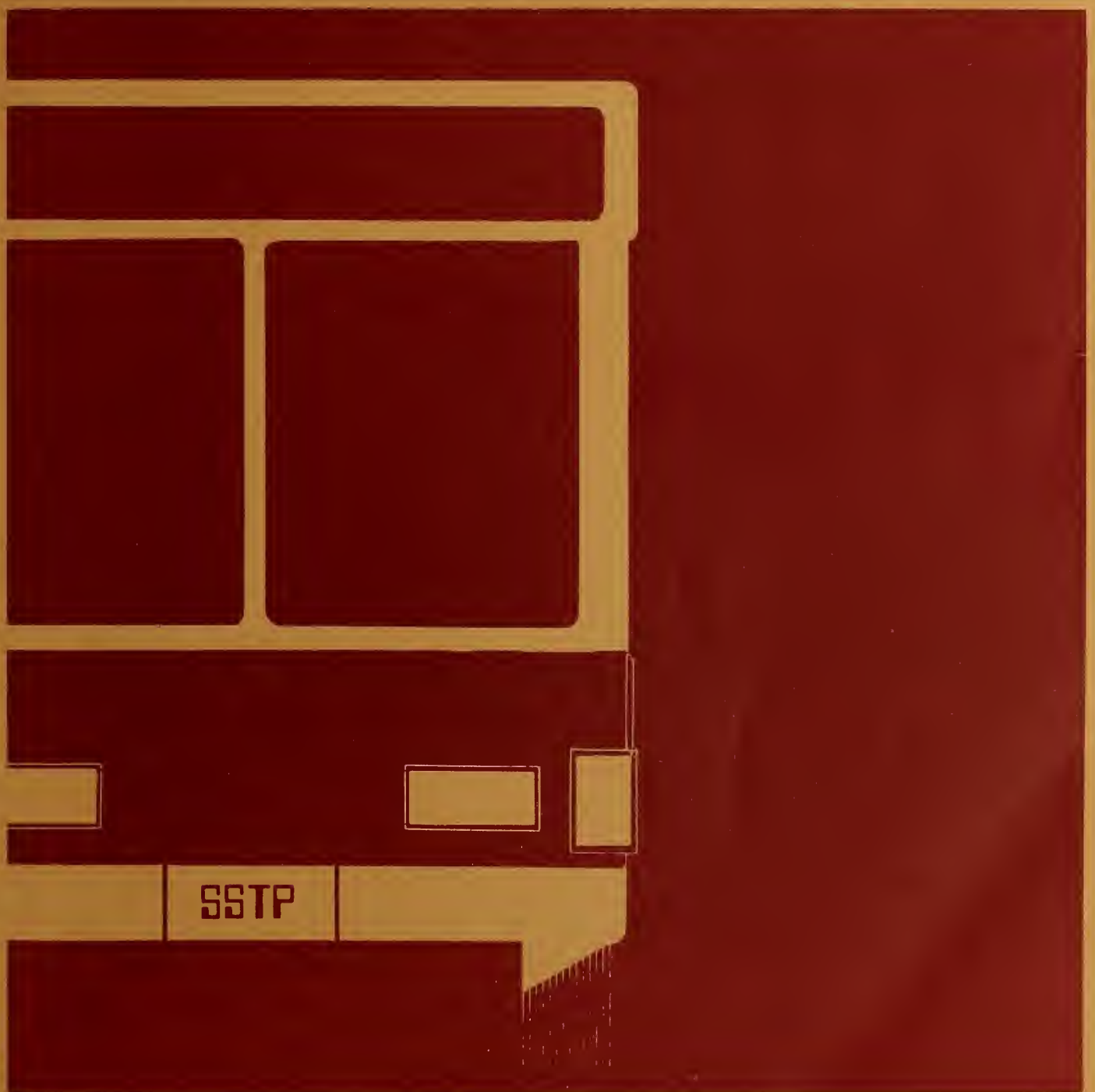

Assessing Personnel Motivation Needs in Transit: The Twin Cities Study

Final Report
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FOREWORD

Increasing productivity is critical to the financial health of the transit industry. Personnel motivation is one area where major gains can be realized in productivity. Recently, the Metropolitan Transit Commission (MTC) initiated a major effort to analyze the problem and develop programs to improve the quality of work life.

This document contains a summary of the first phase of the MTC effort in which surveys, interviews, and group techniques were used to develop an understanding of the priorities of the MTC employees and issues affecting productivity. We believe that the effort made by the MTC is an excellent example of personnel motivation analysis and that this report will be interesting to all transit systems.

Additional copies of this report are available from the National Technical Information Service (NTIS), Springfield, Virginia, 22161 at cost.

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1. INTRODUCTION

In a labor intensive industry like transit, one means for improving productivity is to motivate personnel. Limited financial resources and the changing age composition of today's workforce are two important factors in the problem of employee motivation. Recent financial constraints have slowed the growth of transit employment, and reduced the opportunities for advancement in transit organizations. This decline has been coupled with a generation gap in the labor force. Many employees have been with the transit agency for decades. Many others were recently hired, a result of the expansion of the '70's, and have different goals and outlooks from the older employees.

The Twin Cities Metropolitan Transit Commission (MTC) operates the transit system in the Minneapolis-St. Paul Metropolitan area. In an attempt to better understand the needs of the labor force, the Human Resources Department at MTC developed a Motivation Research Project, with the consulting firm of Moore and Juliano, Inc., of Lansing, Michigan. This report documents the initial step in the project which was an assessment of employees' feelings and attitudes toward the workplace.

The MTC instituted a three part process to gather data on personnel motivation. A written survey was conducted, a number of group discussions of issues were held and in-depth interviews of employees, by a trained, probing interviewer, were used to "flesh out" the results. The process produced results which were the basis for the current program at the MTC to improve employee motivation.

The remainder of this report is organized as follows:

- A description of the project setting and the events that led to the initiation of the project is provided in Chapter 2.
- A discussion of the design of the study is presented in Chapter 3.
- The results of the survey, discussion groups and in-depth interviews are described in Chapter 4.
- Finally, conclusions regarding the usefulness of the project are presented in Chapter 5.

2. THE PROJECT SETTING

The Twin Cities of Minneapolis and St. Paul are the economic and cultural center of the Upper Midwest. This metropolitan area with over 2 million people, is the financial, trading, and transportation center for the states of Minnesota, North Dakota, South Dakota, Montana, Iowa, and Northern Wisconsin. Major industries include Burlington-Northern Railroad, 3M, Honeywell, Univac, Control Data, Pillsbury, and General Mills.

The area was initially settled by immigrants from Scandinavia and Germany in the 1840's. Mexican railroad laborers entered the area in the 1880's, along with Irish and Italian immigrants. The minority population is small (under 3%), and there are few racial problems. The area has a history that is noted for progressive, honest government.

The development of the Twin Cities area is not geographically constrained in any direction. As a result, there are no major corridors of development, and urban development occurs in all directions from the two downtowns, without high density corridors. The two downtowns are 10 miles apart, St. Paul at the head of navigation of the Mississippi River, and Minneapolis upstream at the Falls of St. Anthony, which provided the original source of power for the lumber and grain mills. Each city is distinct and has its own suburban area. As recently as 10 years ago, commuting across the "border" was relatively uncommon. Twin City Lines, the former private bus operator, operated two financially separate bus systems, with only two routes crossing the border (with an extra fare).

Metropolitan government began in the Twin Cities with the creation of the Metropolitan Sanitary District, in order to solve the problem of Minneapolis' sewage polluting St. Paul's water. Then, the need for a single commercial airport produced the Metropolitan Airports Commission. Another major step toward cooperation was the construction of Metropolitan Stadium, owned by both cities but located in neither, facilitating a united effort to attract major league baseball and football. A Metropolitan Planning Commission (MPC) was created in 1958. MPC recognized the need for a transit agency to participate in the comprehensive planning process (the private operators did not actively participate), and encouraged the development of a "joint powers" Metropolitan Transit Commission, in 1966. Working with MPC, the Transit Commission developed both long and short range transit plans, including legislation to create a permanent metropolitan agency, funded by a stable tax source and capable of supporting the transit operations. The permanent agency was created by the 1969 legislature, and funded initially by a vehicle registration tax and ultimately by a real estate tax levy.

The MTC is now a 15-member agency, with members representing combined legislative districts. Its members are appointed by the Metropolitan Council, MPC's successor, which also approves MTC's capital budget and can veto any major action. The MTC chairman is appointed by the governor. Since its inception in 1969, the commission has been served by an executive director, a commission employee who serves at the pleasure of the commission.

When the Transit Commission was created in 1969 transit service in the Minneapolis/St. Paul Metropolitan area was privately provided, largely by Twin City Lines, the original street car system that had converted to buses in the 1950's. The initial authority of the MTC was to study and develop short and long range transit plans for the metropolitan area.

MTC purchased Twin City Lines in 1970 and contracted with ATE Management and Service Co., Inc. to manage the operation. The MTC at the time had a small staff, little expertise in transit operations, and a concern for the financial and operational stability of the system, which had deteriorated in the preceding decade. With MTC takeover came a rapid infusion of capital, both local and federal, which was used to acquire new equipment and passenger amenities. These external improvements were not matched, at that time, by internal improvements, and MTC maintenance personnel continued to maintain buses in dark drafty trolley barns that had been built after World War I. The increased number of buses burdened these facilities, and the growing variety of equipment (including paratransit vehicles, mini-buses, standard buses and articulated buses) further strained the facilities.

The staff of Twin City Lines was almost exclusively white and male. Women had driven buses and streetcars during the war, but were replaced by returning soldiers after the war. Employees were largely Scandinavian and German, as was a large proportion of the Twin Cities' population. Most of the bus drivers and maintenance personnel inherited from Twin City Lines could be described as having the classic "Protestant work ethnic." They

worked hard, they worked every day, and they followed instructions. They accepted their position and the prerogatives of their superiors without complaint. Their lives were family oriented, and the hours spent at work were not the center of their existence or their self image.

The clash between middle aged Scandinavian/German workers and black, Hispanic and female hirees of the 1970's was inevitable. When the agency grew, affirmative action and increased consciousness resulted in the MTC becoming the largest employer of minorities in the state. As it grew, the MTC promoted largely from within, based on seniority. The Scandinavian/German bus drivers and maintenance men soon became the supervisors and foremen of the new employees.

The growth of the MTC ended in 1980, when the state legislature restrained subsidy growth. Since then, employment has been essentially frozen, and the rapid job mobility of the 1970's has ended. At this same time a number of employee problems began to surface. Absenteeism increased to 13 percent, creating severe problems of missed runs and delayed maintenance, as well as resentment from the dependable employees. The first line supervisors, who were formerly bus drivers and maintenance men, had difficulty dealing with the problem. They tried classic "Theory X" methods (giving orders as in a military hierarchy) to resolve the problems, and did not get any results.

Management, faced with morale, supervision, absenteeism and productivity problems, decided to take a major step toward reversing the situation by "opening themselves up" to a participatory

management approach. The decision was not taken lightly, and top management (The Chief Administrator, Assistant Chief Administrators, and Division Directors) fully appreciated the implications of the initial step which was to seek more information about the employee problems. The decision to conduct this study raised the hopes and expectations of the employees. Management recognized that failure to follow through on the study findings could lead to even greater problems.

3. STUDY DESIGN

When MTC requested proposals for a consulting firm to perform Motivation/Incentives Research, in June 1981, the scope of work was intentionally left vague, in the hopes that the proposals would provide insight into the way this work should be done. Firms were asked to describe the techniques they would use to analyze motivational needs and develop an incentives program. The purpose, as spelled out on the title page of the Request for Proposals, was to improve performance and the quality of worklife for all MTC employees through the development of incentive programs based on employee motivational needs identified in the study.

As explained in the Request For Proposals, the rapid expansion of the 1970's resulted in dramatic changes in the work force as number of drivers ranks grew to 1,548, mechanical personnel increased to 350, and a support staff/management expanded to 377 positions. While the work force of 1970 had been composed mainly of white males, this changed by the late 70's to reflect growing participation by women and minorities in all areas of operation. Furthermore, it was increasingly obvious that the growing work force was made up of a new breed of employee. The new people were younger and better educated, with different mores and expectations. Among union employees, absenteeism, disciplinary problems and workers compensation cases began a steady ascent. At the management level, ambitious new staffers began jockeying for upper management positions that formerly required years and years of service. It was also safe to assume that few people who

entered the agency planned to retire in the position for which they were originally hired. Rather, they expected and sought mobility and new experience within the agency.[1]

The unstated objective was to improve the measurable productivity of the employees, particularly reducing absenteeism. The rate of absenteeism had risen dramatically, affecting schedule reliability (missed runs, unavailable buses) and causing morale problems among the "faithful" employees.

The union expressed some concern, at the beginning of the study, that this process might supplant its role in the organization. Assurances were given that this was not the intent, and that union leaders would be kept informed, and given the opportunity to object at any point. This was not proven to be a problem.

The study was managed by the MTC Human Resource Division with the support of the Chief Administrator and the two Assistant Chief Administrators. Middle management, the Division Directors, were also involved more as informed outsiders than direct participants. They were told what was to be done, and were asked for advice, but were not included as "staff" in the surveys, group discussions or in-depth interviews. It appears that they approached the process with skepticism, acquiescing initially because it was handed down from above. Some of them now seem to be

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1Footnote references are contained on page 39.

enthusiastic proponents, talking about the need to trust employees' judgment and the successes of the initial efforts at participatory management.

The responses to the Request for Proposals were varied, and the approach suggested by Moore and Juliano, Inc., was adopted. It had three parts; a written survey, issue discussion groups, and in-depth interviews. The logic behind that approach was to:

1. Identify and quantify the personnel problems and aspirations of a large enough group of employees to have confidence in the results for different groups of workers.

2. Involve a large enough group in discussions to insure representation from all the subgroups within the agency, while, at the same time, keeping the group size small enough to get open discussion. At the same time, a large number of MTC employees would be involved in the process--enough to assure that "everyone" knew about it.

3. Give some people a chance to get specific in frank, private, in-depth interviews.

The consultants took an activist role, appearing as the intermediary between the staff and the management and the chief source of ideas and programs. In this way, the consultants managed to conduct the study without requiring constant public commitment from middle and upper management. It also gave them maneuvering room in the development of project conclusions.

Attitude Survey

A random sample of 320 MTC employees was surveyed from October 21-27, 1981. The sample was selected totally at random, on the assumption that it was a large enough sample (14%) to adequately represent all types of MTC employees. The survey (see

Appendix A) consists of 156 multiple choice items and three open-ended questions. The first 12 items are sociodemographic, and permit analysis of the data by employee subgroups. The other 144 are divided into three groups, 50 on job satisfaction, 50 on importance of issues and 44 on perceptions. All of the multiple choice questions allowed five responses ranging from strongly positive to strongly negative. In developing questions and items for examination, Frederick Herzberg's Motivation-Hygiene Theory of employee motivation was used. According to Herzberg, employees are motivated to be concerned about their work, to want to come to work more regularly, and to want to do a better job by job-related intrinsic factors--achievement, recognition, the work itself, the level of responsibility, the opportunity for advancement, and the opportunity for personal growth. According to Herzberg, hygiene factors which relate to job conditions surrounding the work itself cause employees to feel dissatisfied on the job when they are not present, but do not lead to satisfaction when they are adequate on the job. Hygiene factors are extrinsic, and include organizational policy and administration, type of supervision, the employee's relationship with his/her supervisor, working conditions, salary and benefits, relationship with peers, and job security.[2]

The participants were chosen using an interval rate and the employee list, and notified of being chosen to participate in the survey, and when and where the survey was administered. Sessions were held for six days, three times a day, at each of three locations. One of the times was during evening hours, for the

convenience of those working night shifts. The employees were highly cooperative in this effort.

The coded responses were categorized and analyzed by job groups. Originally, there were seven major job groups: driver, mechanic, transit information center employees, supervisor/ manager, clerk/secretary, staff and other. However, since some of these groups were too small to yield statistically valid sample data, only two categories, supervisory and non-supervisory were used.

The second phase of the analysis was the development of a correlation matrix, in which responses on each question were compared with all other questions. The results were then used to reduce the number of variables. First, importance and satisfaction were compared to determine the ranking of the variables. Their derived effects were examined, such as the relationship between different kinds of variables like pay and decision-making. Then four groups of similar variables were created, each with statistical validity. This helped develop cross tabulations, gave insights into cause and effects, and helped formulate conclusions and recommendations. The four groups were: (1) compensation, (2) communication, (3) job (self) investment, and (4) job knowledge.

Compensation includes variables related to pay, insurance, pensions, etc. This is a hygiene variable and served as the first major control variable. Job communications means communication between tiers within the organization: (1) top management, (2) middle level management, e.g. supervisors and managers, and (3) line employees. This analysis included communication on

an employee-supervisory level as well as a group-to-group level. Decision-making variables were not included here.

Job or self investment, while very abstract, has major implications relating to the acceptability of organizational change. Because it is composed of variables that are internal to the employee and his/her dedication to the organization, self investment can serve as a "change barometer." For example, controlling for self (job) investment and finding that it modifies the level of satisfaction with pay, it is possible to evaluate what positively affects that satisfaction. The effects of increasing the recognition or appreciation an employee receives from his or her supervisor in lieu of raising pay levels can be evaluated.

Job knowledge is also an important variable to be examined. A time-related variable, increases in job knowledge have been shown in many studies to effect the level of satisfaction, perceptions of the organization, and job performance. Results, after controlling for this variable, might point to the need for job related workshops or training seminars. These four major variable groupings, then, served as the controls for future outcomes and cross tabulations.[3]

Although there was no formal connection between this phase of the study and the other two phases, the results of the survey did alert the consultants to issues and areas for further exploration in the Issue Analysis Groups and In-depth Interviews. For example, the question of recognition for work well done was raised in the survey, and became an issue for the issue groups.

Issue Analysis Groups

In October-November, 1981, an issue analysis data collection effort was undertaken by the consultants with the help of an Issue Analysis Team of nine MTC employees. The technique used was a structural and systematic process to collect issues in a group setting called the nominal group technique.[4] The Issue Analysis Team was trained to :

- o conduct the group meeting;
- o develop the issue charges;
- o handle all facilitations, discussions and rote processes;
- o classify and categorize the issue stemming from each charge; and,
- o contribute their sense of the importance of these issues to the MTC.

These employees ranged from operations analysts and maintenance foremen to the managers of accounting and information systems.

Over 100 participants were picked on a stratified random basis to represent the MTC employee population and assigned to one of ten groups, to be sure each subgroup was distributed among the groups. The selection process was stratified, so drivers, who make up over half the employees, made up less than half the issue group participants, while other groups were overrepresented, to assure all viewpoints were represented. No weighting was done based on the sample stratification: issues provided by all participants were given equal weight.

Each group was introduced by the members of the Issue Analysis Team, to each other, to the goals of the project, and to their roles in the process. They were then asked to respond to the following issue charges: What changes or additional incentives or rewards, over and above basic pay and benefits would you recommend to encourage a higher quality of work-life, morale and productivity improvement in areas such as quality, safety, attendance, cost control, creativity, and worker involvement in improving the organization?

Each of the above issue charges was the focus of a two hour session. Participants, after considering and asking questions about the charge, had a five to ten minute silent period where they individually wrote their views on special forms designed for this purpose. The next phase was the round-robin issue contribution session. Facilitators asked each person sequentially for just one issue they wanted to contribute. Issues were written on flipchart pads, numbered, and subsequently posted on the wall as the number of issues increased. Participants were allowed to "pass" anytime their turn came around and they did not have an issue. Ultimately the group would exhaust their supply of issues and the next phase would begin. In the next phase, issue discussion, participants took advocacy positions with regard to the importance of specific issues. Following this phase, participants voted on what they considered to be the "Top Five" issues that their group had produced. Issues reaching this top-five level are summarized on Table 1 and identified with an asterisk

(*) in the issue lists in Appendix B. After a final report on the top five issues, participants took a stretch break and prepared for the next two-hour session, where disincentives were discussed.

TABLE 1

CLASSIFICATION STRUCTURE
INCENTIVES

Issue Category	Subcategories
Involvement, Participation, Teamwork	Joint Management/Employee Meetings Involvement, Participation, Teamwork - Miscellaneous Performance Feedback Social Events Suggestion Systems Employee Participation
Psychological Recognition as Incentive	Psychological Recognition - Individuals Psychological Recognition - Group Basis
Cash Equivalents as Incentives	Rewards for Good Ideas Days Off Group Awards Cash Equivalents - Miscellaneous Cash Equivalents - A Warning
Job or Work Redesign	Job Enhancements Changes in Practices or Procedures
Equipment - Parts - and Working Conditions	Better Parts and Equipment Working Conditions, Miscellaneous Employee Amenities Safe and Clean Work Areas Employee Eating Areas - Lounges - Parking
Benefits As Incentives	Vacations and Holidays Benefits - Miscellaneous Sick Leave and Insurance
Training and Education	Manager/Supervisor Training General Education Skills Training
Communication Practices	Communication Procedures and Suggested Practices Communication Communication with Clerks
Pay Practices	Vacation and Sick Leave Pay Non-union Wages Union Wages

TABLE 1 (cont'd)

CLASSIFICATION STRUCTURE - INCENTIVES (CONTINUED)

Issue Category	Subcategory
Using Cash Awards as Incentives	Cash Awards - Productivity and Attendance
	Ideas for Cash Awards, Miscellaneous
	Cash Awards for Cost Savings Ideas
	Reimbursement or Payback for Unused Sick leave
Discipline Considerations Related to Incentives	Fair and Uniform Discipline Policies Needed
	Discipline - Miscellaneous
	Eliminate "Deadwood"
MTC Public Image	Employee Role in Public Relations
	Rider Education
	Riders
	Public and Political Roles
Career Issues	Career and Promotion Paths
	Careers - Miscellaneous
Other Incentives	Miscellaneous Incentives

TABLE 2

CLASSIFICATION STRUCTURE
DISINCENTIVES

Issue Category	Subcategories
Personnel Issues	Hiring and Employment Training and Development Benefits Employee Recognition Discipline Union/Contractual
Management Practices	Management Decisions Management Red-tape Management Attitudes Accountability Centralized Authority Structure Disciplinary Practices
Communication	Blockage of input and new ideas Communication Breakdowns Top Management - Lower Levels Communication Breakdowns Communication about job rules, regulations, and personnel policies
Working Conditions	Health & Safety Ventilation Work Time and Scheduling Concerns Security Cleaner Buses Restrooms Parking Overcrowded Work Areas
Equipment, Parts and Supplies	Tools and Equipment Purchasing MTC Buses Uniforms Equipment, Parts, Supplies - Misc.
Driver Issues	Routing, Scheduling, Input Stress and Productivity Radio Control Driver Uniforms
Supervisors and Supervisory Practices	Training of Supervisors Street Supervisors Work Quality Supervisor's Communication and discipline practices Supervisory Issues - Misc.

TABLE 2 (cont'd)

CLASSIFICATION STRUCTURE - DISINCENTIVES (CONTINUED)

Issue Category	Subcategories
Morale	Teamwork Insensitivity General Morale
Public Image	Rider Education General Public Image
Budget	Budget Waste Budget Cuts
Management Company	
Procedures	
Transit Commission	
Other	

In Depth Interviews

The third step of the data collection phase of the Motivation Research Project was a series of in depth interviews with 38 employees, chosen to represent a cross section of the MTC employees. The sample was also not random, and consisted of 26 percent drivers and 74 percent non-drivers, including clerks, helpers, foremen, planners, supervisors, directors, or managers. Females comprised 29 percent of the sample. Also, 84 percent of those interviewed were hired by MTC during the 1970's.

The interviews were conducted from a printed questionnaire with 17 questions, (see Appendix C) that covered six major topics related to MTC's need for an incentive program:

- o Attitudes toward change
- o MTC's future and job security
- o Working relations and environment
- o Disincentives
- o Older vs. younger employees
- o Incentives.

It took an average of an hour to complete each interview. The confidentiality of responses was stressed by the interviewer in order to encourage a frank discussion of the issues.[5]

Communication

Upon completion of the three parts to Phase I, the results were presented to employees. Group meetings were held, where members of the Issue Analysis Team went over the results, following a prepared script, soliciting questions and seeking specific

comments. Each of these group sessions were evaluated afterwards by the Issue Analysis Team. In addition, the employee newsletters contained extensive coverage of the activities and their results.

4. RESULTS

Below are the results of the three elements in the study, summarized from the detailed reports, and the actions taken by the Transit Commission after the study was completed.

Attitude Survey

The analysis of the attitude survey identified major problems being experienced by MTC supervisory and non-supervisory employees. This analysis also suggested incentives and other appropriate strategies to deal with such problems.

The single most prevalent attitude that seems to run through the ranks of MTC employees. Morale between the supervisory and non-supervisory work groups is low. Intergroup morale was considered an important concern of employees and was ranked low in satisfaction and perception. The underlying causes of this dissatisfaction/disincentive have origins that differ within each of the two major job groups, supervisory and non supervisory employees, so the discussion of their attitudes are separated.

Supervisory Employees

Supervisory personnel have a preoccupation with hygenic variables. (Hygiene variables when absent lead to employee dissatisfaction, and if at or above an adequate level produce increases in satisfaction.) The primary findings of supervisory personnel, are:

- Supervisory training in communication and other people skills was desired
- Pay was not a significant source of dissatisfaction

- Major sources of **dissatisfaction for supervisors** include;

  - No two way communication. Instead it is top-down, and they have no control over their work destiny.

  - No participation in decision making, which is also top-down.

  - Low recognition for good performance. Upper management does not provide adequate performance feedback to supervisors unless there are problems.

  - Unsatisfactory ability to deal with poor performers. Management will not back up supervisors trying to dismiss or penalize inadequate performance by non-supervisory personnel.

  - No encouragement for suggestions.

In concert with the negative aspects of supervisory dissatisfaction, positive results were also reported in the survey. The supervisory job group is one with high self investment in their job, which constitutes an important part of their lives. The way in which the unit produces, its efficiency and their part in its success are important to them. Supervisors take personally the success or failure of the organization. They are satisfied with most areas of compensation and have confidence in their upper level managers. In their present positions, they are relatively satisfied with the use of their technical skills. They are comfortable with the aims and goals of the organization and feel that they have the capability to meet them. What supervisors seem to say is that they would like more opportunity to use their job knowledge and to learn new interpersonal skills to aid them in improving MTC efficiency.

Non-Supervisory Employees

The survey data suggests that many non-supervisory employees feel they are the backbone of the organization and without them the MTC could not function. They would like to have some degree of involvement in determining their own destiny. Non-supervisory employees, however feel that they have little control over what happens to them on the job. Non-supervisory employees feel that they are simply cogs in the machine that turns slowly and relentlessly and are at a dead end. They feel easily replaceable at any time because middle management considers them unskilled and therefore does not encourage their input; they often feel they're often kept in the dark about organizational aims and goals. They feel often manipulated without consultation on situations of company or organizational policy that directly effect them and in the case of drivers, their riders.

Non-supervisory employees feel they receive no positive recognition. Instead they often feel they receive ambivalent or negative feedback from their direct supervisors. They want supervisors to motivate them and are unsatisfied with what is now being done. This is seen in their placing the highest importance on motivation variables while they have low satisfaction scores on those same variables.

Other sources of dissatisfaction for non-supervisors include:

- o No encouragement from supervisors for suggestions, or positive feedback
- o No participation in decision making, all decisions are handed down without opportunity for comment
- o Communication is one-way, downward

- o Supplies/equipment/facilities are inadequate to perform the work well
- o Employees are not informed in advance of changes, but are the last to know, even though they are affected
- o Management inadequately deals with poor performers, which creates problems for those who do perform.

Non-supervisory groups of employees also showed high self investment, higher in fact than the supervisors. They too considered their jobs as an important part of their lives. This gives the impression that they recognize their role and want to make the best of what they have. They are satisfied with their supervisor's job knowledge, ability to make technical decisions and competence. Employees want to have a hand in some decisions concerning the things which affect their jobs. They want to be made a functional part of the organization, not merely cogs.

Their desire for more involvement suggests a willingness to take responsibility for increased performance. This is a group who appreciates their jobs and their external rewards, but wishes to change or augment the intrinsic ones.

Both supervisory and non-supervisory groups show concerns for improving MTC productivity and do identify with the organization. Fundamentally, they have confidence in those who manage them. Basically, the findings indicate that MTC employees and supervisors strongly share the same images of positive and negative features at the MTC, but have trouble identifying the fact that they, as individuals, are also part of the problem. Their performance and willingness to participate are important elements in the operation of the MTC. Further, the survey results illustrate that people can like and respect their managers and have

confidence in them as people, but do not like the managerial behaviors and styles of their supervisors.

Issues Analysis

The issues analysis groups developed 369 incentive issues and 551 disincentive issues. They were evaluated and then separated, according to four categories:

Seriousness:	How powerful is the issue in terms of MTC goal accomplishments?
Urgency:	Is there something about the issue which requires immediate action?
Growth:	Has the issue been building up in intensity for some time and likely to continue?
Politics:	Are outside groups involved in the resolution of these issues and able to have a major effect on the decision process?

After discussion of these categories, two were not useful as in classifying issues. No issues were seen as sufficiently "political" or "urgent" to require special attention. As a result, the issue themes were evaluated according to "seriousness" and "growth" concerns.

Incentives Issues

The issues appeared to point toward two types of incentives: more employee involvement and cash rewards or equivalants for good performance. More employee involvement would probably include within-division discussions or department sessions for problem solving, plus a possible parallel organization design for cross-functional input and multi-level problem solving. The

other incentive is to design a system of cash equivalents or cash awards contingent on performance-based targets. This idea depends on the existence of suitable data bases. Psychological recognition of an individual or group could also be a component of these incentives. No issue suggested trinkets or jewelry as incentives. Both strategies are aimed at improving the MTC work-life, supervisory practices, and overall morale as well as encouraging improved performances.

Disincentives Issues

Major issues facing the MTC were funding cuts, layoffs, absenteeism, low productivity, inconsistent discipline, poor labor relations, and issues related to communications, employee treatment, morale, and recognition. Funding cuts had been responsible for a loss of security, fear of layoffs, and change in the growth orientation. Absenteeism and low productivity had been putting pressure on the loyal employees, and the inconsistent discipline further aggravated that problem. Several issues related to the way employees were treated by management. The "reality rub" in dealing with these issues was that management's image was seen to be insulated, crisis-oriented, harsh, and short run-oriented and thus lacking the ability to implement a comprehensive program to address these serious and growing issues. The major issue was "are things really going to change?" Training seemed to be important to both non-supervisors and supervisors. Employees sensed that if they enhanced their skills they would advance in the organization. They also felt that supervisory employees trained in human relations skills would be

easier to work with.

The Issue Analysis group felt that this summary of incentive and disincentive issues which could be used as a basis for management changes to improve productivity and relations within and between employee groups. Issue Analysis was seen as a positive process which had maximized employee input and provided a powerful symbol of management's desire to improve the MTC.

In-Depth Interviews

The results of the in-depth interviews are not quantifiable, and it would be misleading to combine the results of individual interviews. Some factors were seen in several interviews, as discussed below.

The interviewees were optimistic about MTC, and felt that things were going to change, and that they would benefit from those changes. The existence of this process was taken as a significant indication that change would occur.

Interviewees were not as optimistic about MTC's long term future as an agency, due to the constraints that had been felt in recent years. They had fears of layoffs, of inadequate funds for salary increases, of hampered growth opportunities in a shrinking agency.

Interviewees were upset about the work environment, both physical and social, particularly the physical environment in the Northside Garage and the supervisory style of the first line supervisors, which was characterized as harsh, severe, inconsistent, and negative. Other major disadvantages or disincentives were:

- Performance feedback only negative
- Conflicts in program demands due to too many changes
- Lack of clear procedures for coping with tardiness, absenteeism and discipline (This has since been corrected).

Incentive topics were discussed three different ways:

- Current incentives at the MTC
- Recommended incentives and good attendance
- Other needed incentives

The respondents to the in depth interviews were in favor of an incentive program that treats each employee in a fair manner. They felt that to be effective the incentive program would have to offer greater motivation to the individual employee as opposed to a group or category of employees. They also thought the incentive program should be developed in a manner that clearly rewards "hard work", which may be interpreted as coming to work regularly and on time, to resist the temptation to misuse sick or compensation benefits, and to give an honest day's work for a day's pay.

It also appears that respondents want the incentive programs to be located at the work site and to be primarily in the hands of foremen and supervisors. In this way the incentive could offer immediate positive reinforcement, such as: a pat-on-the-back; solicitation of the employee's opinion; recognition of the employee's worth to MTC; and the recording of positive work data about the employee in his/her personnel file.

In regard to what comprised the MTC's present incentive program, 27% of those interviewed mentioned the annual safe drivers award, and 13% thought that MTC offered no incentives program to its employees at the present time. Only 11% mentioned the Rodeo Program as an incentive. The Rodeo program is part of a national program of recognition for good drivers and maintenance personnel in which they compete on obstacle courses and timed repair work.

These low response percentages suggest that the present program is perceived as:

(1) primarily designed for drivers and not for employees from other departments

(3) lacks the element of motivation which is essential to good incentive program

(4) no incentives are necessary beyond job security and good pay.

Three other issues were clarified in the field interviews. (1) The employee's perception that the administration weakens the authority of foremen and supervisors, interferes with standard operation procedures, hinders communication, and generally hampers the two-way flow of information through the MTC. (2) There is a perceived difference between the older employee and the younger employee in terms of the way they view each other in the work place. Each appears to be suspicious of the other, which results in a non-verbal hostility between them. This hostility breeds the "us" and "them" syndrome, and sometimes acts as a disincentive in the work place. This phenomenon may also exist with other so called subgroups, but there was no clear indication

in the responses. (3) There is a strong distinction between "union" and "management" employees, with some first line management employees earning less than union employees, and some employees considering the offer of a promotion as a disincentive.

MTC Actions

MTC has begun to respond to the results of this effort, and further results are expected as more work is done. Since this work began, MTC has developed quality circles, designed incentive programs, and developed a training agenda to further promote the results of the study.

Quality Circles

As a result of Phase I of the Motivation Research Project, Quality Circles have been formed in the maintenance area. These are new, appear to be functioning well, and have responded to several of the concerns of the maintenance employees. It is still far too early in the process to measure their impact.

Other Quality Circles are being considered elsewhere in the organization. A committee was formed to develop a compensation policy for the annual salary reviews of non-union employees. This policy was implemented and, in fact, changed the way increases were awarded.

Training Agenda

Another result of Phase I has been the adoption of a training agenda by the MTC and work on implementing the following motivation and incentive programs:

- Participative management programs of two kinds will be instituted. One, which allows functional work groups to meet regularly to improve their performance, quality of work life, and productivity, will be piloted in the Maintenance Department. A second participative program, which provides a vertical organizational structure will serve as an enhancement to interdepartmental communication and act as a vehicle insuring bottom up communication to senior management.

- Worker recognition and awards programs acknowledging outstanding performance will be developed to balance the MTC's penalty system, which will also be upgraded. in an effort to make a balanced reward and penalty system work, will be set. Although these programs will eventually be applied to the entire agency, initial efforts will be directed towards union personnel in Transportation, Maintenance and Transit Information Departments.

- Training programs and follow-up efforts will be pursued to insure that MTC managers and supervisors at all levels are well versed in and use sound management and supervisory practices. Supervisory training will stress such topics as praise and recognition, effective disciplinary procedures, and interpersonal communications. Topics such as planning and setting objectives, effective performance appraisals, and executive decision making, highlight the management training. Training will be developed and implemented in-house when possible and supplemented by external resources when necessary.

- A model for selecting and developing potential managers will be designed by the MTC Recruitment function. High potential employees will be identified and prepared in advance to assume managerial or supervisory positions as they occur. Such a program could significantly reduce the "adjustment period" required by new managers and reduce the need for remedial manager training.

- An agency orientation program will be developed and presented to all new MTC employees on a regularly scheduled basis. The program will be designed to help employees understand the role their department plays in the overall mission of the MTC and the internal policies and procedures of the agency and of their own departments.

- An Employee Resource Center will be developed in which educational and professional materials will be available for employee use. The Center, staffed by a trained resource person, will contain information

regarding courses, seminars, and workshops available to MTC employees. It will also provide self-study materials for employee use, as well as professional periodicals and journals.

- o A dynamic organizational model for change will be constructed for the MTC. Employing the participative philosophy, MTC senior managers will listen to employees for input regarding the process by which change can most effectively and with the least negative impact be implemented at the MTC. Senior managers will then, in a series of workshops, develop a strategy for change which can be applied throughout the agency to be used whenever change is deemed advisable. The process would insure that MTC employees had an opportunity to give input regarding the change prior to its effective date.

- o An information, technology, and personnel exchange program with local private sector companies will be established. The MTC would take a lead position among local governmental units in drawing upon the experience and expertise of major private sector employers in the Twin Cities area, for the purpose of sharing knowledge and technology. This project would be consistent with recent national policy directives which stress productivity improvements in both the public and private sectors.[9]

Incentives

MTC management learned from the research that they were inadequately recognizing employees doing exceptional work. The system, as established, was adequate for punishing, but not in rewarding excellence. Several incentives have been developed, including lotteries for those with perfect attendance, cash rewards, awards to those receiving the most complimentary remarks from the riders, and outstanding employee awards. Other ways to say "thank you" have also been instituted, including a full page newspaper ad, expressing thanks to all the MTC employees who made it to work and tried to maintain bus service the day after a record snowfall.

5. CONCLUSIONS

MTC, suffering from a decline in productivity, based on the measures it had available, and facing increasing fiscal restraint, embarked upon a program of employee motivation. The initial phase researched the needs and aspirations of MTC employees and uncovered areas of dissatisfaction as well as areas where employees were generally satisfied. The results contained few surprises, but even those few were important insights into the problems of MTC employees. For example, MTC employees have a real pride in what they do and the agency they work for. Their jobs are an important part of their lives, and the quality of the workplace is a significant element in their job satisfaction.

The results of these data collection efforts are contained in the attached appendices.

The Chief Administrator of MTC, in a presentation, summed up the most important conclusions of the study:

> "Perhaps the most important step we have taken at the MTC in confronting these interesting times for transit management was to recognize the productivity problem and commit ourselves in these interesting times for transit management was to recognize the productivity problem and commit ourselves to do something about it. To that end, let me share with you two simple lessons we have taken very much to heart:
>
> 1. 'Employee needs are generally easier and cheaper to fulfill than to deny. The investment we make in recognizing good performance and providing opportunities for participation is far less costly in the long run than ignoring good performance and denying employee involvement.'
>
> 2. 'It is as important to develop the awareness and sensitivity of managers in today's workplace as it is to develop their technical skills.'"[10]

The initial phase has led to a series of follow-on efforts, including quality circles, worker recognition, management training programs, communications devices, and a personnel exchange program with local private sector companies. It has not been a cure-all, and will not result in an utopian environment. MTC management realizes this, and is taking steps to preserve the momentum of the initial phase in a period of raised expectations and slow growth.

Cautions

MTC realized, when embarking on the project, that it would produce raised employee expectations. When employees are asked what changes they desire, they expect their suggestions to be implemented. Also, employees once asked to contribute to the decision process, expect to participate in the future. Participatory management is not easily reversible. Some employees, when asked how they felt about the process, withheld judgment-- a "wait and see" attitude. They liked what they saw, hoped it would continue, but did not yet have the faith in management to feel confident it would. The salary review committee was cited as evidence that such programs might continue. Any effort like this will result in some disappointment and deflation after utopia does not materialize, and MTC management is prepared for that, but also very conscious that they had raised expectations.

This study was designed, implemented and analyzed by an organizational consulting firm, **for** the Twin Cities. The questions in the questionnaire, the selection of representatives for the Issue Analysis groups and the in depth interviews, the follow

up evaluation, the proposed implementation and the organizational structure, were all designed especially for the MTC. They would not, in the form used in this study, be applicable to another transit agency, with a different mix of employees by age, ethnic background, tenure or organizational structure. The ideas are transferable, the specifics are not. The design of programs, questionnaires, group processes and interviews for another agency would also require professional expertise in organizational development.

The data for each element in this study are based on a sample of employees. The survey questioned a random sample of employees, but the other two elements used stratified samples, to ensure that all areas of MTC would be adequately represented. Any sampling process must consider sample size, reliability and variance. Small samples of small populations are the most subject to sampling variability, and errors resulting from differences within the subgroup being sampled. The designers of the study were conscious of this, and took steps to prevent errors from occurring because of the small sample size, particularly by grouping all employees into only two categories after analysis. The open ended nature of the other two study elements, coupled with small sample size, made grouping even more difficult, and therefore all employees were treated as one group.

Footnotes

[1]Metropolitan Transit Commission, **Request for Proposals, Motivation/Incentives Research**, St. Paul, June 1981.

[2]Moore and Juliano, Inc., **MTC Motivation Research Project, Phase I, Employee Attitude Survey Report, Executive Summary**, January 1982.

[3]Ibid., p. 4.

[4]Moore and Juliano, Inc., **MTC Motivation Research Project, Phase I, Issue Analysis Report, Executive Summary**, January 1982.

[5]Moore and Juliano, Inc., **MTC Motivation Research Project, Phase I, Field Interview Report**, 1982, pp. 2-3.

[6]Moore and Juliano, Inc., **MTC Motivation Research Project, Phase I Report, Executive Management Summary**, February 1982, pp. 2-4.

[7]Ibid., pp. 10-11.

[8]Ibid., pp. 13-14.

[9]Metropolitan Transit Commission, **Human Resource Development Program**, February 1982.

[10]Olsen, Louis B., **Transit Management in Times of Economic Constraints**, presented to The Canadian Urban Transit Associates, Hull, Quebec, November 1982, p. 9.

APPENDIX A

ATTITUDE SURVEY SUMMARY

HUMAN RESOURCE DEVELOPMENT

MTC MOTIVATION NEEDS ASSESSMENT SURVEY

October 18, 1981

Dear MTC Employee:

MTC has asked us to assist them in surveying the ideas and opinions of the employees in the MTC. Through this study, we hope to learn how you and your fellow employees feel about your jobs, your leadership, and the kinds of incentives that will lead to higher job satisfaction and effectiveness.

WHAT YOU SAY IN THIS QUESTIONNAIRE IS COMPLETELY CONFIDENTIAL. Do not sign your name -- your identity is not required and will not be known to anyone. When our report is submitted to MTC, the results will be summarized and will deal only in terms of groups of employees.

You will notice that some questions seem to be quite similar. The reason for this is that we are asking more than one question on some issues in order to measure your opinions on different aspects of these issues. We ask that you do not go back to see how you answered earlier questions. Take each question separately as it comes up. If you do not understand a question or feel it does not apply to you, please leave it blank.

This is not a test. There are no right or wrong answers. It is important that you tell us how you really feel. Please give only one response to each question. The usefulness of this study in making the MTC a better and more effective place to work will depend on the frankness with which you answer the questions.

We appreciate your taking time to complete this questionnaire.

Sincerely,

Moore & Juliano, Inc.

MJ:mb

Card 1 GRP Run
_ _ _ _ _

CONFIDENTIAL

Your Answers To These Questions And All Other Information You Give Will Be Held In Strictest Confidence.

Directions: Your responses will be key punched and tallied by a computer for accuracy and quick analysis. Your careful observance of these few simple rules will be most appreciated.

- Circle the number for the answer you choose.

- Make only ONE response to each question.

1. Your major job group is:

   1. Driver
   2. Mechanic
   3. Transit Information Center
   4. Supervisor/Manager
   5. Clerical/Secretarial
   6. Staff
   7. Other

2. Your position is:

   1. Full-time
   2. Part-time

3. How long have you worked for MTC?

   1. Less than 2 years
   2. 2, but less than 5 years
   3. 5, but less than 15 years
   4. 15, but less than 20 years
   5. Over 20 years

4. Are you a member of Amalgamated Transit Union?

   1. Yes
   2. No

5. Your work location is:

   1. American Center
   2. Nicollet
   3. Overhaul
   4. Shingle Creek
   5. South
   6. Snelling
   7. Northside
   8. Metro Mobility

6. Your sex is:

   1. Male
   2. Female

7. Your race is:

   1. White
   2. Black
   3. Hispanic
   4. American Indian
   5. Asian

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8. Your normal work shift is:

Non-Driver	Driver
1. Day	4. Day Run
2. Evening	5. Sunshine
3. Night	6. Night Run
	7. Split Shift

9. How much education have you had? (Circle only one)

1. Less than high school diploma
2. High school diploma or GED equivalent
3. Some college
4. Graduate of 2 year Community College Program
5. Trade school
6. College/4 year program graduate

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10. Is your spouse also regularly employed?

1. Yes
2. No
3. I am unmarried

11. Do you have children living with you younger than age 13?

1. Yes
2. No

12. Do you have teenagers living with you?

1. Yes
2. No

SATISFACTION

In this section we would like to find out how you feel about certain aspects of your present job. Ask yourself: How SATISFIED am I with this aspect of my present job?

ON MY PRESENT JOB, THIS IS HOW I FEEL ABOUT...	Not Satisfied	Only Slightly Satisfied	Satisfied	Very Satisfied	Extremely Satisfied
13. The trust and respect that top management has for employees.	1	2	3	4	5
14. The way MTC informs employees about changes that affect their jobs.	1	2	3	4	5
15. My working hours.	1	2	3	4	5
16. Morale in my work unit.	1	2	3	4	5
17. The amount of supervision I receive.	1	2	3	4	5
18. My pay, considering the amount of work I do.	1	2	3	4	5
19. The way I am told when I do my job well.	1	2	3	4	5
20. My familiarity with the MTC's aims and goals.	1	2	3	4	5
21. The amount the MTC has done to provide opportunities for women (employment, advancement, etc.).	1	2	3	4	5
22. The amount of time I have to complete work assignments.	1	2	3	4	5
23. The way commitments made by top management are kept.	1	2	3	4	5
24. The ability of my immediate supervisor to make good decisions.	1	2	3	4	5
25. Communication from top management and supervisors to employees about matters that affect them.	1	2	3	4	5

ON MY PRESENT JOB, THIS IS HOW I FEEL ABOUT:	Not Satisfied	Only Slightly Satisfied	Satisfied	Very Satisfied	Extremely Satisfied
26. The chance to make use of my skills and abilities.	1	2	3	4	5
27. The amount of pressure under which I have to work.	1	2	3	4	5
28. The availability of good supplies and equipment I need to do my work.	1	2	3	4	5
29. My participation in the decision-making process.	1	2	3	4	5
30. The way I am treated by my immediate supervisor.	1	2	3	4	5
31. The way my pay compares with that of people just starting with the MTC.	1	2	3	4	5
32. The feedback I receive on how well I do my job.	1	2	3	4	5
33. The opportunity for me to move into a better job in the MTC.	1	2	3	4	5
34. My immediate supervisor's competence in human relations (dealing with the people who work for him/her).	1	2	3	4	5
35. My job security.	1	2	3	4	5
36. The amount the MTC has done to provide opportunities for minorities (employment, advancement, etc.).	1	2	3	4	5
37. The MTC's fairness of the way pay increases are determined.	1	2	3	4	5
38. The kind of work I do.	1	2	3	4	5
39. The availability of my immediate supervisor when I need him/her.	1	2	3	4	5

ON MY PRESENT JOB, THIS IS HOW I FEEL ABOUT:	Not Satisfied	Only Slightly Satisfied	Satisfied	Very Satisfied	Extremely Satisfied
40. The variety in my work.	1	2	3	4	5
41. The way my supervisor deals with poor performers.	1	2	3	4	5
42. The way the MTC treats its employees.	1	2	3	4	5
43. My pay, considering what I can get for similar work in other organizations.	1	2	3	4	5
44. The recognition I get for the work I do.	1	2	3	4	5
45. The way top management and supervisors encourage employees to make suggestions.	1	2	3	4	5
46. The way my supervisor backs up his/her people.	1	2	3	4	5
47. My pay, considering the demands placed upon me.	1	2	3	4	5
48. The MTC's fairness in selecting employees for promotion to higher-level jobs.	1	2	3	4	5
49. The opportunity to develop my skills and abilities.	1	2	3	4	5
50. My job in general, all things considered.	1	2	3	4	5
51. The way my supervisor listens to employees' concerns and ideas.	1	2	3	4	5
52. The amount of work I am expected to do.	1	2	3	4	5
53. The spirit of cooeration among my co-workers.	1	2	3	4	5
54. The amount of challenge in my work.	1	2	3	4	5
55. My pay, considering the experience I have.	1	2	3	4	5
56. The way MTC shows its appreciation to longer-service employees.	1	2	3	4	5

ON MY PRESENT JOB, THIS IS HOW I FEEL ABOUT:	Not Satisfied	Only Slightly Satisfied	Satisfied	Very Satisfied	Extremely Satisfied
57. My immediate supervisor's knowledge of the job (technical competence).	1	2	3	4	5
58. Morale in the MTC.	1	2	3	4	5
59. The respect I receive for the job I am in.	1	2	3	4	5
60. The overall job being done by my immediate supervisor.	1	2	3	4	5
61. The MTC in general, as a place to work.	1	2	3	4	5
62. My understanding of my benefits (medical and life insurance, retirement, vacations, leaves, etc.).	1	2	3	4	5

IMPORTANCE

In this section we would like you to rate how important each aspect would be as your ideal job -- the kind of job you would most like to have.

Note:

As you go through this section, try to distinguish the more important aspects from those of less importance to you. Please attempt to use the entire range of numbers (1 through 5) as you answer the questions.

ON MY IDEAL JOB, HOW IMPORTANT IS:	Not Important	Somewhat Important	Important	Very Important	Extremely Important
1. Management trust and respect for employees.	1	2	3	4	5
2. Communication from the organization to employees about changes that affect their jobs.	1	2	3	4	5
3. Being satisfied with my working hours.	1	2	3	4	5
4. Having good morale in my work unit.	1	2	3	4	5
5. Being satisfied with the amount of supervision I receive.	1	2	3	4	5
6. The relationship between my pay and the amount of work I do.	1	2	3	4	5
7. Being told when I do my job well.	1	2	3	4	5
8. Being familiar with the organization's aims and goals.	1	2	3	4	5
9. The organization's effort to provide opportunities for women (employment, advancement, etc.).	1	2	3	4	5
10. Having sufficient time in which to complete work assignments.	1	2	3	4	5
11. Top management keeping the commitments it has made.	1	2	3	4	5
12. My immediate supervisor's ability to make good decisions.	1	2	3	4	5

ON MY IDEAL JOB, HOW IMPORTANT IS:	Not Important	Somewhat Important	Important	Very Important	Extremely Important
13. Communication from top management and supervisors to employees about matters that affect them.	1	2	3	4	5
14. Having the chance to make use of my skills and abilities.	1	2	3	4	5
15. Being satisfied with the amount of pressure under which I have to work.	1	2	3	4	5
16. Having good supplies and equipment available to me to do my work.	1	2	3	4	5
17. My participation in the decision-making process.	1	2	3	4	5
18. Being treated well by my immediate supervisor.	1	2	3	4	5
19. Having my pay compare favorably with that of people just starting with the organization.	1	2	3	4	5
20. Receiving feedback on how well I do my job.	1	2	3	4	5
21. Having the opportunity to move into a better job in the organization.	1	2	3	4	5
22. My immediate supervisor's competence in human relations (dealing with the people who work for him/her).	1	2	3	4	5
23. Having job security.	1	2	3	4	5
24. The organization's effort to provide opportunities for minorities (employment, advancement,etc.).	1	2	3	4	5
25. Fairness in determining pay increases.	1	2	3	4	5
26. Being satisfied with the kind of work I do.	1	2	3	4	5
27. My immediate supervisor being available when I need him/her.	1	2	3	4	5
28. Having variety in my work.	1	2	3	4	5

ON MY IDEAL JOB, HOW IMPORTANT IS:	Not Important	Somewhat Important	Important	Very Important	Extremely Important
29. My supervisor dealing effectively with poor performers.	1	2	3	4	5
30. Employees being treated well by the organization.	1	2	3	4	5
31. Having my pay compare favorably with what I can get for similar work in other organizations.	1	2	3	4	5
32. Receiving recognition for the work I do.	1	2	3	4	5
33. Top management and supervisors encouragement of employee suggestions.	1	2	3	4	5
34. My supervisor backing up his/her people.	1	2	3	4	5
35. The relationship between my pay and the demands placed upon me.	1	2	3	4	5
36. Fairness in selecting employees for promotion to higher-level jobs.	1	2	3	4	5
37. Having the opportunity to develop my skills and abilities.	1	2	3	4	5
38. Being satisfied with my job in general, all things considered.	1	2	3	4	5
39. My supervisor listening to employees (their ideas for improvements, their concerns, etc.).	1	2	3	4	5
40. Being satisfied with the amount of work I am expected to do.	1	2	3	4	5
41. The spirit of cooperation among my co-workers.	1	2	3	4	5
42. Having challenge in my work.	1	2	3	4	5
43. The relationship between my pay and the experience I have.	1	2	3	4	5
44. The organization showing its appreciation to longer-service employees.	1	2	3	4	5

ON MY IDEAL JOB, HOW IMPORTANT IS:	Not Important	Somewhat Important	Important	Very Important	Extremely Important
45. My immediate supervisor's technical competence (knowledge of the job).	1	2	3	4	5
46. Having good morale in the organization.	1	2	3	4	5
47. Receiving respect for the job I am in.	1	2	3	4	5
48. My immediate supervisor doing a good job overall.	1	2	3	4	5
49. Being satisfied with organization in general, as a place to work.	1	2	3	4	5
50. My understanding of my benefits (medical and life insurance, retirement, vacations, leaves, etc.).	1	2	3	4	5

PERCEPTIONS

In this section we would like to find out how you perceive certain aspects of your job and the organization for which you work. Ask yourself: How much do I AGREE or DISAGREE with what the statement says?

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1. Policies and rules are consistently applied for all employees.	1	2	3	4	5
2. Management enforces an adequate safety program.	1	2	3	4	5
3. Employees in my work group are encouraged to take initiative and responsibility in their work.	1	2	3	4	5
4. I know what my supervisor considers important in evaluating my performance.	1	2	3	4	5
5. I understand the role that my work unit plays in the MTC.	1	2	3	4	5
6. I have had adequate training for my present job.	1	2	3	4	5
7. I get a feeling of accomplishment from the work I do.	1	2	3	4	5
8. Top management of the MTC acts as if it really wants to keep me as an employee.	1	2	3	4	5
9. The way my work unit is organized and structured is well suited to the work being done.	1	2	3	4	5
10. My performance appraisal accurately reflects my overall performance.	1	2	3	4	5
11. I am permitted to make the decisions that I feel are necessary to do my job effectively.	1	2	3	4	5
12. I feel physically secure while on the job.	1	2	3	4	5
13. My immediate supervisor's treatment of me would not change for the worse if I were to go beyond him/her with a complaint (e.g., to higher management).	1	2	3	4	5

		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
14.	My supervisor keeps me up to date on actions taken which affect my job.	1	2	3	4	5
15.	Employees in my work group are encouraged to develop new and better ways to do the job.	1	2	3	4	5
16.	I am given sufficient authority to match my responsibility.	1	2	3	4	5
17.	The budget allows for sufficient resources to get the job done.	1	2	3	4	5
18.	I am able to see how my work fits into the total operation of the MTC.	1	2	3	4	5
19.	I have a clear idea of the results expected of me on my job.	1	2	3	4	5
20.	The MTC provides relevant training programs and conferences for its employees.	1	2	3	4	5
21.	All in all, my unit is effectively managed and well run.	1	2	3	4	5
22.	Changes in programs, policies, or procedures are usually handled well (sufficient explanation is given as to the reasons for the changes, sufficient notice is given, etc.).	1	2	3	4	5
23.	First-line supervisors, shop foremen, division managers, etc., have enough authority to do a good job.	1	2	3	4	5

RATINGS

In this section we would like to find out how you rate certain aspects of MTC and your work situation. Ask yourself: How would I RATE what this statement says?

	Very Poor	Poor	So-So	Good	Very Good
24. MTC's image in the community.	1	2	3	4	5
25. Safety conditions in my work area.	1	2	3	4	5
26. The recognition my unit gets from top management for its role in the MTC.	1	2	3	4	5
27. The job being done by my co-workers.	1	2	3	4	5
28. The cleanliness and orderliness of physical surroundings.	1	2	3	4	5
29. The MTC's general reputation as a place to work in the mind of the prospective employee.	1	2	3	4	5
30. The quality of people the MTC hires.	1	2	3	4	5
31. The emphasis by management on keeping costs down in the MTC.	1	2	3	4	5
32. The service the MTC provides to the community.	1	2	3	4	5
33. The effectiveness of the work planning and scheduling.	1	2	3	4	5
34. The cleanliness and accessibility of restrooms.	1	2	3	4	5
35. The way the MTC is managed and run.	1	2	3	4	5
36. Health care benefits.	1	2	3	4	5
37. Sick leave policy.	1	2	3	4	5
38. Pension.	1	2	3	4	5
39. Vacations.	1	2	3	4	5
40. Holidays.	1	2	3	4	5
41. Life Insurance.	1	2	3	4	5

	Very Poor	Poor	So-So	Good	Very Good
42. Disability insurance.	1	2	3	4	5
43. Planned employee activities.	1	2	3	4	5
44. Parking facilities.	1	2	3	4	5

SUMMARY

1. What do you like most about working for MTC?

2. What do you like least about working for MTC?

3. Please make any additional comments you would like.

APPENDIX B

ISSUE GROUP SUMMARY

INCENTIVES ISSUES SUMMARY

Issue Category	Number of Issues	Number of Ranked Issues
Involvement, Participation, and Teamwork	57	11
Recognition/Psychological	42	5
Recognition - Cash Equivalents	38	9
Job or Work Redesign	36	3
Work Condition and Environment	31	1
Benefits	25	5
Training/Education	23	4
Communication Practices	23	3
Pay Practices	20	3
Cash Awards	19	5
Discipline Considerations	18	2
MTC Public Image	16	1
Career	12	1
Others	9	1
TOTAL ISSUES	369	54

Table 1

INVOLVEMENT, PARTICIPATION, TEAMWORK - INCENTIVE

Joint Management/Employee Meetings

1. On-going incentives planning meetings in each department.
2. Give drivers a chance to speak to management about problems (group meetings).
3. Quality circles by garage.
4. Some form of employee participation in decisions - quality circles, etc.? *
5. Monthly meetings of office/clerical staff system-wide. *
6. Create more opportunities for all employees to discuss issues. *
7. Establish an employee advisory group to senior management.
8. A general system to foster employee participation, an on-going system. *
9. Allow free access to commission meetings, publicize those meetings. Encourage participation at those meetings.
10. Create formal procedure for union people to review proposed management policies.
11. More employee input through sessions.
12. Union/management grievance review committee.
13. There should be employee meetings to discuss problems and solutions with managers and supervisors. To communicate changes in the organization.
14. Have meetings between all levels of mechanics to discuss problems and solutions. *
15. Drivers to speak to management about problems (group meetings).
16. Supervisor-employee retreats to facilitate understanding.
17. Create more opportunities for all employees to discuss issues.
18. Rap sessions to ask and answer questions of employees at all levels at all garages respond to employees home with answers. Post questions and answers at each garage. *
19. Meetings between drivers and schedulers to solve mutual problems.
20. Have management carry out results of meetings and company policies. *

Involvement, Participation, Teamwork - Miscellaneous

1. Drivers need support for their decisions.
2. Create programs to cut waste. *
3. Peer pressure for productivity by garage or department.
4. Follow-up on the programs and procedures already in effect. Don't let them slack off.
5. Group incentives.
6. Supervisors should establish the rules and back up the employees who abide by them.
7. Non-drivers should be required to ride the bus and provide feedback. Increase sensitivity to drivers.
8. Clean up equipment to improve pride in work.

Performance Feedback

1. Employees should have an opportunity to evaluate supervisors.
2. Individuals should be encouraged to provide positive feedback to each other.
3. Set up a procedure for employees to evaluate supervisors and managers.
4. Employees should give performance reviews to supervisors.

Social Events

1. More employee social functions.
2. More social activities for employees, picnics, tickets to events, etc.
3. More social activities involving union and management.
4. Dances, dinners, trips to get to know each other.
5. Employee recreation fund - $ from:
   - vending machines/catering
   - pool tables
   - caps/t-shirts sales

   with organized activities.
6. Increase garage pride/awareness by sponsoring activities (e.g., potluck, parties, open houses).

Table 1 (Continued)

7. MTC picnic or other kinds of activities.
8. Company picnic. *
9. Group ticket sales for recreational events.
10. Not enough company sponsored activities.

Suggestion Systems

1. Develop a system for implementing employee ideas - with feedback.
2. Suggestion box for employees with feedback and reward for money savings.
3. Develop suggestion program for employees. This should include feedback to employees about what suggestions are being made and a mechanism for evaluating suggestions. The evaluation should go back to the employees.
4. Incentives (suggestions) systems should provide a feedback loop for suggestions.
5. There should be a suggestion system.
6. We need suggestion boxes (feedback too).
7. Suggestion box plus feedback.
8. List employee suggestions in On-the-Line.
9. Develop system for implementing employee ideas with feedback.

Employee Participation

1. More employee input into service and scheduling.
2. Better quality inspection teams to review new equipment at the factory.
3. Should be more control by MTC employees in running MTC. *
4. Develop employee groups to seek ways of increasing employee participation related to purchasing equipment, designing equipment, etc.
5. Worker involvement in reducing costs and scheduling. *
6. Get departments involved in cutting energy waste.

Total Number of Issues: 57

Total Number of Ranked Issues: 11

Ranked Issues are marked with an asterisk (*).

Table 2

PSYCHOLOGICAL RECOGNITION AS INCENTIVE

Psychological Recognition - Individuals

1. Put in record (file) good things about employee: good jobs, works overtime. *
2. Individual reward or recognition for a job well done. *
3. Communication from boss that you have done a good job on a regular basis. *
4. Supervisors should take time to tell employees "Good Job". *
5. Recognition of some form for good attendance. *
6. Have Commissioners take active role in recognizing drivers. Show up on their bus.
7. Letters of recognition to individuals, say something positive for even any people who strive to improve. (Noticing the nice things people do to help out).
8. Appreciation month for department employee.
9. Treat people like human beings, in memos, orders, directions.
10. People should receive credit for their work. Their name should be on it.
11. Employee of the year in each department.
12. Driver incentive - being treated well by their supervisors.
13. All employees should get performance reviews at least once a year.
14. Have foreman tell you that you did a good job.
15. On-going recognition of safe driving.
16. Supervisors should have and use commendation forms.
17. Employee of the month or year for each department.
18. Friendlier supervision.
19. Give credit for good work.
20. More pats on back, positive strokes.
21. Formal recognition for above average performance for non-union employees (memo to file).
22. Apply incentives to performance - "good work" not "report for work". Supervisors must reward the right things.
23. Individual recognition and rewards should be given for good attendance and safe driving.
24. Feel I'm doing something important.
25. A lot more recognition for safety.
26. Rewards for work performance in the union.
27. Give credit to employees for their ideas.
28. Employee recognition into O.T.L.
29. Pat on the back from supervisor.
30. Employees need recognition for good ideas.
31. Management should back up people who are right.

Psychological Recognition - Group Basis

1. Divisional competition, pick best from each area, best then compete.
2. Group incentives for best safety and accident records.
3. Establish "200 Call Club" at TIC.
4. Group Incentive - for maintenance employee based on friendly competition among divisions.
5. Internal group competitions among divisions/make fun:
   - Roadeo for drivers
   - Nothing for mechanics who drive well
   - Best mechanic at drives
6. Recognition for drivers who aren't "squeaky wheels".
7. Contests of skills for mechanics.
8. Competition like bus roadeos for other employees.
9. Waste reduction programs, scrap recycling programs.
10. Rotating trophy for locations doing best on waste reductions, etc.
11. Awards such as coffee and donuts all shifts for best garage each month.

Table 2

Total Number of Issues: 42

Total Number of Ranked Issues: 5

Ranked Issues are marked with an asterisk (*).

Table 3

CASH EQUIVALENTS AS INCENTIVES

Rewards for Good Ideas

1. Create a meaningful suggestion program with rewards for money saving ideas. *
2. Way of sharing good ideas cash or equivalent for good ideas implemented.
3. Rewards or bonus should be given for money-saving suggestions that are adopted.
4. Incentives for waste reduction ideas.
5. Reward employees for submitting cost-saving ideas, i.e., use of trade-out cars.

Days Off

1. Time off for good attendance.
2. Time off for perfect attendance (1 day a year).
3. Bonus points for good attendance: Paid day off or floating holiday. *
4. Incentive - a paid day off - add to vacation - handle emergencies, etc. - Need a way to earn these days.
5. One day off for 1 year of perfect attendance.
6. One day off for 1 year of accident free driving.
7. Award good attendance or work record with extra time off or bonus pay. *

Group Awards

1. Internal group competition among divisions - make it fun.
   - Roadeos are for drivers
   - Nothing for mechanics who drive well
   - Best Mechanic at drives, etc.
2. Garage awards for reliability of buses. *
3. Garage awards for best attendance including the shop. *
4. Division reward for fewest accidents, road calls - dinner recognition.
5. Bonus (for garage) for (3%) above "standard" performance - must consider quality.

Cash Equivalents - Miscellaneous

1. Intangibles - coffee and donuts, $10 safety awards aren't really very effective. How about something real like a turkey we can share with our family. *
2. Drawing for good attendance and safety - expand for all departments. *
3. Safety awards for lack of on the job injuries (drawings for mechanical items, e.g. shoes, gift certificates). *
4. Bonus for individuals performing above and beyond call of duty. *
5. Establish a system of credits for good performance that can be cashed in for various rewards, equipment or time off.
6. Develop reward plan for younger drivers who work irregular schedules, etc.
7. Recreational amusement other than TV.
8. Within company carpool for drivers/mechanics, everybody.
9. Cash equivalent for good comm. ideas.
10. Leader for the day (get to be General Manager).
11. Driver of month - gift certificate, dinner for two.
12. Dinner for two for each division for best attendance each month.
13. Free lunch for employees with perfect attendance.
14. Let employee's family ride free, part of incentive program.
15. Gift certificates.
16. Passes for employees' dependents.
17. Time away from the phones for good TIC employees.
18. Point system for ranking safe drivers - Tie in rewards.
19. Safe driving awards for drivers.
20. Tickets.
21. Dinners

Table 3

Cash Equivalents - A Warning

Cash equivalents won't work because of arbitrary supervisors.

Total Number of Issues: 38

Total Number of Ranked Issues: 9

Ranked Issues are marked with an asterisk (*).

Table 4

JOB OR WORK REDESIGN - INCENTIVES

Job Enhancements

1. Eliminate favoritism of keys to building, etc. (Overhaul)
2. Reduce job stratification - inter-departmental respect for other jobs.
3. Change "working foreman" to "group leader" and allow open bidding.
4. Base layoffs on work record instead of seniority.
5. Reevaluate job bidding system in the shop. Create more opportunities to move.
6. Laternal movement allowed for bidding in maintenance.
7. Make street supervision and radio control center two different divisions. *
8. Rotate work assignments in maintenance department.
9. Rotate day/night shifts.
10. Move the senior supervisor out of the department (purchasing).

Changes in Practices or Procedures

1. Eliminate trip sheets.
2. Eliminate punch cards.
3. Floating foreman to see that policies and procedures are carried out.
4. Faster check out at cages, need enough clerks to avoid back up the line.
5. Include part-timers in driver incentive programs. *
6. Management should develop a way that all employees can be treated the same.
7. Drivers need to know work is being distributed fairly - improve morale.
8. Better use of call time.
9. Eliminate areas of bias on customer service forms.
10. One clerk for work-filling, one clerk for bay trouble shooting.
11. Do not enter complaints and commendations in driver and TIC operators record.
12. Supervisors and middle management should have an evaluation process (Not tied to salary) so they can share expectations.
13. Shop meetings to agree on work to be done and assign jobs.
14. No holiday bus service. Close the MTC down.
15. Get defect cards into proper hands (maintenance) not all over floors.
16. Try to avoid left turns - right line conflicts.
17. Mini-buses to move drivers around - esp. for split shifts.
18. Close TIC on Christmas Eve, Christmas Day, and New Year's.
19. Put all supervisors and department heads in green and behind the wheel one day a month.
20. Better rush hour scheduling.
21. Establish time and motion standards for jobs and reward employees with high productivity.
22. Redefine driver's job to emphasize marketing and sales.
23. Create programs to cut waste. *
24. More employee input into Service/Scheduling.
25. Better working conditions make it easier to find parts (more sensible way to organize stores,.
26. Emphasis on quality, not quantity.

Total Number of Issues 36

Total Number of Ranked Issues: 3

Ranked issues are marked with an asterisk (*).

Table 5

EQUIPMENT - PARTS - AND WORKING CONDITIONS

Better Parts and Equipment

1. Better equipment and parts, including buses.
2. Modernize shop tools and equipment.
3. Do something to improve availability of parts and do a better job of managing the inventory.
4. A place to store parts.
5. Replace equipment that can't be repaired cost effectively.
6. Better equipment and hours for transit supervisors.

Working Conditions, Miscellaneous

1. Offer optional 10-hour days with a 4 day work week. *
2. Four-day work week (drivers, ACB) 10-hour day.
3. Computerize convenience fare department work.
4. Investigate using power steering on buses - to reduce workers' compensation injuries.
5. Overhaul Base excellent facility.

Employee Amenities

1. Garages should have cafeterias: not machines.
2. More health oriented things, natural foods instead of junk.
3. Exercise facility (willing to pay a fee).
4. Day care center.
5. Child care coordinating service (not a MTC center).
6. Allow radios in the shop.
7. Recreational amusement other than TV.
8. Pool tables available in recreation areas.

Safe and Clean Work Areas

1. Adequate safety clothing - Maintenance and related departments.
2. Better light fixtures in the bays.
3. Wet wash all bays.
4. Better conditions - clean shop, clean pits, Mr. Clean award.
5. Provide clean work environment and materials to do a good job.
6. Cleaner buses and facilities.

Employee Eating Areas - Lounges - Parking

1. Redesign lounge areas and driver rooms.
2. Better luncheon areas.
3. Clean, pleasant lunch areas.
4. Keep washroom facilities clean.
5. Provide enough tables and chairs in drivers rooms.
6. Improved employee parking.

Total Number of Issues: 31

Total Number of Ranked Issues: 1

Ranked issues are marked with an asterisk (*).

Table 6

BENEFITS AS INCENTIVES

Vacations and Holidays

1. There should be three-week vacations for first three years of service. Relief from stress, drivers.
2. Paid personal day - floating holidays.
3. Able to take vacation leave one day at a time.
4. Convert Anniversary and Birthday holidays to floating holidays.
5. Be allowed to break up one week of vacation with two day notice.
6. Give employee option on slack days, i.e., major holidays.
7. Vacation picks should not be limited and should be picked on company seniority.
8. Better choice of vacation pick.
9. More flexible vacations for driver - allowed to break one week into single days. *
10. Three weeks vacation after 5 years.
11. Restructure vacation planning.

Benefits - Miscellaneous

1. Does MTC Christmas Program work? How paid for?
2. Day care facilities.
3. Educational opportunities paid for by MTC. More information to employees.
4. Employee sign-out of MTC tools and equipment and scrap. *
5. Create options for employee scheduling.

Sick Leave and Insurance

1. Eliminate waiting period for sick leave to start. Something less than three days.
2. Reinstitute disability insurance. *
3. Establish unused sick leave payback.
4. Get rid of three-day lag on starting sick pay - will use workers' comp. instead.
5. Receive sick pay benefits right away. *
6. Three-day paid funeral leave separate from sick leave, but require proof of death.
7. Eliminate three-day wait on sick leave. *
8. There should be 90 days of sick leave.
9. Eliminate three-day wait period to collect sick leave.

Total Number of Issues: 25

Total Number of Ranked Issues: 5

Ranked Issues are marked with an asterisk (*).

Table 7

TRAINING AND EDUCATION - INCENTIVES

Manager/Supervisor Training

1. Supervisors need training to deliver negative feedback.
2. There should be basic training for supervisors and managers.
3. Training for managers in labor relations and human relations.
4. Supervisors need to know how to deliver negative feedback.
5. Revive management training program.
6. Attitude training for supervisor and employees.
7. Put all supervisors and department heads in green and behind the wheel one day a month.
8. More training for supervisors.
9. Basic knowledge of foreman and employees through training.

General Education

1. Chemical dependency in-house unit and other services.
2. Job swap at all levels.
3. Basic education program to instill pride and respect for others and equipment.
4. Internal Advertising Campaign - Education *
   - Benefits of being a good employee
   - Positive Image Building
5. Educate employees on policy issues.
6. Schooling opportunities.
7. Management Exchange program doesn't seem to be beneficial - exhange programs are good for everybody.
8. Access to resource materials or industry publications.

Skills Training

1. Like to have the opportunity to train apprentice mechanics. *
2. One day of TIC experience for all drivers.
3. Attitude training - Human Relations.
4. Better training programs. Meaningful training for cleaners and helpers. *
5. Courses available on human relations, stress, etc. *
6. Expand training courses for new drivers.

Total Number of Issues: 23

Total Number of Ranked Issues: 4

Ranked Issues are marked with an asterisk (*).

Table 8

COMMUNICATION PRACTICES - INCENTIVES

Communication Procedures and Suggested Practices

1. Tell me what's expected of me and let me show you what I can do. *
2. Rules should be in writing.
3. Put more policies and procedures in writing.
4. Drivers need to know they will be protected and supported for following the rules.
5. Access to resource materials or industry publication.
6. Responsive, personal management.
7. Manager keep in touch (exposure) with employees in reporting structure.
8. Hold all employees accountable for responses to problems with time frame.
9. Follow the chain-of-command.
10. Union/management grievance review comm.
11. Internal complaint department.

Communication

1. Senior managers should listen to employees and give credit for good ideas. (Listen with open mind and hold managers accountable for encouraging employees' input).
2. Increasing information given to all employees about what is happening at MTC. *
3. Weekly bulletin to AU employees.
4. Communicate to employees in depth the problems facing MTC, so that employees can react to them.
5. Continue focus of On the Line to emphasize non-management employees and contain hard news.
6. Expand coverage of On the Line.
7. Rap sessions with executives. *
8. Better rapport between street supervisors and drivers both ways.

Communication with Clerks

1. Hot-line from bays to cage should be answered by someone other than the perso... getting the buses out.
2. Supervisors need to know how to deliver negative feedback.
3. Limit communication on absenteeism to people who are at fault.
4. Better treatment from our first-line supervisors (start of day - clock watching looking for trouble - not open to hear about problems).

Total Number of Issues: 23

Total Number of Ranked Issues: 3

Ranked Issues are marked with an asterisk (*).

Table 9

PAY PRACTICES - INCENTIVES

Vacation and Sick Leave Pay

1. Eliminate waiting period for sick leave to start. Something less than three days. *
2. Three day wait period to collect sick leave.
3. There should be 90 days sick leave.
4. There should be three weeks vacation for the first three years of service, relief from stress - drivers.
5. Rewards or bonus should be given for money-saving suggestions that are adopted.
6. Why lose pay when you're really sick.
7. Paid personal day - floating holidays.

Non-union Wages

1. Reinstitute incentives to go into management. *
2. Comparable pay increases for union and management. *
3. New salary survey for EDP - explain how survey was conducted.
4. Pay overtime to non-union people.
5. Non-union wage/benefit package that addresses problems of wage disparities with union.
6. Maintain union-management differential.
7. Raise in pay.

Union Wages

1. Base pay on farebox revenue taken in.
2. Shorten thirty-month wage progression to one year.
3. Stores department - pay more.
4. Give drivers top pay after 90 days of employment.
5. Quicker step increases to top pay levels (30 months after training is too long).
6. Pay differential for different shifts.

Total Number of Issues: 20

Total Number of Ranked Issues: 3

Ranked issues are marked with an asterisk (*).

Table 10

USING CASH AWARDS AS INCENTIVES

Cash Awards - Productivity and Attendance

1. Bonuses for employees with good attendance - cash - time off.
2. Pay for performance for union employees.
3. Drawing for clear record employee of the year by department, $300 - $500 prize.
4. Should be an incentive to reduce workers' compensation.
5. Wage increases based on total job performance of garage (next contract).

Ideas for Cash Awards, Miscellaneous

1. Encourage public input through bonuses.
2. Christmas bonus for all employees.
3. Potential employee discounts for supplies (materials purchased from MTC vendors) by MTC employees.
4. Financial incentives - use hard cash rather than cash equivalents.
5. Cash awards.

Cash Awards for Cost Savings Ideas

1. Percentage of actual benefits from cost savings ideas should go to the employee who thought it up.
2. Suggestion box for employees with feedback and reward for money savings.
3. Main incentive for mechanics is money - cost savings ideas. *

Reimbursement or Payback for Unused Sick Leave

1. Sick leave bank buyout upon termination. *
2. Periodic reimbursement for sick leave not taken. *
3. Pay back unused sick leave. *
4. Pay back a portion of unused sick leave. *
5. Pay back employees for unused sick leave.
6. Bonus pay for good health.

Total Number of Issues: 19

Total Number of Ranked Issues: 5

Ranked Issues are marked with an asterisk (*).

Table 11

DISCIPLINE CONSIDERATIONS RELATED TO INCENTIVES

Fair and Uniform Discipline Policies Needed

1. Develop a consistant discipline policy.
2. Uniform discipline systems for each department.
3. Establish and enforce fair work standards. Same standards for everyone. Chronic failure to meet standards should result in discharge.
4. Administer discipline fairly.
5. Implement point system for all employees that recognizes and rewards good employees and disciplines bad employees.
6. Find a way to punish habitual offenders without disturbing equity.

Discipline - Miscellaneous

1. Performance Appraisal forms are wrong-headed and unclear.
2. Non-performance by supervisors should result in discipline.
3. Better system for monitoring absenteeism.
4. Limit communication on absenteeism to people who are at fault.
5. Eliminate time-off as punishment.
6. Management should put more weight on drivers explanations of complaints.
7. Watch out for Friday - Monday pattern.
8. There should be a non-fault preliminary report for accidents.

Eliminate "Deadwood"

1. Get rid of deadwood employees.
2. Terminate employees who do not want to work or are not doing a good job. *
3. Get rid of employees that aren't carrying their fair share. *
4. Good direct treatment of troublemakers - don't make extra layers of policies, etc.

Total Number of Issues: 18

Total Number of Ranked Issues: 2

Ranked Issues are marked with an asterisk (*).

Table 12

MTC PUBLIC IMAGE - INCENTIVES

Employee Role in Public Relations

1. Make everyone a PR "agent" for MTC - more personal accountability for users.
2. It hurts our feelings when people bad-mouth the MTC.
3. Good image will reflect on all of us.
4. PR person "walking the beat" around downtowns.
5. Employees shouldn't have to stand up when they ride.
6. Better use of existing funds. *
7. Change the color of the buses.

Rider Education

1. Better rider education for public.
2. On-going campaign on how to ride a bus.

Riders

1. MTC should be more helpful to the public - more cheerful for rider and drivers - balloons, lollypops, Halloween Masks, etc.
2. Passes as incentive. Rider of the week. Happiest Route.
3. Little pins "I rode the bus today". Riders like them.
4. One rate for all riders to increase ridership.
5. More incentives to attract suburban riders.

Public and Political Roles

1. More public input into new facilities, routes, all areas (through points of public contact).
2. MTC needs better clout with the city - get some recessed curbs, etc. Tuned stoplights.

Total Number of Issues: 16

Total Number of Ranked Issues: 1

Ranked Issues are marked with an asterisk (*).

Table 13

CAREER ISSUES - INCENTIVES

Career and Promotion Paths

1. Career path preparation and exploration for all employees. *
2. Develop a promotion track to other jobs.
3. Hire from within and promote for everything including top management.
4. Establish a published guideline for promotion to foreman.
5. Hire foremen from outside when no one is qualified inside.
6. Departmental seniority blocks career movement and the chance to move to other areas (learning more about company is thus discouraged), (Willing to take a cut while learning) Seniority should be MTC-wide.

Careers - Miscellaneous

1. Supervisors and middle management should have an evaluation process (not tied to salary) so they can share expectations.
2. Educational opportunity for all employees.
3. Post all non-union job openings.
4. Open opportunities to advance based on qualifications.
5. System for advancement without employee being penalized.
6. There should be an incentive to be a first line supervisor.

Total Number of Issues: 12

Total Number of Ranked Issues: 1

Ranked issues are marked with an asterisk (*)

Table 14

OTHER INCENTIVES

Miscellaneous Incentives

1. Emphasis on quality not quantity.
2. Eliminate the disincentives.
3. There should be an incentive to reduce workers' compensation.
4. Cash equivalent won't work because of arbitrary supervisor.
5. Top management has conducted "surprise inspections" and upset employees.
6. Separate unions for drivers and mechanics.
7. Give supervisors incentives to treat their people better.
8. Revive MBO program.
9. Eliminate A.T.E. *

Total Number of Issues: 9

Total Number of Ranked Issues: 1

Ranked Issues are marked with an asterisk (*).

DISINCENTIVES

Issue Category	Number of Issues	Number of Ranked Issues
Personnel Issues	106	18
Management Practices	73	11
Communication	66	9
Working Conditions	62	7
Equipment, Parts and Supplies	55	12
Driver Issues	52	2
Supervisors and Supervisor Practices	44	6
Morale	33	8
Public Image	14	1
Budget	13	0
Others	13	0
Management Company	9	2
Procedures	7	0
Transit Commission	4	1
TOTAL	551	77

Table 15

PERSONNEL ISSUES - DISINCENTIVES

Hiring and Employment

1. New employees not informed of MTC policies
2. Increase hiring standards.
3. Lack of good hiring practices.
4. Hiring of untrained supervisors.
5. Unclear promotion policies, especiall promotion from within.
6. Job descriptions (and evaluations) have too much Personnel Department input.
7. Clerical jobs treated as a dead end.*
8. Inadequate screening of new hires.
9. Employees who really do the work will be the first layed-off (no management).
10. Lack of departmental authority in changing job description.
11. Replacement of "Floater" who became stockroom clerk.
12. Not enough women and minorities in upper management.
13. Better hiring screening.
14. Too much staff and supervisory movement and turnover.
15. Pre-union foremen who return should start at the bottom.
16. Special treatment for minorities.
17. Improve waste control cost savings before employee reductions.
18. For layoffs, company seniority should prevail.

Training and Development

1. Not enough training entering MTC maintenance.
2. Placement of employees in some jobs isn't in the best interest of getting work done (not prepared for job).
3. Every part of MTC should have proper education, training, clear work objectives, and follow same rules.
4. Not enough training for current employees (maintenance).
5. Need for new employee or driver handbook, up-to-date rules, etc.*
6. Some maintenance employees not prepared to do work (trained).
7. All departments should be trained in transportation system and how it operates.
8. MTC needs better human relations training.
9. Lack of training for mechanics.*
10. Route training (several drivers on a bus) not effective compared to one-on-one old system.
11. Lack of training and information on new equipment.
12. Training and upgrading of supervisor personnel so they can become accountable.*
13. Many foremen or supervisors are either unqualified or poorly trained.

Benefits

1. No equal pay for equal work (TIC).
2. Disparities between union and non-union wages. (Same jobs - different pay). No COLA for non-union, different benefits.
3. TIC gets a percentage of COLA, unfair.
4. Career and pay potential.
5. Pay scale. Wage progression takes to long.*
6. Union employees have no incentive to perform because dollar increases are automatic.
7. Salary below market (EDP/clerical).*
8. Wage compression.
9. No incentive to perform above average because no pay differential.
10. There is no significant pay differential between good - above average and excellent ratings.
11. Driver vacation and sick policy unrealistic/difficult to manage.
12. Get rid of doctor's excuse for sick day.

13. Restructure vacation planning.
14. No central authority on insurance matters.
15. Driver vacation and sick policy (unrealistic, difficult to manage)
16. Replace management seniority.
17. Sick leave policy encourages some employees to stay out longer than necessary.

Employee Recognition

1. More job security for good workers (not seniority).
2. Investigate quality circles.
3. Expectations of move from driver to manager not realized.
4. No incentive programs in other departments like the bus roadeo. No bonuses for good work record.*
5. Promotion from within can work against competence.
6. No employee recognition.
7. Lack of incentives for part-time drivers.
8. Supervisors can't give "Excellent" performance evaluations.*
9. No recognition for work well done.*
10. No recognition for mechanics who do good work.
11. Lack of incentives for really doing an excellent job - management doesn't differentiate excellence and goof-offs.
12. Not recognition for good attendance.
13. Lack of recognition for jobs done competently.*
14. Recognition for ideas.
15. Not enough recognition for safe driving.

Discipline

1. Employees goofing off are sometimes not disciplined because of seniority or favoritism.
2. Reward good guy/punish bad buy (group).
3. People off sick too much.
4. Need for emphasis on quality rather than quantity (TIC).
5. Company policies administered unfairly. Having to wear uniform example, some allowed to work without uniform - double standard.
6. Better investigation of workers' compensation claims and follow-up to current claim
7. People fired for a good reason, often are taken back.*
8. Lack of management control of employee absenteeism MTC-wide.
9. Performance standards are set too high.
10. Too much discipline of no importance.
11. Office personnel in divisions really can't be disciplined.
12. Cut deadwood.
13. Inconsistant administration of discipline.
14. Work comp. is too easy to collect.
15. Sometimes comp. encourages people to stay out longer than necessary.
16. Reduce workers comp. fraud/abuse.
17. MTC does not have consistent policies/procedures relating to sick, comp., etc.
18. Several standards of justice.*
19. Management too harsh on employees with good attendance.
20. Discipline isn't constant (consistent?).*
21. No well-defined discipline system*.

Union/Contractual

1. There are not enough (60%) one piece runs.
2. Metro Mobility should not be tied to TIC. Bumping from one to another without training.
3. Change sick leave policy to eliminate waiting period.*
4. Clerks should not be drivers (favoritism).

Table 15

5. Thirty-month wage progression is too long.*
6. Incentive pay for night work (maintenance and drivers).
7. Wage progression is not fair.*
8. Three day wait on sick-leave is a disincentive to come to work.
9. Pay sick leave from day one.
10. Sick leave policy forces some employees to come to work sick or before they are ready.*
11. Three-day waiting period for sick leave.
12. Part-time drivers get weekends off. Full-time don't.
13. Part-time driver benefits (do no have).
14. Allow vacations to be taken one day at a time.
15. Add Physicians Health Plan to medical benefit package.
16. Job security - when low in seniority.
17. Lack of union support in grievances.
18. Everyone should get equal COLA increases.
19. You shouldn't have to pay union dues if you get no benefits.
20. Not allowed to call management's attention to other drivers running off schedule.
21. Inability to report union peer abuses.
22. Enlarge tool allowance.

Number of Issues 106

Number of Ranked Issues 18

Table 16

MANAGEMENT PRACTICES - DISINCENTIVES

Management Decisions

1. Better long-range capital and operating planning (and updating).*
2. Safety enforcement.
3. Why is the roadeo only for drivers?
4. No special competition for the mechanics.
5. No central authority on insurance matters.
6. Clerks should not be drivers (favoritism).
7. Get rid of doctor's excuse for sick day.
8. No roadeo should be held.
9. Maintenance foremen and management more worried about getting buses out than taking care of equipment.
10. Need for new employee or driver handbook up to date rules, etc.
11. Job desciptions and evaluations have too much Personnel Department input.
12. There should be no management dress codes.
13. Drivers are required to run buses to end of line even if there may be no passengers
14. Wasting money by not using part-time drivers more effectively.
15. There are no standard or uniform ways of repairing buses or maintenance work.
16. Allow employee to take waste home.
17. Crisis Management. Lack of policies and procedures. Lack of standards for work.
18. Management loose in interpreting rules - rules vs. common sense.
19. Crisis management.
20. Lack of policies, procedures, and practices.
21. Inefficient management causes great money waste.
22. Crisis management is the norm at MTC.
23. Management starts project but doesn't follow through. Waste of time.*

Management Red-tape

1. Reduce management (more workers).
2. Management doesn't provide technology and direction.
3. Too much red-tape to get job done.
4. Too much paperwork/red tape.*

Management Attitues

1. Management doesn't work with employees.
2. Decisions made with little input forom lower and middle.*
3. Negativism approach to management, no encouragement to employees, management withholds information to maintain power.*
4. Management influence.
5. Management credibility - does not follow through, indecisive.*
6. Lack of recognition for taking initative.
7. Management too hard (harsh) and quick to jump on employees with good attendance records or other discipline areas.
8. Management uniformly too negative in dealing with employees.
9. Too much jealousy and politicking among departments.
10. Management plays politics (internally).
11. Management wants to stand apart - attitude.
12. Management discourages friendly relations between managers and employees.
13. G.M. has six reserved parking places.
14. Management thinks they're better than other employees.
15. There is a class society at the MTC.
16. People who speak up get into trouble.
17. Operations management does not appreciate non-operational areas of the organization.
18. Management has low opinion or demeaning attitude toward driver.*

Table 16

Accoutability

1. All MTC employees must be more accountable.*
2. Drivers more accountable for B.O. Buses.
3. Each group of management and employees is afraid to commit - afraid to follow throu
4. Middle management is not held accountable for service delivery - really make decisic or get them out.
5. Passing the buck mentality.
6. Passing the buck happens to much at MTC - middle management especially.

Centralized Authority Structure

1. Management decision making processes are too cumbersome, too many layers, too much time.*
2. Maintenance chain of command unclear.
3. Management thinks they have to solve all the problems.*
4. Promotions should be up to the Department Heads.
5. Lack of role model to learn from.*
6. Less dictatorship.
7. Too many decisions made at top.
8. Style of management "treated like kids".
9. Garage management should be given more decision making authority/responsibility (decentralization).
10. More middle management authority.
11. Lack of top managment support for employees making decisions.
12. People are overcontrolled - no chance to make a mistake.

Disciplinary Practices

1. Management has different standards for different people.
2. Isn't what you know, its who you know.
3. Too much favoritism, promotions, etc.
4. Performance standards set too high.
5. Management has different standards for different people (favoritism)(discipline).*
6. Employees goofing-off are sometimes not disciplined because of seniority or favoriti
7. Several standards of justice.
8. Inconsistant administration of discipline.
9. Too much discipline of no importance.
10. Company policies administered unfairly. Having to wear uniform for example. Some allowed to work without uniform (double standard).

Number of issues 73

Number of ranked issued 11

Table 17

COMMUNICATION- DISINCENTIVES

Blockage of input and new ideas

1. Employees are asked for advice and then not listened to.
2. Supervisors don't listen nor are they sympathetic to employee problems, complaints, ideas.
3. Initiative or new ideas are a threat to supervision.
4. Employees can't make decisions or suggestions.
5. Initative or new ideas are a threat to supervision.
6. Suggestions for improvements are not wanted.*
7. Feedback to drivers offering ideas.
8. Managers need to listen better to their people.
9. Top management is not participatory - only talks about it.
10. Employee suggestions not taken seriously by upper management.
11. Too much lag time in implementing good ideas.
12. Participation in developing equipment specifications.
13. Inter-departmental suggestions.
14. Recognition of ideas.
15. Employees should have input in equipment purchases.
16. Consideration of employee suggestions.
17. MTC should have a policy that would allow people on bottom a chance to communicate with top.
18. Driver ideas not listened to.

Communication Breakdowns

1. Chain-of-command is unclear in maintenance/purchasing-stores, no cooperation among maintenance/purchasing and stores.
2. Provide more information between transportation and maintenance.
3. Run-around in getting information.
4. Lack of channels for policy changes.*
5. Better communication between shop personnel and drivers and supervisors and vice versa.*
6. Lack of communication between personnel and employees when bidding on a job.*
7. Better communication among departments to eliminate duplication of efforts.
8. Two departments often do same work unknowingly.
9. Eight different loactions cause breadown in communication and inhibits teamwork.
10. Lack of departmental cooperation.
11. Each department is considered a company itself.
12. MTC departments don't pull together for common goals.
13. Departments don't work together as they should.

Top Management - Lower Levels Communication Breakdowns

1. Lack of communication of management objectives to other personnel.*
2. Communications blockages.
3. Two-way communication between management and employees.*
4. Information flow from top management.
5. No communication from top management.
6. MTC needs better way of communicating from bottom to top.
7. Company and employees not coming together for communication.
8. Better communication, top management must be responsible/feedback.*
9. More trust between employees and supervisors.
10. Lack of positive communication between top management (other than immediate supervisor) and peons.
11. Top level management should mingle with employees.
12. Hard to define "Who is upper management?".

Table 17

Communication about job rules, regulations, and personnel policies

1. Payroll clerks do not understand RUCUS.
2. Office personnel do not support drivers.
3. Better Communication between supervisors between shifts.
4. MTC needs to give employees more information.
5. People that speak up get in trouble or get more work.
6. Employee not involved in decisions that affect them.*
7. Never a word of praise for a job well done.*
8. Lack of communication from the claims department when involved in accidents.
9. Communication gap between drivers and mechanics.
10. Mechanics do not know they have a choice of uniform material.
11. Update bulletins.
12. Drivers not properly informed about Service Planning & Scheduling work.*
13. All MTC employees need more education on issues, problems, goals.
14. Defect slips torn-up by maintenance employees, foremen.
15. Rule changes occur without proper notification.
16. Like to learn more about other areas of MTC.
17. On-The-Line a waste of money? (Don't mail it!)
18. No longer get bulletins with our paychecks, need newsletters.
19. Sexual harrassment: avoiding it and handling it.
20. Lack of planning and clear communications regarding budget reductions.
21. MTC employees don't know financial situation.
22. Regulations are not communicated clearly or consistantly.
23. MTC staff confused about the future.

Number of Issues 66

Number of Ranked Issues 9

Table 18

WORKING CONDITIONS - DISINCENTIVES

Health & Safety

1. Poor ventilation.
2. Working conditions, air quality (fumes, etc.) need better ventilation.
3. Poor working conditions - poor ventilation - Snelling/NS. Clean working areas. No time to clean area.*
4. Poor working conditions - dirty, lack of space, need paint, poor ventilation.
5. Bad ventilation at NS and SC unsafe, unhealthy and ignored.*
6. Ventilation a problem at Northside and Nicollet, expensive systems don't work, feedback ignored.
7. New garages for NS. Problem: Ventilation, heat, light.
8. Oil on garage floors - South.
9. Shops are dirty, NS dark, grease on floors, unsafe.
10. Slow repair of lights, no heat, safety items.
11. Leaking garage roofs.
12. Need to upgrade maintenance facilities.
13. Poor safety rules: rules not enforced in maintenance shops, grease on floor, etc.
14. Safety problems are viewed as normal job hazards.
15. Mechanics are forced to drive unsafe bases while drivers don't have to.
16. Poor air quality at ACB and othe locations.
17. Air quality at ACB, in the bus bays.
18. No fresh air at ACB.
19. Ventilation ACB.*
20. Better air quality.*

Ventilation

1. Smoking and smokers.
2. Windows in injector room (OH).

Work Time and Scheduling Concerns

1. Lack of time to do good mechanical work.
2. Lack of mechanics at P.O., P.I. time - need to start and repair buses, etc.*
3. Low seniority, poor working hours - nights.
4. Unpleasant work schedules are not fairly distributed.
5. Provide adequate turn around time.
6. Need more employee input into bus scheduling.
7. Intelligent scheduling.
8. Lack of flexible work hours at ACB.
9. Distribution of free time around the garage - no choice of where to go (work out room as an idea).
10. MTC has gotten too big - needing outside management - too many sites.
11. Need for route scheduling and work equalization across runs. (layover times, load factors, etc.) (Some runs are overly stressful on drivers).*
12. Late mark-ups.

Security

1. Better security to keep non-employees out.
2. Theft proglem - lack of respect for MTC and each others property.
3. Employees vandalize and misuse equipment.
4. Need for better back-up security on smoking issues, etc.
5. Personal property vandalized and stolen.
6. Lack of security on buses.
7. More security on buses at night.

Table 18

Cleaner Buses
1. Buses not kept up (clean).
2. Interior cleaners of the buses.
3. Cleaners should clean buses better.
4. Special time should be made for area and equipment clean-up.
5. Transit Supervisors spend 8 hours a day in junky cars while American Center people drive the new ones.

Restrooms
1. Restrooms and work areas are often dirty.
2. Lack of restrooms for drivers.
3. Conditions of women's restrooms.
4. Messes in drivers' rooms.

Parking
1. Lack of parking.
2. Inadequate employee parking.
3. Make construction workers park in lot.
4. Reduce Snelling employee parking space.
5. Lack of employee parking.
6. Employees were mislead on available parking at NS annex.
7. Inadequate parking at MTC facilities.

Overcrowded Work Areas
1. Noise level and overcrowding (Rideshare).
2. Overcrowding (Scheduling, Data Processing).*
3. Overcrowding - comp. and claims offices.
4. Better luchroom (Nicollet) crowded.
5. Drivers' rooms lack a "quiet area" too much noise and uproar, hard to rest between runs.

Number of Issues 62

Number of Ranked Issues 7

Table 19

EQUIPMENT, PARTS, AND SUPPLIES - DISINCENTIVES

Tools and Equipment

1. Better tools and equipment, each shift should have own tool crib that can be locke
2. Lack of tools and parts to get the job done.
3. Lack of tools, etc.*
4. Poor system for keeping track of shop tools.
5. Larger tool allowance.
6. Equipment reliability. *
7. More spare parts and service personnel needed.
8. Better exterior appearance of buses - panels, holes, etc.
9. Air conditioning systems should have separate motor systems (self-contained).
10. MTC needs better buses with better air conditioning.
11. Little or poor equipment or tools in shops.
12. Brakes shop shims brake shoes (illegal).
13. Tires are unsafe at 35 mps +.
14. Sell all AM General buses and buy new or used Flexibles.
15. Need uniform purchasing procedures.
16. Parts suppliers don't take criticism, (won't change) ideas.*
17. Cleaners should clean buses better.
18. Good parts are scattered around, later thrown out.*
19. More and better equipment and supplies.
20. Lack of security for equipment.
21. Poor buses (A.M. General buses, passenger signal cords (A.M. General).
22. Lack of proper mechanical equipment (a/c diagnosis, welding, articulated bus parts)
23. Lack of proper photostating equipment for Service Planning and Scheduling use.
24. Review unit parts ordering and repair.
25. Salvaging good buses/components for parts.
26. Components sent back to overhaul that are good components.
27. Parts are scarce and not available when needed, buy parts that are too expensive.
28. Clean and proper working buses for charters.
29. Hard look at how things are being bought (stockroom).

Purchasing

1. Maintenance records should be taken into conideration as well as low bidder
2. Low-bid purchasing policies have hurt MTC.
3. Poor purchasing planning resulting in waste.
4. Too much waste.*

MTC Buses

1. MTC buses are in worse shape than other cities.
2. Drivers and MTC personnel should take better care of buses and equipment (just here for the paycheck).
3. Buses are sent out that shouldn't be out on the street.
4. More responsibility by drivers to B.O. buses.
5. Buses are allowed to leave garages when they are not mechanically fit.
6. Equipment (buses) is not properly maintained.

Uniforms

1. Driver uniforms show wear quickly and cost too much.
2. Shop people should have a choice of uniform material.
3. Maintenance employees required to wear unsafe polyester uniforms (flammable).
4. Poor laundry service.

Equipment, Parts, Supplies - Misc.

1. Management doesn't provide tools to work with - no people, technology, direction.
2. Check brakes and steering on the pit.*
3. Equipment is old, not current. *
4. Replace worn-out bus maintenance equipment (NS).*

Table 19

5. Quality control of bus repairs. NS/AM Generals. *
6. Mechanics could do more to correct minor maintenance problems.
7. Not safe equipment.*
8. Lack of necessary equipment.*
9. Automatic checking of oil and torque as bus arrives in garage; circulating pump.*
10. Widen Snelling pit door.
11. Add vehicle pull cord/power steering.
12. Poor remodeling of old buildings - limited results.

Number of Issues 55

Number of Ranked Issues 12

Table 20

DRIVER ISSUES - DISINCENTIVES

Routing, Scheduling, Imput

1. Drivers feel RUCUS is needlessly complicated. Was it really necessary.
2. There are not enough (60%) one piece runs.
3. Paddle board is not printed very clearly - unreadable type is too small.
4. Review route scheduling during rush hour.
5. Conduct more frequent studies of route scheduling (allowances for events - detours - changes due to street construction).
6. Some runs need to be remade (ask for driver input).
7. Not enough driver input or credibility attached to driver comments about routes/ schedules, etc.*
8. Twelve-hour spread for drivers on Sundays.
9. Too many 2 & 3 piece runs.
10. Driver vacation and sick policy unrealistic and idfficult to manage.
11. Part-time drivers get weekends off. Full-time don't.
12. Picks should be lengthened.
13. Return to old 4 or 8 week pick.
14. Minimum of 8 weeks at garage of hire.
15. Driver ideas not listened to.
16. Management has low opinion or demeaning attitude towards drivers.*
17. Driver frustration with riders.
18. Drivers can be punished for trying to be honest regarding accident reports.
19. Not allowed to call management's attention to other drivers running off schedules.
20. MTC should be more understanding about driving accidents (how they can happen).
21. Drivers are guilty until proven innocent.
22. Feedback should be given to drivers who offer ideas.
23. Public not aware of how to give driver commendations.
24. Not enough recognition for safe driving.

Stress and Productivity

1. Cleanliness of buses.
2. Clerks use favoritism in assigning buses.
3. Inexperienced drivers disrupting line service (keep them off extra board?).
4. Improper payment of fares - stress on driver.
5. Drivers don't cooperate with each other running hot or late.
6. Need more control over what clerks do.
7. Clerks don't assign work properly.
8. Catch 22 rules - drivers can't really reject a bus.
9. Post sign on bus "no unnecessary conversations with driver".
10. Drivers required to do other things other than driver. (Putting up with special projects and requests).
11. Keep bus schedule bins filled and up to date.
12. Drivers kept on call to long - S98.
13. Allow drivers to [illegible]ke when bus is empty.
14. Drivers are requi[illegible] to run buses to end of line even if there may be no passengers.
15. Defect slips tor[illegible] by maintenance employees, foremen.
16. Drivers can be sued for accidents that do not involve personal or property damage.
17. Route training (several drivers on a bus) not effective compared to one on one - old syste
18. Swifter assistance to drivers who have accidents - classification of accidents (If I'm unsafe, pull me off right now).
19. Bad schedules build driver stress - create conflict between rider service and meeting MTC rules.

Radio Control

1. Radio response is sometimes not complete.
2. Radio response time.
3. Advise Radio Control to rely on drivers to make weather and road conditions judgements.

Table 20

Driver Uniforms

1. Driver uniforms show wear quickly and cost too much.
2. Snoops write you up for no tie, wrong hat, etc.
3. Change rules on sweaters and jackets.
4. Necktie requirements for drivers, make optional.
5. Sweater should be part of uniform.
6. Drivers don't like uniform styles - need more input.

Number of Issues 52

Number of Ranked Issues 1

Training of Supervisors

1. Supervisors should really be able to supervise.
2. Foremen lack technical maintenance knowledge.
3. Some foremen of supervisors don't know how to do some maintenance work.
4. Foreman should know their jobs better, more training, etc., in all phases.
5. Foremen sometimes don't know or care what forms to fill-out for insurance or comp. for employees.
6. More technical training of mechanices - supervisors.
7. Supervisors lack technical knowledge.
8. Training and upgrading of supervisory personnel so they can become accountable.*
9. First-line supervisors allowed to supervise without adequate technical knowledge.
10. Many foremen or supervisors are either unqualified or poorly trained.*

Street Supervisors

1. Petty harassment of drivers by street supervisors, i.e., 1 minute hot; numbers not set straight, etc.
2. Harrassment by street supervisors after grievances.
3. Educate supervisors and others in management about what's happening on the streets.
4. Snoops write you up for no tie, hat, etc.
5. Street supervisors nit-pick.
6. Street supervisors don't "drive the lines".
7. Inexperience among some transit supervisors in giving instructions.
8. Supervisors (street) are expected to be snoops.

Work Quality

1. Lack of quality control standards for maintenance work.
2. MTC needs real "quality control" for all areas.*

Supervisor's Communication and discipline practices

1. Drivers are guilty until proven innocent.
2. Need more employee input into bus scheduling.
3. "Interviews" (being called on the carpet) are handled poorly by supervisors.
4. There is a "good-old-boy" club in the divisions.
5. Discipline isn't constant (consistent).*
6. Some supervisors are too lenient, not enforcing basic office work rules.*
7. Rules don't apply to everyone equally.*
8. Supervisors are too quick to discipline.

Supervisory Issues - Misc.

1. There are no standard or uniform ways of repairing buses or maint. work.
2. Swifter assistance to drivers who have accidents - classification of accidents (If I'm unsafe, pull me off right now.)
3. Performance reviews too subjective.
4. Office personnel in divisions can't really be disciplined.
5. Supervisors don't distribute [illegible] load fairly.
6. More trust between employees and supervisors.
7. Foremen don't keep accurate information on sick leave.
8. Some employees don't do their fair share.
9. Supervisors ignore problems - don't want to make waves.
10. Supervisor's insensitive.
11. Work is not distributed fairly.
12. There is no respect for supervisors.
13. Office personnel (divisions) are not held accountable.
14. Too many foremen - leads to conflict in directing mechanices.
15. Better supervision of ACB employees.
16. Some managers avoid making decisions.

Number of Issues 44

Number of Ranked Issues 6

MORALE - DISINCENTIVE

Teamwork

1. Employees blame each other for problems. *
2. Lack of identity, poor communication, part of a large company, number rather than a name.
3. Lack of trust among departments.
4. Lack of teamwork throughout organization.*
5. Employees consideration of each other.*
6. Employees don't work together as they should.
7. No respect for fellow employees.
8. Too much turf fighting.
9. Employees don't work together as they should.
10. "They" is overused as a way of blaming someone.
11. No team spirit.*

Insensitivity

1. There is no mutual respect among MTC employees and management.
2. Management "cold" to employee when in garages.
3. Communication gap between clerks and drivers. Rude treatment for no reason.
4. Maintenance managers not open to communication with employees. They act superior, indifferent.
5. Supervisors' insensitivity.
6. MTC is an insensitive organization.
7. Supervisors don't listen nor are they sympathetic to employee problems, complaints, ideas.
8. Management withholds information to maintain power.
9. Employees don't seem to care.*
10. Supervisor's are insensitive.
11. MTC is insensitive organization.

General Morale

1. Driver automatically wrong PR says rider is always right.
2. Lack of MTC concern for job stress.*
3. Poor work performance. Lack of training for mechanics. Lack of tools, etc. *
4. People off sick too much.
5. Some employees held accountable for bad maintenance department practices.
6. Employee should be more than just a number.
7. Stress on driver of fare payment.
8. Mistakes are coveredup (office errors affect others).
9. All MTC employees must be more accountable.*
10. Too many people trying to justify their position.
11. Better employee attitudes.

Total Number of Issues 33

Total Number of Ranked Issues 8

Table 23

PUBLIC IMAGE - DISINCENTIVE

Rider Education

1. Information booths needs or call in boths.
2. MTC has a bad public image - need to educate public.
3. MTC should do more to educate riding public - how to work with drivers, baby sitting, transfers, fare, etc.
4. More schedule and route information available to riding public. Can't get through to TIC.
5. More media contact to help public ride buses better - new rider brochure.
6. Lack of better hand schedules for drivers to give to public.
7. Get the MTC more marketing oriented.

General Public Image

1. MTC employees have lost sight of the fact that we're a public service.*
2. Cleanliness of buses.
3. Better exterior appearance of buses - panels, holes, etc.
4. Customer Relations does not do a good job.
5. Conflict between serving public and getting job done.
6. Misconception that drivers aren't penalized for running late.
7. The MTC "book" looks good but the contents aren't so good.

Total Number of Issues 14

Total Number of Ranked Issues 1

Table 24

BUDGET - DISINCENTIVES

Budget Waste

1. Store extras not needed.
2. Improve waste control cost saving before employee reductions.
3. Facsimiles of MTC cards being used.
4. Shingle Creek Open House wasteful.
5. Purchasing procedures re: minority businesses cause waste.
6. Special projects, records, decorations, etc. a waste of money.
7. MTC is paying a lot of money on fraudulent use of transfers.
8. Advertising campaign - waste of money.
9. Waste of money.

Budget Cuts

1. Management is sending mixed messages regarding budget reductions.
2. Lack of planning and clear communication regarding budget reductions.
3. MTC budget cuts are hitting the "little people".
4. Cutting service in places that do not warrant service cuts.

Total Number of Issues 13

Total Number of Ranked Issues 0

PROCEDURES - DISINCENTIVES

1. Purchasing procedures re: Minority businesses cause waste.
2. Procedures to handle bad-order bus in bays.
3. Unfair policies & procedures.
4. No uniformity in policies.
5. Lack of policies, procedures and standards.
6. Management has different standard for different people.
7. Lack of procedures knowledge.

Number of Issues 7

Number of Ranked Issues 0

Table 25

OTHER - DISINCENTIVES

1. Mistakes are covered up (office errors affect drivers).
2. Fair application of rules (no favoritism TIC).
3. No uniformity in determining need for policies or policy direction.
4. Too much garage stealing.
5. Payroll people generally don't like changes in their routine.
6. Payroll clerks unhappy with RUCUS scheduling system - don't understand why change was mad
7. Shingle Creek open house wasteful.
8. Facsimiles of MTC cards are being used.
9. Warehouse should be designed the way it was originally.
10. Employees must perform their jobs.
11. Too many people trying to justify their position.
12. Special projects records-decorations, etc. - waste of money.
13. MTC is paying a lot of money on fraudulent use of transfers.

TOTAL NUMBER OF ISSUES 13

TOTAL NUMBER OF RANKED ISSUES 0

Table 26

MANAGEMENT COMPANY - DISINCENTIVE

1. MTC has gotten too big - needing outside management - too many sites.
2. ATE is not held accountable (by the Commission).
3. No checks and balances on ATE.
4. Get rid of ATE company and employees (self-interest).*
5. Do we have to have ATE?
6. ATE is a poor management company.*
7. There is resentment regarding private management company ATE.
8. Why have ATE?
9. ATE no longer needed to manage the MTC.

Number of issues 9

Number of ranked issues 2

Table 28

TRANSIT COMMISSION - DISCENTIVES

1. ATE not held accountable by the Commission.
2. A driver should be appointed liaison to the Commission.*
3. Employees don't know MTC goals.
4. All offices should be under one roof.

Total Number of Issues 4

Total Number of Ranked Issues 1

Executive Summary - Issue Analysis Report

- Prepared by Moore and Juliano, Incorporated
- "Balance of Consequences" approach looked at incentives and disincentives
- Issue Analysis Team Development and Issue Sweep were Positive Processes and well-received by MTC Staff

Major Results Produced

- 369 incentives issues
- 551 disincentives issues

Favored Incentives are:

- More involvement, participation, teamwork, and recognition for good work
- Cash equivalents or cash for improved performance in areas such as absenteeism, cost control, or job performance

Major Disincentives are:

- Lack of consistency in management practices
- Lack of follow-through
- Negative communication styles
- Lack of participation, respect, and mutual problem solving
- Inconsistent discipline practices
- Working conditions coupled with equipment, tools and supplies in several areas

Analysis and Conclusions

- A comprehensive, long-run-oriented approach is needed for MTC turnaround and renewal for the 1980's
- Management is stereotyped by employees and staff as crisis-oriented and focusing on short-run solutions
- Credibility Issue: "Is anything really going to change?"

Methodology

- Issues were collected by MJI consultants and MTC Issue Analysis Team representing a range of Divisions and Departments
- Ten (10) groups of roughly ten employees, supervisors, and managers per group provided all issues
- Data were collected October-November 1981
- Issue Analysis Team was involved in collecting, classifying, analyzing, and reporting these findings

- Issues were developed and discussed in group settings - Validity Check
- The process maximized MTC involvement at all levels in a positive, productive manner

Conclusions and Recommendations are:

- Participation-based problem solving groups or parallel organizations within and across functions and divisions to increase real involvement and commitment to problem solving
- A system of group and individual cash equivalent or cash incentives for achievement of specific performance indicators. This recommendation depends upon availability of adequate databases and management capability in using data and performance measures
- These recommendations represent useful and necessary steps but still are insufficient to solve absenteeism, workers compensation, productivity, and morale problems currently facing the MTC. A more comprehensive program is required

Phase II. Report

- Our actual recommendations will be presented in greater detail
- The Human Resources Department is providing excellent support
- We appreciate the positive support we have received by all parts of the MTC.

APPENDIX C

FIELD INTERVIEW QUESTIONNAIRE

FIELD INTERVIEW QUESTIONNAIRE

RESPONDENT'S NAME: _____

RESPONDENT'S TITLE: _____

LOCATION: _____

INTERVIEW DATE & TIME: _____

DATE OF HIRE: _____

SHORT SUMMARY OF PERSON'S DUTIES: _____

_____

_____

_____

_____

_____

_____

_____

_____

_____

INTERVIEWER'S NAME: _____

1. What do you see as the main purpose(s) of the MTC?

2. Things at the MTC have been changing.

   What's getting better?

   What's getting worse?

3. Are you the sort of person who can get ahead at the MTC? Why?

3a) How do other people at the MTC get ahead?

4. What are the opportunities for advancement at the MTC?

5. Where is the best place to work at the MTC? Why so?

6. What does the MTC owe you as your employer?

7. What do you owe the MTC in return?

8. To what extent do the following things act as disincentives or create a drag on your own motivation?

   a) Supervisor's Styles

   b) Discipline Practices

   c) Working Conditions (including schedules)

   d) Work Group Norms (co-workers)

8. Disincentives, Continued:

e)

f) Anything else?

9. What happens to employees with poor performance records (high absenteeism, etc.) who fail to improve?

a) Does your manager or supervisor give you enough feedback on your performance?

10. Are employees different these days? How so?

11. What kinds of incentives in terms of employee involvement and recognition, are currently used at the MTC?

12. What kinds of incentives should management provide to motivate employees to come to work regularly.

a) To do their best work.

b) To not abuse sick leave, Workers' Compensation and requests off

13. Which incentives would work best:

Individual treatment?

Group incentives?

14. Should any group of employees or supervisors have a special incentive program?

15. Where do you see the MTC going in the next few years?

16. If you could relive your career, would you choose to work at the MTC again? Explain.

17. What's the best thing about working for the MTC?

Thanks very much for helping us and the MTC by sharing your views. Your information will be kept confidential, since information is summarized from all interviews.

APPENDIX D

ATTUTUDE SURVEY SUMMARY

Mean Response for Supervisors and Non-Supervisors

For Each Survey Question

SATISFACTION

In this section we would like to find out how you feel about certain aspects of your present job. Ask yourself: How SATISFIED am I with this aspect of my present job?

ON MY PRESENT JOB, THIS IS HOW I FEEL ABOUT...	Supervisors	Non-Supervisors
13. The trust and respect that top management has for employees.	2.4	2.0
14. The way MTC informs employees about changes that affect their jobs.	2.2	2.0
15. My working hours.	3.2	2.9
16. Morale in my work unit.	2.8	2.3
17. The amount of supervision I receive.	3.3	3.0
18. My pay, considering the amount of work I do.	2.5	3.0
19. The way I am told when I do my job well.	2.3	2.0
20. My familiarity with the MTC's aims and goals.	2.6	2.2
21. The amount the MTC has done to provide opportunities for women (employment, advancement, etc.).	3.1	2.9
22. The amount of time I have to complete work assignments.	2.9	2.6
23. The way commitments made by top management are kept.	2.0	2.2
24. The ability of my immediate supervisor to make good decisions.	3.0	2.6
25. Communication from top management and supervisors to employees about matters that affect them.	2.3	1.9

ON MY PRESENT JOB, THIS IS HOW I FEEL ABOUT:	Supervisors	Non-Supervisors
26. The chance to make use of my skills and abilities.	2.7	2.5
27. The amount of pressure under which I have to work.	2.6	2.3
28. The availability of good supplies and equipment I need to do my work.	2.3	1.9
29. My participation in the decision-making process.	2.4	1.8
30. The way I am treated by my immediate supervisor.	3.6	2.9
31. The way my pay compares with that of people just starting with the MTC.	2.8	3.1
32. The feedback I receive on how well I do my job.	2.1	2.1
33. The opportunity for me to move into a better job in the MTC.	2.4	2.1
34. My immediate supervisor's competence in human relations (dealing with the people who work for him/her).	3.0	2.6
35. My job security.	3.2	2.9
36. The amount the MTC has done to provide opportunities for minorities (employment, advancement, etc.).	3.1	3.0
37. The MTC's fairness of the way pay increases are determined.	3.3	2.4
38. The kind of work I do.	3.5	3.3
39. The availability of my immediate supervisor when I need him/her.	3.5	2.9

ON MY PRESENT JOB, THIS IS HOW I FEEL ABOUT:	Supervisors	Non-Supervisors
40. The variety in my work.	3.5	2.9
41. The way my supervisor deals with poor performers.	2.4	2.0
42. The way the MTC treats its employees.	2.3	2.0
43. My pay, considering what I can get for similar work in other organizations.	2.7	3.0
44. The recognition I get for the work I do.	2.3	2.1
45. The way top management and supervisors encourage employees to make suggestions.	2.3	1.7
46. The way my supervisor backs up his/her people.	3.3	2.2
47. My pay, considering the demands placed upon me.	2.5	2.7
48. The MTC's fairness in selecting employees for promotion to higher-level jobs.	2.1	2.0
49. The opportunity to develop my skills and abilities.	2.8	2.4
50. My job in general, all things considered.	3.0	2.8
51. The way my supervisor listens to employees' concerns and ideas.	2.8	2.3
52. The amount of work I am expected to do.	3.3	2.9
53. The spirit of cooeration among my co-workers.	3.1	2.5
54. The amount of challenge in my work.	3.3	2.7
55. My pay, considering the experience I have.	2.7	2.8
56. The way MTC shows its appreciation to longer-service employees.	2.3	2.1

ON MY PRESENT JOB, THIS IS HOW I FEEL ABOUT:	Supervisors	Non-Supervisors
57. My immediate supervisor's knowledge of the job (technical competence).	3.3	2.7
58. Morale in the MTC.	2.0	1.9
59. The respect I receive for the job I am in.	2.5	2.3
60. The overall job being done by my immediate supervisor.	3.3	2.7
61. The MTC in general, as a place to work.	3.1	2.9
62. My understanding of my benefits (medical and life insurance, retirement, vacations, leaves, etc.).	2.9	2.9

IMPORTANCE

In this section we would like you to rate how important each aspect would be as your ideal job -- the kind of job you would most like to have.

Note:

As you go through this section, try to distinguish the more important aspects from those of less importance to you. Please attempt to use the entire range of numbers (1 through 5) as you answer the questions.

ON MY IDEAL JOB, HOW IMPORTANT IS:	Supervisors	Non-Supervisors
1. Management trust and respect for employees.	4.3	4.2
2. Communication from the organization to employees about changes that affect their jobs.	4.2	4.2
3. Being satisfied with my working hours.	3.6	3.8
4. Having good morale in my work unit.	4.4	4.1
5. Being satisfied with the amount of supervision I receive.	3.5	3.4
6. The relationship between my pay and the amount of work I do.	4.0	3.7
7. Being told when I do my job well.	3.9	3.9
8. Being familiar with the organization's aims and goals.	3.9	3.4
9. The organization's effort to provide opportunities for women (employment, advancement, etc.).	3.5	3.1
10. Having sufficient time in which to complete work assignments.	3.6	3.9
11. Top management keeping the commitments it has made.	4.5	4.2
12. My immediate supervisor's ability to make good decisions.	4.3	4.2

Card 2 GRP Run

ON MY IDEAL JOB, HOW IMPORTANT IS:	Supervisors	Non-Supervisors
13. Communication from top management and supervisors to employees about matters that affect them.	4.3	4.2
14. Having the chance to make use of my skills and abilities.	4.3	3.9
15. Being satisfied with the amount of pressure under which I have to work.	3.5	3.9
16. Having good supplies and equipment available to me to do my work.	3.9	4.4
17. My participation in the decision-making process.	4.0	3.3
18. Being treated well by my immediate supervisor.	3.8	4.0
19. Having my pay compare favorably with that of people just starting with the organization.	3.8	3.2
20. Receiving feedback on how well I do my job.	3.4	3.6
21. Having the opportunity to move into a better job in the organization.	3.5	3.7
22. My immediate supervisor's competence in human relations (dealing with the people who work for him/her).	3.9	4.1
23. Having job security.	3.8	4.4
24. The organization's effort to provide opportunities for minorities (employment, advancement,etc.).	3.5	3.2
25. Fairness in determining pay increases.	4.3	4.0
26. Being satisfied with the kind of work I do.	4.5	4.1
27. My immediate supervisor being available when I need him/her.	3.6	3.7
28. Having variety in my work.	3.6	3.4

ON MY IDEAL JOB, HOW IMPORTANT IS:	Supervisors	Non-Supervisors
29. My supervisor dealing effectively with poor performers.	4.1	3.8
30. Employees being treated well by the organization.	4.1	4.2
31. Having my pay compare favorably with what I can get for similar work in other organizations.	3.9	3.8
32. Receiving recognition for the work I do.	3.6	3.6
33. Top management and supervisors encouragement of employee suggestions.	3.7	3.7
34. My supervisor backing up his/her people.	4.5	4.3
35. The relationship between my pay and the demands placed upon me.	3.9	3.8
36. Fairness in selecting employees for promotion to higher-level jobs.	4.1	4.1
37. Having the opportunity to develop my skills and abilities.	4.0	3.7
38. Being satisfied with my job in general, all things considered.	4.0	4.2
39. My supervisor listening to employees (their ideas for improvements, their concerns, etc.).	4.1	3.9
40. Being satisfied with the amount of work I am expected to do.	3.6	3.8
41. The spirit of cooperation among my co-workers.	4.3	3.8
42. Having challenge in my work.	3.9	3.5
43. The relationship between my pay and the experience I have.	3.7	3.6
44. The organization showing its appreciation to longer-service employees.	3.4	3.7

ON MY IDEAL JOB, HOW IMPORTANT IS:	Supervisors	Non-Supervisors
45. My immediate supervisor's technical competence (knowledge of the job).	3.9	4.1
46. Having good morale in the organization.	4.5	4.1
47. Receiving respect for the job I am in.	4.1	3.8
48. My immediate supervisor doing a good job overall.	4.1	4.0
49. Being satisfied with organization in general, as a place to work.	4.1	4.0
50. My understanding of my benefits (medical and life insurance, retirement, vacations, leaves, etc.).	3.3	3.8

PERCEPTIONS

In section we would like to find out how you perceive certain aspects of your job and the organization for whi[ch] [yo]u work. Ask yourself: How much do I AGREE or DISAGREE with what the statement says?

		Supervisors	Non-Supervisors
1.	[p]icies and rules are consistently applied [to] all employees.	2.7	2.6
2.	[m]agement enforces an adequate safety program.	3.4	3.0
3.	[e]loyees in my work group are encouraged to [t]e initiative and responsibility in their work.	4.0	2.9
4.	[k]now what my supervisor considers important [in] evaluating my performance.	4.3	4.0
5.	[u]nderstand the role that my work unit plays [in] the MTC.	4.3	4.0
6.	[h]ave had adequate training for my present job.	4.0	3.9
7.	[g]et a feeling of accomplishment from the work [I] [d]o.	4.0	3.6
8.	[The] management of the MTC acts as if it really [cares] to keep me as an employee.	3.2	2.7
9.	[The] way my work unit is organized and structured [is] well suited to the work being done.	3.2	2.9
10.	[My] performance appraisal accurately reflects my [o]verall performance.	2.9	3.2
11.	[I] [a]m permitted to make the decisions that I feel [are] necessary to do my job effectively.	3.9	3.0
12.	[I] [f]eel physically secure while on the job.	3.8	3.2
13.	[My] immediate supervisor's treatment of me would [ch]ange for the worse if I were to go beyond [him]/her with a complaint (e.g., to higher [manage]ment).	3.0	2.6

	Supervisors	Non-Supervisors
14. My supervisor keeps me up to date on actions taken which affect my job.	3.3	2.8
15. Employees in my work group are encouraged to develop new and better ways to do the job.	3.5	2.4
16. I am given sufficient authority to match my responsibility.	3.2	2.9
17. The budget allows for sufficient resources to get the job done.	2.4	2.6
18. I am able to see how my work fits into the total operation of the MTC.	4.0	3.7
19. I have a clear idea of the results expected of me on my job.	3.7	3.8
20. The MTC provides relevant training programs and conferences for its employees.	2.8	2.9
21. All in all, my unit is effectively managed and well run.	3.3	2.8
22. Changes in programs, policies, or procedures are usually handled well (sufficient explanation is given as to the reasons for the changes, sufficient notice is given, etc.).	2.6	2.5
23. First-line supervisors, shop foremen, division managers, etc., have enough authority to do a good job.	2.6	2.9

Card 3 GRP — Run — — — —

RATINGS

In this section we would like to find out how you rate certain aspects of MTC and your work situation. Ask yourself: How would I RATE what this statement says?

	Supervisors	Non-Supervisors
24. MTC's image in the community.	3.1	3.0
25. Safety conditions in my work area.	3.7	3.0
26. The recognition my unit gets from top management for its role in the MTC.	2.8	2.7
27. The job being done by my co-workers.	4.3	3.4
28. The cleanliness and orderliness of physical surroundings.	3.0	2.7
29. The MTC's general reputation as a place to work in the mind of the prospective employee.	3.5	3.4
30. The quality of people the MTC hires.	3.1	3.2
31. The emphasis by management on keeping costs down in the MTC.	3.3	2.8
32. The service the MTC provides to the community.	3.7	3.7
33. The effectiveness of the work planning and scheduling.	3.6	2.4
34. The cleanliness and accessibility of restrooms.	3.6	3.0
35. The way the MTC is managed and run.	3.5	2.5
36. Health care benefits.	3.6	3.6
37. Sick leave policy.	3.8	2.4
38. Pension.	3.5	3.5
39. Vacations.	3.7	3.3
40. Holidays.	3.6	3.5
41. Life Insurance.	3.6	3.2

	Supervisors	Non-Supervisors
42. Disability insurance.	2.9	3.0
43. Planned employee activities.	2.7	2.3
44. Parking facilities.	2.2	2.8

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	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q110
Q313	-0.0362	0.0074	0.0372	-0.1175	0.1378	0.1021	0.0975	0.1190	0.1342	0.0227
	(318)	(317)	(319)	(316)	(317)	(316)	(319)	(317)	(311)	(317)
	P=0.260	P=0.447	P=0.254	P=0.018	P=0.007	P=0.035	P=0.041	P=0.017	P=0.009	P=0.344
Q314	0.0043	-0.1165	0.0756	-0.0264	0.1203	0.0622	-0.0003	0.1517	0.2010	0.0515
	(318)	(317)	(319)	(316)	(317)	(316)	(319)	(317)	(311)	(317)
	P=0.470	P=0.019	P=0.089	P=0.320	P=0.016	P=0.135	P=0.498	P=0.003	P=0.000	P=0.180
Q315	-0.0764	-0.0466	-0.0032	-0.0015	0.1122	0.0787	0.0423	0.0261	0.0596	-0.0458
	(318)	(317)	(319)	(316)	(317)	(316)	(319)	(317)	(311)	(317)
	P=0.087	P=0.204	P=0.477	P=0.490	P=0.023	P=0.081	P=0.226	P=0.321	P=0.147	P=0.208
Q316	-0.0180	-0.0206	0.0051	0.0158	0.0751	0.0631	0.0514	0.0924	0.1324	-0.0420
	(315)	(315)	(316)	(313)	(314)	(313)	(316)	(315)	(309)	(315)
	P=0.375	P=0.358	P=0.464	P=0.393	P=0.092	P=0.133	P=0.181	P=0.051	P=0.010	P=0.229
Q317	0.0486	0.0279	0.1323	-0.0104	0.0426	0.1034	-0.0043	0.0326	0.1317	0.0485
	(315)	(314)	(316)	(313)	(314)	(313)	(316)	(314)	(308)	(314)
	P=0.195	P=0.311	P=0.009	P=0.427	P=0.226	P=0.034	P=0.470	P=0.282	P=0.010	P=0.196
Q318	-0.0020	0.0486	0.0890	0.0079	0.1286	-0.1273	0.1203	0.0442	0.0554	0.0539
	(319)	(318)	(320)	(317)	(318)	(317)	(320)	(318)	(312)	(318)
	P=0.486	P=0.194	P=0.056	P=0.444	P=0.011	P=0.012	P=0.016	P=0.216	P=0.165	P=0.169
Q319	-0.0267	-0.0325	0.0776	-0.1205	0.0619	0.0462	-0.0527	0.0129	0.1092	0.0720
	(318)	(317)	(319)	(316)	(317)	(316)	(319)	(317)	(311)	(317)
	P=0.318	P=0.282	P=0.083	P=0.016	P=0.136	P=0.206	P=0.174	P=0.410	P=0.027	P=0.101
Q320	0.0303	0.0258	0.0426	-0.0157	0.1163	0.0372	-0.0367	0.0673	0.1282	0.0480
	(315)	(314)	(316)	(313)	(314)	(313)	(316)	(314)	(308)	(314)
	P=0.296	P=0.325	P=0.225	P=0.391	P=0.020	P=0.256	P=0.258	P=0.117	P=0.012	P=0.198
Q321	0.0601	-0.0329	0.1122	-0.0164	0.0816	0.0451	-0.0113	0.0175	-0.0729	0.0050
	(302)	(301)	(303)	(300)	(301)	(300)	(303)	(301)	(301)	(301)
	P=0.149	P=0.285	P=0.026	P=0.389	P=0.079	P=0.220	P=0.422	P=0.383	P=0.104	P=0.466
Q322	0.0203	-0.0534	-0.0155	-0.0246	0.0077	0.0580	0.0015	-0.0011	0.0308	-0.1549
	(319)	(318)	(320)	(317)	(318)	(317)	(320)	(318)	(312)	(318)
	P=0.307	P=0.171	P=0.391	P=0.331	P=0.446	P=0.152	P=0.489	P=0.492	P=0.294	P=0.003
Q323	-0.0448	-0.0700	0.0273	-0.1540	0.0276	0.0240	0.0002	0.0517	0.0768	0.0249
	(312)	(311)	(313)	(310)	(311)	(310)	(313)	(311)	(305)	(311)
	P=0.215	P=0.107	P=0.315	P=0.003	P=0.314	P=0.337	P=0.499	P=0.182	P=0.091	P=0.331

(COEFFICIENT / (CASES) / SIGNIFICANCE) (A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED)

Correlation Matrices

Note: QS13 is an abbreviation for question number 13 in the Satisfaction section.

QI1 is an abbreviation for question number 1 in the Importance section.

Other questions in the two sections are similarly abbreviated.

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	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q110
Q313	-0.0362	0.0074	0.0372	-0.1175	0.1378	0.1021	0.0975	0.1190	0.1342	0.0227
	(318)	(317)	(319)	(316)	(317)	(316)	(319)	(317)	(311)	(317)
	P=0.260	P=0.447	P=0.254	P=0.018	P=0.007	P=0.035	P=0.041	P=0.017	P=0.009	P=0.344
Q314	0.0043	-0.1165	0.0756	-0.0264	0.1203	0.0622	-0.0003	0.1517	0.2010	0.0415
	(318)	(317)	(319)	(316)	(317)	(316)	(319)	(317)	(311)	(317)
	P=0.470	P=0.019	P=0.089	P=0.320	P=0.016	P=0.135	P=0.498	P=0.003	P=0.000	P=0.180
Q315	-0.0764	-0.0466	-0.0032	-0.0015	0.1122	0.0787	0.0423	0.0261	0.0596	-0.0458
	(318)	(317)	(319)	(316)	(317)	(316)	(319)	(317)	(311)	(317)
	P=0.087	P=0.204	P=0.477	P=0.490	P=0.023	P=0.081	P=0.226	P=0.321	P=0.147	P=0.208
Q316	-0.0180	-0.0206	0.0051	0.0154	0.0751	0.0631	0.0514	0.0924	0.1324	-0.0420
	(315)	(315)	(316)	(313)	(314)	(313)	(316)	(315)	(309)	(315)
	P=0.375	P=0.358	P=0.464	P=0.393	P=0.092	P=0.133	P=0.181	P=0.051	P=0.010	P=0.229
Q317	0.0406	0.0279	0.1323	-0.0104	0.0426	0.1034	-0.0043	0.0326	0.1317	0.0485
	(315)	(314)	(316)	(313)	(314)	(313)	(316)	(314)	(308)	(314)
	P=0.195	P=0.311	P=0.009	P=0.427	P=0.226	P=0.034	P=0.470	P=0.282	P=0.010	P=0.196
Q318	-0.0020	0.0486	0.0890	0.0079	0.1286	-0.1273	0.1203	0.0442	0.0554	0.0539
	(319)	(318)	(320)	(317)	(318)	(317)	(320)	(318)	(312)	(318)
	P=0.486	P=0.194	P=0.056	P=0.444	P=0.011	P=0.012	P=0.016	P=0.216	P=0.165	P=0.169
Q319	-0.0267	-0.0325	0.0776	-0.1205	0.0619	0.0462	-0.0527	0.0129	0.1092	0.0720
	(310)	(317)	(319)	(316)	(317)	(316)	(319)	(317)	(311)	(317)
	P=0.318	P=0.282	P=0.083	P=0.016	P=0.136	P=0.206	P=0.174	P=0.410	P=0.027	P=0.101
Q320	0.0303	0.0258	0.0426	-0.0157	0.1163	0.0372	-0.0367	0.0673	0.1282	0.0480
	(315)	(314)	(316)	(313)	(314)	(313)	(316)	(314)	(308)	(314)
	P=0.296	P=0.325	P=0.225	P=0.391	P=0.020	P=0.256	P=0.258	P=0.117	P=0.012	P=0.198
Q321	0.0601	-0.0329	0.1122	-0.0164	0.0816	0.0431	-0.0113	0.0173	-0.0729	0.0050
	(302)	(301)	(303)	(300)	(301)	(300)	(303)	(301)	(301)	(301)
	P=0.149	P=0.285	P=0.026	P=0.389	P=0.079	P=0.228	P=0.422	P=0.383	P=0.104	P=0.466
Q322	0.0283	-0.0534	-0.0155	-0.0246	0.0077	0.0580	0.0015	-0.0011	0.0308	-0.1549
	(319)	(318)	(320)	(317)	(318)	(317)	(320)	(318)	(312)	(318)
	P=0.307	P=0.171	P=0.391	P=0.331	P=0.446	P=0.152	P=0.489	P=0.492	P=0.294	P=0.003
Q323	-0.0848	-0.0700	0.0273	-0.1540	0.0276	0.0240	0.0002	0.0517	0.0768	0.0249
	(312)	(311)	(313)	(310)	(311)	(310)	(313)	(311)	(305)	(311)
	P=0.215	P=0.109	P=0.315	P=0.003	P=0.314	P=0.337	P=0.499	P=0.182	P=0.091	P=0.331

(COEFFICIENT / (CASES) / SIGNIFICANCE) (A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED)

Supervisory Cross Tabulations

```
: BATCH SYSTEM                                                          12/08/81        PAGE  209
R CONTROL FOR JOB3FUFFIT
  HRDSURVF (CREATION DATE = 12/08/81)

* * * * * * * * * * * * * * * * *   C R O S S T A B U L A T I O N   O F   * * * * * * * * * * * * * * * * * *
JBENEFIT                                                   BY  SPAY
ROLLING FOR..
IPAY                                                       VALUE..    1
* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *  PAGE  1 OF  1

                    SPAY
          COUNT  I
          ROW PCT I                        ROW
          COL PCT I                        TOTAL
          TOT PCT I      1  I      2  I
EFIT      --------I---------I---------I
              1   I      4  I     11  I     15
                  I   26.7  I   73.3  I   83.3
                  I  100.0  I   78.6  I
                  I   22.2  I   61.1  I
                 -I---------I---------I
              2   I      0  I      3  I      3
                  I    0.0  I  100.0  I   16.7
                  I    0.0  I   21.4  I
                  I    0.0  I   16.7  I
                 -I---------I---------I
          COLUMN         4        14       18
          TOTAL       22.2      77.8    100.0

3 OUT OF    4 ( 75.0%) OF THE VALID CELLS HAVE EXPECTED CELL FREQUENCY LESS THAN 5.0.
MUM EXPECTED CELL FREQUENCY =  0.667
ER'S EXACT TEST =  0.49608  (1-TAILED)      1.00000  (2-TAILED)
 =    0.23905
INGENCY COEFFICIENT =  0.23256
DA (ASYMMETRIC) =  0.0      WITH JBENEFIT DEPENDENT.      =  0.0     WITH SPAY     DEPENDENT.
DA (SYMMETRIC) =  0.0
RTAINTY COEFFICIENT (ASYMMETRIC) =  0.10308 WITH JBENEFIT DEPENDENT.      =  0.08768 WITH SPAY      DEPENDENT.
RTAINTY COEFFICIENT (SYMMETRIC) =  0.09476
ALL'S TAU B =  0.23905.    SIGNIFICANCE =  0.1622
ALL'S TAU C =  0.10815.    SIGNIFICANCE =  0.1622
ITIONAL GAMMA =  1.00000
ERS'S D (ASYMMETRIC) =  0.21429 WITH JBENEFIT DEPENDENT.        =  0.26667 WITH SPAY      DEPENDENT.
ERS'S D (SYMMETRIC) =  0.23762
 =  0.23904 WITH JBENEFIT DEPENDENT.       =  0.23905 WITH SPAY      DEPENDENT.
RSON'S R =  0.23905   SIGNIFICANCE =  0.1697
```

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SPSS BATCH SYSTEM                                                       12/08/81        PAGE  213
SUPER CONTROL FOR JURBENEFIT
FILE    MPDSURVE (CREATION DATE = 12/08/81)

* * * * * * * * * * * * * * * * * *   C R O S S T A B U L A T I O N   O F   * * * * * * * * * * * * * * * *
    JBENEFIT                                          BY  SPAY
CONTROLLING FOR..
    14C                                               VALUE..   1.
* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *  PAGE  1 OF  1

                    SPAY
            COUNT  I
          ROW PCT  I
          COL PCT  I                      ROW
          TOT PCT  I     1  I     2  I    TOTAL
JBENEFIT  --------I--------I--------I
               1   I     7  I    13  I     20
                   I  35.0  I  65.0  I   87.0
                   I 100.0  I  81.3  I
                   I  30.4  I  56.5  I
                  -I--------I--------I
               2   I     0  I     3  I      3
                   I   0.0  I 100.0  I   13.0
                   I   0.0  I  18.8  I
                   I   0.0  I  13.0  I
                  -I--------I--------I
           COLUMN        7       16        23
           TOTAL      30.4     69.6     100.0

    2 OUT OF     4 ( 50.0%) OF THE VALID CELLS HAVE EXPECTED CELL FREQUENCY LESS THAN 5.0.
MINIMUM EXPECTED CELL FREQUENCY =   0.913
CORRECTED CHI SQUARE =     0.30899 WITH 1 DEGREE OF FREEDOM.   SIGNIFICANCE =  0.5784
RAW CHI SQUARE =           1.50937 WITH 1 DEGREE OF FREEDOM.   SIGNIFICANCE =  0.2192
PHI =    0.25617
CONTINGENCY COEFFICIENT =  0.24816
LAMBDA (ASYMMETRIC) =  0.0   WITH JBENEFIT DEPENDENT.           =  0.0      WITH SPAY     DEPENDENT.
LAMBDA (SYMMETRIC) =  0.0
UNCERTAINTY COEFFICIENT (ASYMMETRIC) =  0.13302 WITH JBENEFIT DEPENDENT.      =  0.08382 WITH SPAY     DEPENDENT.
UNCERTAINTY COEFFICIENT (SYMMETRIC) =  0.[illegible]
KENDALL'S TAU B =  0.25617.    SIGNIFICANCE =  0.1108
KENDALL'S TAU C =  0.15879.    SIGNIFICANCE =  0.1148
CONDITIONAL GAMMA =  1.00000
SOMERS'S D (ASYMMETRIC) =  0.18750 WITH JBENEFIT DEPENDENT.       =  0.35000 WITH SPAY     DEPENDENT.
SOMERS'S D (SYMMETRIC) =  0.24[illegible]
ETA =  0.25617 WITH JBENEFIT DEPENDENT.          =  0.25617 WITH SPAY     DEPENDENT.
PEARSON'S R =  .25617   SIGNIFICANCE =  .1121
```

Codes for Interpretation

LOS	Length of Service
JOBSEC	Job Security
PAY	Pay (considering work)
PC	Pay (compared to those just starting at MTC)
PLACE	MTC in general as place to work
RECOG	Recognition
SKILL	Skill (chance to use)
DEC	Participation in decision-making
JOBKNOW	Understanding of job and its role
JOBBEN	"Fringe" Benefits
COMM	Communications
INVEST	Self investment in job
LOFS	Level of supervision received
MC	Commitments kept by management
SK	Supervisor's knowledge of job
PW	MTC in general as a place to work
MORALE	Morale
SI	Treatment by immediate supervisor
SA	Availability of immediate supervisor
RW	Responsibility for work
TRUST	Trust and respect by top management
FEEDBK	Feedback received on how well I do job
KM	Management wants to keep me as employee
IC	Immediate supervisor's treatment of me if I took complaint to higher management
UTD	My supervisor keeps me up-to-date
CA	Supervisor's competence to make decisions
CB	Supervisor's competence in human relations
CC	Supervisor's technical competence
CD	Supervisor's overall competence
SUPCOMP	Supervisor's competence

APPENDIX E

IN-DEPTH INTERVIEW SUMMARY

DATA SHEET

INTERVIEWEES:

Drivers	10
Mechanics	1
Dispatcher	1
Senior Buyer	1
Clerk Typist	1
Material Handler	1
Division Manager	2
Supervisor	1
Director of Inspection Service	1
Payroll Staff	1
System Program Analyst	1
Secretary	1
Director of Transit Development	1
Schedule Maker	1
Assist Division Manager	2
Supervisor Mobility	1
Metro Mobility Staff Member	1
Skilled Helper	1
Clerk	3
Maintenance Foreman	1
Mechanic Helper	1
Transit Planner	1
Grants Coordinator	1
Manager Civil Engineering	1
Maintenance Supervisor	1
N =	38

SEX:

Males	27
Females	11

INTERVIEWERS: 5

EMPLOYMENT DATES:

1940 - 1949	2
1950 - 1959	0
1960 - 1969	1
1970 - 1979	32
1980 - 1989	3

1. What do you see as the main purpose(s) of the MTC?

Service to public at reasonable costs.	5
Transportation to public.	30

Others:

Support high density development.
Get more people to ride the bus and give up their cars.
Provide public transportation for handicapped.

2. Things at the MTC have been changing.
What's getting better?

1. Procedures
2. Data reporting
3. Information to public
4. Computerization
5. "On-the-line"
6. Pay
7. Response to 504 requirements
8. Air conditioning on buses
9. Working condition, physical space
10. Better equipment
11. Younger clan of employees
12. Covering greater area with bus service
13. Limiting of job bids
14. Minimizing attendance records
15. Establishment of a building maintenance
16. Computerization of parts
17. Upgrading and new faciltiies
18. Upper management is helping lower management
19. More interest on education for career development
20. Advancing technology automation
21. Project mobility
22. New south garage
23. More women in better positions
24. Attempt to keep people informed
25. Glad for a single head (boss) of MTC
26. Management taking firmer hand on discipline problems
27. Nothing
28. Working conditions - benefits - wages
29. Quality of personnel
30. Relationship between staff and commission
31. Relationship between MTC and other agencies
32. Interval management workshop
33. A lessening of "US" vs. "THEM"
34. People are starting to come to grip with the limits of government
35. More accountable to public
36. Open communication among various elements within MTC
37. Radios in buses
38. Computer system

2. Things at the MTC have been changing.
What's getting better? (cont.)

39. No longer operating under crisis situation due to manpower shortages
40. Better flow of information among levels of management
41. More flexibility for managers to make decisions
42. Lots of over time
43. My supervisor much, much better

What's getting worse?

1. Financial
2. Morale over job security and reorganization
3. Access to computer
4. Condition of buses
5. Some runs have been made over eight hours
6. Driver room/waiting area
7. Air quality in division (ventilation)
8. Union stronger, management weaker
9. Discipline harder to reinforce
10. Division manager have less authority
11. Government "requirements" IC EEO/AA
12. High absenteeism
13. Lack of policies
14. Salary employees not on cost of living increase
15. Attendance worse
16. Paper work has more than tripled
17. Attitude of passengers
18. Communication among department heads
19. Chain of command cannot make a decision without going to highest level
20. Part location systems is poor
21. Management people are getting more of the shaft - there is always something being taken away from them
22. Production of employees
23. Salary
24. Cramped quarters - work stations
25. Responsibilities not clearly defined
26. Cutting lines or service
27. Policy-making too politically conservative
28. Lack personal support
29. Repair of buses poor at Snelling
30. Service reducing
31. Not enough personnel
32. Don't understand maintenance personnel needs
33. Personnel policies in general
34. Organizational problems
35. Conflict as to the real objective of MTC
36. Short funds across the board - not well addressed by management
37. Things happen by "the seat of the pants" method
38. Management (upper/middle) and driver do not ride the bus in order to better experience the problems

2. Things at the MTC have been changing.
What's getting better? (cont.)

39. Educational assistance programs
40. Can't get enough overtime like in the past
41. My hours getting longer
42. Money getting tighter - waste
43. Too many chiefs not enough braves
44. Operations spread all over the place
45. System makes more work than is needed
46. Computer creates work and does not help
47. Part supply
48. MTC not cost efficient
49. Management concentrate pick on small item and ignore the big ones

3. Are there opportunities to succeed at MTC?

YES	24
NO	6
NOT SURE	1

Comments:

- Keep his nose clean and have the incentive
- Not for everybody - for the right people
- Just go after instead of complaining
- If they want to
- MTC wants nothing but college graduates and is not interested in experience
- Depends on the person
- I don't want it or won't go higher at MTC
- Need to be confident, have good work record, not afraid to make decisions or accept responsibility
- Have not been here long enough to know
- Must make a distinction between advancement and additional responsibility, MTC adds responsibilities but not advancement
- Opportunity to grow

4. What kind of people succeed?

- High ability
- Right place at the right time
- High flexibility of personnel
- Positive relationship with commission
- Nothing in particular
- With leadership ability
- Learn to cope with present job
- Assertive, aggressive and knowledgeable (lucky)
- Ambitious
- Strive to be a perfectionist
- Willing to accept challenge
- Willing to try new ideas

4. What kind of people succeed? (cont.)

- Have leadership traits
- Have qualifications
- Must have to drive
- Willing to sacrifice a great deal of money
- Outgoing, no tardiness, abide by the MTC rules
- No days off
- Helps to be a relative of management staff
- With proper seniority
- Good work record
- Brown nosing

5. Where is the best place to work at the MTC? Why so?

95% answered that the best place to work was in their present work site and current position.

6. MTC owes me:

Nothing	10
Job security	7
Training	5
Opportunity to grow	5
Reasonably pleasant and safe work place	7
Even-handed treatment	2
Respect commensurate with performance	9
Benefits pay	18
Consider suggestions	3
Receive input	2
Tools	1
Safety	1
My individuality	1

7. I owe MTC:

Honest day's work	24
Concern for MTC's goal	4
Respect for co-workers	3
Decent quality of work	2
Loyalty	11
Be on time	10
Never talk down on MTC	1
Hard work	6
Being available	2
Good public image	3

8. To what extent do the following things act as disincentives or create a drag on your own motivation?

a) Supervisor's Styles

YES	19
NO	9
SOMEWHAT	8

8. To what extent do the following things act as disincentives or create a drag on your own motivation? (cont.)

b) Discipline Practices

YES	17
NO	8
SOMEWHAT	10

c) Working Conditions (including schedules)

YES	16
NO	17
SOMEWHAT	12

d) Work Group Norms (co-workers)

YES	4
NO	28
SOMEWHAT	4

Politics

YES	3
NO	6
SOMEWHAT	1

e) Conflict in Program Demands

YES	3
NO	3
SOMEWHAT	4

f) Performance Feedback

YES	6
NO	4
SOMEWHAT	1

Comments:

- Approach to problems are piece meal
- There is a "why try" attitude
- Lack of leadership
- Worthless, no standards
- People toward lowest common demon
- Peter Principle - transfer no demotions
- Attendance
- Little positive reinforcement
- Lack of recognition
- Political climate/strong at division level
- Lack of proper training
- Cold shop, no heat affect performance
- Too much change at one time

8. To what extent do the following things act as disincentives or create a drag on your own motivation?

Comments: (cont.)

- As a clerk, feel caught in the middle
- A.T.E. management may not be appropriate action to be taken by a public agency

* Why can't the buses be checked/fixed over the weekend. It doesn't make sense to have mechanics working only on Mondays-Fridays when 80% of the buses are on the street.

9. What happens to employees with poor performance records?

Nothing	9
Talked to	3
Passed over for promotion	1
Quit	1
A procedure of counseling, warning	11
Written warning and discharge	
Get fired	4
Lower salary increase	1
Time off without pay	3
Don't know	2
Referred to EAP	1
Retraining	1
Go on and on	1
N/A	2
Promoted to foreman	1

Enough Feedback:

YES	9
NO	16

10. Are employees different these days?

YES	22
NO	8
MAYBE	5

Comments:

- Job does not have as high a priority and don't care
- MTC has hired a better grade of drivers
- Bet 85% absenteeism is accounted for by people under 30 years
- Young employees expect more, spoiled, not responsible.
- Don't take orders well
- Must always be told "how" decisions are made
- Haven't experienced hard times like old times
- More assertive and knowledgeable about individual rights - more vocal

10. Are employees different these days?

Comments: (cont.)

- Don't care if they work
- They will give you what you expect
- New drivers are getting dumber, and dumber, and dumber, and their appearance is messy and sloppy
- Not as conscientious as back then
- Not as thoughtful of co-workers
- Better more education, definite life goals and more materialistic
- What motivates them might be different - money
- Not as loyal
- Some young kids are terrible - some like old timers
- Union protected
- People want to be more involved - want more participation
- Recent trends toward conservation
- Money greater motivator/material good
- The main thing is the worker compensation and I don't go along with this
- They are lazier because working is easier
- Less qualified
- Working conditions have changed for the better

11. What kind of incentive is presently being used at MTC?

Acknowledgement in "On-The-Line"	5
Safety award pins	15
Service pins	4
Annual review	1
Sport teams	4
Roadeo	6
Commendation	4
Advertising campaign with employees	2
Coffee and donuts for low absenteeism	3
None	7
Education and training program	3
Women into management	1
Pat on the back	2
Self and peer respect	1

12. Kinds of Incentive Management should provide.

A. Come to work regularly:

Nothing	9
Complimentary days off	2
Discipline bad employees	2
Pay base on performance	1
Punish those who break the rules	2
Acknowledgement	2
Cash	7
Institute flexible time	3
Involvement	1

12. Kinds of Incentive Management should provide.

A. Come to work regularly: (cont.)

Good work space	5
Opportunity to learn	1
Time off	1
Savings bond	1
Better control by management	1
Recognition	1
Evaluation rating should state good work	1
Vacation time	3
Honor roll list	1

B. Do best work:

Don't know	5
Nothing	7
More runs	1
Recognition	4
Payroll deduction investment	1
Allow employees to cash in vacation	1
More recreation and family activities	1
Better explanation of what the job is	1
Adjust salary to job done	1
Treat justly	1
More involvement in decision making	1
Better communication	1
Better instruction	2
Merit increase	1
Pat on the back	3
More money	2
Responsibility	1
More respect for foreman	1
Provide good equipment	2
Counseling when help is needed	1

C. Not to abuse sick leave/worker's compensation:

Don't know	4
Nothing	5
Garage to garage competition	1
Pay sick leave from day one to save money	1
Compensation time	1
Flexible schedule	2
Compensation for sick time not used	3
Tighten laws	
Positive information should be recorded in personnel jackets	1
Investigate	2
Bonus for not using	2
Ask for Dr.'s slip	1
Pat on back upon return to work	1

12. Kinds of Incentive Management should provide.

C. Not to abuse sick leave/worker's compensation: (cont.)

Feel important	2
Cut compensation money back	1
Foreman call each day	1
Motivation among employees themselves	
Crack down	
Appeal to employees sense of fair play	
Positive information should be recorded in personnel jackets	

13. Best Incentive:

GROUP	4
INDIVIDUAL	24
N/A	9

14. Should any group of employees or supervisors have a special incentive program?

YES	20
NO	9
MAYBE	1

15. Where do you see the MTC going in the next few years?

- No opinion
- Growing
- Rough because of funding
- Expand service
- Go into mono-rail
- Down the tube
- Must cut service, rates and people
- Down hill
- Run into financial problems
- Become active in encouraging alternative form of transportation
- Shrinking
- Not lost effective - poor supervision - crisis management, wrong priorities spell big trouble
- Will need to par down and look at other sources of revenue
- Stagnation
- MTC does not change
- Looks bad with administration in Washington
- Depends on funding
- New buses
- Update building
- Going on a diet
- Improvement in working conditions
- Further into the hole
- Go into real tough years
- Period of cut back and confusion
- New growth through new sophistication

15. Where do you see the MTC going in the next few years? (cont.)

- Into the traditional bus operations with less of a role in transit
- Going down with Reagan in office
- Losing good staff
- Leveling off - progressing at a slower rate
- Will get rid of dead weight
- Bigger and better
- No expansion
- Go downhill
- Concern about its financial future
- Have some real problems with service delivery
- Kind of tight for a while
- Up with the advancement of technology
- Loss public support

16. If you could relive your career, would you choose to work at the MTC again? Explain.

YES	26	-	Good living
NO	9	-	Opportunity for advancement
MAYBE	2	-	Build a strong professional background

17. Best things that ever happened to me at MTC.

- Enjoyed all aspects
- Driving people
- People
- Tne freedom you have
- Getting off night shift
- The money
- Security
- Working conditions
- No hassles
- Expanded my knowledge in transportation
- Opportunity to learn
- Opportunity to supervise others
- Develop leadership skills
- Steady employment
- Opportunity to advance
- Distant supervision
- Flexible
- My wife
- Feeling of belonging to MTC
- Opportunity to give to others
- Opportunity to improve transit
- Excellent reporting with supervisors
- Management training program
- Relaxed atmosphere
- The unknown - like challenge
- Compensation time

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