



**Massachusetts Bay  
Transportation Authority**

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# **Quality of Life Program Update**

**Fiscal and Management Control Board**

**June 17, 2019**



## Objective

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- Frontline employees face difficult and unique challenges on the road, inside vehicles, in the garage, or in a station.
- Quality of Life programs have the potential to positively impact areas such as **health care, absenteeism, productivity, recruitment, retention, culture, and employee morale.**
- Employees, their families, and our customers all benefit from a healthier and pleasant work environment.

*Improve the experience of our customers by improving the work life of our employees.*



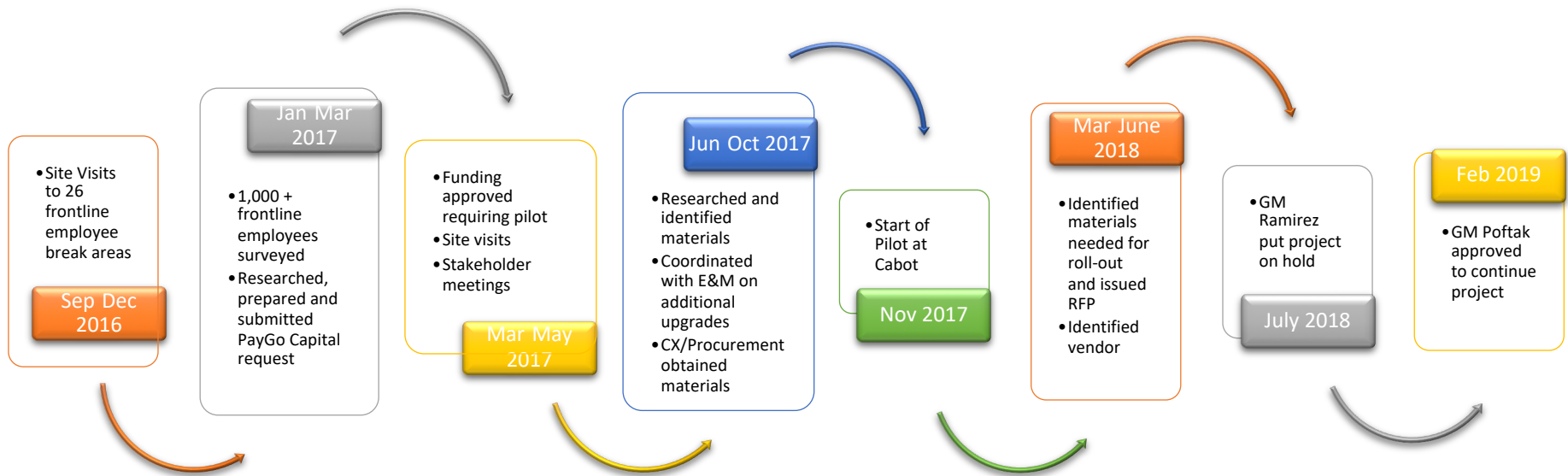
## Summary of Effort

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- Customer Experience Team (CX) surveyed over 1,000 employees and visited 26 employee breakrooms.
- CX assessed the conditions of the facilities, including:
  - Furniture
  - Appliances
  - Locker rooms
  - Restrooms
  - Buildings/trailers
  - Work conditions
  - Uniforms
  - Health and wellness
  - Internal communications
  - Employee recognition
- Research was done to identify possible improvements for the above items; lock-box funding was obtained and a pilot was conducted.



# Timeline





## Lobby and Break Rooms

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### Employee break area improvements

- The customer experience team visited **over 26 employee locations** throughout operations.
  - They looked at locker rooms, restrooms, lounge and break areas, workout rooms, kitchens, and the overall structure of the building in some cases.
  - The majority of the locations were in need of repairs, updates, and improvements, or even a complete renovation.
  - Some of the locations had broken or worn out furniture, picnic tables were abundant rather than functional dining tables, there were water leaks (ceilings and plumbing), rodents, crumbling walls, nonfunctioning bathrooms and restroom sinks and showers, inadequate locker room space, missing ceiling tiles, and severe filth.

### Recommendation (implemented at Cabot only)

- **Replaced furniture/appliances** with new chairs, tables, refrigerators, and microwaves.
- **Escalated building issues** to E&M for separate project



## Health and Wellness

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### Health and Wellness improvements

- During the process of visiting employee locations, operators also expressed concern about 1) the availability of **nutritional food options** during breaks and 2) the fact that they are primarily **sedentary** during their shifts and breaks.
  - Although many employees bring their own breakfast/lunch to work, eating on the go or while waiting for the next shift can sometimes result in only one choice: vending machines in break areas that typically offer unhealthy snacks and soda.
  - Many of these operators expressed that by the sheer nature of their jobs they were unable to manage their weight effectively and opted for surgery instead.

### Recommendation (implemented at Cabot only)

- CX identified a supplier, **LEANBOX**, for healthy vending.
  - They can install **machines** at locations of our choice, and make healthy and affordable snacks, meals, and drinks available 24/7.
  - LEANBOX also will provide a **nutritionist** to visit the employee locations at no additional cost.
  - By offering this to our employees, we are encouraging a healthier lifestyle.



## Digital Communications

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### Establishing a digital communication network to keep operators informed

- It has long been a challenge at the MBTA to communicate with front-line employees.
  - Normal business hours are considered off-peak times for bus operators because they are difficult to reach.
  - Employees often expressed feeling disconnected because they are not aware of important information that is disseminated throughout the Authority.
  - We have an opportunity to build a communications network to help us reach these employees during break times when they are not serving customers.

### Recommendation

- Implement an **Authority-wide digital communications network**.
  - This includes installation of touch screen monitors and software that can push out messaging across departments (i.e. GM communications, safety notices, job postings, disruption info, employee recognition, etc.), as well as location-specific information.
  - Authorized personnel would have ability to disseminate appropriate messaging at each garage/office via a software system developed for the MBTA.



## Employee Recognition

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### Recognizing great employees

- Appreciation is a fundamental human need. Employees respond to appreciation expressed through recognition of their good work because it confirms their work is valued.
  - When employees and their work are valued, their **satisfaction** and **productivity** increase, and they are **motivated** to maintain or improve their good work.
  - The MBTA does not have an centralized employee recognition program.
  - Many departments have created their own programs to acknowledge deserving personnel, while others have nothing.

### Recommendation

- Implement an **Authority-wide recognition program** for all employees that will result in improved service, increased morale, and a more positive working environment.





## Status of Initiative

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- Pilot was conducted at Cabot Bus Lobby (see next slide for results)
  
- Updates from the last four months:
  - GM Poftak gave approval to continue with the project (previously on hold from GM Ramirez)
  - Focused on furnishings and appliances
  - Worked with Procurement to finalize contract and pricing with selected vendor, issue PO's, and set up ordering process
  - Held discussions with Operations to identify all locations needing upgrades
  - First furnishings/appliances order placed for Charlestown Bus lobby at beginning of May; delivery is pending
  - Site visits scheduled for remaining locations to determine items/quantities



## Pilot Recap – Cabot Bus Lobby

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- **Replaced all furnishings and appliances**
- **Installed designated food prep area (E&M)\***
- **Replaced fixtures, repainted, and installed and new flooring in restrooms (E&M)\***
- **Replaced broken floor tiles in main lobby (E&M)\***
- **Cleared out old and broken equipment, lost & found items (E&M)\***
- **Installed LeanBox**  
*Result: Not well-utilized and was removed after a year*

\*Funded via E&M



## Next Steps

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- Continue to replace furnishings and appliances system-wide
- Pilot healthy vending at facilities that are logistically challenged
- Remove bus dispatching tablets from initial scope
- Redirect funding for enhanced digital communications roll out
- Work with CTD to conduct pilot for digital communications



## Appendix

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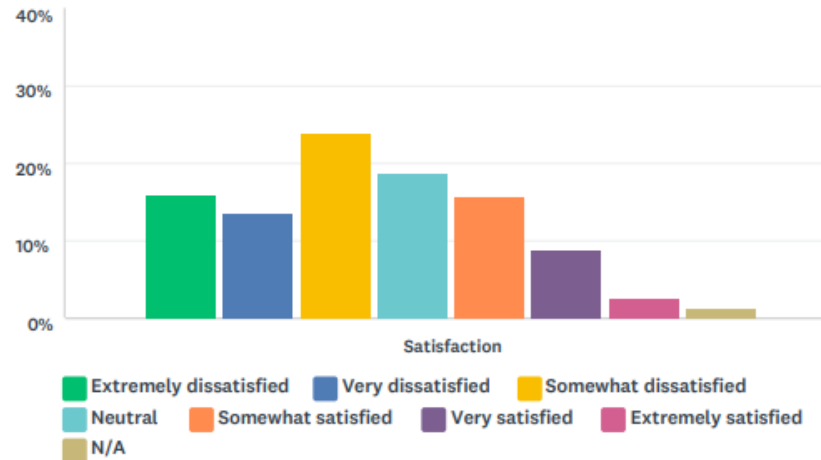
- Employee Survey results
  
- Before and After pictures from Cabot Bus Lobby pilot



# Employee Survey Results

## Q2 How do you rate the overall quality and comfort of your uniform?

Answered: 1,024 Skipped: 0



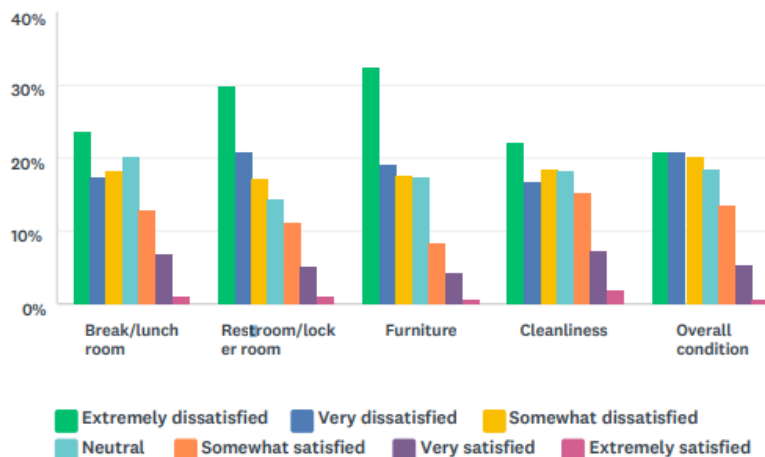
	EXTREMELY DISSATISFIED	VERY DISSATISFIED	SOMEWHAT DISSATISFIED	NEUTRAL	SOMEWHAT SATISFIED	VERY SATISFIED	EXTREMELY SATISFIED	N/A	TOTAL	WEIGHTED AVERAGE
Satisfaction	15.82% 162	13.67% 140	23.73% 243	18.55% 190	15.63% 160	8.79% 90	2.64% 27	1.17% 12	1,024	3.42



# Employee Survey Results

Q3 Please rate the following at your work location (homebase):

Answered: 1,024 Skipped: 0



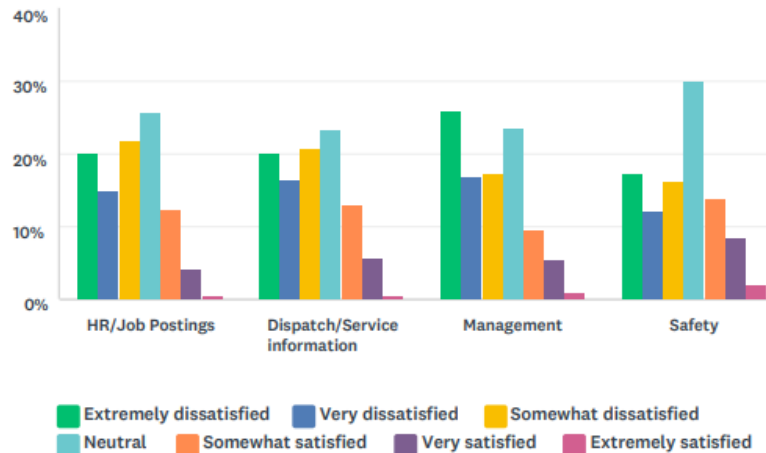
	EXTREMELY DISSATISFIED	VERY DISSATISFIED	SOMEWHAT DISSATISFIED	NEUTRAL	SOMEWHAT SATISFIED	VERY SATISFIED	EXTREMELY SATISFIED	TOTAL
Break/lunch room	23.54% 241	17.48% 179	18.26% 187	20.12% 206	12.89% 132	6.74% 69	0.98% 10	1,024
Restroom/locker room	30.08% 308	20.80% 213	17.29% 177	14.45% 148	11.13% 114	5.18% 53	1.07% 11	1,024
Furniture	32.42% 332	19.24% 197	17.58% 180	17.48% 179	8.50% 87	4.10% 42	0.68% 7	1,024
Cleanliness	22.27% 228	16.89% 173	18.46% 189	18.16% 186	15.14% 155	7.13% 73	1.95% 20	1,024
Overall condition	20.90% 214	20.70% 212	20.21% 207	18.46% 189	13.57% 139	5.47% 56	0.68% 7	1,024



# Employee Survey Results

Q4 Please rate your satisfaction with the way the MBTA communicates to its employee on the following topics:

Answered: 1,024 Skipped: 0



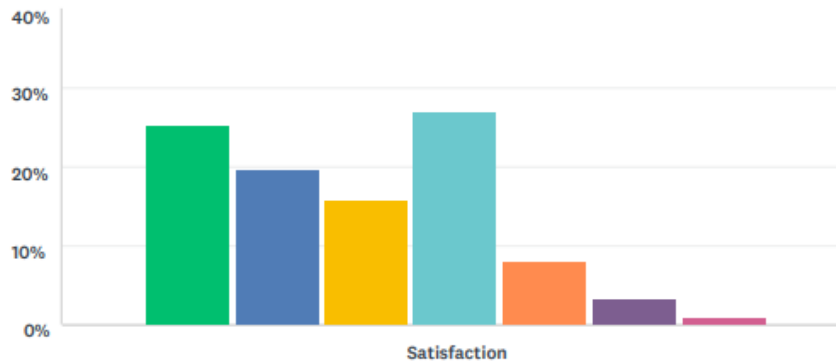
	EXTREMELY DISSATISFIED	VERY DISSATISFIED	SOMEWHAT DISSATISFIED	NEUTRAL	SOMEWHAT SATISFIED	VERY SATISFIED	EXTREMELY SATISFIED	TOTAL
HR/Job Postings	20.12% 206	15.04% 154	21.78% 223	25.78% 264	12.30% 126	4.30% 44	0.68% 7	1,024
Dispatch/Service information	20.21% 207	16.41% 168	20.80% 213	23.34% 239	13.09% 134	5.57% 57	0.59% 6	1,024
Management	25.98% 266	17.09% 175	17.38% 178	23.54% 241	9.67% 99	5.37% 55	0.98% 10	1,024
Safety	17.48% 179	12.11% 124	16.21% 166	29.98% 307	13.77% 141	8.40% 86	2.05% 21	1,024



# Employee Survey Results

Q5 How satisfied are you with the availability of healthy food options at, or in close proximity to, your work location?

Answered: 1,024 Skipped: 0



■ Extremely dissatisfied  
 ■ Very dissatisfied  
 ■ Somewhat dissatisfied  
■ Neutral  
 ■ Somewhat satisfied  
 ■ Very satisfied  
 ■ Extremely satisfied

	EXTREMELY DISSATISFIED	VERY DISSATISFIED	SOMEWHAT DISSATISFIED	NEUTRAL	SOMEWHAT SATISFIED	VERY SATISFIED	EXTREMELY SATISFIED	TOTAL	WEIGHTED AVERAGE
Satisfaction	25.20% 258	19.82% 203	15.72% 161	26.95% 276	8.01% 82	3.32% 34	0.98% 10	1,024	2.43

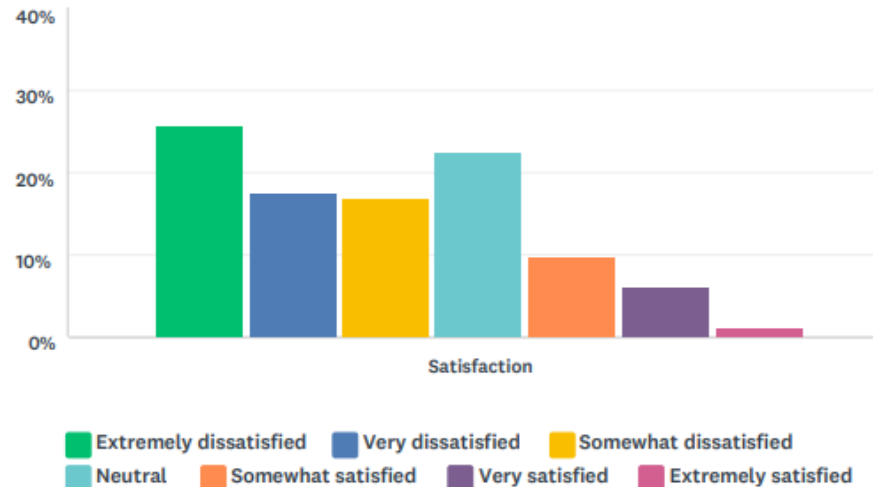




# Employee Survey Results

Q6 How would you rate your satisfaction at being valued and recognized by your peers and management?

Answered: 1,024 Skipped: 0



	EXTREMELY DISSATISFIED	VERY DISSATISFIED	SOMEWHAT DISSATISFIED	NEUTRAL	SOMEWHAT SATISFIED	VERY SATISFIED	EXTREMELY SATISFIED	TOTAL	WEIGHTED AVERAGE
Satisfaction	25.88% 265	17.58% 180	16.80% 172	22.56% 231	9.77% 100	6.15% 63	1.27% 13	1,024	2.55



# Cabot Bus Lobby – Break Room

BEFORE



AFTER





# Cabot Bus Lobby – Break Room

BEFORE



AFTER





## Cabot Bus Lobby – Restrooms

BEFORE



AFTER





# Cabot Bus Lobby – Vending

BEFORE



AFTER

