

A photograph of a blue and white Capital Metro bus. The top of the bus features a digital display with the words "CAPITAL METRO" in yellow. The bus is parked on a street, and a bicycle is visible in the foreground on the left. The license plate on the front of the bus reads "11-1981".

CAPITAL METRO

Consulting Report: Capital Metro

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The report and information included therein are intended solely for your internal evaluation and use in connection with your internal business purposes.

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Introduction

Capital Metro is Austin's regional public transportation provider. They have been around since 1985 and work every day to give residents, commuters and visitors the best possible transit options available to match their busy everyday lives. Capital Metro connects people, jobs and communities by providing quality transportation choices to Central Texas. Created in accordance with Chapter 451 of the Texas Transportation Code, Capital Metro was established by a voter referendum on Jan. 19, 1985. The agency is funded in part by a 1 percent sales tax levied by its service area members.

Capital Metro has a large workforce of roughly 2,100 employees. That workforce is made up of full-time employees, part time employees, and contracted employees and employees are generally grouped into administrative and frontline. The frontline workforce is nearly made up of 1,800 individuals and largely contracted employees through MV Transportation, Inc. based in Dallas, TX. Frontline employees include contracted employees that are bus operators, vehicle drivers, maintenance technicians, mechanics, and other positions that are working in a non-office setting. Communication with frontline employees has presented unique challenges because of the high mobility associated with the work roles of frontline employees. Unlike administrative employees, frontline employees do not have dependable access to email, phone, or other standard means of communication. Additionally, Capital Metro is a 24-hour operation, frontline employees work around the clock creating a challenge for communication outside of the standard 9 to 5 work times. All of these factors combined have resulted in difficulties in establishing and maintaining regular lines of communication between Capital Metro administrative staff and frontline employees.

GOAL OF THE PROJECT

Provide recommendations and research into the development of an internal communication process that engages frontline employees.

Methodology

Effective internal communication in a large organization such as Capital Metro is challenging but crucial. Capital Metro has attempted to engage with frontline employees but current and previous attempts to establish a communication plan have shown to be ineffective. In order to better understand the employees' concerns, obstacles, and preferences for communication, face-to-face surveys were conducted.

The following questions were included in the survey:

1. Work Role
 - a. Driver/Bus Operator
 - b. Mechanic
 - c. Other
2. Best way to communicate urgent information?
 - a. Text
 - b. Email
 - c. Phone Call
 - d. In person

- e. Employee Digital Signage
 - f. Hard copy
 - g. Podcast/audio
 - h. Other
3. Best way to communicate non-urgent information?
- a. Text
 - b. Email
 - c. Phone Call
 - d. In person
 - e. Employee Digital Signage
 - f. Hard copy
 - g. Podcast/audio
 - h. Other
4. What would you not use?
- a. Text
 - b. Email
 - c. Phone Call
 - d. In person
 - e. Employee Digital Signage
 - f. Hard copy
 - g. Podcast/audio
 - h. Other
5. What do you use currently?
- a. Text
 - b. Email
 - c. Phone Call
 - d. In person
 - e. Employee Digital Signage
 - f. Hard copy
 - g. Podcast/audio
 - h. Other
6. Do you have a smartphone?
- a. Yes
 - b. No
7. Would you download and use an app for communication with Capital Metro?
- a. Yes
 - b. No
 - c. Maybe
8. What methods are working well for Capital Metro communication?
9. Notes/comments

The St. Edward's team conducted the surveys at predetermined times and locations. These were identified by Capital Metro as optimal times to reach the most employees with the greatest variety. The times and locations were as follows:

Monday 11:00am - 1:00pm, 2910 Break Rooms (+VM)

Tuesday 10:00am - 2:00pm, North Ops 9315-A McNeil Rd
Tuesday 11:30am - 1:30pm, 509 Thompson Lane
Thursday 10:00am - 12:00pm, 2910 Break Rooms (+VM)
Thursday 7:30pm - 8:30pm, 2910 Break Rooms
Thursday 10:00pm - 11:00pm, North Ops 9315-A McNeil Rd
Friday 7:30pm - 8:30pm, 817 W. Howard Ln.

The surveys were conducted over a span of a week and a half from November 7th to November 18th.

Challenges

The challenges faced in surveying the workforce were both expected and unexpected. The St. Edward's team had only 7 weeks to complete the project from start to finish, leaving only 2 weeks to survey respondents. Coupled with an unexpected delay in receiving security badges shortened the time further.

With such a large population, 1,800 frontline employees, in multiple locations around Austin, it was important to attain a representative sample. Surveys were conducted in high-traffic locations to ensure a large enough number of surveys were conducted. However, a week into the interviews, the St. Edward's team was confronted with the issue of approaching employees already surveyed.

Varying locations, dates, and times were also agreed upon in advance to account for the challenges unique to each location, shift, and day of the week.

Surveying the Workforce

Overall Impression of Surveys

Interacting with the frontline workforce revealed a number of insights into organizational internal communication. The results demonstrate various means to what the best course of action is but one thing stood out above all else, the frontline workforce wants a clear, streamlined, and direct path of communication with Capital Metro. Respondents to the survey were straightforward in their desire to increase communication with the administrative team.

51%

of Respondents Felt Capital Metro
Could Improve Communication

After meeting with over 100 frontline employees there is a clear understanding that employees want to engage with Capital Metro regarding communication. Through the research several potential barriers were identified that could hinder such communication. However, the desire of frontline employees to have direct communication with Capital Metro administrative staff seems to outweigh the roadblocks. As evident, the face-to-face surveys conducted by the St. Edward's team were anticipated to last between 3 to 10 minutes. The willingness of frontline employees to engage and respond resulted in many surveys that lasted well over the estimated 10 upper limit. It was uncommon to encounter an employee that did not want to answer the questions and provide input. In researching there were multiple trends identified and repeated messages that came from the frontline workforce. The results of the surveys and common themes are detailed in the following sections.

Results/Data

The data analysis is divided into multiple segments using different primary factors. The data analysis includes regression modelling and analytical evaluation covering the cumulative results, location based, and shift-based analysis.

Multiple Regression Model

Regression models were used to test the relationship and correlation between the various factors captured in the survey responses. The dependent Y-value used the response to the final question, “What methods, sources, or mediums are working well for CapMetro communication?”. If the participants answered with “Nothing” this was identified as an opportunity for improvement and tallied as such when assigning a numerical value to be used within the regression model. The multiple regression analysis took into account three independent variable categories; location, workrole, and shift. In total four models were run, one for each of the above categories and a cumulative model that took all three categories into account. The highest adjusted R square rate obtained was near 8% therefore the results did not demonstrate a significant finding in a correlation between the dependent and independent variables.

SUMMARY OUTPUT: Multiple Regression
(Dependent Variables: location, workrole, and shift)

Regression Statistics	
Multiple R	0.11778449
R Square	0.013873186
Adjusted R Square	-0.083213948
Standard Error	0.515538198
Observations	110

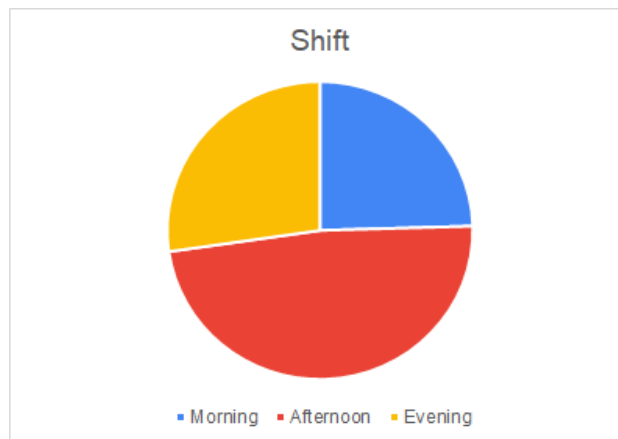
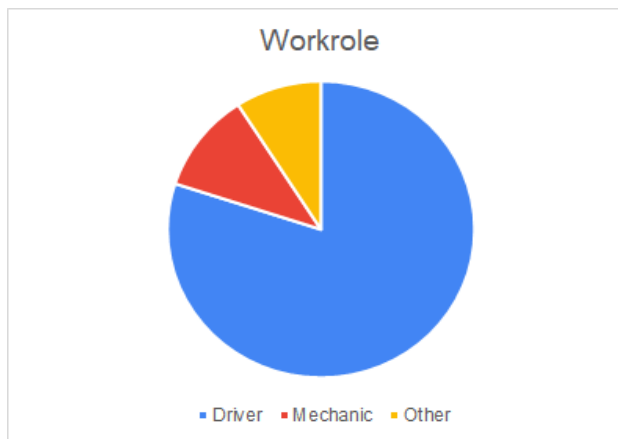
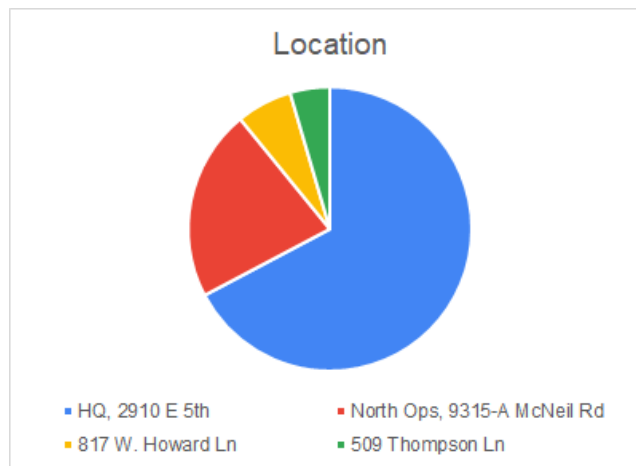
The full regression model outputs for each model are included in the appendix.

Data Analysis:

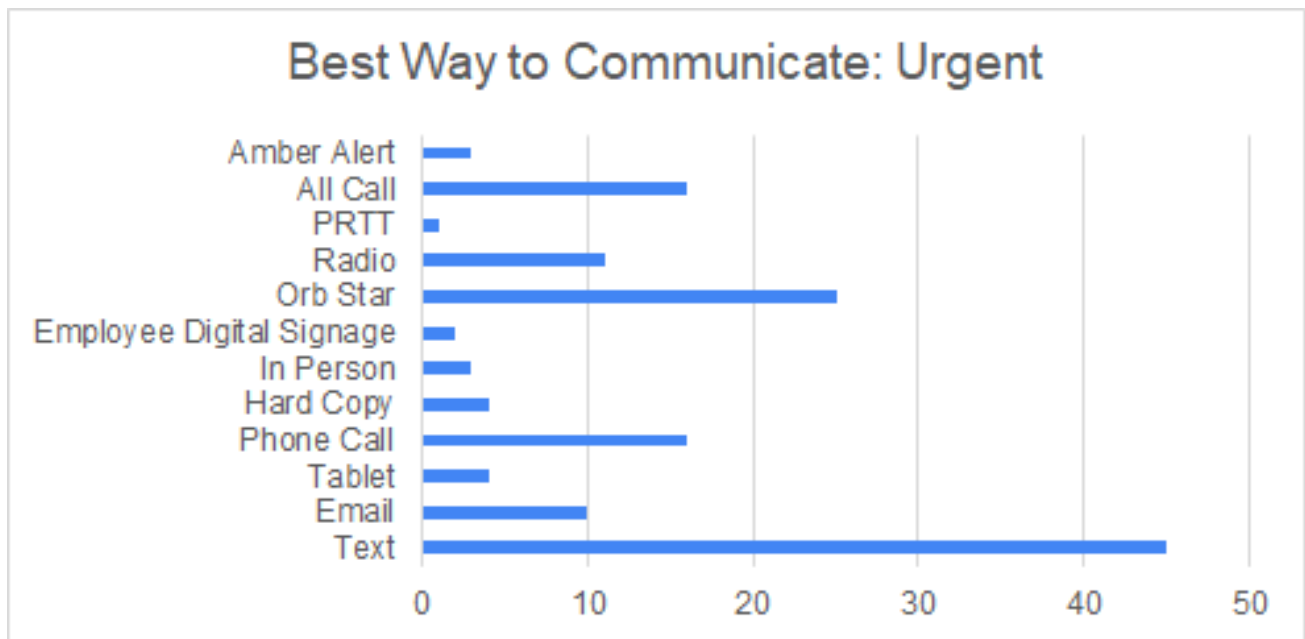
Cumulative

In total 110 surveys occurred and included various respondents in shift worked, workrole, and location. All surveys were conducted in person and yielded the following results.

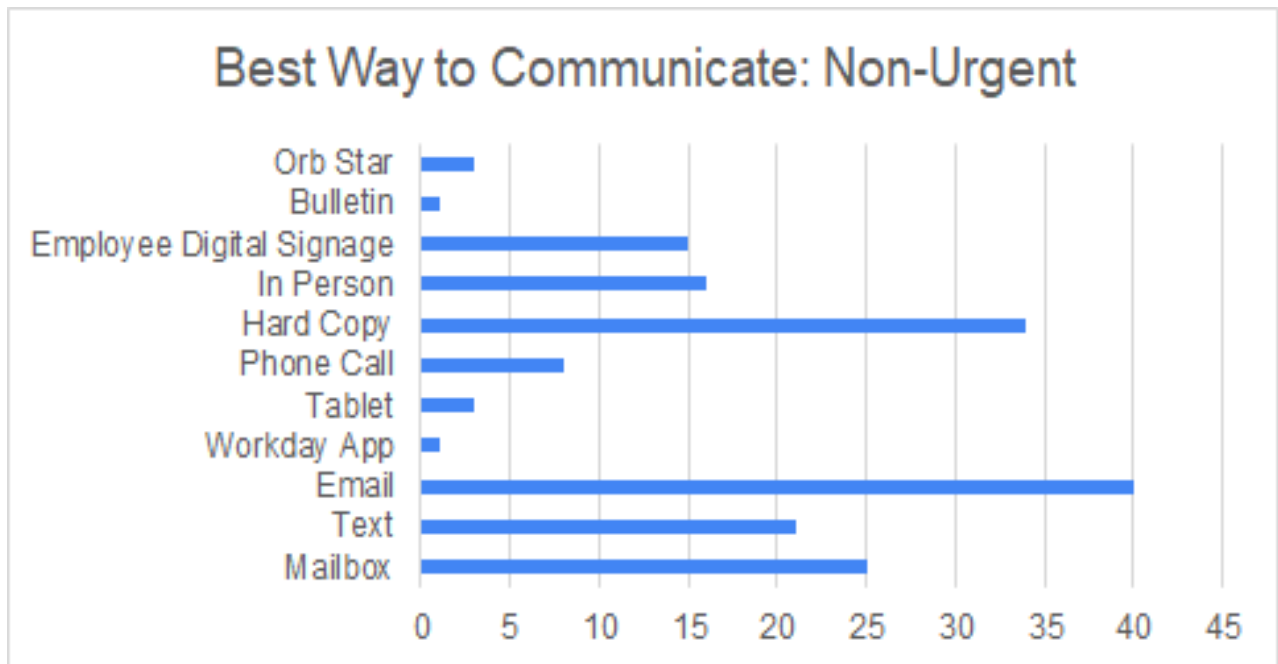
Location		Workrole		Shift	
HQ, 2910 E 5th	74	Driver	88	Morning	27
North Ops, 9315-A McNeil Rd	24	Mechanic	12	Afternoon	53
817 W. Howard Ln	7	Other	10	Evening	30
509 Thompson Ln	5				
Total:					110



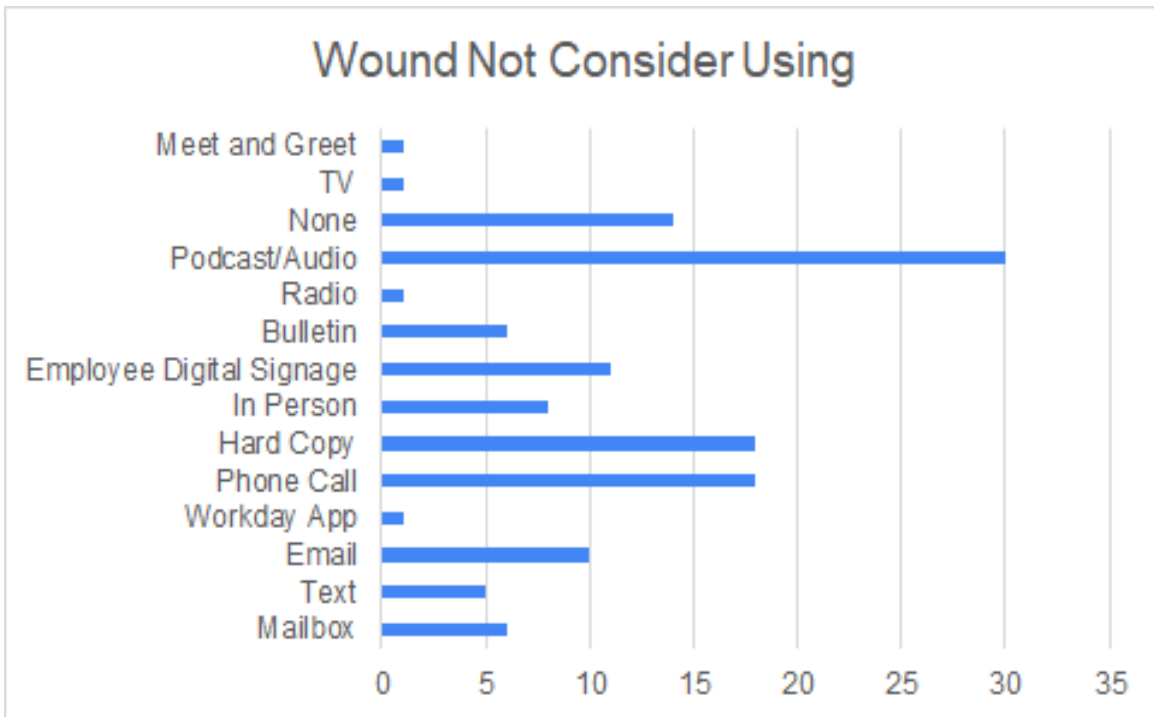
Best way to communicate <i>urgent</i> Capital Metro information to you?	
Text	45
Email	10
Tablet	4
Phone Call	16
Hard Copy	4
In Person	3
Employee Digital Signage	2
Orb Star	25
Radio	11
PRTT	1
All Call	16
Amber Alert	3
Total Responses:	140



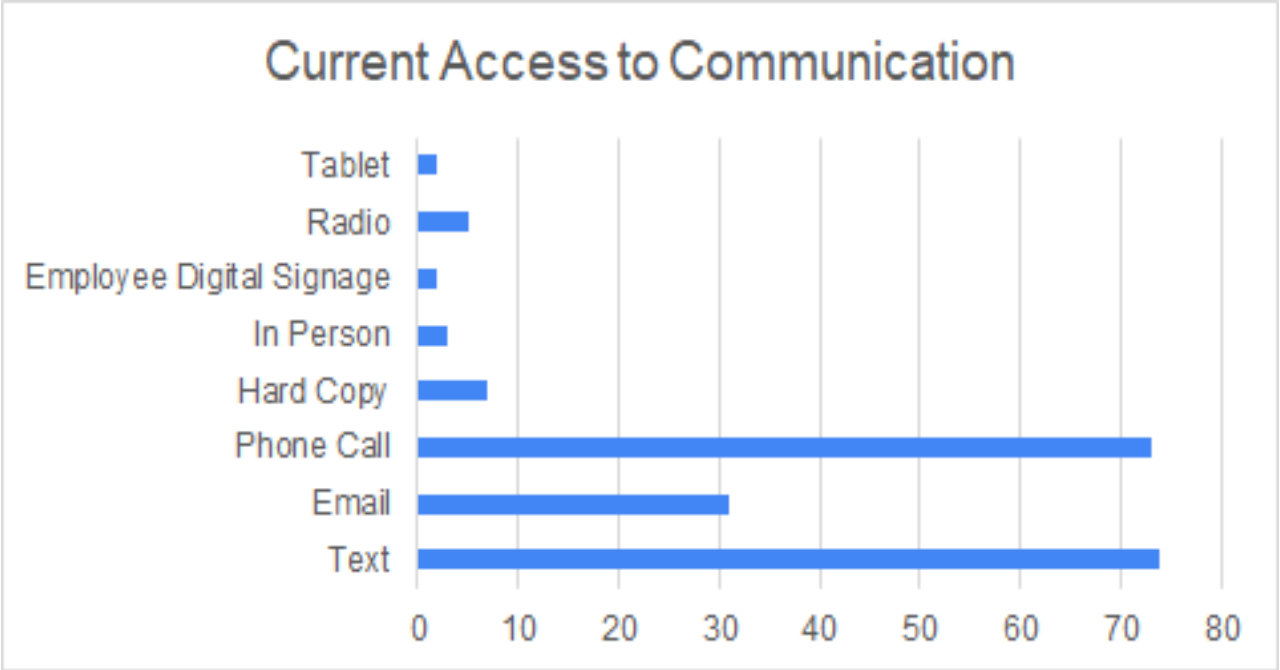
Best way to communicate <i>non-urgent</i> Capital Metro information to you?	
Mailbox	25
Text	21
Email	40
Workday App	1
Tablet	3
Phone Call	8
Hard Copy	34
In Person	16
Employee Digital Signage	15
Bulletin	1
Orb Star	3
Total Responses:	167

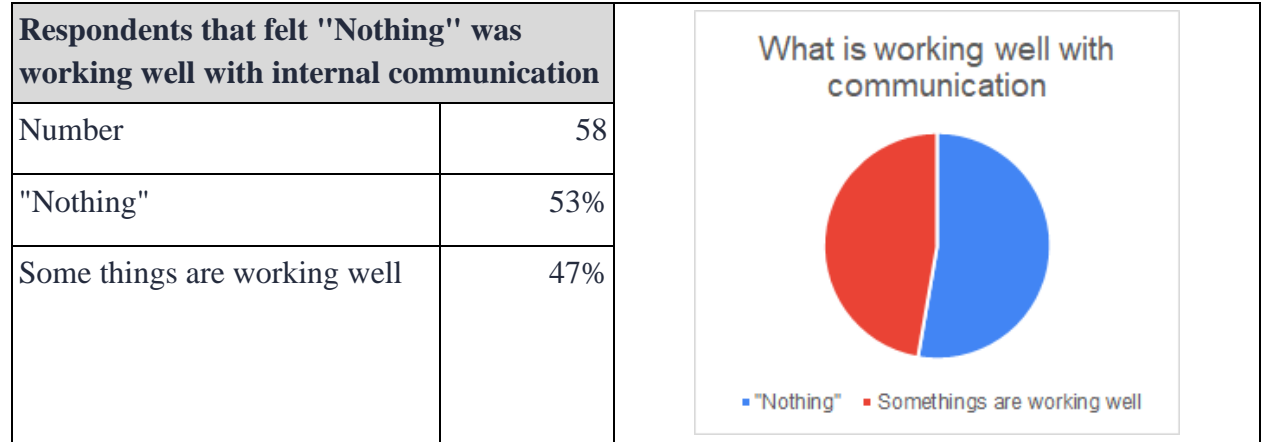
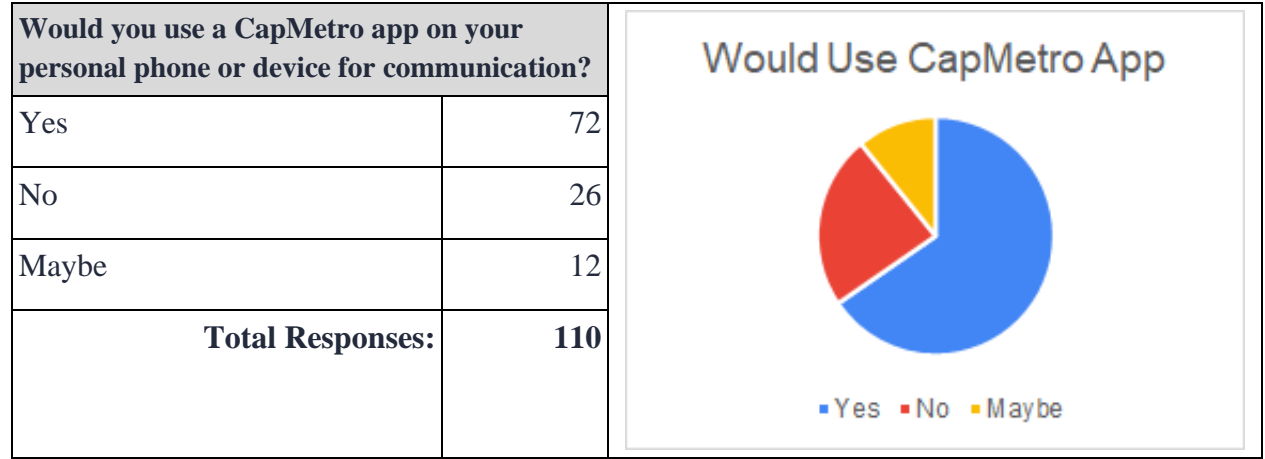
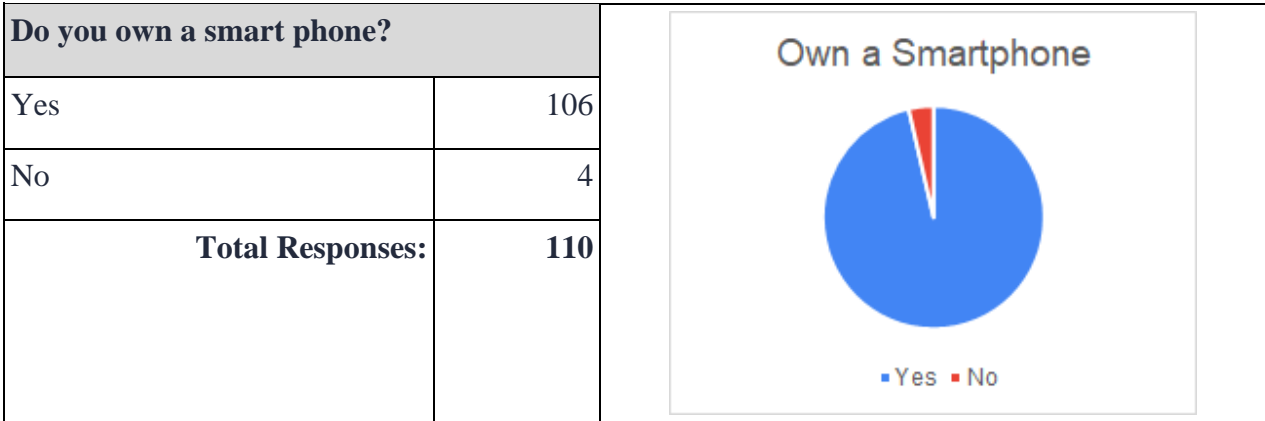


What communication would you not consider using at all?	
Mailbox	6
Text	5
Email	10
Workday App	1
Phone Call	18
Hard Copy	18
In Person	8
Employee Digital Signage	11
Bulletin	6
Radio	1
Podcast/Audio	30
None	14
TV	1
Meet and Greet	1
Total Responses:	130



In general, what do you use now to access information either personally or professionally?	
Text	74
Email	31
Phone Call	73
Hard Copy	7
In Person	3
Employee Digital Signage	2
Radio	5
Tablet	2
Total Responses:	197





Data Analysis (Shift Survey):

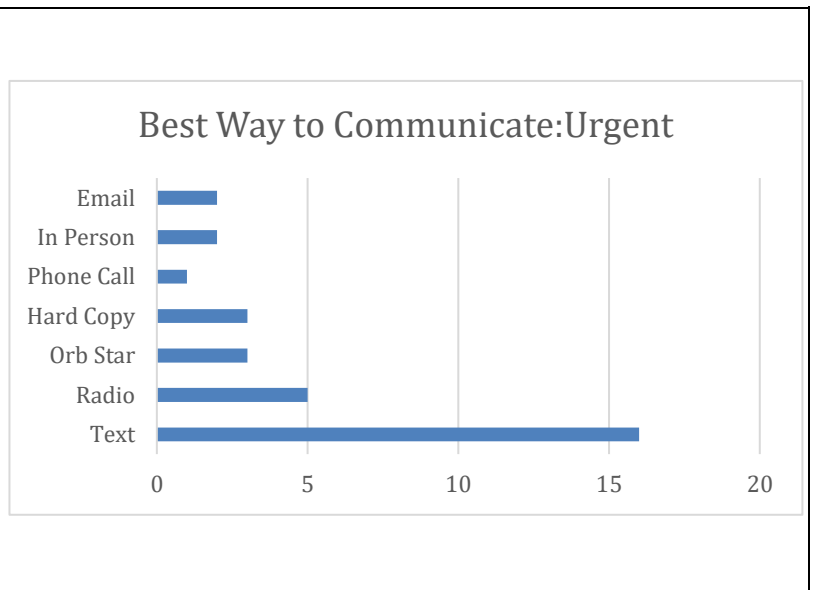
Morning Shift

Total Responses: 27

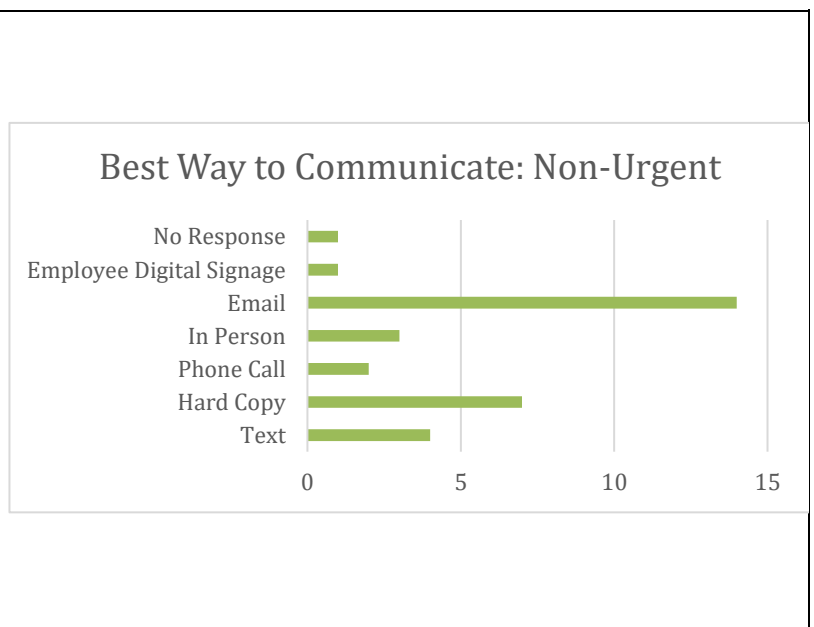
Workrole
 Driver 23
 Mechanic 4
 Other 0

Location
 HQ, 2910 E 5th St 27

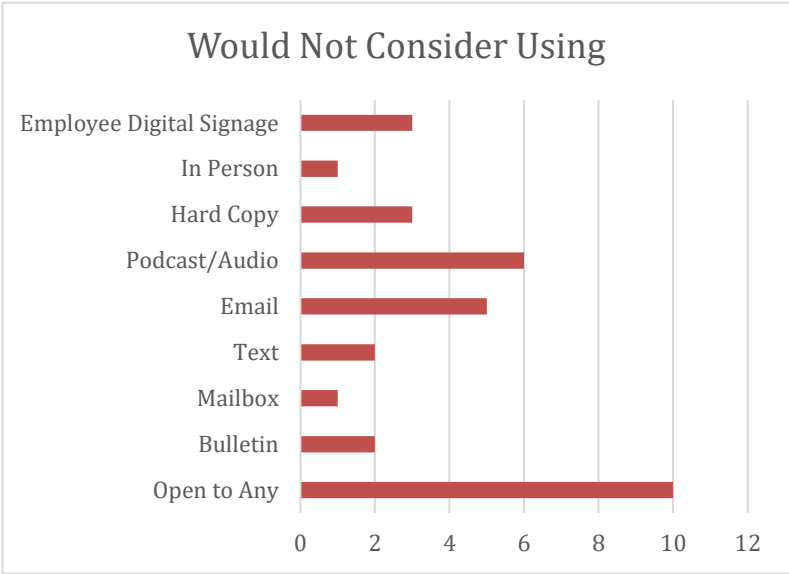
Best Way to Communicate: Urgent	
Text	16
Radio	5
Orb Star	3
Hard Copy	3
Phone Call	1
In Person	2
Email	2
Total Responses	32



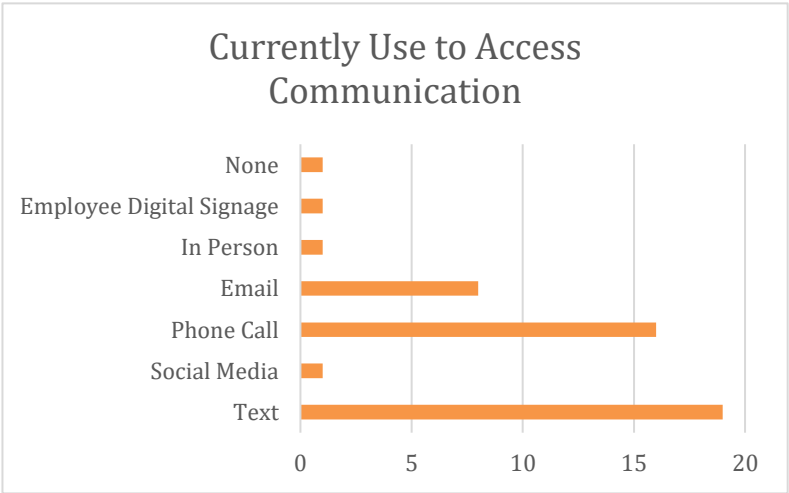
Best Way to Communicate: Non-Urgent	
Text	4
Hard Copy	7
Phone Call	2
In Person	3
Email	14
Employee Digital Signage	1
No Response	1
Total Responses	32



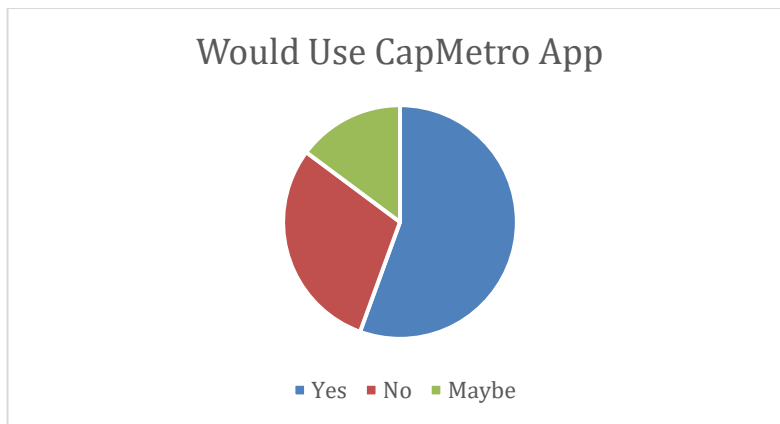
Not Consider Using	
Open to Any	10
Bulletin	2
Mailbox	1
Text	2
Email	5
Podcast/Audio	6
Hard Copy	3
In Person	1
Employee Digital Signage	3
Total Responses	29



What Do You Use Now	
Text	19
Social Media	1
Phone Call	16
Email	8
In Person	1
Employee Digital Signage	1
None	1
Total Responses	47



Respondents that felt "Nothing" was working well with internal communication		Would Use a CapMetro App for Communication	
Number	15	Yes	15
Percentage	56%	No	8
		Maybe	4



Comments:

Would be nice to be able to respond back to them. Right now, there's one-way communication. An app that would provide two-way communication would be helpful.

Orb Star is not fast. If use emails, would like a company email, does not want to be getting work emails to personal email

Would use the app if it benefits the employees and works well.

Data Analysis (Shift Survey):

Afternoon Shift

Total Responses: 53

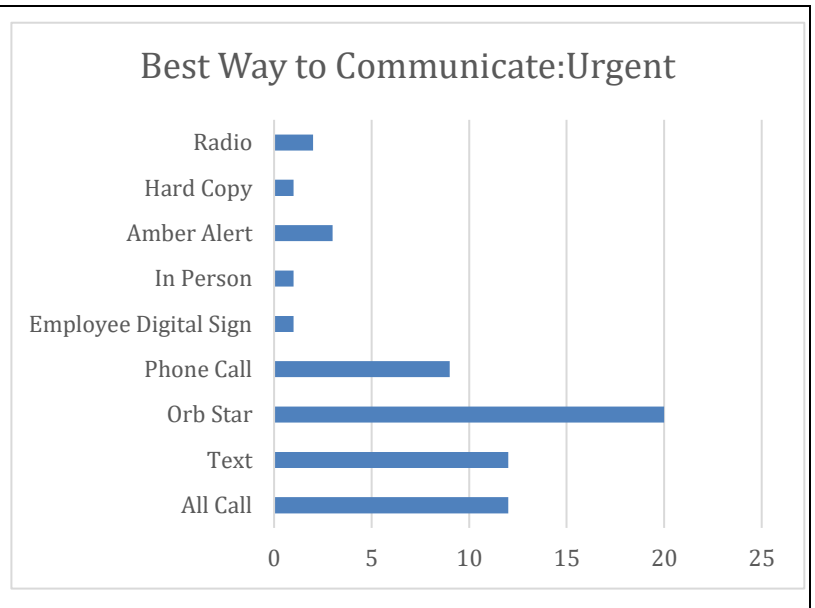
Workrole

Driver	41
Mechanic	7
Other	5

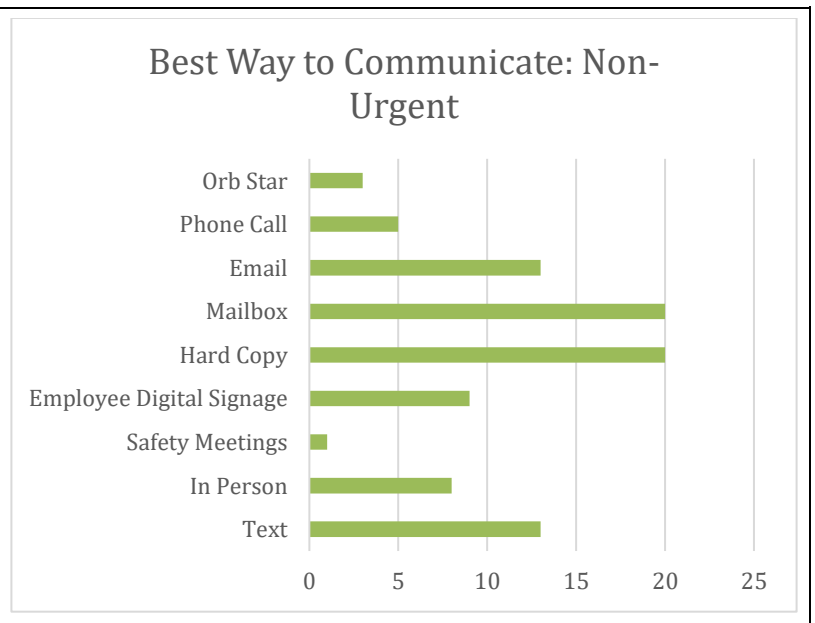
Location

HQ, 2910 E 5th St	35
North Ops, 9315-A McNeil Rd	18

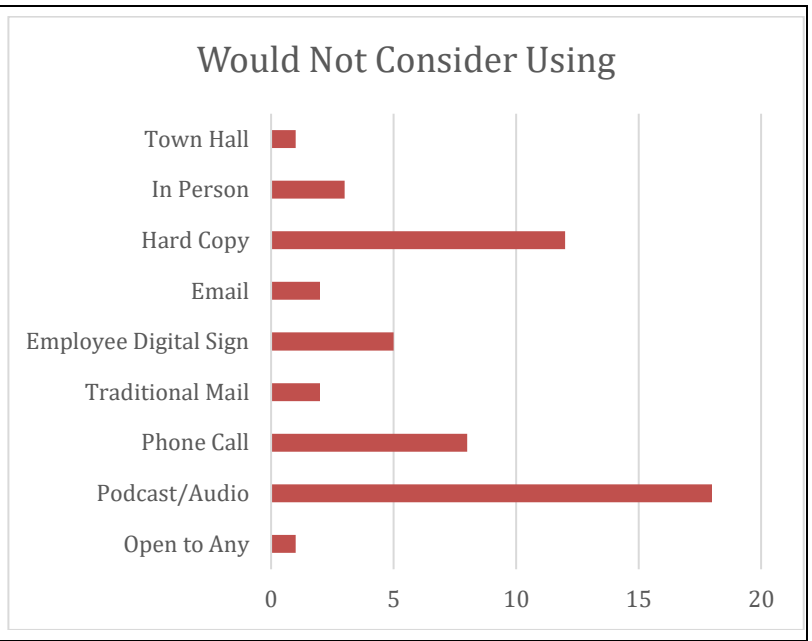
Best Way to Communicate: Urgent	
All Call	12
Text	12
Orb Star	20
Phone Call	9
Employee Digital Sign	1
In Person	1
Amber Alert	3
Hard Copy	1
Radio	2
Total Reponses	58



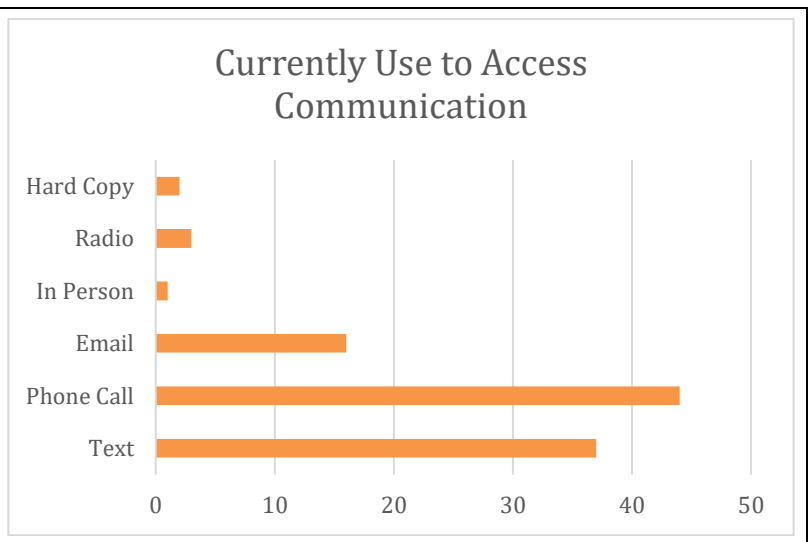
Best Way to Communicate: Non-Urgent	
Text	13
In Person	8
Safety Meetings	1
Employee Digital Signage	9
Hard Copy	20
Mailbox	20
Email	13
Phone Call	5
Orb Star	3
Total Reponses	84



Not Consider Using	
Open to Any	1
Podcast/Audio	18
Phone Call	8
Traditional Mail	2
Employee Digital Sign	5
Email	2
Hard Copy	12
In Person	3
Town Hall	1
Total Reponses	48

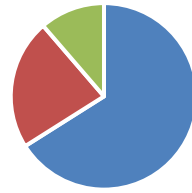


What Do You Use Now	
Text	37
Phone Call	44
Email	16
In Person	1
Radio	3
Hard Copy	2
Total Responses	103



Respondents that felt "Nothing" was working well with internal communication		Would Use a CapMetro App for Communication	
Number	27	Yes	35
Percentage	51%	No	12
		Maybe	6

Would Use CapMetro App



■ Yes ■ No ■ Maybe

Comments:

<p>Develop a point system that would reward employees for checking communication. Limit the content that is communicated to only be important and relevant information.</p>
<p>Make the information relevant to the work role.</p>
<p>Information only matters to the drivers and not the other employees.</p>
<p>Make the information relevant and show appreciation for the workforce, "This used to be a place to work, now it is just a paycheck" (Paraphrased)</p>
<p>Focus on route design to improve employee's morale. Make the information relevant and limit the amount of it. Use text messaging.</p>
<p>There needs to be more face-to-face communication. Communication should be beyond only work info, even saying hello when passing in the hallway to help break down barriers. Use the safety meetings to say hello and establish relationships.</p>
<p>Make the information more personal and relevant</p>
<p>Text messaging is a bad way to communicate. Digital signs are working well. Feels that CapMetro does not listen.</p>
<p>Do not use cell phones to communicate if drivers cannot use their phones while working.</p>
<p>Do not send technical information in texts or long text messages. Keep information relevant and efficient. Clear the back log of messages in Orb Star.</p>
<p>Nobody available to ask questions to without there being any repercussions. Do not broadcast information or announcements over the bus intercoms because everyone on the bus can hear it; keep private information private. Sending messaging about weather or safety precautions when it is raining is pointless. Bring in a driver advocate to act as the liaison between drivers and CapMetro.</p>
<p>Keep the information relevant.</p>
<p>Safety meetings and face-to-face need to be around the availability of the drivers and find a time that works with their schedule. Lack of communication; sitting on hold waiting for a response when there is an emergency situation on the bus.</p>
<p>Need communication between buses.</p>

<p>Need direct access to CapMetro, there is no route to voice concerns or troubles. Provide leave balances to frontline personnel. Currently drivers go to through management to communicate with CapMetro but that does not work.</p>
<p>There is a miscommunication and slow response to releasing information about route changes or other items that impact drivers.</p>
<p>Dispatch is unclear. Dispatch is unprofessional and speaks disrespectfully. In person communication needs to be handled differently. Radio controllers are disrespectful when calling in with a problem.</p>
<p>Operators need more pay raises and bathrooms. Some drivers never come into dispatch.</p>
<p>Focus on unimportant aspects that do not impact performance, example given of banning shorts.</p>
<p>There are respect issues when calling into dispatch. All Calls can be difficult to hear on the bus.</p>
<p>Feels disrespected when calling dispatch. Miscommunication happens with Orb Star.</p>
<p>Dispatch needs to be more respectful.</p>
<p>There is no accountability in messaging or passing of information.</p>
<p>Find a better way to send personal emergency information, such as; sick kid, death in family, etc.</p>
<p>There is no understanding of what the driver's deal with on a daily basis. Making radio calls at 5:00pm is dangerous for drivers to deal with a full bus during rush hour then have to worry about responding on the radio. Safety concerns.</p>
<p>Marketing campaign about how customers should behave on the bus or treat bus drivers. Do not add stress to the drivers.</p>
<p>Responses take too long when drivers call in with a problem while on route. There is no adequate emergency call in option.</p>
<p>RTTs take too long to respond; by the time a response comes in there is no longer a need for it. Radio controllers are disrespectful.</p>
<p>Fix scheduling errors in Orb Star. Find a way to easily communicate urgent information for driver's that are out on a route. BRT's don't alarm drivers. Simplify the communication channel.</p>
<p>Do not yell at people and use short, relevant messages.</p>
<p>Do not rely solely on Orb Star.</p>
<p>Giving routes by first come, first serve does not address priority or safety issues. Dispatch is disrespectful.</p>
<p>Need to update the use of technology.</p>

Data Analysis (Shift Survey):

Evening Shift

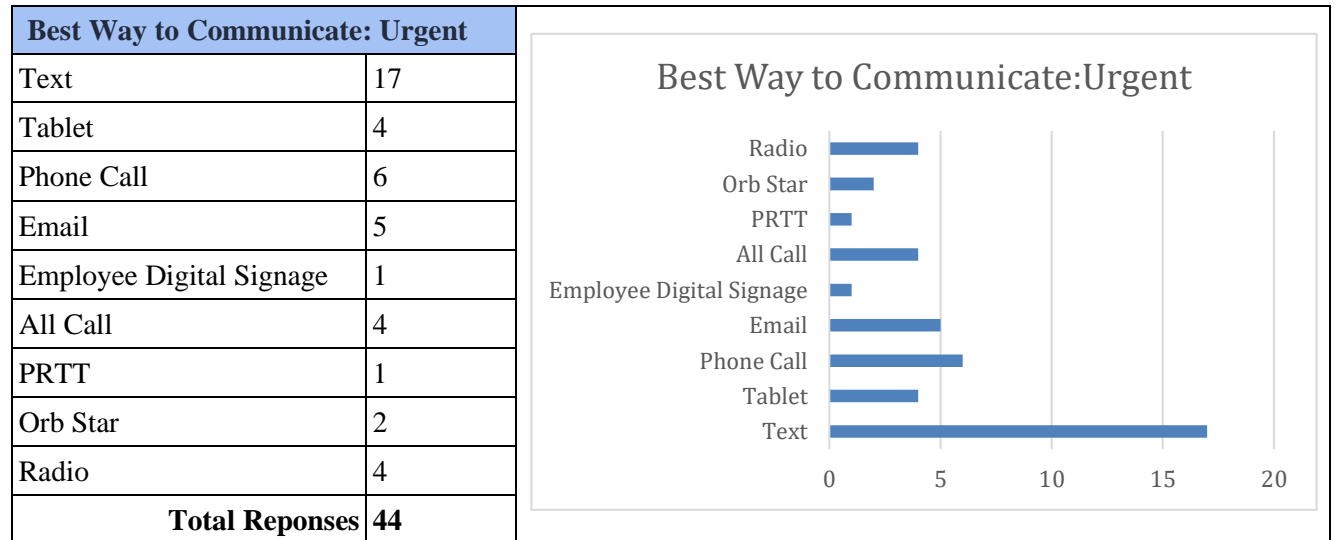
Total Responses: 30

Workrole

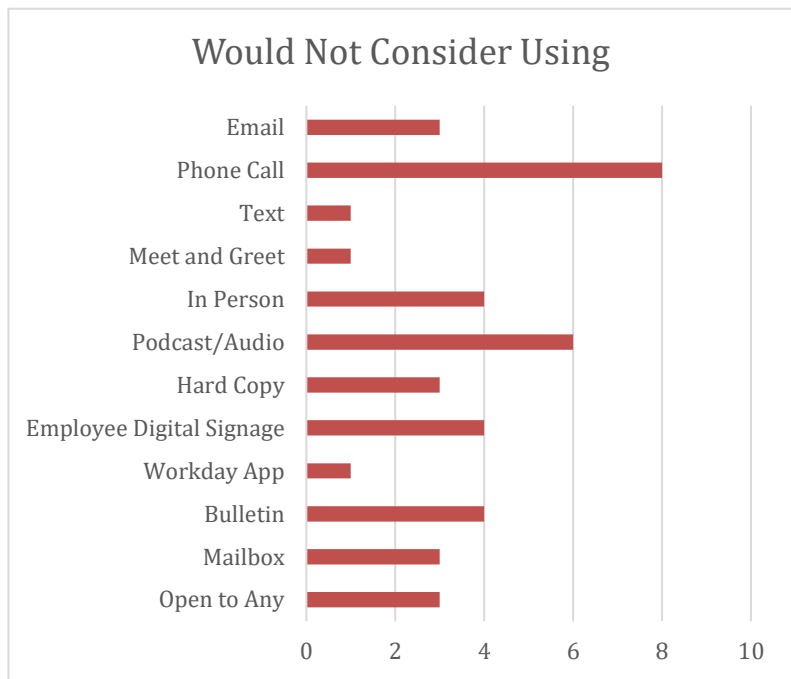
Driver	24
Mechanic	1
Other	5

Location

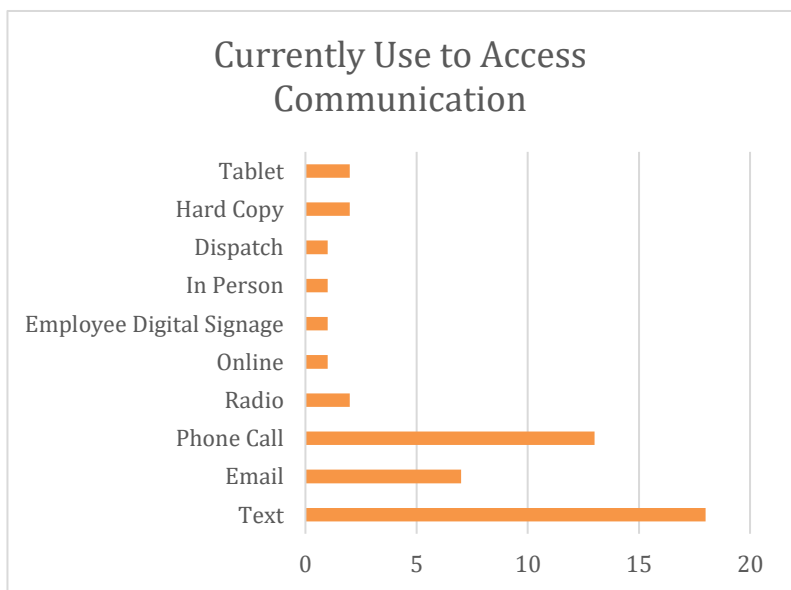
HQ, 2910 E 5th St	12
North Ops, 9315-A McNeil Rd	6
509 Thompson Ln	5
817 W. Howard Ln	7



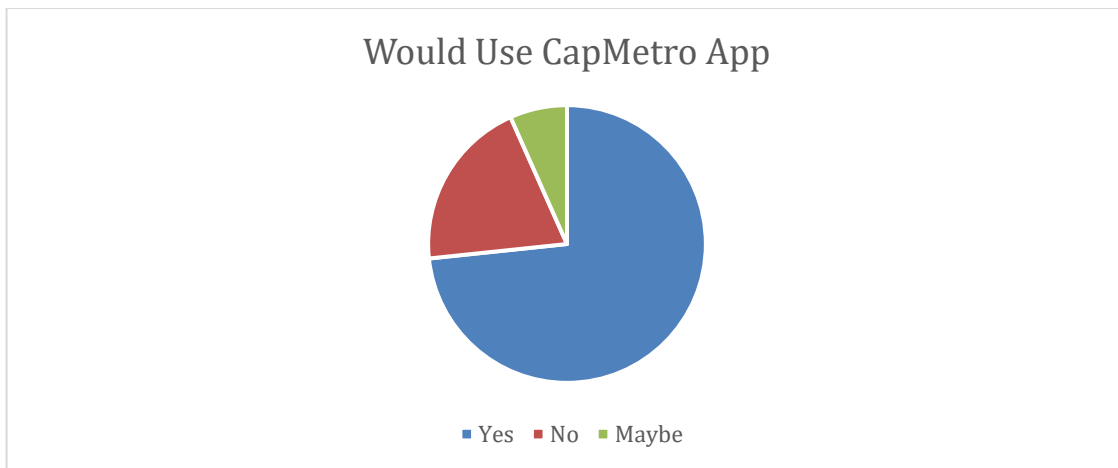
Not Consider Using	
Open to Any	3
Mailbox	3
Bulletin	4
Workday App	1
Employee Digital Signage	4
Hard Copy	3
Podcast/Audio	6
In Person	4
Meet and Greet	1
Text	1
Phone Call	8
Email	3
Total Responses	41



What Do You Use Now	
Text	18
Email	7
Phone Call	13
Radio	2
Online	1
Employee Digital Signage	1
In Person	1
Dispatch	1
Hard Copy	2
Tablet	2
Total Responses	48



Respondents that felt "Nothing" was working well with internal communication		Would Use a CapMetro App for Communication	
Number	16	Yes	22
Percentage	53%	No	6
		Maybe	2



Comments:
Communication could be improved if it were more consistent. Lots of intermittent info. Feels that if they wanted info, they have to seek it out.
There is a large difference in age, education, and cultures. Because of this, need to send out info in multiple formats.
Lots of miscommunication. Started with loss of managers.
No one is ever in the building which makes communication difficult.
Dispatchers need to get on the same page, different information depending on who you ask.
No path to communicate or direct safety concerns to.
Leadership is not listening to real concerns instead only focus on data.
Lock of correct communication.
Communication between senior management and middle management is an issue.
Schedule face to face around times that work for everyone.
Need to be transparent, clear, and direct.
Information needs to be relevant.
Cannot get answers to questions.
New managers should introduce themselves.
Be more up-tempo with mood and stay positive.
App depends on if they will use it well, works well, and as long as it doesn't pose a security risk.
Not enough transparency
Pre-programmed messages are limiting

Data Analysis (Location Survey):

HQ, 2910 E 5th St

Total Responses: 74

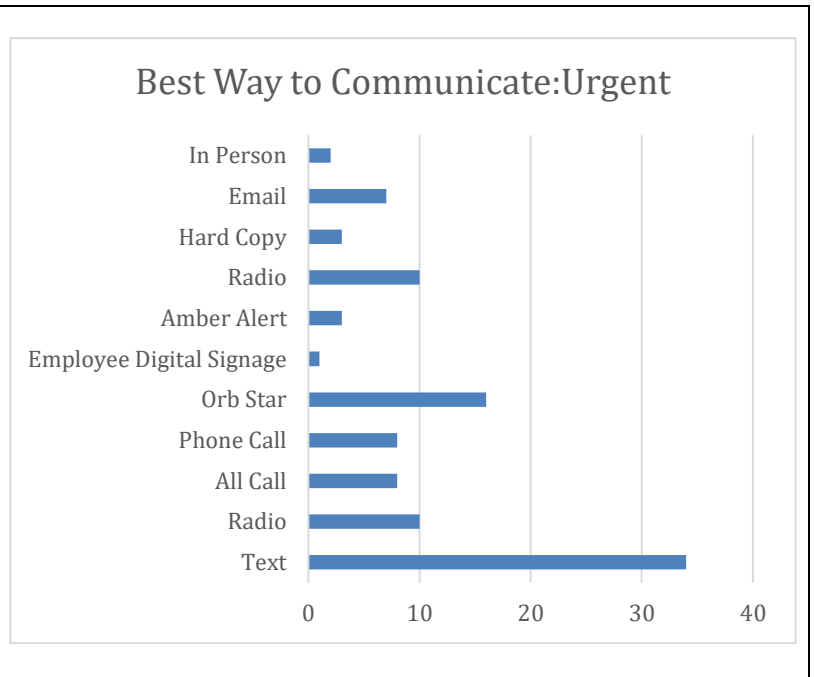
Workrole

Driver	60
Mechanic	11
Other	3

Shift

Morning	27
Afternoon	35
Evening	12

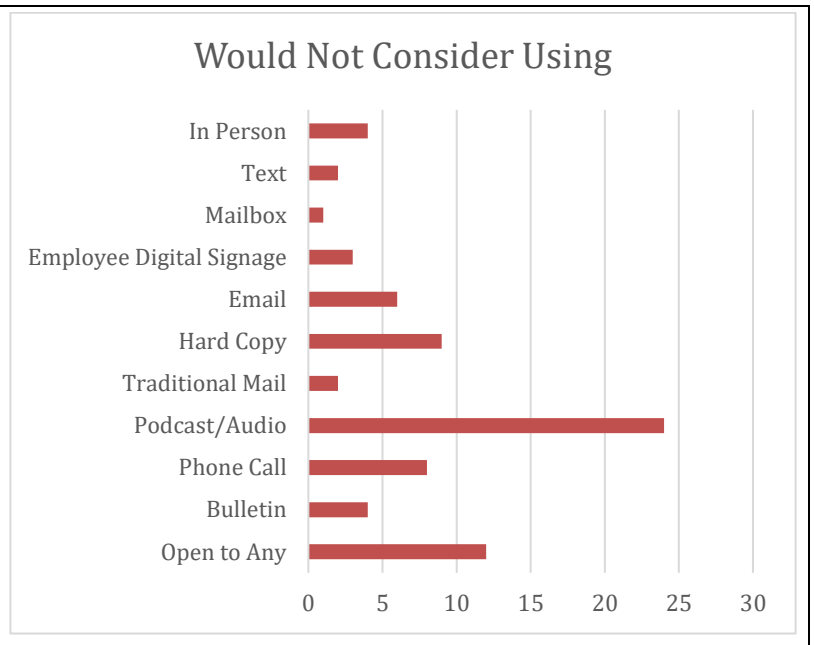
Best Way to Communicate: Urgent	
Text	34
Radio	10
All Call	8
Phone Call	8
Orb Star	16
Employee Digital Signage	1
Amber Alert	3
Radio	10
Hard Copy	3
Email	7
In Person	2
Total Responses	102



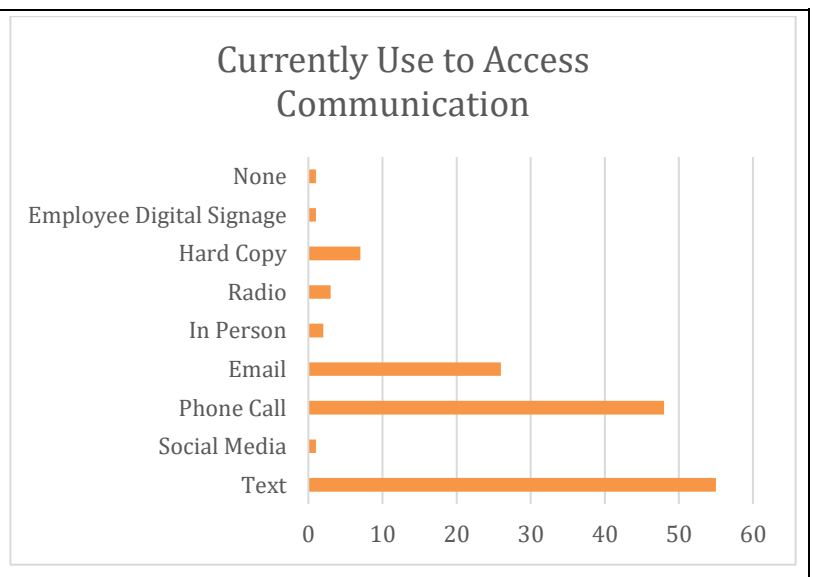
Best Way to Communicate: Non-Urgent	
Email	27
Phone Call	5
Text	13
In Person	12
Safety Meetings	1
Employee Digital Signage	6
Hard Copy	27
Mailbox	16
All Call	1
Bulletin	1
Total Responses	109



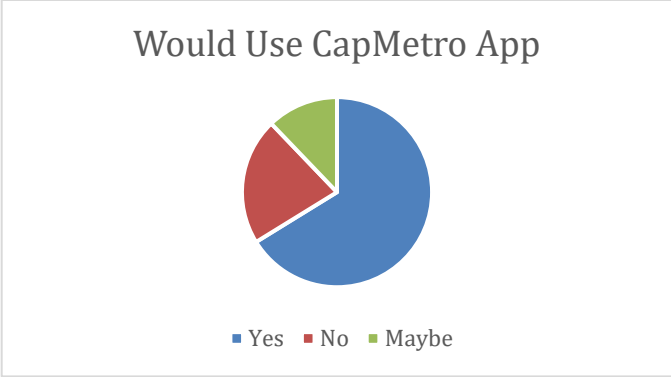
Not Consider Using	
Open to Any	12
Bulletin	4
Phone Call	8
Podcast/Audio	24
Traditional Mail	2
Hard Copy	9
Email	6
Employee Digital Signage	3
Mailbox	1
Text	2
In Person	4
Total Responses	75



What Do You Use Now	
Text	55
Social Media	1
Phone Call	48
Email	26
In Person	2
Radio	3
Hard Copy	7
Employee Digital Signage	1
None	1
Total Responses	144



Respondents that felt "Nothing" was working well with internal communication		Would Use a CapMetro App for Communication	
Number	38	Yes	49
Percentage	51%	No	16
		Maybe	9



Comments:
Develop a point system that would reward employees for checking communication. Limit the content that is communicated to only be important and relevant information.
Make the information relevant to the work role.
Information only matters to the drivers and not the other employees.
Make the information relevant and show appreciation for the workforce, "This used to be a place to work, now it is just a paycheck" (Paraphrased)
Focus on route design to improve employee's morale. Make the information relevant and limit the amount of it. Use text messaging.
There needs to be more face-to-face communication. Communication should be beyond only work info, even saying hello when passing in the hallway to help break down barriers. Use the safety meetings to say hello and establish relationships.
Make the information more personal and relevant
Text messaging is a bad way to communicate. Digital signs are working well. Feels that CapMetro does not listen.
Do not use cell phones to communicate if drivers cannot use their phones while working.
Do not send technical information in texts or long text messages. Keep information relevant and efficient. Clear the back log of messages in Orb Star.
Nobody available to ask questions to without there being any repercussions. Do not broadcast information or announcements over the bus intercoms because everyone on the bus can hear it; keep private information private. Sending messaging about weather or safety precautions when it is raining is pointless. Bring in a driver advocate to act as the liaison between drivers and CapMetro.

Keep the information relevant.
Safety meetings and face-to-face need to be around the availability of the drivers and find a time that works with their schedule. Lack of communication; sitting on hold waiting for a response when there is an emergency situation on the bus.
Need communication between buses.
There are respect issues when calling into dispatch. All Calls can be difficult to hear on the bus.
Feels disrespected when calling dispatch. Miscommunication happens with Orb Star.
Dispatch needs to be more respectful.
There is no accountability in messaging or passing of information.
Find a better way to send personal emergency information, such as; sick kid, death in family, etc.
There is no understanding of what the driver's deal with on a daily basis. Making radio calls at 5:00pm is dangerous for drivers to deal with a full bus during rush hour then have to worry about responding on the radio. Safety concerns.
Marketing campaign about how customers should behave on the bus or treat bus drivers. Do not add stress to the drivers.
Responses take too long when drivers call in with a problem while on route. There is no adequate emergency call in option.
RTTs take too long to respond; by the time a response comes in there is no longer a need for it. Radio controllers are disrespectful.
Would be nice to be able to respond back to them. Right now, there's one-way communication. An app that would provide two-way communication would be helpful.
App depends on if they will use it well, works well, and as long as it doesn't pose a security risk.
Orb Star is not fast. If use emails, would like a company email, does not want to be getting work emails to personal email
Would use the app if it benefits the employees and works well.

Data Analysis (Location Survey):

North Ops, 9315-A McNeil Rd

Total Responses: 24

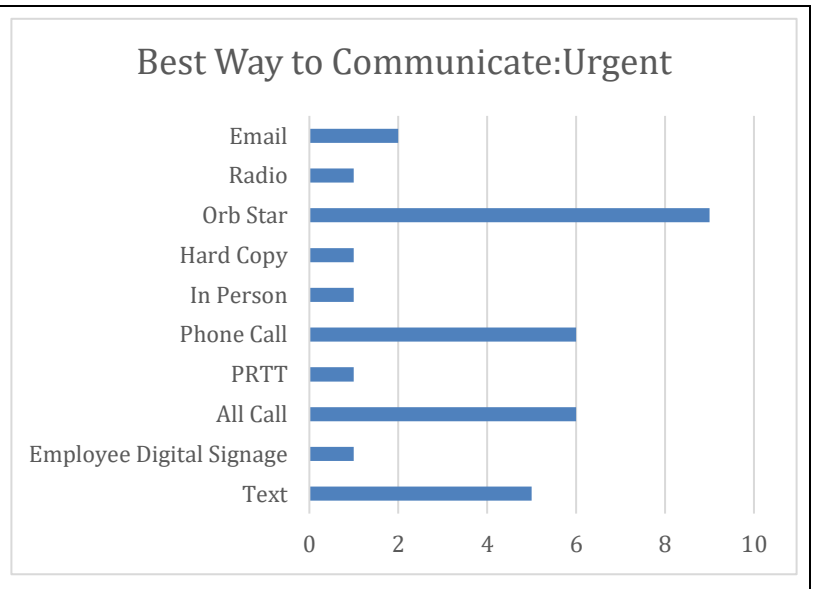
Workrole

Driver	18
Mechanic	1
Other	5

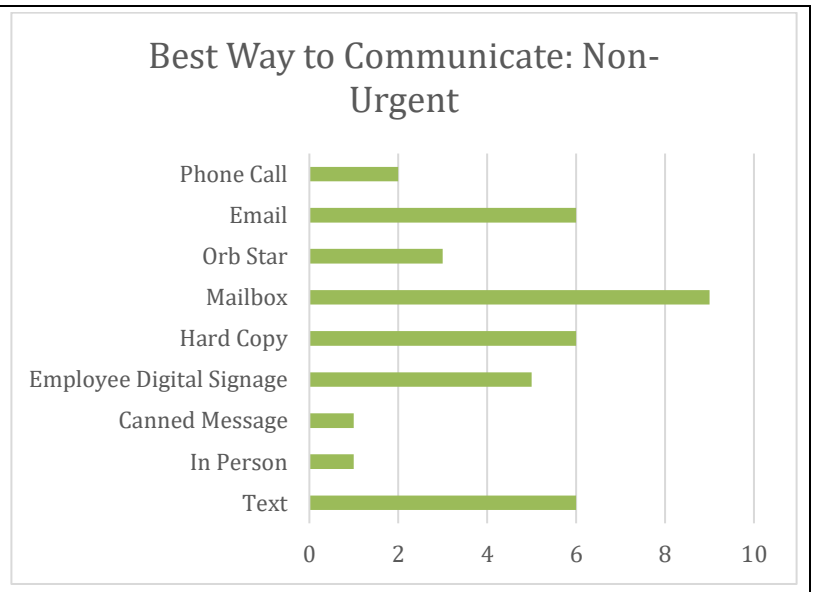
Shift

Morning	0
Afternoon	18
Evening	6

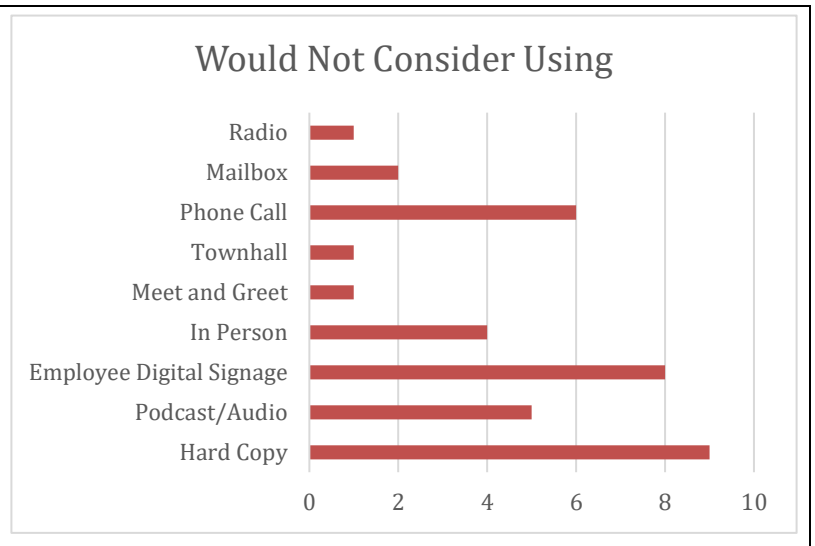
Best Way to Communicate: Urgent	
Text	5
Employee Digital Signage	1
All Call	6
PRTT	1
Phone Call	6
In Person	1
Hard Copy	1
Orb Star	9
Radio	1
Email	2
Total Reponses	33



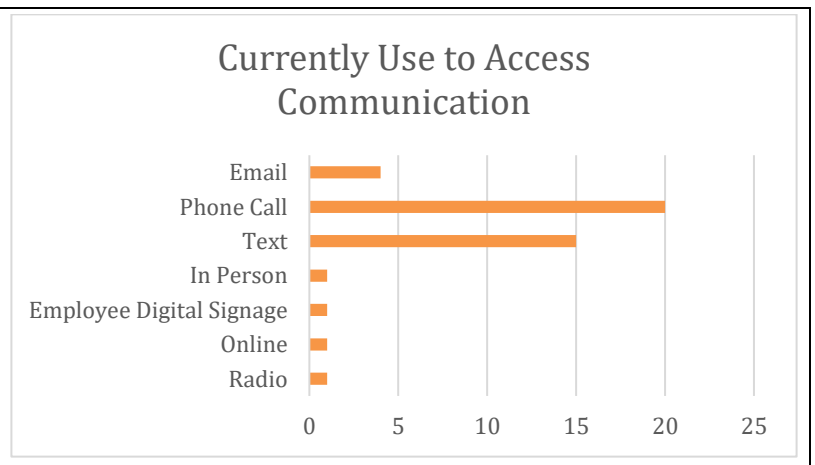
Best Way to Communicate: Non-Urgent	
Text	6
In Person	1
Canned Message	1
Employee Digital Signage	5
Hard Copy	6
Mailbox	9
Orb Star	3
Email	6
Phone Call	2
Total Reponses	39



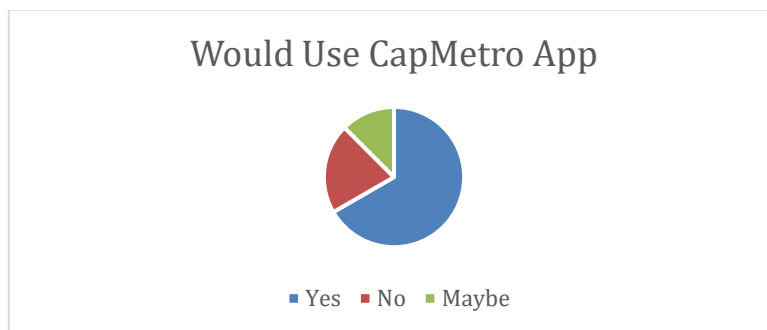
Not Consider Using	
Hard Copy	9
Podcast/Audio	5
Employee Digital Signage	8
In Person	4
Meet and Greet	1
Townhall	1
Phone Call	6
Mailbox	2
Radio	1
Total Responses	37



What Do You Use Now	
Radio	1
Online	1
Employee Digital Signage	1
In Person	1
Text	15
Phone Call	20
Email	4
Total Responses	43



Respondents that felt "Nothing" was working well with internal communication		Would Use a CapMetro App for Communication	
Number	14	Yes	16
Percentage	58%	No	5
		Maybe	3



Comments:
No one is ever in the building which makes communication difficult. Dispatchers need to get on the same page, different information depending on who you ask.
No path to communicate or direct safety concerns to. Leadership is not listening to real concerns instead only focus on data.
Lack of correct communication. Communication between senior management and middle management is an issue. Schedule face to face around times that work for everyone. Need to be transparent, clear, and direct.
Need direct access to CapMetro, there is no route to voice concerns or troubles. Provide leave balances to frontline personnel. Currently drivers go through management to communicate with CapMetro but that does not work.
There is a miscommunication and slow response to releasing information about route changes or other items that impact drivers.
Dispatch is unclear. Dispatch is unprofessional and speaks disrespectfully. In person communication needs to be handled differently. Radio controllers are disrespectful when calling in with a problem.
Operators need more pay raises and bathrooms. Some drivers never come into dispatch.
Focus on unimportant aspects that do not impact performance, example given of banning shorts.
Fix scheduling errors in Orb Star. Find a way to easily communicate urgent information for driver's that are out on a route. BRT's don't alarm drivers. Simplify the communication channel.
Do not yell at people and use short, relevant messages.
Do not rely solely on Orb Star.
Giving routes by first come, first serve does not address priority or safety issues. Dispatch is disrespectful.
Need to update the use of technology.
Not enough transparency
Pre-programmed messages are limiting

Data Analysis (Location Survey):

509 Thompson Lane

Total Responses: 5

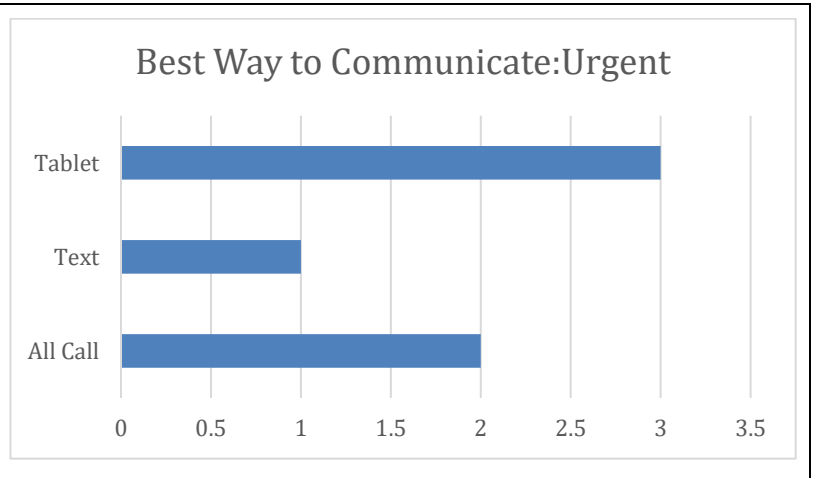
Workrole

Driver	5
Mechanic	0
Other	0

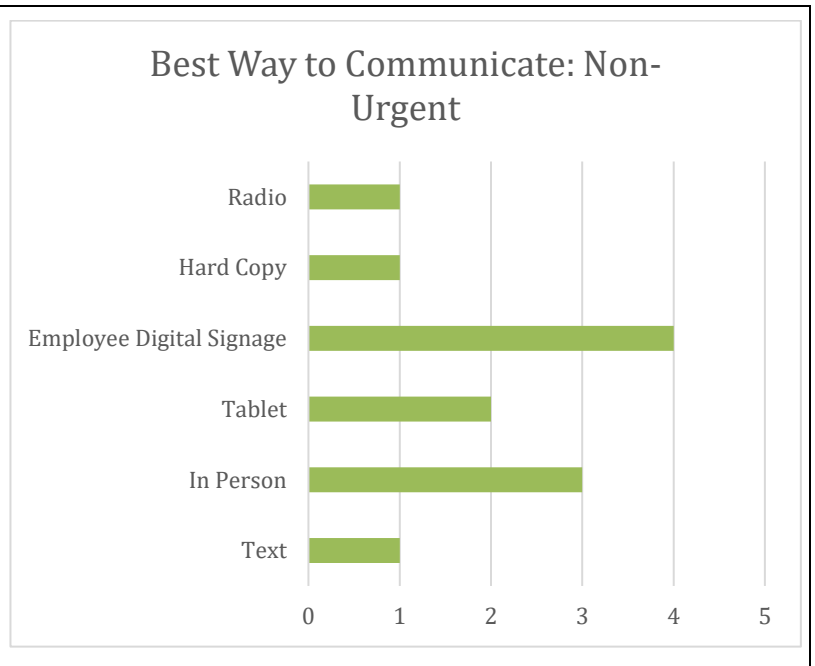
Shift

Morning	0
Afternoon	0
Evening	5

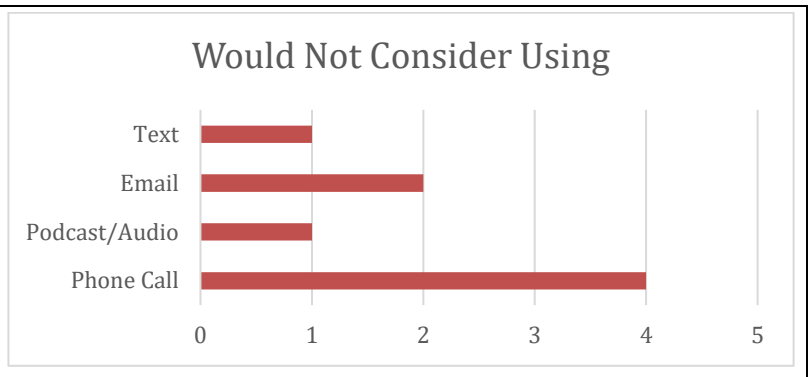
Best Way to Communicate: Urgent	
All Call	2
Text	1
Tablet	3
Total Reponses	5



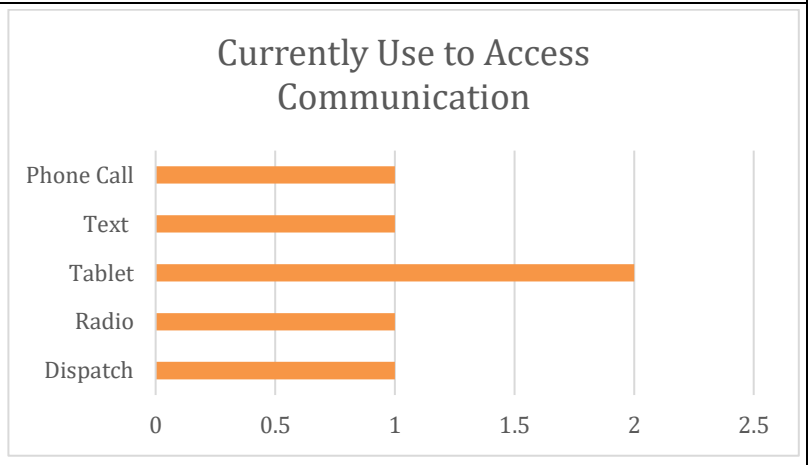
Best Way to Communicate: Non-Urgent	
Text	1
In Person	3
Tablet	2
Employee Digital Signage	4
Hard Copy	1
Radio	1
Total Reponses	12



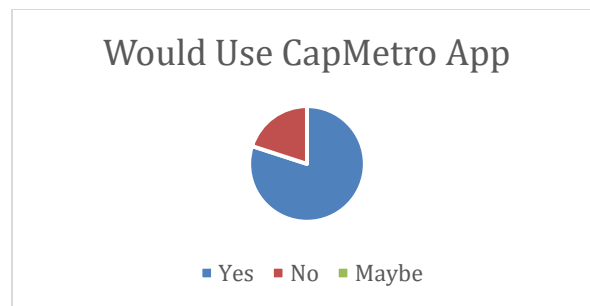
Not Consider Using	
Phone Call	4
Podcast/Audio	1
Email	2
Text	1
Total Responses	8



What Do You Use Now	
Dispatch	1
Radio	1
Tablet	2
Text	1
Phone Call	1
Total Responses	6



Respondents that felt "Nothing" was working well with internal communication		Would Use a CapMetro App for Communication	
Number	2	Yes	4
Percentage	40%	No	1
		Maybe	0



Comments:
 Information needs to be relevant.
 Cannot get answers to questions.
 New managers should introduce themselves.
 Be more up-tempo with mood and stay positive.

Data Analysis (Location Survey):

817 Howard Lane

Total Responses: 7

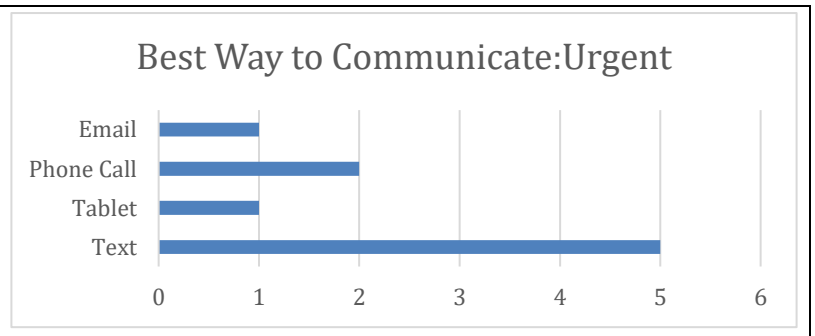
Workrole

Driver 5
Mechanic 0
Other 2

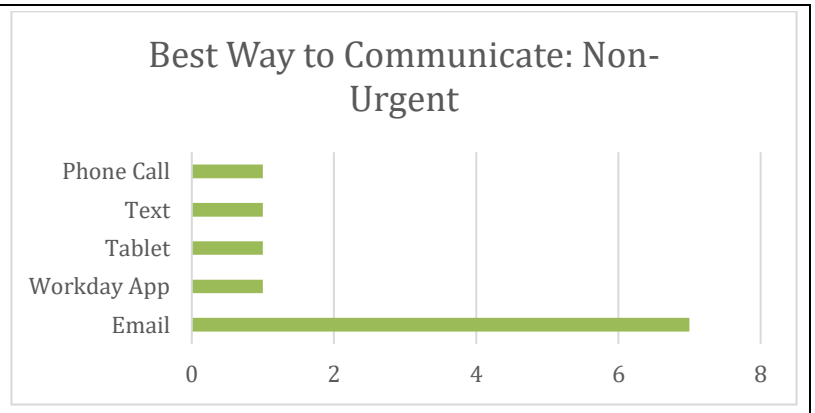
Shift

Morning 0
Afternoon 0
Evening 7

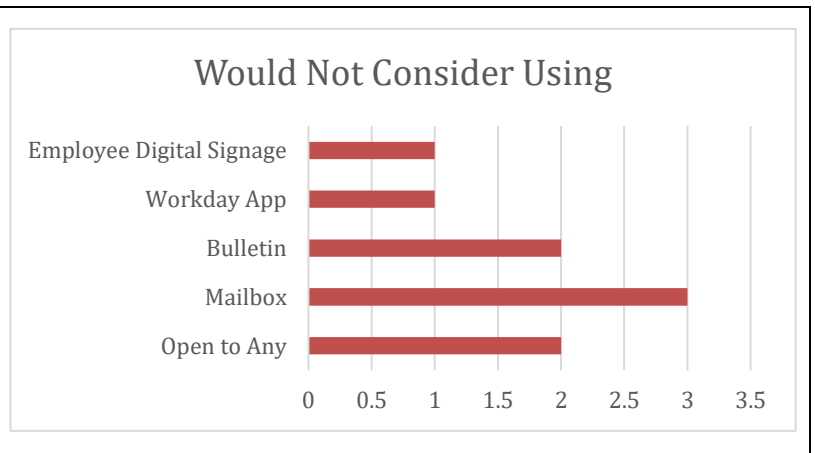
Best Way to Communicate: Urgent	
Text	5
Tablet	1
Phone Call	2
Email	1
Total Reponses	9

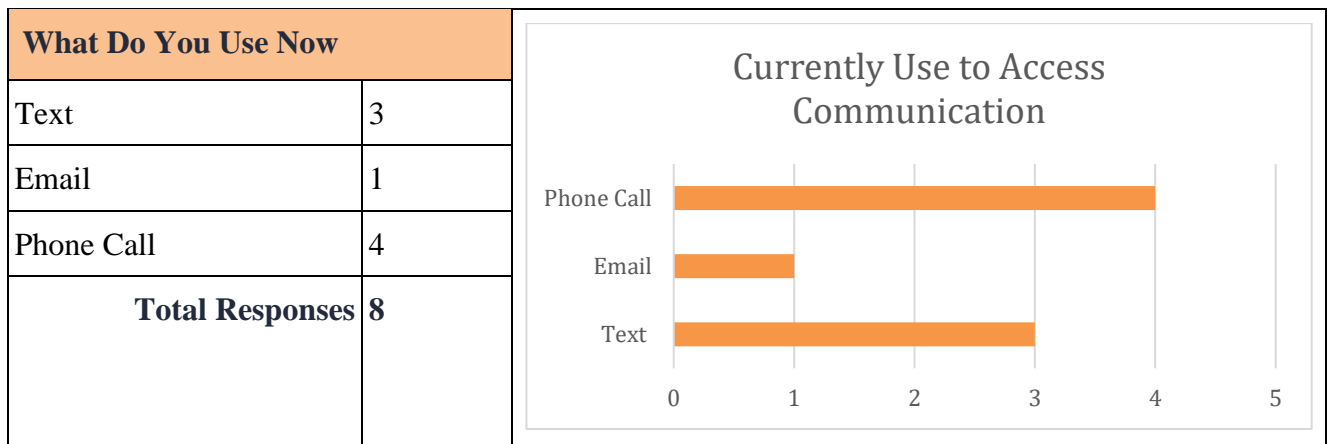


Best Way to Communicate: Non-Urgent	
Email	7
Workday App	1
Tablet	1
Text	1
Phone Call	1
Total Reponses	11

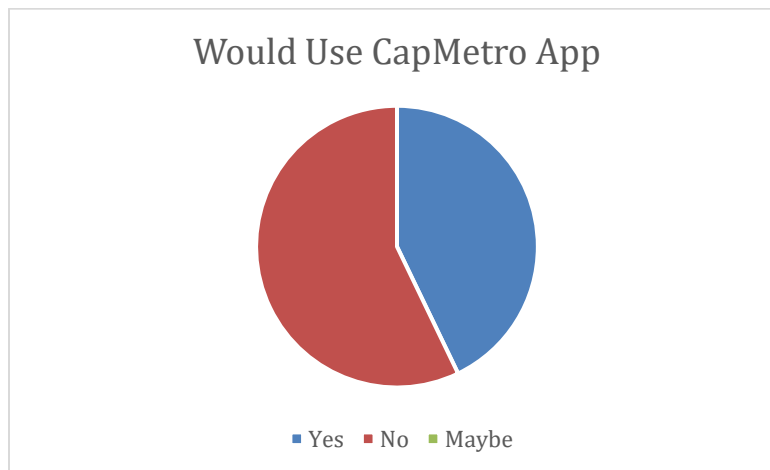


Not Consider Using	
Open to Any	2
Mailbox	3
Bulletin	2
Workday App	1
Employee Digital Signage	1
Total Reponses	9





Respondents that felt "Nothing" was working well with internal communication		Would Use a CapMetro App for Communication	
Number	4	Yes	3
Percentage	57%	No	4
		Maybe	0



Comments:
Communication could be improved if it were more consistent. Lots of intermittent info. Feels that if they wanted info, they have to seek it out.
There is a large difference in age, education, and cultures. Because of this, need to send out info in multiple formats.
Lots of miscommunication. Started with loss of managers.
Generally doing an okay job.

Common Themes

Overall the responses showed variation in what each individual felt was best for internal communication. In conducting the surveys, it was the priority of the surveying team to maintain integrity of the data by recording and presenting the responses with no influence or bias from the surveying team. The results reflected in the previous section captured the opinion of the frontline workforce. The research was able to be quantified to inform protentional decisions and actions taken by Capital Metro. In addition to the quantitative information derived from the surveys there is a value in the qualitative insight gained through direct face-to-face interaction. Four trends and common themes were identified:

1. The frontline employee's desire and willingness for communication

The willingness of the frontline workforce to participate in the survey demonstrated a clear desire to engage. This was immediately evident from the start and enforced by the depth and length of many of the surveys. The desire for communication was a repeated theme in the responses. Several of the respondents stated that they would like interaction with Capital Metro administrative staff and there was a clear desire for a communication path.

2. Respectful and relevant communication

Improving communication does not mean more communication but rather delivering relevant and important information. Delivering irrelevant information only muddled the communication and resulted in frontline employees refraining from engaging because of a lack of impact at an individual level. Maintenance employees and mechanics stated that information from Capital Metro only seemed to apply to drivers and therefore, did not engage.

Another highly repeated issue was around respectful communication. Many of the operators refrained from calling into radio controllers and dispatch because they felt they were communicated with in a disrespectful manner.

3. Getting answers to questions

A repeated response was the want to establish a communication path for answering work related questions. A common trend was for frontline employees to raise questions to management but not receive a response. This drop in communication resulted in many frontline employees feeling unheard and deterred engagement.

4. Addressing safety concerns

A final theme, was the concern around safety and how to handle emergency or urgent situations. This is specifically in reference to operators when an issue arises while out on a route. Such examples included if a bus passenger begins acting aggressive, if sudden changes in routes occur, reporting maintenance issues, or if a bus breaks down. On multiple occasions respondents had experienced calling an urgent or emergency situation into dispatch but experience delayed and long response times.

Next Steps

Recommendations

Multi-Tier Approach

After reviewing the data gathered through our surveys, we recommend that a multi-tier approach be implemented in order to establish strong communication with the entire frontline. Frontline employees fall into different age groups, and they all have their preferences when using technology. Using a multi-tier approach would help engage a larger amount of the frontline population. Our survey questions were designed to identify the methods of communication that would create the highest rate of engagement.

Texts, Orbstar messages, and All Calls were the most common responses we received when asking employees what they thought the most effective way of communicating urgent information would be. The most common responses for non-urgent communication were Email, Mailbox, and Hard Copy. To maximize engagement, these methods should be implemented with two-way communication in mind.

Setting up this multi-tier approach would involve using a combination of these methods of communication, setting up company emails for all frontline employees, and gathering other contact information.

Internal Communication App

The development of an internal communication app would be a good first step in the right direction for CapMetro's multi-tiered approach to communication. A vast majority of frontline employees own smartphones and the data indicates that a majority would use it. Two potential functionalities of this app would be to send urgent messages, or to provide a place where employees can ask questions.

Driver Advocate in Person

During our surveys we encountered a lot of employees that did not know who to turn to with questions. Having someone present in the break rooms at varying times weekly could give employees an opportunity to ask these questions or express concerns.

Action Plan

1. Set up company Email accounts for all frontline employees and gather contact information to deliver urgent messages through mass texts.
2. Deliver Non-Urgent messaging through Email, Mailbox, Flyers, and TV Sets across all locations.

3. Set up two-way communication by providing avenues for frontline employees to submit questions, concerns, and feedback. Expand the use of resources like Orbstar.
4. Develop a mobile app that provides information for employees and a place to communicate between admin and frontline.
5. Set up weekly hours for a Driver Advocate to address questions and concerns in breakrooms across CapMetro's locations.

Appendix

Regression Model (All Attributes)

SUMMARY OUTPUT		Multiple Regression (Shift, Role, Location)								
Regression Statistics										
Multiple R	0.11778449									
R Square	0.013873186									
Adjusted R Square	-0.083213948									
Standard Error	0.515538198									
Observations	110									
ANOVA										
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>gnificance F</i>					
Regression	10	0.381386495	0.038139	0.204996	0.995425					
Residual	102	27.1095226	0.26578							
Total	112	27.49090909								
Coefficients										
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>		
Intercept	0.604651101	0.233942182	2.584618	0.011163	0.140628	1.068674	0.140627893	1.068674309		
Morning	-0.032404773	0.164277704	-0.19726	0.84402	-0.35825	0.293439	-0.358248819	0.293439273		
Afternoon	-0.036830891	0.141744008	-0.25984	0.79551	-0.31798	0.244318	-0.317979458	0.244317677		
Evening	0	0	65535	#NUM!	0	0	0	0		
817 W. Howard Ln	0	0	65535	#NUM!	0	0	0	0		
HQ, 2910 E 5th	-0.031823649	0.235953125	-0.13487	#NUM!	-0.49984	0.436188	-0.499835554	0.436188256		
North Ops, 9315-A Mc	0.046622878	0.245345079	0.19003	0.849663	-0.44002	0.533264	-0.440017923	0.533263679		
509 Thompson Ln	-0.15813956	0.306277838	-0.51633	0.606744	-0.76564	0.449361	-0.765640198	0.449361079		
Driver	-0.046511542	0.181246886	-0.25662	0.797989	-0.40601	0.312991	-0.406013881	0.312990798		
Mechanic	-0.130411719	0.234920587	-0.55513	0.58002	-0.59638	0.335552	-0.596375589	0.335552152		
Other	0	0	65535	#NUM!	0	0	0	0		

Regression Model (Shift)

SUMMARY OUTPUT		(Shift)								
Regression Statistics										
Multiple R	0.037285777									
R Square	0.001390229									
Adjusted R Square	-0.026621168									
Standard Error	0.506524629									
Observations	110									
ANOVA										
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>gnificance F</i>					
Regression	3	0.038218665	0.01274	0.074481	0.973582					
Residual	107	27.45269043	0.256567							
Total	110	27.49090909								
Coefficients										
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>		
Intercept	0.533333333	0.092478322	5.767117	7.9E-08	0.350006	0.716661	0.350005846	0.716660821		
Morning	-0.051851852	0.134367886	-0.38589	0.700341	-0.31822	0.214517	-0.318220515	0.214516812		
Afternoon	-0.023899371	0.115728694	-0.20651	0.836783	-0.25332	0.205519	-0.253318009	0.205519267		
Evening	0	0	65535	#NUM!	0	0	0	0		

Regression Model (Location)

SUMMARY OUTPUT (Location)								
<i>Regression Statistics</i>								
Multiple R	0.096650914							
R Square	0.009341399							
Adjusted R Square	-0.028130071							
Standard Error	0.506878214							
Observations	110							
<i>ANOVA</i>								
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>gnificance F</i>			
Regression	4	0.256803557	0.064201	0.333175	0.855093			
Residual	106	27.23410553	0.256926					
Total	110	27.49090909						
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	0.571428571	0.191581957	2.982685	0.003546	0.191599	0.951258	0.191598708	0.951258435
817 W. Howard Ln	0	0	65535	#NUM!	0	0	0	0
HQ, 2910 E 5th	-0.084942085	0.200438551	-0.42378	#NUM!	-0.48233	0.312447	-0.482331008	0.312446838
North Ops, 9315-A Mc	0.011904762	0.217735795	0.054675	0.9565	-0.41978	0.443587	-0.419777629	0.443587153
509 Thompson Ln	-0.171428571	0.296797492	-0.57759	0.564763	-0.75986	0.417001	-0.759858466	0.417001323

Regression Model (Workrole)

SUMMARY OUTPUT (Role)								
<i>Regression Statistics</i>								
Multiple R	0.082167775							
R Square	0.006751543							
Adjusted R Square	-0.021159643							
Standard Error	0.50516309							
Observations	110							
<i>ANOVA</i>								
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>gnificance F</i>			
Regression	3	0.185606061	0.061869	0.363663	0.779366			
Residual	107	27.30530303	0.25519					
Total	110	27.49090909						
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	0.416666667	0.145828023	2.857247	0.005136	0.12758	0.705754	0.127579619	0.705753715
Driver	0.09469697	0.155453195	0.609167	0.543705	-0.21347	0.402865	-0.213470859	0.402864798
Mechanic	0	0	65535	#NUM!	0	0	0	0
Other	0.183333333	0.216297913	0.847596	#NUM!	-0.24545	0.612119	-0.245452052	0.612118719