



EMPLOYEE SURVEY: DISTRICT ACTIONS

SamTrans Board of Directors
Study Session
October 11, 2016

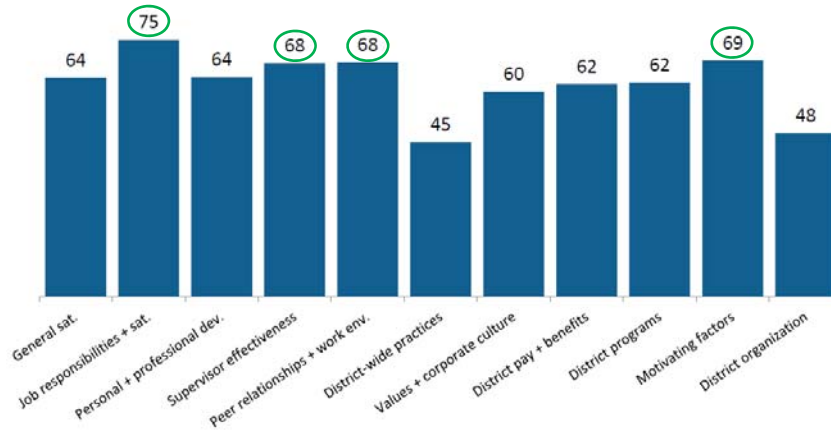


Employee Participation

- Confidentiality was of great concern to management and employees
- Response was particularly high at Central

Employee Location	Eligible employees	Completed responses	Response Rate
All employees	712	384	54%
Central employees	254	201	79%
Base employees	458	183	40%
North Base	260	96	37%
South Base	198	86	43%

District-wide Satisfaction Index



Index values range from 0 – 100

Central vs. Bases Comparison

Satisfied/Agreed

Survey Statements	Central	Bases	District
I am proud to work for the District	68%	85%	78%
I have the resources available to do my job well.	36%	68%	56%
I am aware of career advancement opportunities within the District.	42%	68%	59%
The District encourages me to continue my education to succeed in my career goals	38%	51%	46%
There are good training and educational opportunities available to me	43%	61%	54%
The District “walks the walk” when it comes to values.	30%	49%	42%
The District’s decision-making process is transparent and open.	20%	33%	28%
My pay and benefits	42%	54%	50%
Employee Recognition	25%	55%	44%

Top and Bottom 5 Ranked Items

Top Five Items	% Fav	Index Category
1. I get along with my coworkers most of the time.	92%	Peer relationships and work environment
2. My work contributes to the success of the District.	89%	Job responsibilities and satisfaction
3. My coworkers treat me with respect.	85%	Peer relationships and work environment
4. I am held accountable for the way I do my job.	83%	Job responsibilities and satisfaction
5. I have a clear understanding of my job responsibilities.	83%	Job responsibilities and satisfaction

Bottom Five Items	% Fav	Index Category
1. The implementation of BOP has streamlined financial processes.	13%	District-wide practices
2. The implementation of BOP has improved coordination between departments.	13%	District-wide practices
3. The reorganization has improved inter-departmental effectiveness.	16%	District organization
4. The implementation of BOP has made doing my job easier.	16%	District-wide practices
5. The reorganization has enhanced internal communications.	18%	District organization

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Key Positives

- **68% of District and 73% of Base employees are satisfied with their current job**
- **Employees report that pay, benefits, and coworkers are the best things about working at the District**
- **79% of employees said that the District is committed to providing excellent service**
- **Most employees gave their immediate supervisor positive ratings, with 74% saying they are treated with respect.**

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Key Findings

- Nearly 60% of employees have concerns about senior management and how the District is being managed.
- Heavy workloads and staffing levels are concerns.
- Many employees feel inadequately recognized or rewarded for their work.
- Opportunities for development and advancement are limited and difficult to access.

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Key Findings

- Many employees recognize that SamTrans is in a transitional period, and they profess concerns about organizational effectiveness, workload management, training practices, and business continuity.
- BOP implementation continues to present significant challenges to many Central employees, and to some extent the process has undermined confidence in District leadership.

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Survey Response: Next Steps

- **Division Level Report Review - August 2016**
 - Chiefs and Directors reviewed Employee Survey with staff
 - Twenty-six 90-minute sessions throughout District July 7 – August 28, 2016
 - Employees made recommendations for Action Plans
- **Follow-Up Town Hall - September 2016**
 - Division-level recommendations
 - Shaping plans and priorities for addressing change
 - Preview of plans for organizational improvement over the next year

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Conduct a Compensation and Benefit Study – ET Sponsor: David Olmeda; Owner: Bill Carson

Action: Conduct a District-wide compensation and benefits study in 2016/17.

- October 2016 – Seeking SamTrans Board approval in October to sign a contract with the Segal Company. The study duration is approximately 8 months after the contract is signed.
- Clearly set our compensation philosophy and goals for all non-represented job classifications and positions within the District.
- Identify and evaluate for future consideration different approaches to linking compensation and performance.

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**Create a New Rewards and Recognition Program –
ET Sponsor: Mark Simon; Owner: Juliet Nogales-
Deguzman**

**Action: Develop and implement a new rewards and
recognition program for all District employees.**

- **Conduct employee focus groups in Q4 2016 (Oct -
Dec) to gather ideas and input on a new program to
reward and recognize employees for their
performance and contributions in the District.**
- **Select approach and budget for implementation for
FY 18.**

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**Strengthen Inter-Departmental Collaboration –
ET Sponsor: April Chan; Owner: Doug Kim**

**Action: Improve collaboration across departments
through internal “brown bag” presentations and other
resources.**

- **Develop the “new” Depot to improve collaboration across
departments through:**
 - **Robust organization charts for the District with pictures, titles, and
roles and responsibilities clearly outlining what each person does
and how to contact them**
 - **Develop FAQs and other resources to increase employee
knowledge and post these for use in onboarding and training
purposes.**
- **Create internal presentations on the function and outcomes for
which each department is responsible and use these for
“brown bag” presentations beginning in Q2 2017.**

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**Increase Employee Development Opportunities –
ET Sponsor: Michelle Bouchard; Owner: Bob Greenleaf**

Action: Improve employee development opportunities through formal/informal training and career development.

- Provide additional opportunities for formal training and informal presentations to District employees on core foundational skills, including Microsoft Office, Interpersonal Skills and core skills, e.g. Time Management, Project Management beginning in Q2 of 2017.
- Develop a robust Transit 101 workshop in 2017 to improve employee understanding of the work of the three agencies.
- Create a career counseling center with a resource library for employees to further their careers through internal counseling, coaching and self-learning.

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**Improve Employee Communications and Feedback –
ET Sponsor: Seamus Murphy; Owner: Jayme Ackemann**

Action: Improve employee/leader communication and engagement.

- Work with an external communications consulting firm to develop an internal communications strategy, training and tools to improve internal communications with employees.
- Redesign the Depot to provide more real-time information and resources to employees from the District.
- Increase leader engagement with employees through Town Hall Meetings, Staff Meetings, internal communications and other networking opportunities.
- Give employees opportunities to provide feedback through electronic Town Halls, quick pulse surveys, and other tools on the Depot in 2017. Conduct a District-wide employee survey every two years beginning in 2018.

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Human Resources District Action #1

Action: Develop a robust onboarding program for new employees in 2017

- Establish a project team to develop an onboarding program for all new employees including clear roles and tasks for HR, departmental hiring managers and other resource persons.
- Objective is to assimilate new employees into the District culture and to shorten time to productivity on the job.

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Human Resources District Action #2

Action: Develop a SamTrans Leaders Program for 2017

- Conduct a study of supervisor and manager training needs, resources required, etc. via survey, focus groups and 1:1 meetings by end of Q4 2016
- Develop a draft proposal for SamTrans Leaders Programs to the HR Director for study and review by end of Jan 2017.
- Implement new programs in 2017/18.

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