

Public Transportation – Municipal Transit Authority



Situation:

Moran Consulting was selected in a competitive RFP process as the consulting partner to assist a Municipal Transit Authority of a prominent West Coast city experiencing increased conflict and escalations between public-facing staff and customers. Transit operators (bus, train and subway), parking control officers, transit fare inspectors, school crossing guards, station agents, customer service representatives, and all supervisors and managers were included. The initiative was developed in response to increasing safety concerns among staff and representative workers unions.



Problem:

- Increased concern for safety and security of agency employees in dealing with the public.
- Lack of training, support and communication between divisions reliant upon one another created low morale with employees, leading to disengagement with customers, stressed employees and high turnover rates for the agency.
- Increased challenges with dealing with the public in the high-pressure public transportation industry.



Solution:

- **Needs Assessment and Employee Engagement:** To better understand training needs from an employee perspective, the Moran team completed ride-alongs, in the field or “just in time” surveys, focus groups, electronic surveys, individual/small group interviews and attended union meetings to collect direct input from staff, constituents, stakeholders and others representing all divisions of the agency. Based on this comprehensive feedback and engagement with the staff, Moran Consulting was selected by the project Steering Committee and executive leadership to design a training program to cover tools for communicating with the public, handling difficult situations, and managing stress in order to ensure safety and security for all.
- **De-escalation and Resiliency Training Design and Development:** The Moran process for development involves collaboration via staff working groups and subject matter experts. The Moran team designed a full-day training program as well as communication toolkits - including FAQ's, scenarios, case studies and service standards – all customized to each role/division within the agency. The training program included topics such as resiliency, conflict resolution, de-escalation, and recovery techniques, among others.



Results:

With training implementation currently underway to 4000+ employees, training evaluations have been exceptional:

“In my many years of service with (this agency and others), this has been one of the best and most comprehensive programs/training I’ve participated in a very long time. The training understands the struggles, the culture, and the passion of our organization.”

