



2021 SFMTA Employee Survey Results

SFMTA

Improving internal communications



This fall the SFMTA administered our annual employee survey. The employee survey gives us an opportunity to hear from our colleagues about what things are going well and what things the agency needs to improve. The employee survey informs the agency's and each team's action plans about what changes need to be made in the workplace to improve morale. This is critical to moving us towards being an outstanding workplace.

Preliminary Results



29% response rate, similar to previous response rates

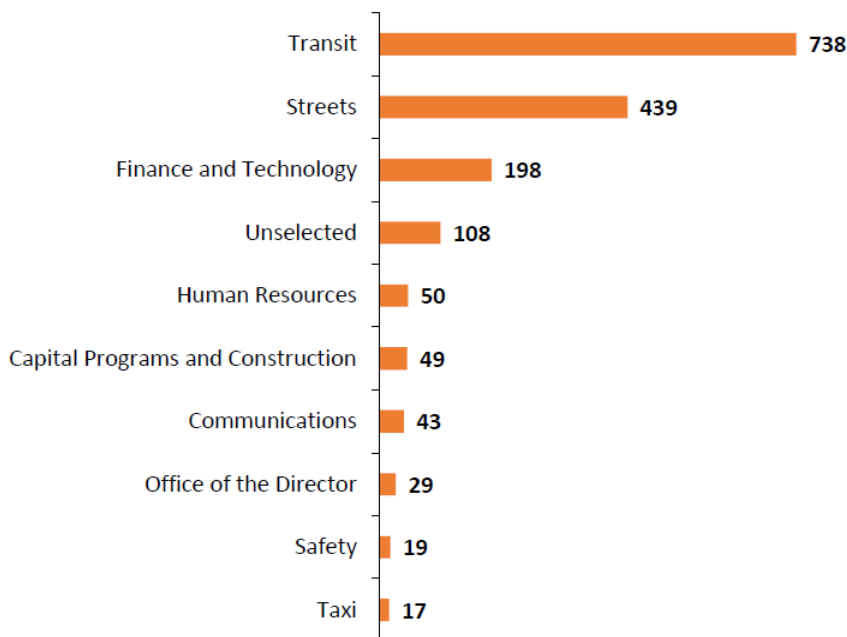


3,500 employee comments captured



We have a 48% favorable rating

Total # of Survey Respondents



SFMTA Board Workshop – February 1-2, 2022

FOR CONSIDERATION:

Enhancing internal communications is key to addressing employee survey results. A modest investment will help us ensure that all SFMTA employees – especially those who don't work in front of a computer – get timely information about the "what" and "why" of policy changes. Our communications will send the message that we value our employees, appreciate the hard work they do and are working to be responsive to their needs.

Budget Ask

Labor = 1 Public Information Officer
Position: \$266,359.04

Non-Labor = Digital screens, Intranet build-out, multimedia content: \$150,000

For more information, contact:
employeesurvey@sfmta.com

MOST AND LEAST FAVORABLE RESPONSES

Item	% Favorable
I understand how my job helps the SFMTA achieve success.	69%
I feel accepted by my immediate coworkers.	68%
The benefits offered at the SFMTA meet my and my family's needs.	66%
I find my work engaging.	62%
I find my job interesting and challenging.	62%
When the SFMTA makes changes, I understand why.	27%
I trust our Executive Team (Director of Transportation and Division Directors) to lead the SFMTA to future success.	31%
If I contribute to the SFMTA's success, I know I will be recognized.	31%
The leaders of the SFMTA demonstrate integrity.	34%
Our workplace culture supports my health and wellbeing	39%

KEY INSIGHTS

Participation and overall engagement fall below benchmark averages – both can be boosted through well-documented action plans and continuous progress updates.

Key opportunities for improvement exist in the following areas:

- **Recognition, Employee Voice, and Well-Being** – employees want to ensure their voice matters to both leaders and managers.
- **Career Development and Progression** – employees want to see greater opportunities for advancement, but also want to ensure that opportunities are granted fairly.
- **Communications and Change Management** – currently, just 27% of respondents say they understand the reasons behind change and 34% say they have confidence in the integrity of the SFMTA's leaders.

Next steps to improve internal communications at the SFMTA

In addition to each Division and team reviewing their individual results and executing action plans tailored to their units, the Executive Team is in the process of developing several agency-wide commitments. One of them will be to increase and better target our internal communications efforts.

CURRENT INTERNAL COMMUNICATIONS

Currently there are less than two full time positions focusing on internal communications. This is not sufficient for an agency of 6,000 people with a very varied scope of responsibilities. As a result, managers of various divisions and units are mostly 'on their own' to ensure adequate employee communication.

The SFMTA has a challenge reaching certain types of employees with important information about our organization. These employees, such as transit operators, parking control officers and crossing guards, are not sitting in front of a computer all day. In fact, many of them never check their SFMTA email account at all. Despite numerous efforts to reach out to these employees through roll call meetings, operator paddles, flyers and digital signage, they are still not receiving organizational messages on a consistent basis. Perhaps that is why only 27% of respondents said that when the agency makes changes, they understand why.

THINGS THAT WE'RE ALREADY DOING

- Digital signs in 20 locations
- Monthly town hall meetings
- SFMTA Intranet
- Bi-weekly all-staff e-newsletter
- Video messages
- Internal communications support and advice to division leaders
- Posters and fliers
- Operator bulletins
- Scripts for meeting announcements

A PLAN TO IMPROVE

Communicating with employees who aren't currently getting regular updates and information about agency changes can improve employee satisfaction in a number of ways:

- Make sure the employees understand why changes are being made so they don't feel that changes are arbitrary.
- Show employees we trust them by sharing information about things like financial results and performance metrics. This will also increase employee trust in agency leadership.
- Help employees feel appreciated through special communications that recognize the value, skills and diversity of our workforce, such as the new People of the SFMTA project.

The proposal is to gradually increase internal communications staffing with one public information officer (PIO) joining the team in the next two-year budget cycle. This communications staff member will primarily focus on SFMTA employees who don't regularly use their work email accounts. The goals of their work will be to:

- Make sure these employees have timely information about agency and city policies;
- Ensure our communications explain the "what" *and* the "why" of policy changes;
- Improve employee morale and use communications to express appreciation of our workforce; and
- Give employees opportunities to provide feedback to agency leadership beyond the annual employee survey.

Their job responsibilities will include:

- Creating communications for employees who do not use their work email, including flyers, bulletins for operator paddles, and scripts for TMC radio announcements, among others;
- Gathering employee stories and photos that can be featured on the SFMTA digital signage, intranet and public-facing website to honor and appreciate employees' hard work and commitment to the agency's goals;
- Regularly and consistently visiting SFMTA facilities to post and take down flyers, share out key messages and work with a team of volunteer "communications champions" to make sure SFMTA messages reach everyone in the organization; and
- Help division leaders host division town hall meetings and explore other communication channels.

The proposal also includes funding to add digital signs in facilities that don't have them; to build out additional sections of the SFMTA Intranet; and to hire contractors who can support us in creating more multimedia content that we can display on the Intranet and on digital screens. Right now, we're highly reliant on text communications, and we need to move toward more visual communications, because that is now how people prefer to get their information.

We're eager to enhance our existing communications with staff to ensure that employees feel heard, valued, and connected to the agency's goals and values.



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