Study Methodology:
- Literature Review
- Survey of Transit Agencies
- Telephone Interviews
- Development of Nine Case Examples

Study Organization:
- The Organization and its Approach to Safety
- Organizational Policies Related to Safety Discipline
- Organizational Policies Related to Safety Incentives and Awards
Poll Questions

• Does your agency have a transit safety reward program?
  • Yes
  • No
  • Not sure

Survey and Interview Focus

The survey and follow-up interviews were organized to address the following topics:

- Organizational commitment to safety
- Rewards and discipline
- Engagement of the workforce
- Partnerships with organized labor
- Operations and maintenance
- Agency safety standards and practices
Survey Results

- Targeted transit agencies with active bus safety programs
- Identified 30 agencies
- Received 25 responses
- Included 15 states and Canada
- Good system size mix

Organization and Safety

- System Description and Type
- Organization Mission Statements & Culture
- System Safety Program Plans
- Employee Involvement
- Focus on Safety (new and existing employees)
- Hazard Identification Programs
Survey Findings

Which modes does your agency either directly operate or operate using a contractor? (check all that apply)

<table>
<thead>
<tr>
<th>Mode</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed-route bus</td>
<td>100.0%</td>
<td>29</td>
</tr>
<tr>
<td>Paratransit</td>
<td>82.8%</td>
<td>24</td>
</tr>
<tr>
<td>Heavy rail/subway</td>
<td>6.9%</td>
<td>2</td>
</tr>
<tr>
<td>Light rail/streetcar</td>
<td>20.7%</td>
<td>6</td>
</tr>
<tr>
<td>Bus rapid transit</td>
<td>31.0%</td>
<td>9</td>
</tr>
<tr>
<td>Commuter rail</td>
<td>6.9%</td>
<td>2</td>
</tr>
<tr>
<td>Ferry</td>
<td>3.4%</td>
<td>1</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>answered question</td>
<td></td>
<td>29</td>
</tr>
<tr>
<td>skipped question</td>
<td></td>
<td>1</td>
</tr>
</tbody>
</table>

Survey Findings

Does your organization have a formal mission statement?

<table>
<thead>
<tr>
<th>Response</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>100.0%</td>
<td>29</td>
</tr>
<tr>
<td>No</td>
<td>0.0%</td>
<td>0</td>
</tr>
</tbody>
</table>

answered question 29

skipped question 1
Survey Findings

<table>
<thead>
<tr>
<th>If yes, is safety mentioned in the mission statement?</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>58.6%</td>
<td>17</td>
</tr>
<tr>
<td>No</td>
<td>41.4%</td>
<td>12</td>
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</tbody>
</table>

answered question 29
skipped question 1

Organizational Policies Related to Safety Discipline

- Employee Discipline Practices for Safety-Related Incidents
- Effectiveness of Safety Discipline Programs
- Customer Safety Complaints
- Potential Changes to Policies and Practices
### Survey Findings

**Can bus operators be discharged for safety related accidents or incidents?**

<table>
<thead>
<tr>
<th>Response</th>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>95.8%</td>
<td>23</td>
</tr>
<tr>
<td>No</td>
<td>4.2%</td>
<td>1</td>
</tr>
</tbody>
</table>

**answered question** 24

**skipped question** 6

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### Survey Findings

**Does your organization have any data that would indicate how effective your disciplinary process has been in impacting safety?**

<table>
<thead>
<tr>
<th>Response</th>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>30.4%</td>
<td>8</td>
</tr>
<tr>
<td>No</td>
<td>63.6%</td>
<td>14</td>
</tr>
</tbody>
</table>

**answered question** 22

**skipped question** 8
Safety Incentives and Rewards

- Organization Reward Practices for Safety
- Participation of Employees in Policy Development
- Involvement of Non-operator Work Units
- Effectiveness of Safety Incentive and Rewards Programs

Survey Findings

Does your organization offer individual or group rewards or incentives for safety performance?

<table>
<thead>
<tr>
<th>Response</th>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>85.2%</td>
<td>23</td>
</tr>
<tr>
<td>No</td>
<td>14.8%</td>
<td>4</td>
</tr>
</tbody>
</table>

Answered question: 27
Skipped question: 3
### Survey Findings

#### Are your incentive or reward programs:

<table>
<thead>
<tr>
<th></th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ongoing</td>
<td>14</td>
</tr>
<tr>
<td>Time Limited</td>
<td>2</td>
</tr>
<tr>
<td>Both</td>
<td>7</td>
</tr>
</tbody>
</table>

#### Does your organization have any data that would indicate how effective your incentive and rewards program has been in impacting safety?

<table>
<thead>
<tr>
<th></th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>9</td>
</tr>
<tr>
<td>No</td>
<td>15</td>
</tr>
</tbody>
</table>

answered question 24
skipped question 6
Challenges and Opportunities

- Employee Turnover Rate
- Impacts of Diversity of Workforce on Communication and Training
- Employee Wellness Programs

Survey Findings

<table>
<thead>
<tr>
<th>Does your organization experience a high turnover of your bus operators?</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>40.0%</td>
<td>10</td>
</tr>
<tr>
<td>No</td>
<td>60.0%</td>
<td>15</td>
</tr>
</tbody>
</table>

answered question 25
skipped question 5
## Survey Findings

Does your organization experience communication and training problems related to the diversity of your workforce (i.e., age differences, cultural differences, etc.)?

<table>
<thead>
<tr>
<th>Response</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>20.0%</td>
<td>5</td>
</tr>
<tr>
<td>No</td>
<td>80.0%</td>
<td>20</td>
</tr>
</tbody>
</table>

answered question: 25

skipped question: 5

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## Survey Findings

Does your organization have an employee wellness program that addresses issues such as sleep patterns, the use of over-the-counter medicines, and other issues that could impact bus operator performance?

<table>
<thead>
<tr>
<th>Response</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>76.0%</td>
<td>19</td>
</tr>
<tr>
<td>No</td>
<td>24.0%</td>
<td>6</td>
</tr>
</tbody>
</table>

answered question: 25

skipped question: 5
Questions/Comments

• Before we review the research case study participant examples, do you have any questions?

Questions/Comments

• While we are reviewing the research case study participant example, please use the Q&A Manager to tell us about your agency’s safety reward and/or discipline program.
  • If time allows, we can share and discuss your programs.
Nine Case Examples

Case Example Locations

[Map showing case example locations with various transit authorities marked]
Dallas Area Rapid Transit
Dallas, Texas

• **Organization Approach to Safety**
  – Safety part of mission statement
  – Comprehensive SSPP
  – Initiatives:
    • Mandatory operator safety meetings
    • Performance incentive programs – both individual and team
    • Improved hazard identification and resolution process

Dallas Area Rapid Transit
Dallas, Texas

• **Agency Discipline Process**
  – Progressive disciplinary process
  – Organized labor involvement

• **Incentives & Rewards Program**
  – Performance Incentive Program (team & individual)
    • On-time performance
    • Late pull-outs
    • Unscheduled absences
    • Complaints
    • Accidents per 100,000 miles
Southwest Transit
Eden Prairie, Minnesota

• **Organization Approach to Safety**
  – “Provide reliable, safe, comfortable, and customer friendly service”
  – Monthly driver safety meetings
  – Multi-discipline Safety Solution Teams meet monthly
  – Monthly safety campaign topics

• **Agency Discipline Process**
  – Standard approach of progressive discipline

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Southwest Transit
Eden Prairie, Minnesota

• **Incentives & Rewards Program**
  – **Best Employee Succeed Together** (BEST):
    • Focuses on the concept the employees will help meet the Agency’s safety mission of safety by succeeding together
    • Budgeted annually at $100,000
    • Two components:
      – **Fixed Pool** – pays a fixed amount ($325) per quarter per operator who meet eligibility based on performance factors
      – **Variable Pool** – An annual base pool ($25,000) that changes based on cost of chargeable accidents and/or savings from Fixed Pool
Utah Transit Authority
Salt Lake City, Utah

• Organization Approach to Safety
  – Empowers each of its five business units to be responsible for safety
  – Safety committee meetings held bi-monthly

• Agency Discipline Process
  – Accident classification system used
  – Based on damages, costs, number of occurrences
  – Progressive discipline system

Utah Transit Authority
Salt Lake City, Utah

• Incentives & Rewards Program
  – Seven incentive award programs:
    • Rising Star
    • Perfect Attendance
    • On the Spot
    • Peer-to-Peer
    • Golden Snitch Award
    • Roll Call Achievement Recognition and Reward
    • Complaint Reduction Program
Conclusions

- Every transit agency emphasized the importance of safety – but many varied approaches were taken
- **One constant is the presence of disciplinary code for safety related matters**
- Safety incentive programs can be successful and help raise safety awareness
- **A variety of safety reward programs have been used in conjunction with corrective action to recognize, motivate, and reinforce organizational safety culture**

Conclusions (continued)

- Unfortunately, due to decreasing budgets and increasing operating costs, many systems are unable to implement or maintain reward programs
- **Due to lack of data, the impact of wellness programs on safety was hard to quantify**
- Many agencies reported success, some measured, with reward or incentive programs
Improving Bus Transit Safety Through Rewards and Discipline

Questions ??

CONTACT INFORMATION

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