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To: San Francisco MUNI  
From: Seiji Carpenter, David Binder  
Date: July 20, 2004  
Re: Executive Summary of Survey of MUNI Employees

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Results from a survey of 472 MUNI employees, conducted in June 2004, show a high level of employee pride regarding their work for MUNI.

This recent survey used the same methodology as previous studies of MUNI employees in 2001, 2002, and 2003. However, there were questions added and questions omitted in the 2004 survey instrument.

Specific conclusions from this survey:

1. **MUNI employees are highly satisfied with the service they are providing MUNI riders.**
  - Seven in ten MUNI employees state they are satisfied with the job that MUNI is doing serving its riders and feel that they provide riders with a “high” or “good” level of service. The plurality, 41%, are somewhat satisfied, 29% are very satisfied, 17% are somewhat dissatisfied, and only 8% are very dissatisfied.
  - Newer employees are more satisfied with their performance. 79% of employees who have worked at MUNI for less than a year are satisfied.
  - Satisfaction with the service provided by MUNI is very closely correlated with job satisfaction.
  
2. **MUNI employees are highly satisfied with their jobs, comparably to 2003, down from 2002.**
  - 78% are satisfied with their job, including one in three who are very satisfied. This is comparable to the 79% who stated they were satisfied in the 2003 survey, but is a decline from the 90% who were satisfied in 2002.
  - Senior executives are the most satisfied (88%), while administrative employees are the least satisfied (65%).
  - Long-term employees (10+ years) were the least satisfied, although 74% said they were very or somewhat satisfied.

- Job satisfaction was most closely correlated with appreciation by management. 100% of those who felt very appreciated by management were satisfied with their job, including 77% who were very satisfied. Conversely, only 53% of those who said they were not appreciated at all were satisfied with their job, only 15% of which were very satisfied.

<b>Generally, how would you rate your overall satisfaction with your job?</b>				
	2001	2002	2003	2004
Very satisfied	44%	43%	30%	33%
Somewhat satisfied	45	47	49	45
Not very satisfied	5	5	15	14
Not satisfied at all	4	4	5	7
<b>Satisfied</b>	<b>89</b>	<b>90</b>	<b>79</b>	<b>78</b>
<b>Dissatisfied</b>	<b>9</b>	<b>9</b>	<b>20</b>	<b>21</b>

### 3. An overwhelming majority of MUNI employees value their job.

- 95% of MUNI employees value their job, including 72% of employees who state that they value their job a great deal.
- Valuing their job is most closely associated with the pride in work. 98% of those who are very proud of their work value their job greatly, compared to 33% of those who are not proud at all.

### 4. The majority of MUNI employees are happy with the relationship with their supervisor.

- 63% of MUNI employees state that their relationship with their manager or supervisor is excellent or good, with 20% rating it fair, and 16% poor. These results show a slight decline over the past two years.
- Middle management rates the working relationships the best, with 51% rating them excellent, while Service/Operations employees rate their working relationships the weakest, with only 21% rating them as excellent and 41% rating the relations as fair or poor.

<b>How would you rate your working relationship with your manager/supervisor?</b>				
	2001	2002	2003	2004
Excellent	33%	34%	33%	28%
Good	39	38	35	35
Fair	16	18	18	20
Poor	10	9	13	16
<b>Excellent/Good</b>	<b>72</b>	<b>72</b>	<b>68</b>	<b>63</b>
<b>Fair/Poor</b>	<b>26</b>	<b>27</b>	<b>31</b>	<b>36</b>

5. **The majority of MUNI employees feel that their work is appreciated by management.**

- 52% of MUNI employees say that they feel appreciated by MUNI management, while 43% say they don't feel very appreciated. These results shows a mild decline back to 2001 levels.
- Middle management feels the most appreciated (64%), followed by technical/maintenance workers (56%), while service/operations and supervisory employees feel the least appreciated (49%).
- Newer employees feel the most appreciated, while long-term employees feel the least appreciated (45%), including only 12% who feel very appreciated.

Do you feel that your work effort is appreciated by MUNI management?				
	2001	2002	2003	2004
Very appreciated	15%	17%	21%	14%
Somewhat appreciated	39	44	40	38
Not very appreciated	24	20	17	21
Not appreciated at all	20	19	19	22
<b>Excellent/Good</b>	<b>54</b>	<b>61</b>	<b>61</b>	<b>52</b>
<b>Fair/Poor</b>	<b>44</b>	<b>39</b>	<b>36</b>	<b>43</b>

6. **The trend is toward a greater feeling of appreciation from riders.**

- 68% of MUNI employees say that they feel appreciated by MUNI riders, an increase for the third straight year.
- Service/operations feel the most appreciated by riders, while administrative employees feel the least appreciated.

Do you feel that your work effort is appreciated by MUNI riders?				
	2001	2002	2003	2004
Very appreciated	14%	13%	20%	19%
Somewhat appreciated	40	43	46	49
Not very appreciated	22	22	18	20
Not appreciated at all	14	13	8	5
<b>Excellent/Good</b>	<b>54</b>	<b>56</b>	<b>66</b>	<b>68</b>
<b>Fair/Poor</b>	<b>36</b>	<b>35</b>	<b>26</b>	<b>25</b>

**7. MUNI employees are split with regard to the support they get when they have questions or concerns about their job.**

- 48% of employees rate support as excellent or good, including 16% who state that it is excellent. This is a modest decrease since last year when 54% rated it as excellent/good, including 18% excellent.
- Managers feel the most supported (66% excellent/good), while service/operations feel the least supported (43%).
- Longer-term employees feel less supported than newer employees.

**8. MUNI employees are mixed on the communication they receive within their department or division.**

- 52% of MUNI employees gave positive ratings regarding the communication they receive from their department or division, while 47% gave ratings of “fair,” or “poor.” After a slight improvement last year, this shows a decline to 2002 levels.
- However, MUNI employees believe that MUNI has done a better job of communicating to its employees through its print and electronic internal publications. 35% say MUNI has gotten better with internal communications, while 38% state there hasn’t been a change, and 11% state internal communications have gotten worse.
- 21% of MUNI employees would like to receive email updates and information from MUNI at home, while 50% stated they do not want information at home.
- 46% of MUNI employees state they have email access at work and at home, while 18% only have email access at work and another 15% only have home access. 15% state they do not have email access at all.

How would you rate the communication among employees within your department or division?				
	2001	2002	2003	2004
Excellent	16%	14%	14%	12%
Good	40	39	42	40
Fair	31	35	29	32
Poor	12	11	14	15
<b>Excellent/Good</b>	<b>56</b>	<b>53</b>	<b>56</b>	<b>52</b>
<b>Fair/Poor</b>	<b>43</b>	<b>46</b>	<b>43</b>	<b>47</b>

**9. The majority of MUNI employees believe they have the proper tools, equipment and technology to do their job well.**

- 80% of MUNI employees state they always or sometimes have the proper tools, equipment and technology to do their job well. This is an increase since last

year, but the percent who always have proper tools has continued to decline from 34% two years ago to 21% this year.

- Middle management and administrative workers are more likely to feel well-equipped (39% and 36%, respectively), while technical/maintenance workers are least likely to feel that they're well equipped with 25% saying they rarely or never have the proper tools and only 14% saying they always have the proper tools.

Do you feel you have the proper tools, equipment, and/or technology to do your job well?				
	2001	2002	2003	2004
Always have proper tools	31%	34%	24%	21
Sometimes have proper tools	46	42	50	59
Rarely have proper tools	14	16	16	13
Never have proper tools	7	6	7	4
<b>Have Proper Tools</b>	<b>77</b>	<b>76</b>	<b>74</b>	<b>80</b>
<b>Don't Have Proper Tools</b>	<b>43</b>	<b>46</b>	<b>43</b>	<b>17</b>

**10. MUNI employees were split on whether their suggestions to improve MUNI service are heard.**

- 42% of MUNI employees state they are always or sometimes heard when they have a suggestion to improve MUNI service or employee work conditions, while 53% say that their voice is rarely or never heard. These results show a moderate decline over the last two years.
- Middle management feels the most heard (78% sometimes or always), while service/operations feel the least heard (30% sometimes/always, including only 4% always)

When you have a suggestion to improve MUNI service or employee work conditions, do you feel your voice is heard?				
	2001	2002	2003	2004
Always heard	9%	14%	11%	9
Sometimes heard	34	35	36	33
Rarely heard	31	29	28	32
Never heard	21	17	21	21
<b>Heard</b>	<b>43</b>	<b>49</b>	<b>47</b>	<b>42</b>
<b>Not Heard</b>	<b>52</b>	<b>46</b>	<b>49</b>	<b>53</b>

## 11. MUNI employees are very proud of their work.

- 66% of MUNI employees state they are very proud of their work with another 24% stating they are “somewhat proud.” These results are similar to previous surveys.
- Service/operations were the most proud (77% very proud), while technical/maintenance were the least proud (14% not proud)

How proud are you of the work you do for MUNI?				
	2001	2002	2003	2004
Very proud	64%	64%	62%	66
Somewhat proud	27	28	28	24
Not very proud	4	4	5	5
Not proud at all	3	2	3	2
<b>Proud</b>	<b>91</b>	<b>92</b>	<b>90</b>	<b>90</b>
<b>Not Proud</b>	<b>7</b>	<b>6</b>	<b>8</b>	<b>7</b>

## 12. Respect on the job leads employee wish list.

- The number one thing that employees would like to change about their job is gaining respect, recognition, appreciation, and support on the job.
- Improving management was also a common desired change.

What is the one thing you would like to change about your job?	
Respect / Recognition / Appreciation / Support / End favoritism	17%
Improve management / Job / sensitivity training / Job knowledge / Less bureaucracy	10
Improved communication / Involvement w / decision making	9
Updated equipment / technology / Parts / Supplies	7
Flex days / 4 day workweek / Better / more flexible schedule / days off	7
Increase salary / Restore retirement / Better benefits	7
Fire Burns / Management pay cuts / layoffs / held accountable	6
Law enforcement / Safety / Security	6
Bus / shift schedules / More layover / break time / Restroom availability	6
Carrer growth / Training / Opportunity for advancement / More authority	5
Employee accountability / Attitude / Discipline / Terminate poor performers	5
Understaffed / Need more support staff	4
No layoffs / Job Security / Layoff non-performers / Layoff alternatives	3

- Similarly, the most cited change that employees would like to see at MUNI was increased respect from management, and accountability for management.

What would you most like to see change at MUNI?	
Management: Respect / Recognition / Appreciation / Support / Treat fairly / End favoritism	21
Management: Accountability / Face same layoffs / paycuts	16
Law / Regulation enforcement / Safety / Security	12
Management: Job / sensitivity training / Job knowledge / Less bureaucracy	11
Communication: Coworker / Departmental / Management	11
No / unfair layoffs / Job security / Layoff non-performers / Layoff alternatives	8
Employee accountability / Attitude / Discipline / Terminate poor performers	7
Increase wages / Reinstate retirement / Better benefits	5
Updated equipment / technology / Parts / Supplies	5
Bus / shift schedules / More layover / break time / Restroom availability	4
Better fiscal management (Gen'l) / Specific cost saving ideas	4
Carrer growth / Training / Opportunity for advancement / More authority	3
Maintenance / Cleaner facilities / buses	3
Flex days / 4 day workweek / Better / more flexible schedule / days off	3
More staff / Less wasteful staffing / Fewer consultants	3