



SFMTA

2018 Employee Survey Results

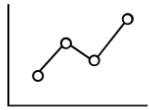
SFMTA Board Workshop

January 29, 2019

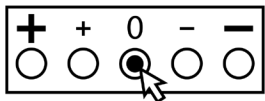
SFMTA Employee Survey



Sixth annual agency-wide survey



Purpose: to measure satisfaction and engagement of SFMTA Employees



23 questions on a 1-5 scale

2 open text questions

2018 Survey Campaign

Survey Period: September 11 – October 19

Participation rate: 1,721 responses (29%)

- 1,865 (31%) in 2017
- 1,752 (30%) in 2016
- 1,560 (27%) in 2015
- 1,525 (30%) in 2014
- 1,667 (33%) in 2013

Deployment Summary:

- Same professional vendor managed survey deployment and results analysis.
- Frontline staff outreach efforts included site coordinators at the divisions.
- 764 (44% of total) paper surveys collected.

Results Summary

Overall employee satisfaction score decreased

- Very satisfied or somewhat satisfied rating: 50% in 2018 compared with 53% in 2017.
- Scale of 1 to 5 (very dissatisfied - very satisfied): 3.31 in 2018 compared with 3.37 in 2017.

Ratings increased in two areas but held steady or decreased in others:

- *"I have received feedback on my work in the last 30 days"* (43% strongly agree and somewhat agree in 2018, 41% in 2017).
- *"I am encouraged to use innovative approaches to achieve goals"* (49% strongly agree and somewhat agree in 2018, 47% in 2017).

Margin of error: +/- 1.99%

Results Summary, cont.

Highest rated attributes:

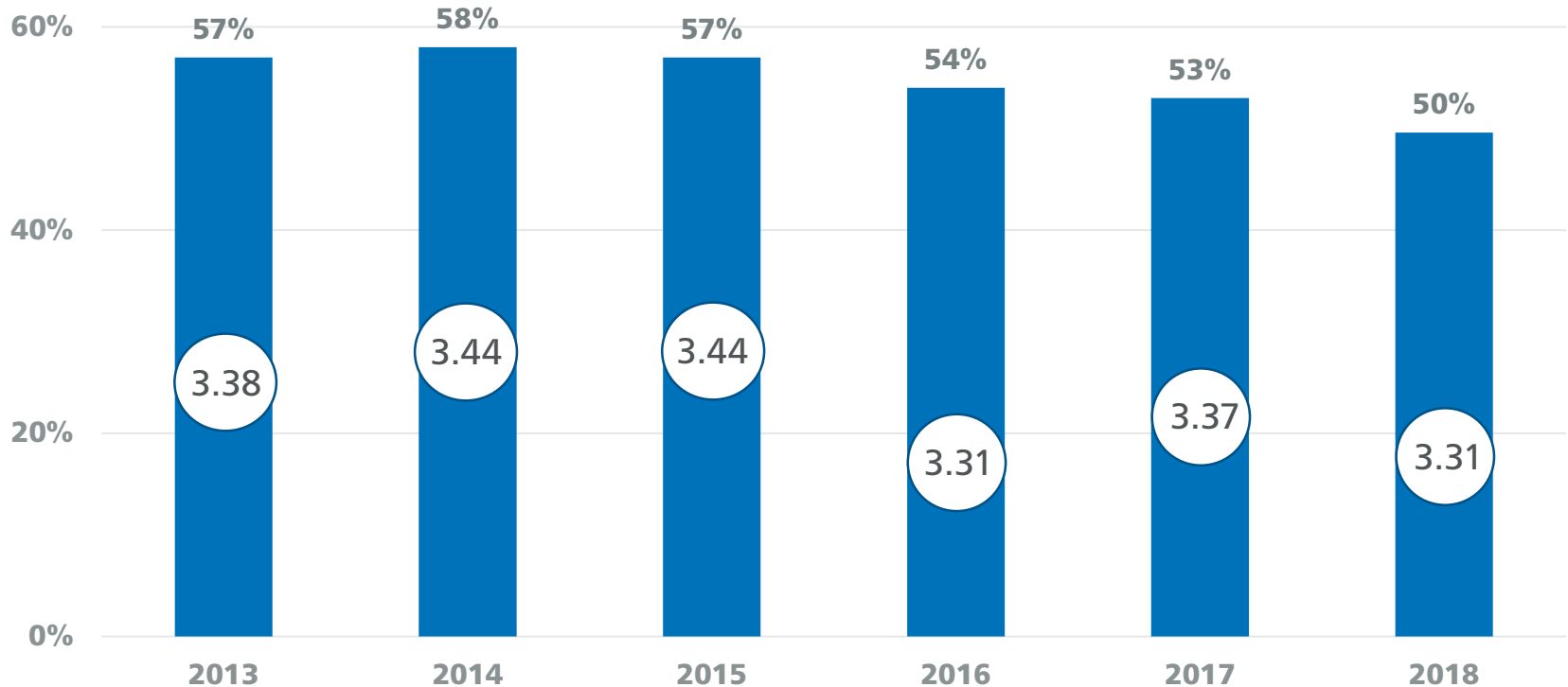
- *I find ways to resolve conflicts by working collaboratively with others (70% agree in 2018, 69% agree in 2017).*
- *Employees in my work unit share job knowledge to solve problems effectively (64% agree in 2018, 65% agree in 2017).*
- *My work gives me a feeling of personal accomplishment (61% agree in 2018 and 2017).*

Lowest rated attributes:

- *My concerns, questions, and suggestions are welcomed and acted upon quickly and appropriately (38% agree in 2018 and 2017).*
- *I have confidence in the leadership of the Agency (37% agree in 2018, 41% agree in 2017).*
- *I have noticed that communication between leadership and employees has improved (34% agree in 2018, 35% agree in 2017).*

Overall Employee Satisfaction

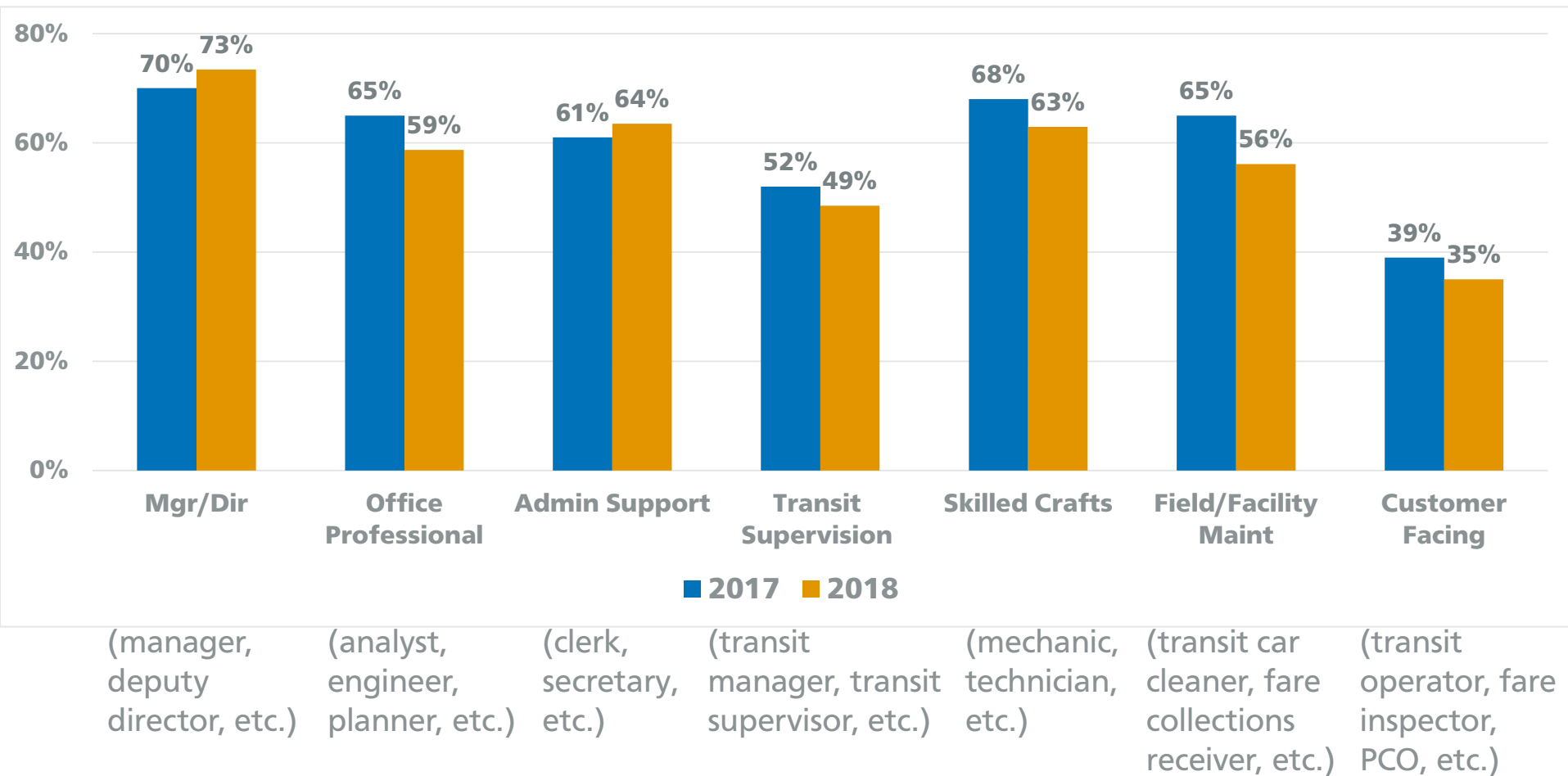
All Staff % Very Satisfied or Somewhat Satisfied



3.31 Average rating; 1 (very dissatisfied) to 5 (very satisfied)

Overall Employee Satisfaction

% Very Satisfied or Somewhat Satisfied By Job Category



Reasons for Satisfaction Ratings

Very or Somewhat Satisfied Ratings

31% said:

- Enjoy job.
- Feel I make an impact.
- Love the challenge the job brings.

18% said:

- Great teamwork.
- Cooperation.
- Good coworkers.

10% said:

- Valued by and receive support from supervisor and/or management.

Somewhat or Very Dissatisfied Ratings

26% said:

- Do not feel respected or valued by management.
- Lack of support.

18% said:

- Management doesn't listen to/care about employee input/concerns.

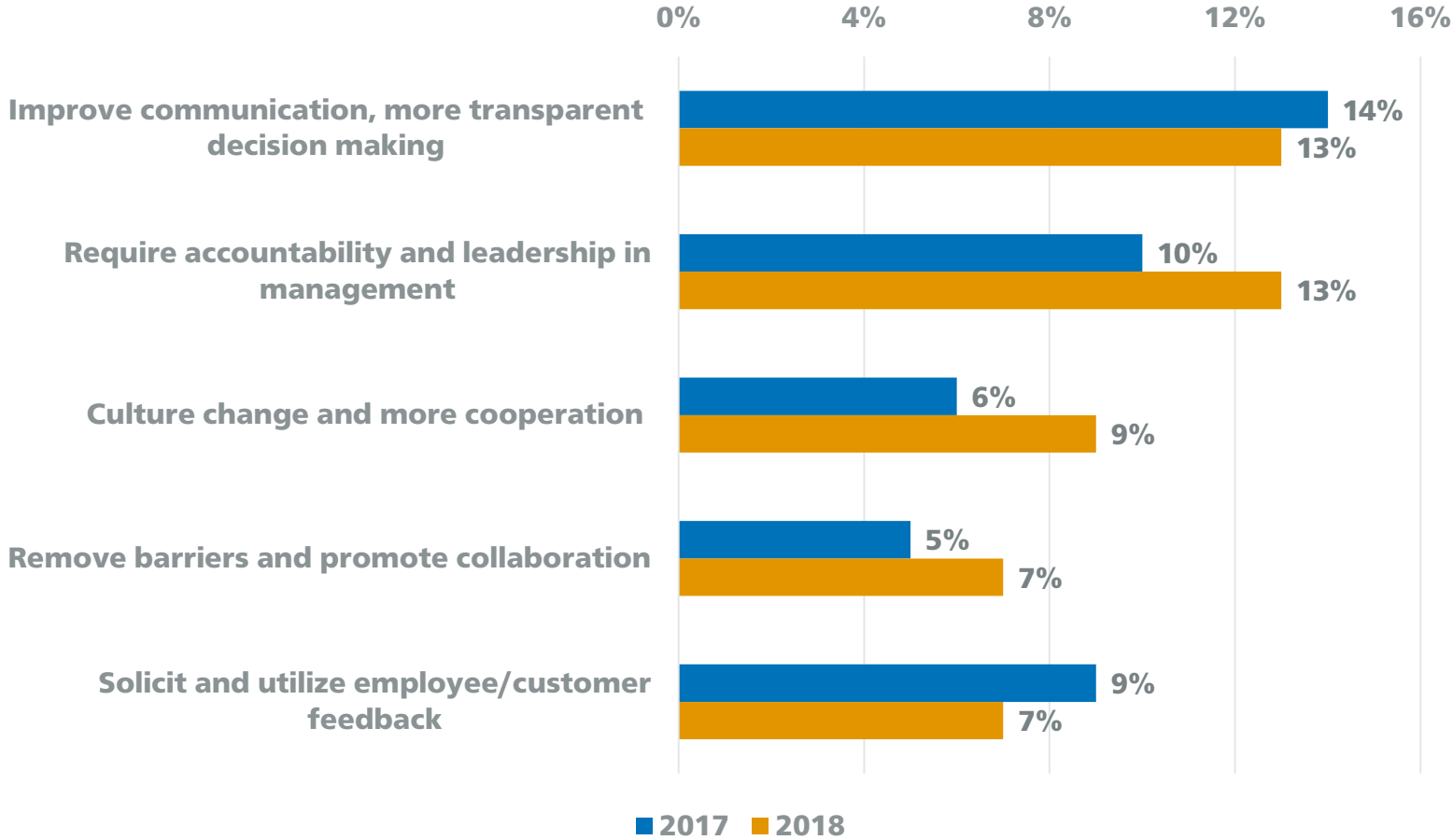
13% said:

- Lack of communication/feedback from supervisors/managers

High Correlation Questions

Type of Question	Question
High Impact on Satisfaction	My work gives me a feeling of personal accomplishment
<i>and</i>	My manager/supervisor provides the support I need to do my best work
Highly Rated	
High Impact on Satisfaction	I have confidence in the leadership of the Agency
<i>and</i>	My manager is open to hearing new ideas to solve issues and problems in the workplace
Poorly Rated	

Open Response Question: How Can We Work Together to Improve Our Work Environment and Employee Satisfaction?



Thank you!



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Learning & Organizational Development Next Steps

SFMTA Board Workshop

January 29, 2019

2017 Employee Engagement Survey

Learning & Organizational Development (L&OD) was asked to come up with a plan to respond to the employee survey.

L&OD recommended:

- Directors, Managers, and Supervisors review results with teams
- With teams devise response plans

2017 Employee Engagement Survey

- Most Employee Engagement response plans concentrated on increasing or improving communications.
- Action Plans were completed by all divisions.

Goal: collaborative effort of team problem solving.

Note: At each monthly Senior Management Team Meeting, two managers or supervisors presented their employee response actions.

2017 Employee Engagement Survey

“How Can We Work Together to Improve Our Workplace and Employee Satisfaction?”

Seven teams concentrated on this survey question for response.

Examples of Actions:

- 2-3 meetings with each section Manager and all shop Managers.
- Formal communication methods.
- Sharing individual projects/assignments.
- Appoint a Transit Safety Board to investigate, validate and manage revenue fleet maintenance employee safety.

2017 Employee Engagement Survey

“I feel as though the Agency communicates current event, issues, challenges, and accomplishments clearly.”

Example of Actions:

- Electronically distribute Semi Annual Facilities Newsletter.
- Rollout Chief Technology Officer blog.
- Develop Quarterly Brown Bags to provide insight to projects / technology.

2017 Employee Engagement Survey

“I have noticed that communication between leadership and employees has improved.”

Example of Actions:

- Team members participating as part of a planning team on one idea.
- Use of all-staff email messages, both agency-wide and at division.
- Regular Staff convening.
- Open door policy implementation.



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2018

2018 Employee Engagement Survey Response Plan

Recommendations:

- Follow up with staff regarding their 2017 engagement response plan.
- Discuss most recent results.
 - Are there similarities?
- Create Safe Space for team conversation and feedback:
 - Ask questions
 - Be open to feedback, reflect, engage

Living Our Values Culture Shift Strategy and Approach

Challenges

- Shifting an organization's culture is one of the most difficult leadership challenges.

Organization culture

- Interlocking set of goals, roles, processes, values, communications practices, attitudes and assumptions that are often developed over a long period of time.

Shifting Culture

Large-scale initiative and monumental endeavor

- Staff at all levels within the agency need to be willing to look at our individual and collective values, beliefs and attitudes and be open to changing those beliefs to create a different culture.
- Involves giving up some heavily entrenched ideas, feelings and beliefs and behaviors while at the same time embracing new ones.

What is Organizational Culture?

- “Organizational culture is civilization in the workplace.”
- There can be multiple cultures within an organization.
- Organization culture is deeply linked to its history and development.
- It can be difficult to change organizational culture in its entirety.

Some Considerations

- Change will not immediately happen.
- It is incremental.
- Set backs are to be expected.
- Consistency and commitment are key.
- Survey results should serve as a barometer.
- Focus on changing behaviors and not just improving numbers.

Technical vs. Adaptive Challenges

Technical Challenge	Adaptive Challenge
Is clearly defined	Is harder to define
Can be solved by experts	Must be solves by people, not experts
Can be resolved in short(er) time spans	Has longer-term outcomes
Can be issued by edict	Requires changes in attitude, beliefs, behaviors
Is solved by authority/leadership or delegates	Requires collaboration – between leadership and stakeholders
Requires informative learning, but basic perceptions remain the same	Requires transformative leaning and shifts in perceptions
Faces less resistance	Faces more resistance



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Our Approach

Living Our Values Strategy and Approach
Our Workplace, Our City

L&OD Research, Evaluation, Partnership, Collaboration

Review 2017 results and compare to 2018

- Were there areas of improvement?
 - Identify why there was improvement.
 - Seek opportunities to replicate strategy Agency-wide.

- Were there areas of decline?
 - Try to identify causal connection of an action/actions for the decline?
 - Revisit action plans.

L&OD Research, Evaluation, Partnership, Collaboration

- Review successful core value/culture shift initiatives within other organizations.
- Review employee engagement survey results and incorporate them into the plan. **(Underway)**
- Conduct current state vs. future state exercise with Executive Team (ET)/SMT. **(Completed)**
- Review comments from coffee sessions with Ed and incorporate them into the plan. **(Ongoing)**
- Partner with Ombudsperson for additional information and analysis. **(Pending Report)**

L&OD Research, Evaluation, Partnership, Collaboration

- Partner with Department of Human Resources on training initiatives. **(In Progress)**
- Partner with Outstanding Workplace Committee, SMT, ET. **(In Progress)**
- Outreach to all staff at all facilities. **(In Progress)**
- Review what did and did not work from previous culture shift initiatives. **(Currently)**
- Partner with external OD consultant/team as needed for support and specialty services. **(Pending)**

Living Our Values Culture Shift Strategy and Approach

Multi-path and multifaceted approach to respond to 2017 and 2018 surveys as well as employee requests for greater communication:

- Outstanding Workplace Committee (Meets every two weeks)
- Town Halls (Monthly)
- Coffee Hours (Regularly Scheduled)
- Senior Management Team Meetings (Monthly)
- Real and Online Suggestion Box (24/7)
- Managers having regular team meetings

Goal: Provide all team members access to the process of communication and engagement. Important to allow team members to engage how they are most comfortable.

L&OD/Department of Human Resources Training Programs for SFMTA Staff

- 24+ Training for Managers and Supervisors (January 2019)
- Respect in the Workplace (January 2019)
- Emotional Intelligence (In progress/Ongoing – Began Oct 2018)
- Building and Leading Effective Teams (1St Quarter)
- Equal Employment Opportunity Refresher Training (Ongoing)
- Conflict Resolution (1St Quarter)

L&OD/ Department of Human Resources Training Programs for SFMTA Staff

- Difficult Conversations (2nd Quarter)
- Effective Meeting Facilitation (1st Quarter)
- Generational Differences in the Workplace (2nd Quarter)
- How to Provide Constructive Feedback
- Customer Service Training (Consultant Contract Estimate 1st and 2nd Quarter)
- Goal Reality Options Will (GROW) Coaching (Underway)

Going the Extra Mile (GEM) Employee Recognition Program

Annual Peer to Peer recognition program Timeline

- **February 2019**

- Monday, February 4, 2019 Nominations accepted
- Friday, March 1, 2019 Nomination period closes

- **June 2019**

- GEM Awards event – June 17, 2019