Massachusetts Bay Transportation Authority
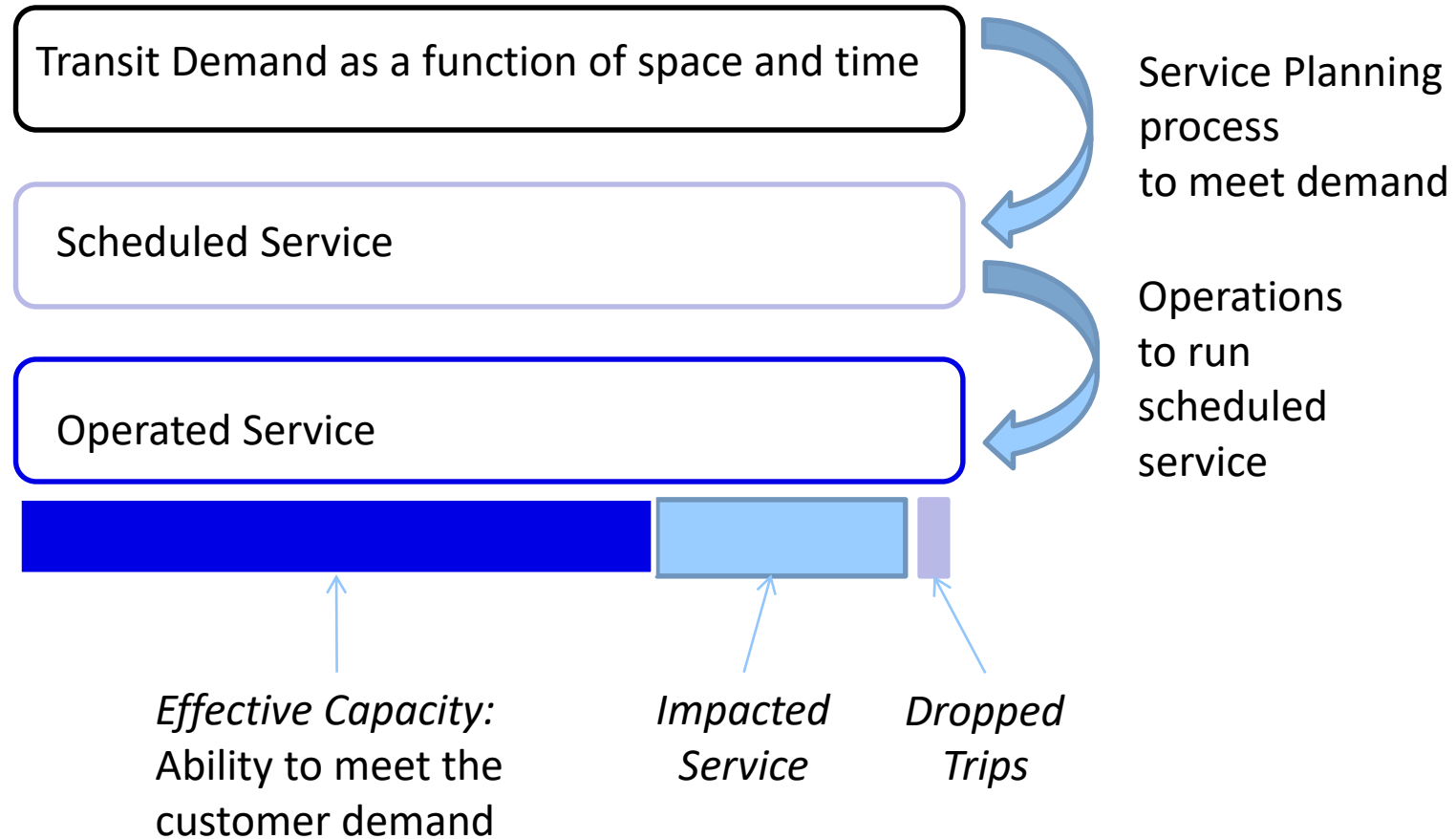
Dropped Trips FINAL

March 2018

Overview

- Impact of Dropped Trips on Service Reliability and Capacity
- Service Operated, July 2014 to Present
- Dropped Trips, July 2014 to Present
- Operator Availability – Example of Reduced Availability (December 29, 2017)
- Dropped Trips by Category, CY17
- Lost Trips Due to Scheduled Absences
- Initiatives to Address Scheduled Absences
- Unscheduled Absences by Category, FY16 to FY17
- Eligibility for Family and Medical Leave Act
- FMLA Ratio over Calendar Days: Full Time vs. Part Time
- Active and Future Initiatives to Address Unscheduled Absences
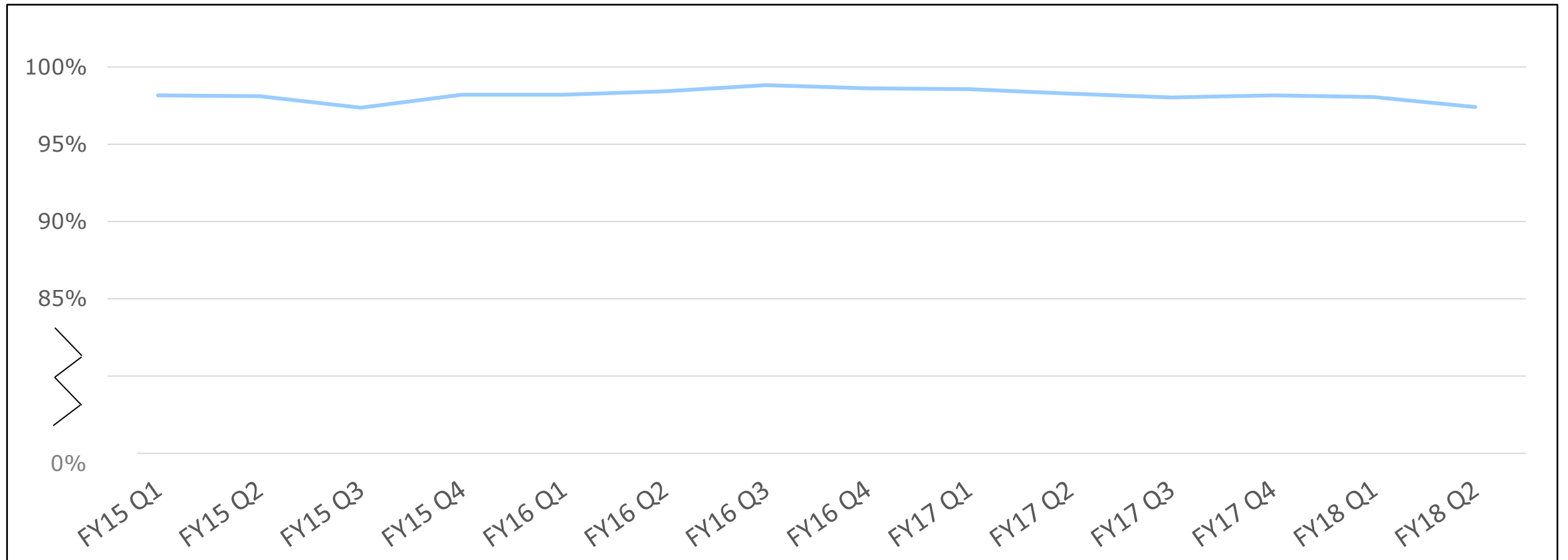- Summary

Impact of Dropped Trips on Service Reliability and Capacity

Transit Demand as a function of space and time

Scheduled Service

Operated Service

Service Planning
process
to meet demand

Operations
to run
scheduled
service

Effective Capacity:
Ability to meet the
customer demand

*Impacted
Service*

*Dropped
Trips*

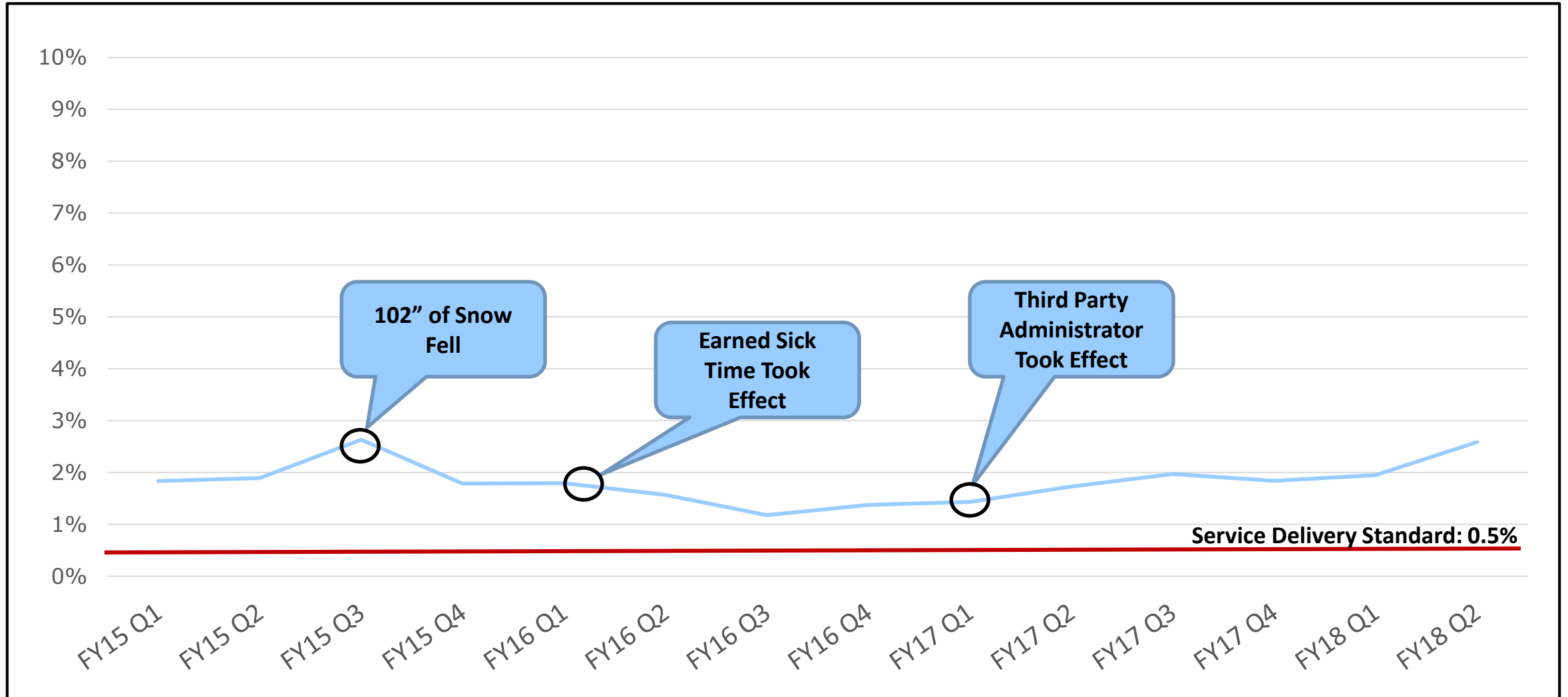# Service Operated, July 2014 to Present

- 175 Bus Routes
- 50 Communities
- 14,000 trips/weekday

Dropped Trips, July 2014 to Present

Service Delivery Standard: 0.5%

Operator Availability – An Average Day in 2017 Q4

1,719	Roster

131	Unavailable (Various)
1,588	Rated in (Eligible to work)

Scheduled Absences

74	Vacation
15	Training
11	Short term suspension
1	Military
1	Jury Duty
1,486	Sub-total before Unscheduled

Unscheduled Absences

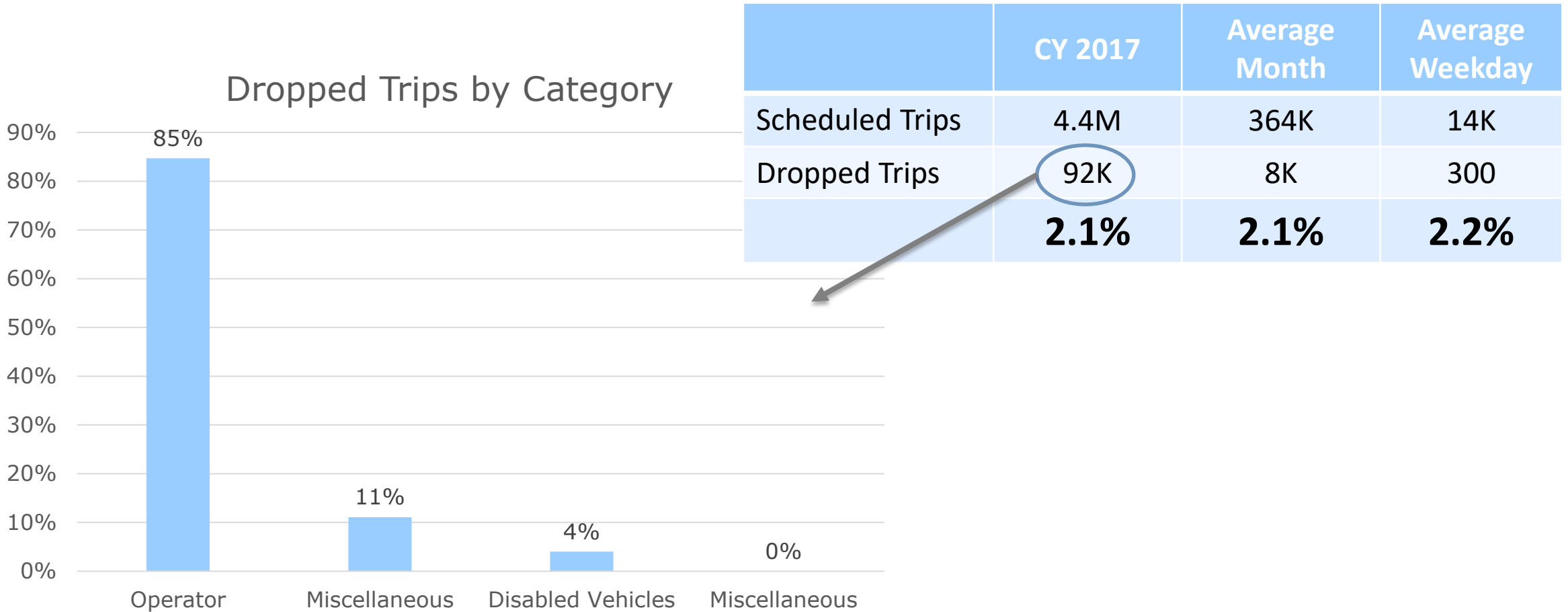|	
67	FMLA
38	Sick
27	Unexcused, including AWOL
16	ADA
9	Reported Injury/Worker's Comp
2	SNLA
2	Bereavement
3	Disqualified by Clinic
1,322	Available to Work

Service Requirement: 1,430 ➡️ **-108 Operators** ➡️ **~300 Dropped Trips**

Dropped Trips by Category, CY17

Dropped Trips by Category

	CY 2017	Average Month	Average Weekday
Scheduled Trips	4.4M	364K	14K
Dropped Trips	92K	8K	300
	2.1%	**2.1%**	**2.2%**

*Examples of Miscellaneous: Traffic, diversions, police/emergency actions, random drug tests, passenger incidents, etc.

Lost Trips Due to Scheduled Absences

- Scheduled absences are managed by the area supervision (vacation, personal day, holiday, jury duty, union business, suspension, training). TPA implementation has relieved the areas of call-taking to focus on work and absence coverage duties.

1,719	Roster
131	Unavailable (Various)
1,588	Rated in (Eligible to work)

Scheduled Absences

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Initiatives to Address Scheduled Absences

<table>
<tr><td align="center"><u>Active</u></td><td align="center"><u>Planned</u></td></tr>
<tr><td valign="top">

- **Policies:**

  › Maintain and enforce training for supervisors.

  › Plan and mitigate for vacation and paid time off.

- **Vehicle Maintenance:**

  › Continuous KPI of breakdown of miles and maintenance related metrics.

- **Initiatives:**

  › **The Better Bus Project:** Reallocating resources based on route and ridership updates.

  › **HASTUS:** Full DAILY implemention by March 2019 (data and analytics).

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- **Policies:**

  › Clarify policy implementation & review absence trends to address root causes.

  › Efficient scheduling of vacation liability.

- **Vehicle Maintenance:**

  › Reduce mechanical road failures through preventive maintenance program.

- **Initiatives:**

  › Address the deficit of headcount:

  » **Fifty-five (55) operator proposed in the FY19 Operating Budget.**

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Unscheduled Absences by Category, FY16 to FY17

- Unscheduled absences are unexpected absences that can result in dropped trips, longer headways, unreliability and infrequency across the network. Key bus routes tend to be impacted to a greater degree than non-key bus routes.

- Of the approximately 1,486 operators available to provide service each day, 11% (109) are unavailable due to unforeseen absences.

Unexcused	2.55 days
Sick	1.88 days
Report Injury/Worker's Comp	0.72 days
Family and Medical Leave Act	0.57 days
Disqualified by Clinic	0.40 days
Bereavement Leave	0.12 days
Small Necessities Leave Act	0.06 days
	6.30 days

Approved ADA Accommodation	-2.31 days
Excused No Pay	-0.70 days
Domestic Violence	-0.03 days
Tardiness/Miss	-0.01 days
	-3.05 days

On average, each employee took 3.25 more unscheduled absence days in FY17 relative to FY16.

Eligibility for Family and Medical Leave Act

Eligibility Requirements: To be eligible for FMLA, an employee must be employed at least 1 year and have worked at least 1250 hours in the last 365 days from the request date.

At the end of 2017, Bus Operator eligibility was:
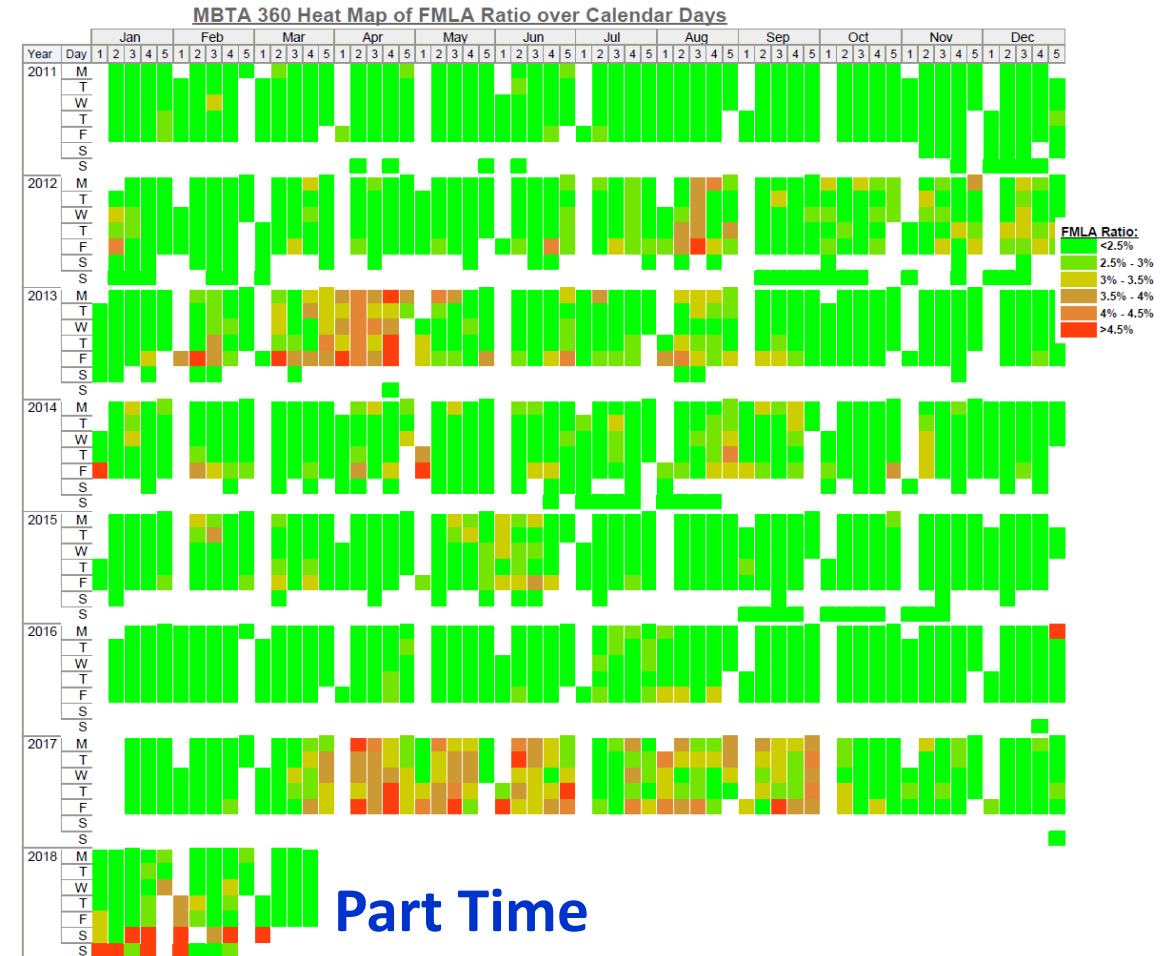
       1583 > 1 year employed

       <u>-351 < 1250 hours worked in 2017</u>

       1232 Bus Operators eligible to apply for FMLA

- On 12/29/17, 787 Bus Operators were approved for 911 FMLA certifications.

- Of the 911, 877 are intermittent **(96% intermittency)**

- Of the 787, 716 certifications are for employee illness **(58% of eligible bus operators)**

FMLA Ratio over Calendar Days: Full Time & Part Time

FMLA Ratio: # of total hours (in days) of FMLA used for Bus Operators on the day   Divided by # of total employee days worked by Bus Operators on the same day. (i.e. FT Bus Operator 12/29/17= **50.21 days** (or hrs/8) ÷ **1126 days worked** (FT employee sum) = **4.46% ratio** of FMLA days to days worked

Active Initiatives to Address Unscheduled Absences

- **POLICY**
  - **Attendance Policy 2016**: eliminated unpaid sick thereby de-incentivizing OT for Sick time off; concurrency of leave time eliminating double-dipping; more stringent discipline for attendance violations

- **PROCESS**
  - **Better compliance** of FMLA & ADAAA regulations by TPA and HR respectively
  - **ADAAA case load reductions** through in-house case management
  - **Worker's Compensation case management** for expediting Return-to-Work status

- **INITIATIVES**
  - **Third Party Administration**: compliance change to employer-initiated process; reduced the number of ineligible/unqualified certifications; migrate the management of FMLA, MPLA, Military and SNLA leaves (pilot 9-1-16; Authority-wide implementation 3-19-17)

- **RESOURCES**
  - FY19 Operating budget **request of 55 Operators**

Future Initiatives to Address Unscheduled Absences

- **POLICY**
  - **Attendance Policy Update:** planned for latter 2018 supporting a more robust attendance standard
  - **Refer the identification of patterned usage** for medical review with the TPA
  - **Possible utilization of Independent Medical Examiner** for re-certifications for third opinions

- **PROCESS**
  - **Establish a Workers' Comp Committee and revise existing protocol and coordination** with OHS, HR and Operations Workforce Coordinators for employee status changes & RTW status
  - **Improve frequency & duration review process** of intermittent leaves for re-certification
  - **Improve the process for restoring real-time notification disruptions** and implement a web portal to replace email notifications
  - **Continue to address and reduce impacts of intermittent leaves** by scheduling the employee's intermittent time-off as far in advance as possible or practicable.

In Summary

- We continue to struggle with dropped trips and we are committed to making improvement.

- We have implemented change to address dropped trips, identified what has worked well and what continues to need improvement.

- We have a plan to continue to implement and monitor **policies, initiatives, practices, tools, and resources** to reduce and better manage scheduled unscheduled absences.

- We will report back to the Board on that progress:

  - May: Hiring Update

  - September: Dropped Trip Update