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TECHNICAL REPORT

presented to the

Los Angeles County Transportation Commission

**FY89 AND FY90 DRIVER & MAINTENANCE
EMPLOYEE ABSENCE RATE SURVEY RESULTS**

submitted by

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Los Angeles, California

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**FY89 AND FY90 DRIVER AND MAINTENANCE EMPLOYEE
ABSENCE RATE SURVEY RESULTS**

The Los Angeles County Transportation Commission (LACTC) retained Booz-Allen & Hamilton Inc. to conduct a survey of FY89 and FY90 driver and maintenance employee (e.g., mechanics, service attendants) absence rates. Survey efforts were conducted as a second phase to the FY89 Southern California Rapid Transit District (SCRTD) Triennial Performance Audit.

The FY89 Performance Audit found that the SCRTD had made substantial progress in reducing absenteeism relative to prior years, but overall performed less well than its peers. Since FY88, the SCRTD and other agencies included in the peer review have been engaged in major attendance improvement programs and are improving performance results accordingly. The LACTC is interested in these recent attendance performance trends.

This report summarizes SCRTD attendance improvements since FY86 and documents survey methodology and results. Appendix A provides guidelines for future updates of peer absence rate statistics.

Exhibit 1

SCRTD AVERAGE DAYS ABSENT PER DRIVER BY ABSENCE CATEGORY

	FY86	FY87	FY88	FY89	FY90	Increased/(Decreased) Absence Rate				Percentage Change FY86-90
						FY86-88	FY88-89	FY89-90	FY86-90	
Sick Leave	19.28	17.20	15.16	9.82	6.56	(4.12)	(5.34)	(3.26)	(12.72)	(66%)
Long Term Leave	17.87	18.99	18.83	19.36	16.39	0.96	0.53	(2.97)	(1.48)	(8%)
Industrial & Other Injury	2.69	2.19	1.85	1.91	2.13	(0.84)	0.06	0.22	(0.56)	(21%)
Request Off	3.59	4.03	2.26	3.81	4.18	(1.33)	1.55	0.37	0.59	16%
Missout/AWOL/Unexcused	1.93	1.83	1.56	0.47	0.35	(0.37)	(1.09)	(0.12)	(1.58)	(82%)
Other Non-Disciplinary ^(a)	3.80	4.21	6.09	1.33	1.26	2.29	(4.76)	(0.07)	(2.54)	(67%)
Suspension/Disciplinary	0.09	0.33	0.33	1.03	0.97	0.24	0.70	(0.06)	0.88	978%
TOTAL (includes Long Term Leave)	49.25	48.78	46.08	37.73	31.84	(3.17)	(8.35)	(5.89)	(17.41)	(35%)

(a) Includes: Family Emergency/Berevment; Jury Duty; Military Leave; Union Business; and Removal From Service/Waiting Drug Test Results.

SCRTD ATTENDANCE IMPROVEMENTS SINCE FY86

Since FY86, the SCRTD has made significant progress to reduce driver and maintenance employee absenteeism. These improvements are discussed separately as follows.

Driver Absence Rates

Exhibit 1 shows driver absence rates by category of absence between FY86, when SCRTD began implementing new attendance programs, and FY90, two years after labor contract changes relating to attendance. Summary findings include:

- o Between FY86 and FY88 (the last year prior to labor union contract changes), SCRTD reduced total driver absence rates from 49.25 days to 46.08 days (i.e., 3.17 days or 6.5 percent).
- o Between FY88 and FY89 (when SCRTD's labor contract was renegotiated and new attendance controls and incentives implemented) total driver absence rates were reduced from 46.08 days to 37.73 days (i.e., 8.35 days or 18 percent).
- o In FY89, further reductions were achieved. Total absence rates decreased an additional 5.89 days or 16 percent.
- o Between FY86 and FY90, SCRTD's total driver absence rate has improved by 35 percent; a reduction of 17.41 days per driver per year. Most of this improvement occurred in the absence category of "sick leave." In FY86, sick leave represented the highest category of absence at 19.28 days. In FY90, sick leave had dropped to 6.56 days.
- o The second highest absence category in FY86 was long term leave at 17.87 days. While long term leave had improved slightly by FY90, it was the highest absence category at 16.39 days per driver per year. The District's policy is to place individuals on long term leave as soon as possible. Long term leave absences can then be planned for in terms of coverage and therefore have a lower cost compared to sick leave.

Different absence categories have different costs. Management's ability to control absences also varies by category. District management, however, is responsible for managing total absences and has made significant progress in this regard.

Exhibit 2

**SCR TD AVERAGE DAYS ABSENT PER
MAINTENANCE EMPLOYEE ^(a) BY ABSENCE CATEGORY**

	FY89	FY90	Change FY89 - 90	
			Days	%
Sick Leave	12.71	11.23	(1.48)	(11.6%)
Long Term Leave	9.33	8.28	(1.05)	(11.3%)
Industrial & Other Injury	3.02	2.12	(0.90)	(29.8%)
Request Off	1.72	1.20	(0.52)	(30.2%)
Missout/AWOL/Unexcused	0.28	0.22	(0.06)	(21.4%)
Other Non-Disciplinary ^(b)	1.77	2.10	0.33	18.6%
Suspension/Disciplinary	0.50	0.49	(0.01)	(0.2%)
TOTAL	29.33	25.64	(3.69)	(12.6%)

(a) Maintenance Employee includes mechanics and service attendants.

(b) Includes: Family Emergency/Bereavement; Jury Duty; Military Leave; and Union Business.

SCRTD ATTENDANCE IMPROVEMENTS SINCE FY86 (continued)

Maintenance Employee Absence Rates

Exhibit 2 shows maintenance employee (i.e., mechanics and service attendants) absence rates by category of absence for FY89 and FY90. Exhibits 3 and 4 show absence rates separately for mechanics and service attendants, including a comparison to FY86. Comparisons to FY86 exclude several absence categories as statistics for long term leave, union business, and suspensions were not reported in summary format during FY86. Summary findings from Exhibits 2 through 4 include:

- o Between FY89 and FY90, total maintenance employee absence rates were reduced from 29.33 days to 25.64 days -- a reduction of 3.69 days or 12.6 percent.
- o The highest absence category in FY89 and FY90 has been sick leave at 12.71 days and 11.23 days, respectively. Absenteeism in this category was reduced 11.6 percent between FY89 and FY90.
- o Long term leave represents the second highest maintenance employee absence category. Long term leave also experienced reductions (i.e., 11.3 percent) between FY89 and FY90.
- o All other categories of absence experienced reductions between FY89 and FY90 with the exception of "other non-disciplinary" absences (e.g., jury duty, military leave, bereavement) which increased slightly from 1.8 days in FY89 to 2.1 days in FY90.
- o While District management has less control over "other non-disciplinary" absences, management is responsible for managing total absences and has made significant progress in this regard.

Improvements made in FY89 and FY90 build on cumulative improvements since FY86, including:

- o Absence rates for mechanics declined by 2.6 days between FY86 and FY89, and 5.4 days between FY86 and FY90.
- o Absence rates for service attendants declined by 6.4 days between FY86 and FY89, and 9.6 days between FY86 and FY90.

SCR TD AVERAGE DAYS ABSENT PER MECHANIC BY ABSENCE CATEGORY

	FY86 ^(a)	FY89	FY90	Increased/(Decreased) Absence Rate			Percentage Change FY86-90
				FY86-89	FY89-90	FY86-90	
Sick Leave	14.2	11.3	9.7	(2.9)	(1.6)	(4.5)	(32%)
Long Term Leave	-	7.4	6.8	-	(0.6)	-	-
Industrial & Other	2.8	3.0	2.2	0.2	(0.8)	(0.6)	(21%)
Request Off	1.0	1.3	1.0	0.3	(0.3)	0.0	0%
Missout/AWOL/Unexcused	0.1	0.3	0.1	0.2	(0.2)	0.0	0%
Family Emergency/Bereavement	(b)	0.5	0.7	-	0.2	-	-
Jury Duty	(b)	1.0	0.9	-	(0.1)	-	-
Military Leave	-	0.2	0.3	-	0.1	-	-
Union Business	-	0.1	0.2	-	0.1	-	-
Suspension	-	0.3	0.3	-	0.0	-	-
Other Non-Disciplinary	1.9	-	-	-	-	-	-
TOTAL (includes Long Term Leave, Military Leave, Union Business & Suspensions)	-	25.4	22.2	-	(3.2)	-	-
TOTAL (excludes Long Term Leave, Military Leave, Union Business & Suspensions)	20.0	17.4	14.6	(2.6) ^(c)	(2.8)	(5.4) ^(c)	(27%)

(a) Source: FY86 Triennial Performance Audit Phase II Maintenance Employee Absence Report, Exhibit II-2.

(b) Included in "Other Non-Disciplinary" for FY86 only.

(c) Sum of changes in absence rate by category do not foot.

Exhibit 4

SCRTD AVERAGE DAYS ABSENT PER SERVICE ATTENDANT BY ABSENCE CATEGORY

	FY86 ^(a)	FY89	FY90	Increased/(Decreased) Absence Rate			Percentage Change FY86-90
				FY86-89	FY89-90	FY86-90	
Sick Leave	21.3	16.3	14.8	(5.0)	(1.5)	(6.5)	(31%)
Long Term Leave	-	14.4	11.6	-	(2.8)	-	-
Industrial & Other	4.7	3.1	1.9	(1.6)	(1.2)	(2.8)	(60%)
Request Off	1.2	2.7	1.6	1.5	(1.1)	0.4	33%
Missout/AWOL/Unexcused	0.1	0.3	0.5	0.2	0.2	0.4	400%
Family Emergency/Bereavement	(b)	0.6	0.8	-	0.2	-	-
Jury Duty	(b)	0.6	0.8	-	0.2	-	-
Military Leave	-	0.2	0.1	-	(0.1)	-	-
Union Business	-	0.1	0.4	-	0.3	-	-
Suspension	-	1.0	1.0	-	0.0	-	-
Other Non-Disciplinary	2.7	-	-	-	-	-	-
TOTAL (includes Long Term Leave, Military Leave, Union Business & Suspensions)	-	39.3	33.5	-	(5.8)	-	-
TOTAL (excludes Long Term Leave, Military Leave, Union Business & Suspensions)	30.0	23.6	20.4	(6.4) ^(c)	(3.2)	(9.6) ^(c)	(32%)

(a) Source: FY86 Triennial Performance Audit Phase II Maintenance Employee Absence Report, Exhibit II-2.

(b) Included in "Other Non-Disciplinary" for FY86 only.

(c) Sum of changes in absence rate by category do not foot.

SURVEY METHODOLOGY

The survey sample was designed to include a cross-section of six to ten agencies including: West Coast transit operators; large transit operators nationally; City and County Public Works Departments; and private sector providers.

Over 40 agencies were contacted by telephone to determine their willingness and reporting capability to participate in this survey. Surveys were sent to 33 agencies (contact names, addresses, and phone numbers are included in Appendix A), including:

- o 24 public transit agencies (13 west coast operations including the SCRTD)
- o 5 private transit agencies
- o 4 non-transit public agencies.

Sixteen public transit agencies completed the survey:

- o SCRTD Southern California Rapid Transit District
- o LBT Long Beach Transit
- o SMMBL Santa Monica Municipal Bus Lines
- o OCTD Orange County Transit District
- o SDTC San Diego Transit Corporation
- o BART Bay Area Rapid Transit Districts
- o Muni San Francisco Municipal Railway
- o SCCTA Santa Clara County Transportation Agency
- o Metro Municipality of Metropolitan Seattle
- o Tri-Met Tri-County Metropolitan Transp. District of Oregon
- o RTD Regional Transit District - Denver
- o MTA Metropolitan Transit Authority of Harris County
- o MARTA Metropolitan Atlanta Rapid Transit Authority
- o MDTA Metro-Dade Transit Agency - Miami
- o CTA Chicago Transit Authority
- o NYCTA New York City Transit Authority.

Two non-transit public agencies completed the survey, including:

- o LA City of Los Angeles, Department of Public Works - Bureaus of Sanitation, Street Lighting, and Street Maintenance
- o DPW County of Los Angeles, Department of Public Works.

While efforts were made to obtain attendance statistics from private transit operators, the five companies contacted failed to complete the survey.

SURVEY METHODOLOGY (continued)

The survey instrument used for this study is shown in Appendix A. A particular problem associated with this survey was obtaining statistics comparable to those reported by the SCRTD. Currently, there is no standard transportation absence reporting requirement. Each operator defines absences differently and uses different systems to capture and report attendance statistics. The survey instrument used in this study was designed to capture total absence rates rather than absences by type. A comparison of total absence rates (i.e., all paid and unpaid absences, both long and short-term) is the most meaningful for comparison given differences in absence reporting practices and definitions.

Focusing on total absences means that long and short term absences were to be combined when responding to the survey, as the classification of an absence as long or short terms reflects one of the greatest disparities in reporting. Again, due to the lack of industry standards on attendance reporting, each operator's definitions have evolved differently. Comparison of total absence rates, excluding vacation and holiday, offsets most of these differences. Differences that result from separate reporting systems for long term absences or where agencies only monitor paid absences were discovered through review of survey results and follow-up telephone interviews.

Every effort was made to ensure that attendance statistics are comparable (i.e., include both long and short term, paid and unpaid absences). Differences in reporting practices likely to impact survey findings have been taken into account by:

- o adjusting SCRTD reported figures to account for categories of absence not included in reported statistics (e.g., some agencies do not report long term leave, jury duty, etc.)
- o not including agencies reporting only paid absences.

Differences in Workers' Compensation Laws between states do exist and may be a factor in some differences between SCRTD statistics and those of survey respondents outside of California. Each agency, however, is responsible for managing attendance performance within known constraints even though these constraints may differ from state to state.

Exhibits 5 and 6 summarize survey results for drivers and maintenance employees, respectively. Categories of absence included in reported total absence rate statistics are shown, as well as the factors used in calculating absence rates.

DRIVER STATISTICS AND ABSENCE CATEGORIES

	METRO	TRI-MET	RTD	MTA	MARTA	MDTA	CTA	LA ^(o) City of LA	DPW County of LA
Sick Leave	X	X	X	X	X	X	X	X	X
Long Term Absence	X	X	X	X	X	X ^(m)	-	X ^(p)	X
Industrial Injury	X	X	X	X	X	X	X	-	X
Other Injury	-	X	X	X	X	X	-	-	X
Requested Time Off	X	X	X ^(k)	X ^(l)	X	X	-	-	X
Missout	X	X	X	X	X	X	X	-	X
AWOL/AWOP	-	X	X	X	X	X	X	-	X
Family Emer./Bereave.	X	X	X ^(k)	X	X	X	-	X	X
Waiting/Drug Test	-	X	X	X	X	X	-	-	-
Failure/Seniority	-	-	-	-	-	-	-	-	-
Court Attendance	-	-	X	X	-	X	-	-	X
Medical Appointments	-	X	X	X	X	X	-	-	X
Jury Duty	X	X	X ^(k)	X	-	X	-	X	X
Military Leave	X	X	X ^(k)	X	-	X	-	-	X
Suspension	X	X	X ^(k)	X	X	X	-	-	X
Union Business	X	X	X	X	X	X	-	-	X
Removal from Service	X	X	-	-	X	X	-	-	-
Programmed Absence	-	X	-	-	X	-	-	-	-
Other	X ⁽ⁱ⁾	-	X	-	-	-	-	-	-
						Combined			
FY89 Total Absences	40,138	-	17,371	23,293	-	33,722	61,490	27,475	1,663
FY89 FTEs	1,465	-	1,016	1,384	-	1,180	4,300	2,661	82
Total Days Per Employee	27.4	10.31%	17.1	16.8	-	28.6	14.3	10.3	20.3
					Combined	Combined			
FY90 Total Absences	42,575	-	18,687	24,363	22,350	28,118	59,340	-	1,515
FY90 FTEs	1,512	-	960	1,450	1,166	1,045	4,300	-	82
Total Days Per Employee	28.2	9.23% ^(j)	19.5	16.8	19.2	26.9 ⁽ⁿ⁾	13.8	-	18.5
					FY90	FY89			
					Bus	Rail	Bus	Rail	
					19,704	2,646	32,280	1,442	
					1,023	143	1,090	90	
					19.2	18.5	29.6	16.0	
							FY90		
							Bus	Rail	
							26,467	1,651	
							952	93	
							27.8 ⁽ⁿ⁾	17.8 ⁽ⁿ⁾	

DRIVER STATISTICS AND ABSENCE CATEGORIES

	SCRTD	LBT	SMMBL	OCTD	SDTC	BART ^(e)	MUNI	SCCTA
Sick Leave	X	X	X	X	X	X	X	X
Long Term Absence	X	X (a)	X (c)	X (d)	X 1 wk	-	X	X
Industrial Injury	X	X	X	X	X	X	X	X
Other Injury	X	X	X	X	-	X	X	X
Requested Time Off	X	-	X	X	X	-	X	X (g)
Missout	X	X	X	X	X	-	X	X
AWOL/AWOP	X	X	-	X	X	-	X	X
Family Emer./Bereave.	X	-	X	X	X	X	X	X
Waiting/Drug Test	X	-	-	X	-	-	X	X
Failure/Seniority	X	-	-	-	-	-	X	-
Court Attendance	X	-	X	X	X	-	X	X
Medical Appointments	X	X	X	X	-	X	X	X
Jury Duty	X	-	X	X	X	X	X	X
Military Leave	X	-	X	X	X	X	X	X
Suspension	X	X	X	X	X	X	X	X
Union Business	X	-	-	X	X	X	X	X
Removal from Service	X	X	X	-	-	-	X	X
Programmed Absence	X	-	X	-	-	-	X	X
Other	-	X (b)	-	-	-	-	X	-
							Combined	Combined
FY89 Total Absences	184,095	7,522	2,436	16,009	12,127	3,767	92,819	33,420
FY89 FTEs	4,880	324	165.1	796	530	378	1,901(f)	780
Total Days Per Employee	37.7	23.2	14.8	20.1	22.9	10 (e)	48.8	42.8(g)
							Combined	Combined
FY90 Total Absences	156,842	6,902	2,878	15,967	13,482	3,554	90,787	37,940
FY90 FTEs	4,926	339	164.2	813	550	394	1,890(f)	1,050(h)
Total Days Per Employee	31.8	20.4	17.5	19.6	24.5	9.0 (e)	48.0	36.1

DRIVER STATISTICS AND ABSENCE CATEGORIES

- (a) LBT - Long term leave is defined as 30+ days.
- (b) LBT - Partial days of absence are reported separately as one full day of absence.
- (c) SMMBL - Long term leave is included in other absence categories.
- (d) OCTD - Long term leave is defined as five to 20 work days.
- (e) BART - Unpaid absences are not included.
- (f) Muni - FTEs adjusted upwards to reflect holidays. Muni - An employee is considered "unavailable" anytime the employee is normally scheduled to drive and cannot (e.g., sick, injured, performing tasks at Muni other than driving).
- (g) SCCTA - FY89 statistics exclude requested time off and long term leave - unpaid. These exclusions do not apply to FY90 statistics which were adjusted based on detailed absence reports.
- (h) SCCTA - FY90 FTEs adjusted upwards based on 2080 pay hours using detailed reports.
- (i) Metro - Other is defined as sick child leave.
- (j) Tri-Met - FY90 absence rates (reported as percentages) include:
 - excused/unexcused 0.80%
 - sick paid/unpaid 4.30%
 - industrial injury 4.79%
 - contractual abs. 0.42%
- (k) RTD - Other includes requests off, jury duty, military leave, and suspensions.
- (l) MTA - Requests off included in other categories of absence.
- (m) MDTA - Long term leave is included in other absence categories.
- (n) MDTA - FY90 figures reported for 11 months only.
- (o) City of LA - Statistics reported for the Sanitation Bureau, Department of Public Works.
- (p) City of LA - Long term leave is included in sick leave as long as it is paid.

MAINTENANCE BY ABSENCE CATEGORY

	SCRTD	LBT	SMMBL	SDTC	BART ^(f)	SCCTA	METRO ^(h)	TRI-MET	RTD
Sick Leave	X	X	X	X	X	X	X	X	X
Long Term Absence	X	X (a)	X (c)	X (e)	-	X	X (i)	X	X
Industrial Injury	X	X	X	X	X	X	X	X	X
Other Injury	X	X	X	-	X	X	X	X	-
Requested Time Off	X	X	X	X	-	X (g)	-	X	X
Missout	X	X	X	X	-	X	-	X	-
AWOL/AWOP	X	X	-	X	-	X	-	X	X
Family Emer./Bereave.	X	-	X (d)	X	X	X	X	X	X
Waiting/Drug Test	X	-	-	-	-	X	-	X	-
Failure/Seniority	-	-	-	-	-	-	-	-	-
Court Attendance	X	-	X	-	-	X	-	-	X
Medical Appointments	X	X	X	X	X	X	X	X	X
Jury Duty	X	X	X	X	X	X	X	X	X
Military Leave	X	X	X	X	X	X	X	X	X
Suspension	X	X	X	X	X	X	-	X	X
Union Business	X	-	-	X	X	X	-	X	X
Removal from Service	X	X	X	X	-	X	-	X	X
Programmed Absence	X	-	X	-	-	X	-	X	X
Other	-	X (b)	-	-	-	-	-	-	-
FY89 Total Absences	41,049	1,294	407	2,993	11,969	11,015	6,813	-	5,339
FY89 FTEs	1,399	67	35.7	173	812	393	531	-	385
Total Days Per Employee	29.3	19.3	11.4	17.3	14.7 (f)	28.0 (g)	12.8 (h)	7.40%	13.9
FY90 Total Absences	36,449	1,020	538	1,840	11,868	12,201	3,114	-	5,786
FY90 FTEs	1,421	67	35.3	176	919	398	225	-	340
Total Days Per Employee	25.6	15.2	15.2	10.5	13.0 (f)	30.7	13.8 (h) 15.1 (j)	6.14% (k)	17.0

MAINTENANCE STATISTICS AND ABSENCE CATEGORIES

	MTA (l)	MARTA	MDTA	CTA	NYCTA	OCTD	LA (s) City of LA	DPW County of LA
Sick Leave	X	X	X	X	X	X	X	X
Long Term Absence	-	X	X (n)	X (p)	X (q)	X	X (t)	X
Industrial Injury	-	X	X	X	X	X	-	X
Other Injury	-	-	X	X	X	X	-	X
Requested Time Off	-	X	X	X	X	X	-	X
Missout	-	-	X	-	X	X	-	X
AWOL/AWOP	-	X	X	X	X	X	-	X
Family Emer./Bereave.	X	X	X	X	X	X	X	X
Waiting/Drug Test	-	X	X	-	X	-	-	-
Failure/Seniority	-	-	-	-	-	-	-	-
Court Attendance	-	-	X	X	X	-	-	X
Medical Appointments	-	X	X	-	X	X	-	X
Jury Duty	X	-	X	-	X	X	X	X
Military Leave	-	-	X	-	X	X	-	X
Suspension	-	X	X	-	X	-	-	X
Union Business	-	X	X	-	-	X	-	X
Removal from Service	-	X	X	-	X	-	-	-
Programmed Absence	-	X	-	-	X	-	-	-
Other	X (m)	-	-	-	-	-	-	-
			Combined	Combined				
FY89 Total Absences	5,469	-	12,881	23,694	-	-	20,047	1,688
FY89 FTEs	536	-	643	2,248	-	185	1,764	98
Total Days Per Employee	10.2 (l)	-	20.0	10.5	-	1.83%	11.4	17.2
		Combined	Combined					
FY90 Total Absences	5,728	12,716	11,384	-	2,185	-	-	1,964
FY90 FTEs	542	636	604	-	126	213	-	98
Total Days Per Employee	10.6 (l)	19.6	18.9 (o)	-	17.3 (r)	1.42%	-	20.0
		FY90	FY89	FY89				
		Bus	Bus	Bus				
		8,774	9,026	16,638				
		3,942	3,855	7,056				
		421	274	648				
		20.9	14.1	10.9				
			FY89					
			Bus	Bus				
			7,021	4,363				
			349	255				
			20.1 (o)	17.1 (o)				
			21.9					

MAINTENANCE STATISTICS AND ABSENCE CATEGORIES

- (a) LBT - Long term leave is defined as 30+ days.
- (b) LBT - Partial days of absence are reported separately as one full day of absence.
- (c) SMMBL - Long term leave is included in other absence categories.
- (d) SMMBL - Bereavement is separate category from Family Emergency.
- (e) SDTC - Long term leave is defined as one week or more of absence.
- (f) BART - Unpaid absences are not included.
- (g) SCCTA - FY89 statistics exclude requested time off and long term leave - unpaid. These exclusions do not apply to FY90 statistics which were adjusted based on detailed absence reports.
- (h) Metro - Absence statistics include non-union management employees estimated to be ten percent.
- (i) Metro - Long term leave included as sick or industrial injury.
- (j) Metro - FY90 figures reported for 11 months only; estimated annual of 15.1% days based on 11 months of actuals.
- (k) Tri-Met - FY90 absence rates (reported as percentages) include:
 - excused/unexcused 0.44%
 - sick paid/unpaid 3.57%
 - industrial injury 1.66%
 - contractual abs. 0.47%.
- (l) MTA - Unpaid absences are not included.
- (m) MTA - Other includes other paid absences.
- (n) MDTA - Long term leave is included in other absence categories.
- (o) MDTA - FY90 figures reported for 11 months only; estimated annual (bus mode) of 21.9 days based on 11 months of actuals.

MAINTENANCE STATISTICS AND ABSENCE CATEGORIES

- (p) CTA - Long term leave defined as seven or more calendar days.
- (q) NYCTA - Long term leave is included in other absence categories.
- (r) NYCTA - Turnstile and revenue collection equipment maintenance employees only.
- (s) City of LA - Statistics for Street Lighting and Street Maintenance Bureaus, Department of Public Works.
- (t) City of LA - Long term leave is included in sick leave as long as it is paid.

PEER COMPARISON: AVERAGE ANNUAL DAYS ABSENT PER DRIVER

AGENCIES	FY89	SCRTD Adjusted	FY90	SCRTD Adjusted
SCRTD	37.7	-	31.8	-
LBT	23.2	32.5	20.4	26.4
SMMBL	14.8	37.1	17.5	31.3
OCTD	20.1	37.7	19.6	31.8
SDTC	22.9	37.3	24.5	31.5
MUNI	48.8	37.7	48.0	31.8
SCCTA	42.8	33.9	36.1	31.8
METRO	27.4	37.3	28.2	31.5
RTD	17.1	37.7	19.5	31.8
MTA	16.8	37.7	16.8	31.8
MARTA	-	-	19.2	31.4
MDTA	29.6	37.7	30.3(a)	31.8
CTA	14.3	12.2	13.8	9.1
City of LA ^(b)	10.3	29.4	-	-
Co. of LA, DPW	20.3	37.3	18.5	31.5
Peer Average Compared to SCRTD Adjusted Average	23.7	34.3	24.0	29.5

(a) Estimated annual based on 11 months of actuals.

(b) Statistics reported for the Sanitation Bureau, Department of Public Works.

SURVEY RESULTS

While the SCRTD has made significant improvements in absence control, performance is still less than that of peer agencies. The gap between SCRTD performance and that of peer agencies has narrowed. Additional improvements by the SCRTD, however, appear possible. Findings which support this conclusion for drivers and maintenance employees are reported separately.

Driver Absence Rates

Exhibit 7 shows SCRTD total driver absence rates (i.e., annual average days absent per full-time equivalent employee including long and short term, paid and unpaid absences) for FY89 and FY90 compared to peer agencies. SCRTD absence rates have been adjusted to reflect the exclusion of certain absence types by some agencies (e.g., military leave, jury duty, long term leave). Key findings include:

- o SCRTD's performance compared to peers improved between FY89 and FY90. At 34.3 days in FY89, SCRTD's average adjusted absence rate was 10.7 days higher than the peer rate of 23.7 days.
- o In FY90, SCRTD's average adjusted absence rate moved closer to, but still exceeded, the peer average. At 29.5 days, SCRTD was 5.5 days higher than the peer average of 24.0 days per driver.
- o In FY89 and FY90, three agencies (i.e., San Francisco Muni, Santa Clara County Transit, and the Chicago Transit Authority) out of a total of 13 had total driver absence rates higher than the SCRTD.

Exhibit 8

**FY90 PEER COMPARISON:
AVERAGE DAYS ABSENT PER DRIVER BY ABSENCE CATEGORY**

	SCRTD	SCCTA	Metro	RTD	MTA	PEER AVERAGE	SCRTD Over/(Under) Peer Average	Percentage Difference			
Sick Leave	6.56	9.29	7.92	8.39	9.09	8.67	(2.11)	(24%)			
Long Term Leave	16.39	13.41	3.37	3.69	2.32	5.70	10.69	188%			
Industrial & Other Injury	2.13	6.42	5.07	3.19	3.22	4.48	(2.35)	(52%)			
Request Off	4.18	3.96	8.31	(a)	(a)	6.29	0.47	7%			
Missout/AWOL/Unexcused	0.35	0.59	0.40	1.38	0.12						
Family Emergency/Bereavement	0.30	0.28	0.30	(a)	0.48						
Jury Duty	0.01	0.26	0.30	(a)	0.22						
Military Leave	0.42	0.13	0.26	(a)	0.16						
Union Business	0.24	0.63	0.45	0.34	0.04						
Suspension	0.97	1.16	0.59	(a)	1.16						
Removal From Service/Waiting Drug Test Results	0.29	-	0.13	-	-						
Other	-	-	1.06	2.48	-						
TOTAL	31.84	36.13	28.16	19.47	16.81				25.14	6.70	27%

(a) Includes other categories.

SURVEY RESULTS (continued)

Exhibit 8 compares driver absence rates by category for FY90 for the SCRTD and four public transit peers (i.e., those that provided detailed total driver absence statistics). Findings based on Exhibit 8 are as follows:

- o SCRTD's absence rate for long term leave is much higher than the four peer agencies reviewed (i.e., 16.39 days compared to peer average of 5.7 days). This finding is consistent with the finding that SCRTD's definition of long term leave varies significantly from that of peer agencies and results in higher long term leave absence rates.
- o Conversely, SCRTD's absence rates for sick leave and industrial injury were lower than peer averages. SCRTD's sick leave is 6.56 days compared to 8.67 days for peers and 2.11 days of absence for industrial injuries compared to 4.48 days for peers.
- o For all other categories of absence, SCRTD's performance is very close to that of peers (i.e., 6.76 days for SCRTD compared to 6.29 days for peers).

Exhibit 9

**PEER COMPARISON: AVERAGE ANNUAL DAYS
ABSENT PER MAINTENANCE EMPLOYEE**

AGENCIES	FY89	SCRTD Adjusted	FY90	SCRTD Adjusted
SCRTD	29.3	-	25.6	-
LBT	19.3	28.7	15.2	24.8
SMMBL	11.4	29.2	15.2	25.4
SDTC	17.3	29.3	10.5	25.6
SCCTA	28.0	18.3	30.7	25.6
METRO	12.8	26.7	15.1 (a)	23.5
RTD	13.9	29.3	17.0	25.6
MARTA	-	-	20.9	24.5
MDTA	24.5	29.3	21.9 (a)	25.6
CTA	10.4	27.6	-	-
City of LA (b)	11.4	23.5	-	-
Co. of LA, DPW	17.2	29.3	20.0	25.6
Peer Average Compared To SCRTD Adjusted Average	16.6	27.1	18.5	25.1

(a) Estimated annual based on 11 months of actuals

(b) Statistics for Street Lighting and Street Maintenance Bureaus, Department of Public Works.

SURVEY RESULTS (continued)

Maintenance Employee Absence Rates

Exhibit 9 shows SCRTD total maintenance employee absence rates (i.e., annual average days absent per maintenance employee including long and short term, paid and unpaid absences) for FY89 and FY90 compared to peer agencies. Key findings include:

- o SCRTD's performance compared to peers improved between FY89 and FY90. At 27.1 days in FY89, SCRTD's total average adjusted absence rate was 10.5 days higher than the peer average of 16.6 days.
- o In FY90, SCRTD's absence rate moved closer to, but still exceeded, the peer average. At 25.1 days, SCRTD was 6.6 days higher than the peer average of 18.5 days per maintenance employee.
- o In FY89 and FY90, one agency (i.e., Santa Clara County Transit) had total maintenance absence rates higher than the SCRTD adjusted rate.

APPENDIX A:

**GUIDELINES FOR FUTURE
ABSENCE RATE SURVEY EFFORTS**

APPENDIX A

GUIDELINES FOR FUTURE ABSENCE RATE SURVEY EFFORTS

The Los Angeles County Transportation Commission (LACTC) retained Booz•Allen & Hamilton Inc. to conduct a survey of driver and maintenance employee (e.g., mechanics, service attendants) absence rates. This appendix provides guidelines for future updates of peer attendance statistics.

IDENTIFYING SURVEY PARTICIPANTS

To initiate the survey, a list of potential participants is developed. Exhibit A-1 is the list used for the FY89/FY90 survey and may serve as a starting point. The LACTC may wish to remove those agencies that failed to respond to the FY89/FY90 survey from this list and substitute other appropriate agencies. SCRTD management was involved in developing this first list and it is recommended that their input be obtained regarding additional or substitute agencies to be included in the next survey. Once a list of agencies have been decided upon, a mailing list similar to that shown in Exhibit A-1 should be developed.

Potential survey participants are first contacted by telephone to determine: interest in participating in the survey; and whether or not the agency currently monitors and reports absenteeism statistics.

This pre-survey telephone call is also used to confirm the agencies' address, phone number, General Manager and, if possible, the contact person who will be responsible for completing the survey. Exhibit A-1 provides this information, including contact person, for the FY89/FY90 survey. It is important that the list developed be as up-to-date as possible because of the need to contact the agencies when trying to collect the surveys.

UPDATING THE SURVEY INSTRUMENT

After the list of names and addresses has been updated, a letter is written explaining to the purpose of the absence rate survey and the need for agency participation. The survey instrument is also updated (e.g., changing any dates, and any other information that needs to be altered since the last survey). Exhibit A-2 provides the cover letter and questionnaire used in the FY89/FY90 survey.

The due date included in the cover letter and the survey should be an approximate period of three to four weeks. Once the cover letter and survey are final, a copy of the letter and survey are mailed to potential survey participants.

CONTACT LIST FOR ABSENCE SURVEY

Addressee

Respondent

DPW
Mr. Greg Walia
Personnel Department
County Department of Public Works
900 S. Fremont
Alhambra, California 91803-1331
(818) 967-3147

Mr. Greg Walia
Head, Personnel & Public
Affairs Division
(818) 967-3147

LA
Ms. Sharren Iden
Personnel Analyst II
City of Los Angeles
Department of Public Works
200 N. Spring Street, Room 104
Los Angeles, California 90012
(213) 485-5781

Ms. Sharren Iden
Personnel Analyst II
(213) 485-5781

SDTC
Mr. Richard A. Murphy
Director of Operations
San Diego Transit Corporation
P.O. Box 2511
San Diego, California 92112
(619) 238-0100

Mr. Richard A. Murphy
Vice President of
Operations
(619) 238-0100 ext. 420

NYCTA
Mr. Kevin Hyland
Chief Revenue Officer
New York City Transit Authority
25 Chapel Street
Brooklyn, New York 11201
(718) 834-7297

Ms. Susan Pokodner
Asst. Chief Revenue Officer
(718) 330-3520

Exhibit A-1
(Page 2 of 7)

Addressee

Respondent

CTA
Mr. James Marshall
Deputy Executive Director
Human Resources
Chicago Transit Authority
Merchandise Mart Plaza - Room 734
Chicago, IL 60654
(312) 667-7200 ext. 3500

Mr. Robert Gierlt
Director of Maintenance
Labor Affairs
(312) 664-7200 ext. 4221

Muni
Mr. Bruce Bernhard
Director of Strategic Planning
San Francisco Muni
949 Presidio Avenue
San Francisco, CA 94115
(415) 923-6212

Mr. Peter Der
Manager, Computer &
Statistical Services
(415) 923-6135

BART
Mr. Joe Evinger
Manager, Operating Budget
Bay Area Rapid Transit District
800 Madison Street
P.O. Box 12688
Oakland, California 94604-2688
(415) 464-6145

Ms. Barbara Oden
Statistical/Financial
Analyst
(415) 464-6273

Metro
Mr. Paul Toliver
Director of Transit
Seattle Metro
821 2nd Avenue, Mail Stop 55
Seattle, Washington 98104
(206) 684-2100

Mr. Tony Alberts (Mtc.)
Management Analyst
(206) 684-1507
Ms. Carol Merrill (Drivers)
(206) 684-1502

LBT
Mr. Larry Jackson
General Manager
Long Beach Transit
1300 Gardena Avenue
Long Beach, California 90801
(213) 591-8753

Mr. Leo Valentine
Operations Director
Ms. Dorothy King
Maintenance Clerk
(213) 591-8753

Exhibit A-1
(Page 3 of 7)

Addressee

Respondent

SMMBL

Mr. Jack Hutchinson
Director of Transportation
Santa Monica Municipal Bus Lines
1660 7th Street
Santa Monica, California 90401
(213) 591-8753

Ms. Janet L. Shelton
Administrative Services
Officer
(213) 591-8753

MARTA

Mr. Carroll Olson
Asst. General Manager for Finance
Metropolitan Atlanta Rapid
Transit Authority
2424 Piedmont Road, N.E.
Atlanta, Georgia 30324
(404) 848-4575

Mr. D.C. Huber
Director of Labor Relations
(404) 848-5454

MTA

Mr. Solbert L. Barth
Asst. General Manager of Finance
Metropolitan Transit Authority of
Harris County
500 Jefferson
P.O. Box 61429
Houston, Texas 77208-1429
(713) 739-4900

Cliff Billingsley
Director of Accounting/
Controller
(713) 739-4932

OCTD

Mr. Calvin T. Meeks
Director of Finance/Administration
Orange County Transit District
P.O. Box 3005
Garden Grove, CA 92642-3005
(714) 638-9000

Ms. Annie Mendoza
(714) 638-9000

MDTA

Mr. Spencer Ballard
Assistant Deputy for Administration
Metro-Dade Transit Agency
111 Northwest First Street, Ste. 910
Miami, Florida 33128
(305) 375-5675

Ms. Maria E. Amador
Manager, Management
Services
(305) 637-3701

Exhibit A-1
(Page 4 of 7)

Addressee

Respondent

RTD
Mr. Jack Kennedy
Acting General Manager
Regional Transportation District
1600 Blake Street
Denver, Colorado 80202
(303) 628-9000

Mr. Robert M. Mora
Senior Operations Analyst
(303) 573-2124

Tri-Met
Mr. Bruce Harder
Executive Director of Financial
Services
Tri-County Metropolitan Transportation
District of Oregon
4012 Southeast 17th Avenue
Portland, Oregon 97202-3993
(503) 238-4842

Ms. Marcia Buckley
Financial Data Analyst
(503) 238-5850

SCCTA
Ms. Nancy Toledo
Manager Operations Analysis
Santa Clara County Transportation
Agency
P.O. Box 4009
Milpitas, CA 95035-4009
(408) 299-2492

Ms. Sharon McElligott
Associate Analyst
(408) 299-2491

SCRTD
Mr. Al Reyes
Government Affairs
Southern California Rapid
Transit District
425 So. Main Street
Los Angeles, California 90013
(213) 972-6000

Mr. Rich Davis
Office of Management &
Budget
(213) 972-4364

Exhibit A-1
(Page 5 of 7)

Non-response to surveys sent include the following.

Addressee

Mr. William P. Forsythe
General Manager
Foothill Transit Zone
100 N. Barranca Avenue, Suite 980
West Covina, California 91791-1600
(818) 967-3147

Mr. Bruce Roberts
Contracts Manager
Greyhound
1614 East 7th Street, 2nd Floor
Los Angeles, California 90021
(213) 629-8533

Mr. Gary Rosenfeld
Laidlaw Transit Inc.
5725 Sepulveda Blvd.
Van Nuys, California 91411
(818) 781-2113

Mr. John Edney
Durham Stages Transportations
2713 N. River Avenue
Rosemead, California 91770
(818) 571-7020

Ms. Beverly King
Director of Human Resources
Department of Water and Power
111 N. Hope Street, Room 555
Los Angeles, California 90012
(213) 481-4571

Mr. Robert Nash
Superintendent
City of Long Beach
Department of Sanitation
2901 E. Willow
Long Beach, California 90806
(213) 427-0917

Addressee

Mr. Pete Tereschuck
Vice President Transportation
San Diego Trolley
1255 Imperial Avenue, Suite 900
San Diego, California 92101-7492

Ms. Pilka Robinson
Executive Assistant
Sacramento Regional Transit District
2815 O Street
Sacramento, California 95812
(916) 321-2986

Mr. Charles Hill
Assistant General Manager, Administration
AC Transit
1600 Franklin Street
Oakland, California 94612
(415) 891-4777

Mr. Bob Birnbrauer
Chief Industrial Relations Officer
SEPTA
200 W. Wyoming Avenue
Philadelphia, PA 19140
(215) 580-4042

Ms. Patricia Canada
Employment Analyst
Bi-State Development Agency
707 N. First Street
St. Louis, MO 63102
(314) 982-1400 ext. 378

Mr. Ronald J. Tober
General Manager/Secretary of Treasury
Greater Cleveland Regional Transit Authority
615 Superior Avenue, N.W.
Cleveland, Ohio 44113
(216) 566-5100

Exhibit A-1
(Page 7 of 7)

Addressee

Mr. Ron Hartman
General Manager
Mass Transit Administration
300 West Lexington Street
Baltimore, Maryland 21201-3415
(301) 333-3885

Mr. Robert Thompson
Director of Finance
Metropolitan Transit Commission
560 Sixth Avenue North
Minneapolis, MN 55411-4398

Date

Contact Person
Title
Agency
Address

Subject: Absence Rate Survey Of Drivers And Maintenance Employees

Dear Contact Person:

The Los Angeles County Transportation Commission (LACTC) has retained Booz, Allen & Hamilton Inc. to conduct a survey of driver and maintenance employee (e.g., mechanics, service attendants) absence rates. The purpose of this survey is to establish a baseline for evaluating attendance performance of the Southern California Rapid Transit District (SCRTD). Agencies participating in the survey include public and private transit operators, as well as public non-transit agencies (e.g., city and county sanitation and public works departments).

The attached survey consists of four section -- the fourth being optional. The survey sections are:

- I. Absence Rate -- Requests information for FY89 (i.e., July 1, 1988 - June 30, 1989) and FY90 (i.e., July 1, 1989 - June 30, 1990) on the total days of driver and maintenance employee absences. (Note: If you are a transit agency please report statistics for bus and rail modes separately.) "Days Absent" should exclude holiday and vacation and include all other categories of paid and unpaid leave (e.g., sick, missouts, injury on duty, jury duty, military leave, disciplinary leave) monitored by your agency. Total employees and/or days absent per employee are also requested. Additional space has been provided to explain how your agency tracks absences if some method other than "Days Absent" is used (e.g., hours of paid and unpaid leave, paid leave as a percentage of total hours paid).
- II. Categories Of Absence -- Requests information regarding the categories of leave (both paid and unpaid) which your agency includes in the "Days Absent" figure reported in Section I of the survey. A checklist of options is provided to expedite survey completion.

Contact Person

Date

Page 2

III. Absence Monitoring -- Requests that you attach any FY89 and FY90 end-of-year absence monitoring or management reports that include absence statistics for drivers and maintenance employees.

IV. Absence Policies And Programs (Optional) -- Requests that you attach any driver and maintenance employee absence policies or programs in effect at your agency. Potential sources of such information include labor contracts, attendance programs, and work rules.

In appreciation for completing this survey, a summary report of survey findings will be sent to you. All completed surveys should be returned by _____ .

Should you have any questions or comments while completing this survey, please contact _____ at (213) _____ for assistance. Thank you in advance for agreeing to participate in this survey. Your timely cooperation is greatly appreciated.

Very truly yours,

Los Angeles County
Transportation Commission

LACTC Contact Person
Title

Attachment

ABSENCE RATE SURVEY OF DRIVERS AND MAINTENANCE EMPLOYEES

Name of Person Completing Survey: _____
Title: _____
Agency: _____
Telephone Number: _____

SECTION I: ABSENCE RATES

Please complete Table A (below) or Table B (page 2), whichever is appropriate for the way your agency collects absence statistics. If you are a transit agency, please report statistics separate for bus and rail modes.

TABLE A	DRIVERS		MAINTENANCE EMPLOYEES	
	FY89	FY90	FY89	FY90
TOTAL DAYS ABSENT ^(*)				
TOTAL EMPLOYEES ^(†)				
TOTAL DAYS ABSENT PER EMPLOYEE				

(*) Please exclude paid leave for vacation and holidays. All other paid and unpaid leaves of absence should be included (e.g., sick, industrial injury, long term leave, jury duty, absent without permission).

(†) Full-time equivalent employees (based on 2080 annual hours) should be used to determine the total number of employees.

Please define job titles/classifications which are considered by your agency as "Maintenance Employees":

Note: If you have completed Table A above, please skip to Section II (page 3); otherwise, please continue on page 2.

ABSENCE RATE SURVEY OF DRIVERS AND MAINTENANCE EMPLOYEES

SECTION I: ABSENCE RATES (continued)

If your agency does not report absences by "days", please provide a brief description of how absences are reported (e.g., paid leave as a percentage of total paid hours) and complete Table B.

Description/Explanation of Absence Reporting Indicators:
--

TABLE B	DRIVERS		MAINTENANCE EMPLOYEES	
	FY89	FY90	FY89	FY90
TOTAL ABSENCES (*)				
(fill in as appropriate)				
(fill in as appropriate)				

(*) Please exclude paid leave for vacation and holidays. All other paid and unpaid leaves of absence should be included (e.g., sick, industrial injury, long term leave, jury duty, absent without permission).

Please define job titles/classifications which are considered by your agency as "Maintenance Employees":
--

ABSENCE RATE SURVEY OF DRIVERS AND MAINTENANCE EMPLOYEES

SECTION II: CATEGORIES OF ABSENCE

Please check the box next to the categories of absence included in the absence figures reported in either Table A or Table B (i.e., "Total Days Absent" or "Total Absences").

Drivers	Maintenance Employees	Absence Categories
<input type="checkbox"/>	<input type="checkbox"/>	Sick Leave (paid/unpaid absence due to employee illness)
<input type="checkbox"/>	<input type="checkbox"/>	Long Term Absence (specify definition: _____)
<input type="checkbox"/>	<input type="checkbox"/>	Industrial Injury (absence due to injury on duty)/Workers' Compensation
<input type="checkbox"/>	<input type="checkbox"/>	Other Injury (e.g., absence due to injury from an unprovoked attack)
<input type="checkbox"/>	<input type="checkbox"/>	Requested Time Off (authorized by supervisor)
<input type="checkbox"/>	<input type="checkbox"/>	Missout (absence without prior supervisor authorization)
<input type="checkbox"/>	<input type="checkbox"/>	Absent without permission/absence without leave (AWOL)
<input type="checkbox"/>	<input type="checkbox"/>	Family Emergency (paid/unpaid)
<input type="checkbox"/>	<input type="checkbox"/>	Waiting for Drug Test Results
<input type="checkbox"/>	<input type="checkbox"/>	Failure to Exercise Seniority
<input type="checkbox"/>	<input type="checkbox"/>	Court Attendance (under subpoena or required by work)
<input type="checkbox"/>	<input type="checkbox"/>	Medical Appointments
<input type="checkbox"/>	<input type="checkbox"/>	Jury Duty (paid/unpaid)
<input type="checkbox"/>	<input type="checkbox"/>	Military Leave (paid/unpaid)
<input type="checkbox"/>	<input type="checkbox"/>	Suspension/Other Disciplinary Absence
<input type="checkbox"/>	<input type="checkbox"/>	Union Business
<input type="checkbox"/>	<input type="checkbox"/>	Removal From Service (e.g., doctor indicates employee is unfit to fulfill work assignment)
<input type="checkbox"/>	<input type="checkbox"/>	Programmed Absence (e.g., participation in EAP)
<input type="checkbox"/>	<input type="checkbox"/>	Other (please specify: _____) _____
<input type="checkbox"/>	<input type="checkbox"/>	Other (please specify: _____) _____

ABSENCE RATE SURVEY OF DRIVERS AND MAINTENANCE EMPLOYEES

SECTION III: ABSENCE MONITORING

Please attach any FY89 and FY90 end-of-year absence monitoring or management reports that include absence statistics for drivers and maintenance employees. This is particularly important if you did not complete Table A, Section I.

SECTION IV: ABSENCE POLICIES & PROGRAMS

Please attach copies of any absence policies or programs in effect at your agency that apply to drivers and maintenance employees. Potential sources of information include labor contracts, work rules, and attendance programs.

NOTES

- FY89 refers to July 1, 1988 - June 30, 1989 time period.
 - FY90 refers to July 1, 1989 - June 30, 1990 time period.
- If you are on a different year basis, please indicate so on Table A or B.
PLEASE RETURN COMPLETED SURVEY, BY _____, TO:

Name
Title
Address

IF YOU HAVE ANY QUESTIONS OR NEED ASSISTANCE TO COMPLETE THE
SURVEY, PLEASE CALL _____ AT _____
(name) (phone number)

In appreciation for completing this survey, a summary report of survey findings will be sent to you.

Several changes to improve the questionnaire include:

- o defining "Family Emergency" from survey Section II with an example such as "(e.g., bereavement leave)" -- bereavement is one type of "Family Emergency", but many respondents checked "Other" and specified "bereavement"
- o adding a section that asks the agency to define long term absence (e.g., 30 days or more, one week, other) and to note if absences longer than a specified length have been excluded -- if so, when are such absences excluded (e.g., 30 days, one week, other)
- o adding a section or additional boxes in survey Section II for the agency to indicate whether or not each absence category includes paid and unpaid leave.

These changes would reduce the number of call-backs necessary to determine that reported absences are "comparable".

SURVEY ADMINISTRATION

About a week before the surveys are due, telephone calls are made to those agencies whose surveys have not been received to determine the status on the survey (e.g., has the survey been started, is the agency still collecting information, when will the survey be completed). Several mailings of the survey may be necessary in order to get a response from an agency (e.g., survey lost in the mail, contact person has changed, survey was never routed to the appropriate person).

ANALYSIS OF SURVEY RESULTS

The LACTC can begin to analyze new survey data as soon as it is received. Analyzing survey results includes determining that the data is valid (e.g., includes both paid and unpaid leave, long term leave, all absence categories) for comparison purposes. Data review includes items such as:

- o converting those absence statistics reported in hours to days
- o using an agency's calendar year data for fiscal year comparisons (assume that calendar year is the same as fiscal year, but footnote the difference)
- o checking reported full-time equivalent operators and maintenance employees to published UMTA Section 15 data and contacting the agency if wide variations exist to determine how full-time equivalents were calculated

- o matching and defining general absence categories to the more specific categories in the survey (e.g., is "other - excused leave" the same as the "requested time off"; what other categories are included in "excused leave")
- o reconciling or at least understanding differences between driver/maintenance statistics reported in Section I of the survey against the end-of-year absence monitoring or management reports provided under Section III (e.g., one method of spotting inconsistencies in how statistics are compiled and reported).

Analysis of statistics begins by summarizing survey results as shown in Exhibits 5 and 6 in the main report. Once these exhibits are updated, and calls have been made to ensure understanding of categories included or excluded in total absences reported, Exhibits 7 and 9 are prepared. Exhibits that compare absence rates by category of absence (such as Exhibit 8 shown in the main report) can only be prepared if very detailed absence statistics are provided. Even with detailed absences statistics, follow-up calls are necessary to ensure consistent definitions as a basis for comparisons.

Much of the work effort associated in analyzing the FY89/FY90 survey can be avoided by specifically requiring that the agency define "long term leave" and indicate whether or not absence statistics by absence category include both paid and unpaid leave. These changes were recommended above. If these changes are not made, each agency must be contacted by telephone to determine this information.

Agencies which do not report unpaid absences should not be included in the peer average. Agencies that failed to check the box in Section II of the survey for "long term leave" should be contacted to ensure that long term leave is not included in other categories (e.g., some agencies classify absences due to illness as sick leave even though an employee may be absent more than 30 days). If absence categories include all absences regardless of length, long term leave absences are in fact included for the purposes of comparison to SCRTD total absence rate statistics.

UNDERSTANDING SCRTD ABSENCE REPORTING

Since the FY86 Triennial Performance Audit Absenteeism Study, the SCRTD has revised internal systems for absence reporting. Exhibit A-3 shows the crosswalk between current SCRTD reports, survey absence categories, and prior SCRTD absence reports. Exhibit A-4 provides an example for calculating full-time equivalent employees using new SCRTD absence reports.

Exhibit A-3

SCRTD ABSENCE CATEGORIES

<u>Current SCRTD Report</u>	<u>SCRTD TOTS Code</u>	<u>Survey Description</u>
Sick	SK, SK1, SKC, SPD	Sick Leave
Long Term Leave Abs. Occupational Non-Occupational	LTE, LTI, LTS, LTU	Long Term Leave
Occupational Injuries	II, IIR, IPD, UAP, UAW, UA8	Industrial/Other Injury
Off With Permission	RTO, RO, FEE, FEP	Request Off/Off With Permission
Missout/Tardy/Unexc Abs.	MO, MOC, OKM,	Missout/AWOL/ Unexcused Leave
Bereavement	BER	Family Emergency/ Bereavement
Awaiting Test Results	ATR	Waiting for Drug Test Results
	BPN	Failure to Exercise Seniority
(incl. in Off With Permission)	GAB, GAX, CTP	Court Attendance
(incl. in Off With Permission)	DOC	Medical Appointments
Jury Duty	JRP, JRN	Jury Duty
Military Leave	MLP, MLN	Military Leave
(incl. in Missout/ Tardy/Unexc. Abs.)	FEU, UA	Suspension/Other Disciplinary
Union Business	UB	Union Business
(incl. in Off With Permission)	RSD	Removal From Service
	PA	Programmed Absence
(incl. in Off With Permission)	DTO	Other, District Time Off

EXAMPLE OF SCRTD CALCULATION FOR FULL-TIME EQUIVALENTS

FR319 ----- SOUTHERN CALIFORNIA RAPID TRANSIT DISTRICT ----- PAGE 1
 DEPT/DIV BAK 0115 ----- HUMAN RESOURCES ----- DATE PREPARED: 06/25/90
 UNION A1 ----- AVAILABILITY REPORT ----- TIME PREPARED: 14:05
 06/25/89 TO 06/23/90

REGULAR ABSENCE	(1) UNAVAILABLE DAYS	(2) PERCENT %	(3) COUNT OF EMPLOYEES CHARGING	(4) AVERAGE DAYS UNAVAIL PER FTE	(5) UNAVAIL RATE %	(6) FTE
SICK	9,580.67	62.66	913	8.783	3.38	
OCCUPATIONAL INJURIES	2,185.95	14.30	191	2.004	0.77	
OFF WITH PERMISSION	1,019.04	6.67	528	0.935	0.36	
MISSOURY / TARDY / UNREG ABS	118.68	0.78	449	0.109	0.04	
DISCIPLINARY SUSPENSION	287.34	1.88	60	0.263	0.10	
AWAITING TEST RESULTS	0.00	0.00	0	0.000	0.00	
RETIEMENT	726.12	4.75	189	0.666	0.26	
JURY DUTY	901.79	5.90	118	0.827	0.32	
MILITARY LEAVE	268.00	1.75	17	0.246	0.09	
UNION BUSINESS	201.97	1.32	0	0.185	0.07	
SUBTOTAL	15,289.89	100.00	*	14.016	5.39	1,090.87 (A)
LONG TERM LEAVE ABSENCE						
OCCUPATIONAL	1,174.03	69.81	66	129.544	49.82	
NON-OCCUPATIONAL	1,397.29	50.17	77	30.414	50.16	
SUBTOTAL	6,771.92	100.00	**	259.958	99.98	26.05 (B)
TOTAL UNAVAILABLE DAYS	22,061.80	100.00	***			
NORMAL WORK DAYS	235,560.82					
NON WORK DAYS	12,776.63					
TOTAL AVAILABLE DAYS	268,337.45					
DAYS AVAILABLE PER EMPLOYEE IN REPORTING PERIOD	260.00					

22,061.80
235,560.82
14,387.37
+ 97,457.80

369,467.79 / 260 = 1,421

FR319 ----- SOUTHERN CALIFORNIA RAPID TRANSIT DISTRICT -----
 DEPT/DIV BAK 0115 ----- HUMAN RESOURCES -----
 UNION A2 ----- AVAILABILITY REPORT -----
 06/25/89 TO 06/23/90

REGULAR ABSENCE	(1) UNAVAILABLE DAYS	(2) PERCENT %	(3) COUNT OF EMPLOYEES CHARGING	(4) AVERAGE DAYS UNAVAIL PER FTE	(5) UNAVAIL RATE %	(6) FTE
SICK	6,181.35	67.93	413			
OCCUPATIONAL INJURIES	830.96	8.85	97			
OFF WITH PERMISSION	685.13	7.29	259			
MISSOURY / TARDY / UNREG ABS	196.12	2.09	232			
DISCIPLINARY SUSPENSION	407.00	4.34	80			
AWAITING TEST RESULTS	0.00	0.00	0			
RETIEMENT	349.00	3.72	85	0.766	0.29	
JURY DUTY	325.97	3.47	40	0.716	0.26	
MILITARY LEAVE	63.00	0.67	3	0.138	0.05	
UNION BUSINESS	154.05	1.64	3	0.330	0.13	
SUBTOTAL	9,393.37	100.00	*	20.628	7.93	455.38 (A)
LONG TERM LEAVE ABSENCE						
OCCUPATIONAL	1,378.00	27.59	34	71.733	27.59	
NON-OCCUPATIONAL	3,616.00	72.41	55	166.235	72.40	
SUBTOTAL	4,994.00	100.00	**	259.968	99.99	19.21 (B)
TOTAL UNAVAILABLE DAYS	14,387.37	100.00	***	30.315	11.66	474.59 (C)
NORMAL WORK DAYS	97,457.80					
NON WORK DAYS	11,548.72					
TOTAL AVAILABLE DAYS	109,006.52					
DAYS AVAILABLE PER EMPLOYEE IN REPORTING PERIOD	260.00					
				UNAVAILABLE RATE:	11.66 %	

NOTES
 NUMBER OF DIFFERENT EMPLOYEES CHARGING IN EACH CATEGORY (THESE ARE NOT SUMS)
 * REGULAR ABSENCE 491 (NUMBER OF EMPLOYEES CHARGING IN ALL REGULAR ABSENCE CATEGORIES)
 ** LONG TERM LEAVE ABSENCE 66 (NUMBER OF EMPLOYEES CHARGING IN ALL LONG TERM LEAVE ABSENCE CATEGORIES)
 *** TOTAL 559 (NUMBER OF EMPLOYEES CHARGING IN ALL ABSENCE CATEGORIES)

(1) HOURS UNAVAILABLE IN CATEGORY / 8 (HOURS IN A NORMAL WORK DAY)
 (2) UNAVAILABLE DAYS EACH CATEGORY (1) / SUBTOTAL DAYS (1)
 (3) COUNTED IN PROGRAM (ONCE FOR EACH EMPLOYEE IN EACH CATEGORY; AN EMPLOYEE MAY BE COUNTED IN MORE THAN ONE CATEGORY)
 (4) UNAVAILABLE DAYS (1) / APPROPRIATE FTE (6)
 (5) UNAVAILABLE DAYS EACH CATEGORY (1) / (DAYS AVAILABLE PER EMPLOYEE IN REPORTING PERIOD X APPROPRIATE FTE (6))
 (6A) (REGULAR UNAVAILABLE DAYS + TOTAL AVAILABLE DAYS) / DAYS AVAILABLE PER EMPLOYEE IN REPORTING PERIOD
 (6B) (LONG TERM LEAVE UNAVAILABLE DAYS) / DAYS AVAILABLE PER EMPLOYEE IN REPORTING PERIOD
 (6C) (TOTAL UNAVAILABLE DAYS + TOTAL AVAILABLE DAYS) / DAYS AVAILABLE PER EMPLOYEE IN REPORTING PERIOD

EXECUTIVE SUMMARY

presented to the

LOS ANGELES COUNTY TRANSPORTATION COMMISSION

**FY89 AND FY90 DRIVER & MAINTENANCE EMPLOYEE
ABSENCE RATE SURVEY RESULTS**

submitted by

Booz • Allen & Hamilton Inc.
Transportation Consulting Division
Los Angeles, California

April 5, 1991

BOOZ ALLEN & HAMILTON INC.

SUITE 616 • 523 WEST SIXTH STREET • LOS ANGELES, CALIFORNIA 90014 • TELEPHONE: (213) 620-1900

April 5, 1991

Mr. Ralph de la Cruz
Director, Central Area Team
Los Angeles County Transportation
Commission
818 West Seventh Street, Ste. 1100
Los Angeles, CA 90017-4606

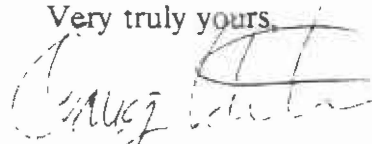
Subject: FY89 And FY90 Driver And Maintenance Employee Absence Rate Survey
Results

Ralph
Dear ~~Mr.~~ de la Cruz:

Booz-Allen & Hamilton Inc. is pleased to submit the enclosed two reports (i.e., Executive Summary, Technical Report) which summarize the SCRTD peer survey of driver and maintenance employee absence rates. A combined draft of this report was reviewed by the LACTC and SCRTD in January. Comments received have been included, as appropriate. As agreed at the study on-set, information collected during the survey (e.g., attendance policies, labor contracts) was provided to SCRTD management in December.

We have enjoyed working with the LACTC, SCRTD and other agencies that participated in the survey. Throughout this process, the SCRTD and other agencies have been very cooperative in providing information. Should you have any questions or comments regarding this report, please do not hesitate to contact me at (213) 620-1900.

Very truly yours,



Booz-Allen & Hamilton Inc.

Mr. Douglas W. Carter
Senior Associate

Enclosure

cc: Ms. Sharon Neely, LACTC
Mr. Al Reyes, SCRTD

BACKGROUND...

THE LACTC IS RESPONSIBLE FOR TRANSIT OPERATOR PERFORMANCE AUDITS AND SUBSEQUENT PRODUCTIVITY IMPROVEMENT PROGRAM OVERSIGHT. IN THIS ROLE, THE LACTC HAS A HISTORY OF INVOLVEMENT IN SCRTD DRIVER AND MAINTENANCE EMPLOYEE ATTENDANCE IMPROVEMENTS.

- o FY83 -- Triennial Performance Audit of the SCRTD identifies attendance as an area for improvement.
- o FY84 -- The LACTC established the Transit Operator Productivity Improvement Fund (TOPIF) to provide funding to transit operators for implementation of FY83 Performance Audit recommendations. The SCRTD was provided funding to develop attendance improvement programs.
- o FY86 -- Triennial Performance Audit of the SCRTD found driver and maintenance employee attendance in need of improvement. Subsequent actions included:
 - commissioning a detailed Phase II study which provided specific recommendations (e.g., contract changes, management strategies) to improve attendance
 - establishing, in conjunction with the SCRTD, annual attendance improvement targets
 - annual monitoring of attendance improvements by both agencies.
- o FY87 -- LACTC commissioned a review of SCRTD progress to achieve FY86 attendance improvement targets. LACTC revised monitoring requirements to include long term leave in SCRTD reported absence statistics.
- o FY89 -- Triennial Performance Audit of the SCRTD found:
 - substantial improvements in driver and maintenance employee attendance between FY86 and FY88
 - SCRTD FY88 absence rates were higher than peer transit systems.
- o Impacts of FY89 labor contract changes related to attendance were not available during the audit -- the expectation was that these changes would result in additional attendance improvements.

BACKGROUND...

THE LACTC COMMISSIONED A FOLLOW-UP STUDY TO DOCUMENT FY89 AND FY90 SCRTD ABSENCE RATE STATISTICS COMPARED TO THE PERFORMANCE OF OTHER AGENCIES. STUDY OBJECTIVES INCLUDE:

- o Document SCRTD FY 1989 and FY 1990 absence rates
- o Survey absence rates from a cross-section of six to ten agencies, including:
 - West Coast transit operators
 - large transit operators nationally
 - City and County Public Works Departments
 - private transit providers
- o Provide guidelines for LACTC staff to conduct future absence rate surveys without consultant assistance.

Summary findings are presented herein. A technical appendix detailing survey results and guidelines for future surveys is available under separate cover from the LACTC Central Area Team.

SCR TD's PERFORMANCE . . .

AVERAGE DAYS ABSENT PER DRIVER

	<u>FY86</u>	<u>FY88</u>	<u>FY89</u>	<u>FY90</u>	<u>Increase/(Decrease)</u>		
					<u>FY88-89</u>	<u>FY89-90</u>	<u>FY86-90</u>
Total (Incl. Long Term Leave)	49.3	46.1	37.7	31.8	(8.4) (18%)	(5.9) (16%)	(17.5) (35%)
Sick Leave Category	19.3	15.2	9.8	6.6	(5.4) (36%)	(3.2) (33%)	(12.7) (66%)

AVERAGE DAYS ABSENT PER MAINTENANCE EMPLOYEE

	<u>FY89</u>	<u>FY90</u>	<u>Increase/(Decrease)</u>
			<u>FY89-90</u>
Total (Incl. Long Term Leave) for Maintenance Employees	29.3	25.6	(3.7) (13%)

	<u>FY86</u>	<u>FY90</u>	<u>Increase/(Decrease)</u>
			<u>FY86-90</u>
Total (Excl. Long Term Leave, Union Business & Suspensions)			
• Mechanics	20.0	14.6	(5.4) (27%)
• Service Attendants	30.0	20.4	(9.6) (32%)

SCRTD'S PERFORMANCE...

DURING FY89 AND FY90, THE SCRTD HAS CONTINUED TO MAKE SIGNIFICANT IMPROVEMENTS IN DRIVER AND MAINTENANCE EMPLOYEE ATTENDANCE. COMPARED TO FY86, THESE IMPROVEMENTS ARE DRAMATIC.

DRIVER ABSENCE RATES

- o Driver attendance (including long term leave) improved by 18 percent between FY88 and FY89, and another 16 percent in FY90.
- o Between FY86 and FY90, driver attendance (including long term leave) has improved by 35 percent -- a reduction of 17.5 average annual days absent per driver.
- o Since FY86, sick leave experienced the most improvement:
 - average days absent per driver dropped from 19.3 days in FY86 to 6.6 days in FY90
 - this represents a reduction of 12.7 days or 66 percent.

MAINTENANCE EMPLOYEE ABSENCE RATES

- o Maintenance employee (i.e., mechanics and service attendants) absence rates improved by 13 percent between FY89 and FY90 -- a reduction of 3.7 days of total absence per employee.
- o Between FY86 and FY90, average days absent (excluding long term leave, union business, and suspensions) per mechanic were reduced 5.4 days or 27 percent.
- o Between FY86 and FY90, average days absent (excluding long term leave, union business, and suspensions) per service attendant were reduced 9.6 days or 32 percent.

SURVEY RESULTS . . .

PEER COMPARISON OF AVERAGE ANNUAL DAYS ABSENT PER EMPLOYEE

AGENCY	DRIVERS				MAINTENANCE			
	FY89 Reported	SCRTD Adjusted	FY90 Reported	SCRTD Adjusted	FY89 Reported	SCRTD Adjusted	FY90 Reported	SCRTD Adjusted
SCRTD	37.7	-	31.8	-	29.3	-	25.6	-
Long Beach	23.2	32.5	20.4	26.4	19.3	28.7	15.2	24.8
Santa Monica	14.8	37.1	17.5	31.3	11.4	29.2	15.2	25.4
Orange County	20.1	37.7	19.6	31.8	-	-	-	-
San Diego	22.9	37.3	24.5	31.5	17.3	29.3	10.5	25.6
San Francisco	48.8	37.7	48.0	31.8	-	-	-	-
Santa Clara	42.8	33.9	36.1	31.8	28.0	18.3	30.7	25.6
Seattle	27.4	37.3	28.2	31.5	12.8	26.7	15.1	23.5
Denver	17.1	37.7	19.5	31.8	13.9	29.3	17.0	25.6
Houston	16.8	37.7	16.8	31.8	-	-	-	-
Atlanta	-	-	19.2	31.4	-	-	20.9	24.5
Miami	29.6	37.7	30.3	31.8	24.5	29.3	21.9	25.6
Chicago	14.3	12.2	13.8	9.1	10.4	27.6	-	-
City of LA	10.3	29.4	-	-	11.4	23.5	-	-
LA County DPW	20.3	37.3	18.5	31.5	17.2	29.3	20.0	25.6
Peer Average Compared to SCRTD Adjusted Average	23.7	34.3	24.0	29.5	16.6	27.1	18.5	25.1

NOTE: SCRTD reported absence rates have been adjusted to exclude absence categories not included in statistics reported by survey respondents (e.g., some agencies do not include certain absence types such as jury duty or union business). Agencies reporting only paid leave have been excluded from peer comparisons.

SURVEY RESULTS...

DESPITE DRAMATIC IMPROVEMENTS, SCRTD ABSENCE RATES ARE HIGHER THAN THE ABSENCE RATES REPORTED BY THE MAJORITY OF SURVEY RESPONDENTS. THE GAP BETWEEN SCRTD REPORTED STATISTICS AND THAT OF SURVEY RESPONDENTS NARROWED BETWEEN FY89 AND FY90.

DRIVER ABSENCE RATES

- o Compared to 13 other agencies, SCRTD reported absence rates are better than the absence rates reported by the San Francisco Muni, Santa Clara County Transit, and the Chicago Transit Authority.
- o SCRTD's average adjusted absence rate is 10.6 days more than the average of reported peer statistics for FY89 and 5.5 days more for FY90.

MAINTENANCE EMPLOYEE ABSENCE RATES

- o Compared to ten agencies in FY89 and nine in FY90, SCRTD reported absence rates are better than the absence rates reported by Santa Clara County Transit.
- o SCRTD's average adjusted absence rate is 10.5 days more than the average of reported peer statistics for FY89 and 6.6 days more for FY90.

ON-GOING EFFORTS...

SURVEY RESULTS INDICATE THE POTENTIAL FOR FURTHER ATTENDANCE IMPROVEMENTS. FUTURE OPPORTUNITIES AND ON-GOING EFFORTS INCLUDE:

- o Future labor negotiations offer potential opportunities to implement and/or fine-tune attendance policies.
- o In January 1991, SCRTD management received preliminary study results, including labor contract and attendance policy information provided by survey respondents, for use in continued efforts to improve attendance.
- o SCRTD has established absence reduction targets of five percent, excluding long term leave, and continues to monitor performance on a routine basis.
- o The next Triennial Performance Audit of the SCRTD, as required by State law, is scheduled for FY91. Attendance programs and performance can be evaluated as part of this study, at LACTC's discretion.