



Finance & Administration Committee

Information Item IV-A

September 10, 2015

Employee Engagement Survey

Washington Metropolitan Area Transit Authority
Board Action/Information Summary

Action Information

MEAD Number:
201603

Resolution:
 Yes No

TITLE:

2014 Employee Engagement Survey

PRESENTATION SUMMARY:

The 2014 Employee Engagement Survey was conducted October 27 – November 21, 2014 with a 68% employee response rate. Survey results indicate the majority of employees are proud to work for Metro and plan to stay. However, employees indicated that trust and confidence in leadership, communications and recognition are opportunities where improvement is needed.

PURPOSE:

To provide the Finance and Administration Committee with the baseline results of the 2014 Employee Engagement Survey (EES).

DESCRIPTION:

Employee engagement surveys are designed to measure employee engagement and enablement. The 2014 survey was the second survey conducted in a series of four; the first survey was conducted in 2012 with two additional surveys planned for 2016 and 2018.

The 2014 EES was administered to employees during the period October 27 through November 2, 2014 with an overall response rate of 68% (8,117 of 11,939 eligible employees), representing a 4% increase over the 2012 EES participation rate.

The goals of the EES are to:

- Gauge Metro's ability to retain talent;
- Identify employee issues and concerns;
- Assess the extent to which employees are engaged and enabled for success;
- Identify Metro strengths and opportunities for improvement;
- Utilize results to create a more positive work environment; and
- Track progress against the 2012 survey.

Key Highlights:

The EES indicated that employees:

- Are proud, highly engaged, would recommend Metro as a good place to work and plan to stay with the organization for the long-term;

- Know how to report and are comfortable in reporting safety violations and concerns;
- Have clarity about the mission, indicate that their work is satisfying and feel their work contributes to Metro's success;
- Have the information and authority to do their jobs well; however, they indicated certain areas for focus that would improve their effectiveness including internal information sharing;
- Believe that trust and confidence in leadership are key concerns impacting organizational effectiveness;
- Believe Metro's facilities, vehicles and equipment are in need of modernization; and
- Believe that feedback regarding performance, recognition and coaching are needed to support a performance-based culture.

Background and History:

In 2012, Metro conducted the first EES in over a decade. Among the key findings in 2012:

- Metro has created a culture with a focus on safety and that safety had improved over the previous two years.
- Employees were proud to work at Metro, planned to stay at the organization, and would recommend the organization as a place to stay.
- Employees have the authority and information to do their jobs well.
- Confidence in leadership could be improved, especially in the areas of open and honest communication and gaining employee buy-in of Metro's future direction.
- Employees indicated that increasing respect and appreciation would be the most positive impact in the workplace environment.
- The workplace barriers that adversely impacted productivity included collaboration across the organization, wasted time and effort, and lack of facilities and people resources.
- Employees felt there was a need to create a performance-based culture and believed that:
 - Poor performance was not appropriately addressed;
 - Feedback, recognition and coaching were lacking; and
 - A strong link between pay and performance was absent.

Discussion:

The results of the survey indicated that 54% of Metro employees are highly effective (both engaged and enabled) – a slight improvement since 2012 and approaches Hay Group's "High Performance Companies" norm of 55%.

Employee engagement is high and has improved since 2012. The vast majority of employees remain proud to work for Metro, would recommend it as a place to work, and plan to stay for the long term. However, there are opportunities to increase the extent to which Metro inspires employees to do their best work. Improving trust and confidence in leadership, being effectively managed and well run, open communications, and recognition would have a positive impact on engagement.

Employee enablement is not as high as it could be to sustain maximum levels of performance (no change in comparison to the 2012 results). Jobs are challenging and

interesting; however, employees experience barriers to performance. Improving cross-organization collaboration and increasing innovation and efficiency would have a positive impact on enablement.

The Employee Engagement Survey was a voluntary survey and all Metro employees were given the opportunity to participate in the survey either online or via hardcopy submissions. The survey was comprised of 17 dimensions to include:

- Strategy and Mission
- Safety
- Employee Engagement
- Diversity and Inclusion
- Employee Enablement Training and Development
- Customer Service
- Authority and Empowerment
- Collaboration and Communication
- Pay and Benefits
- Confidence in Leadership
- Integrity/Trust
- Resources
- Performance Management
- Respect and Recognition
- Work, Structure, and Process

Of these, four significant key themes emerged to include safety, employee engagement/leadership, job support and performance-based culture as discussed below:

Safety

- Safety scores are among the highest in the survey and based on the areas of concern identified in the 2010 Safety Survey, Metro has made progress in creating a safety culture, as the responding employees indicated that they:
 - Know how to report safety issues or concerns;
 - Feel they have the training to do the job safely;
 - Feel they can provide ideas and suggestions for improving safety;
 - Assert that their direct supervisor regularly provides safety communications;
 - Report that their co-workers take safety policies and procedures seriously;
 - Believe effective action would be taken if a safety violation was reported; and
 - Assert they are comfortable in reporting safety violations and concerns.

Employee Engagement and Leadership

- Responses to the employee engagement and leadership questions indicate high levels of commitment and involvement within the organization and revealed that employees:
 - Believe Metro provides opportunities for learning, development and advancement;
 - Seek more internal information sharing; and
 - More frequent internal engagement from senior managers.

Job Support

- Overall, employees indicated that they have the information and authority to do their jobs well; however, they identified key areas that would improve their effectiveness:
 - Encouragement of cooperation and sharing of ideas and resources across the organization;
 - Better cross-organizational support among divisions/departments; and
 - Modernization of Metro facilities, vehicles and equipment.

Performance-based Culture

- Employees indicated that an emphasis on performance, recognition and coaching are needed to support a performance-based culture and are seeking:
 - Establishment of a performance-based culture;
 - Improved feedback regarding performance, recognition and coaching needed to support a performance-based culture;
 - Mechanisms to appropriately address poor performance; and
 - Linkage between recognition, reward and performance.

Biennial Employee Engagement Surveys (2012, 2014, 2016 and 2018) represent a concerted effort by Metro leadership to address and improve employee engagement and enablement as a direct impact to Metro's operational success.

Ongoing Actions

As was done with the 2012 EES results, the Executive Leadership Team has communicated the results to employees. The individual departments within Metro have created and continue to cultivate ongoing action plans that include the following activities by theme:

- Employee Engagement and Leadership
 - Strategic visioning and planning
 - Facilitated listening sessions
 - All hands meetings
 - Leadership "Out and Around"
 - Team building events
 - Rewards and Recognition Programs
 - Innovative Idea Programs
- Job Support
 - Development of standard operating procedures
- Performance-based Culture
 - Updated job descriptions
 - Expanded professional development opportunities

Executive and Senior Leadership Summit

An Executive and Senior Leadership Summit was held on September 1, 2015 to accelerate understanding, support and efficacy of the leadership cultural change

required to reaffirm priorities; identify unique strengths, opportunities, patterns and trends and develop action plans to address key areas of concerns. A comprehensive report synthesizing the results and actions items is under development.

FUNDING IMPACT:

Board information item only.	
Project Manager:	Matt Peters
Project Department/Office:	Department of Human Resources

TIMELINE:

Previous Actions	10/2012: Initial EES conducted 10/2014: Second EES conducted
Anticipated actions after presentation	Ongoing communication/town hall discussions and focus groups with employees; Ongoing department-level acting planning; Quarterly progress reports on ongoing actions to the GM; and Summary of results from the Executive and Senior Leadership Summit

RECOMMENDATION:

N/A

WMATA 2014 Employee Opinion Survey Results

Dr. Hazen Witemeyer | Hay Group



WMATA Employee Opinion Survey

Objectives

- Use employee feedback to identify ways to engage employees in implementing WMATA's business and people priorities, including:
 - Improve safety
 - Deliver best-in-class customer service
 - Increase operational efficiency
 - Make WMATA an employer of choice in the Metro area
 - Enhance employee communications
- Characterize employee issues and concerns so that they can be prioritized and addressed appropriately at multiple organizational levels
- Build organizational and leadership capability to use employee feedback to drive performance
- Track progress over time in efforts to making WMATA an even better place to work

Program

- Survey and action planning for: 2012, 2014, 2016, 2018

2014 Summary

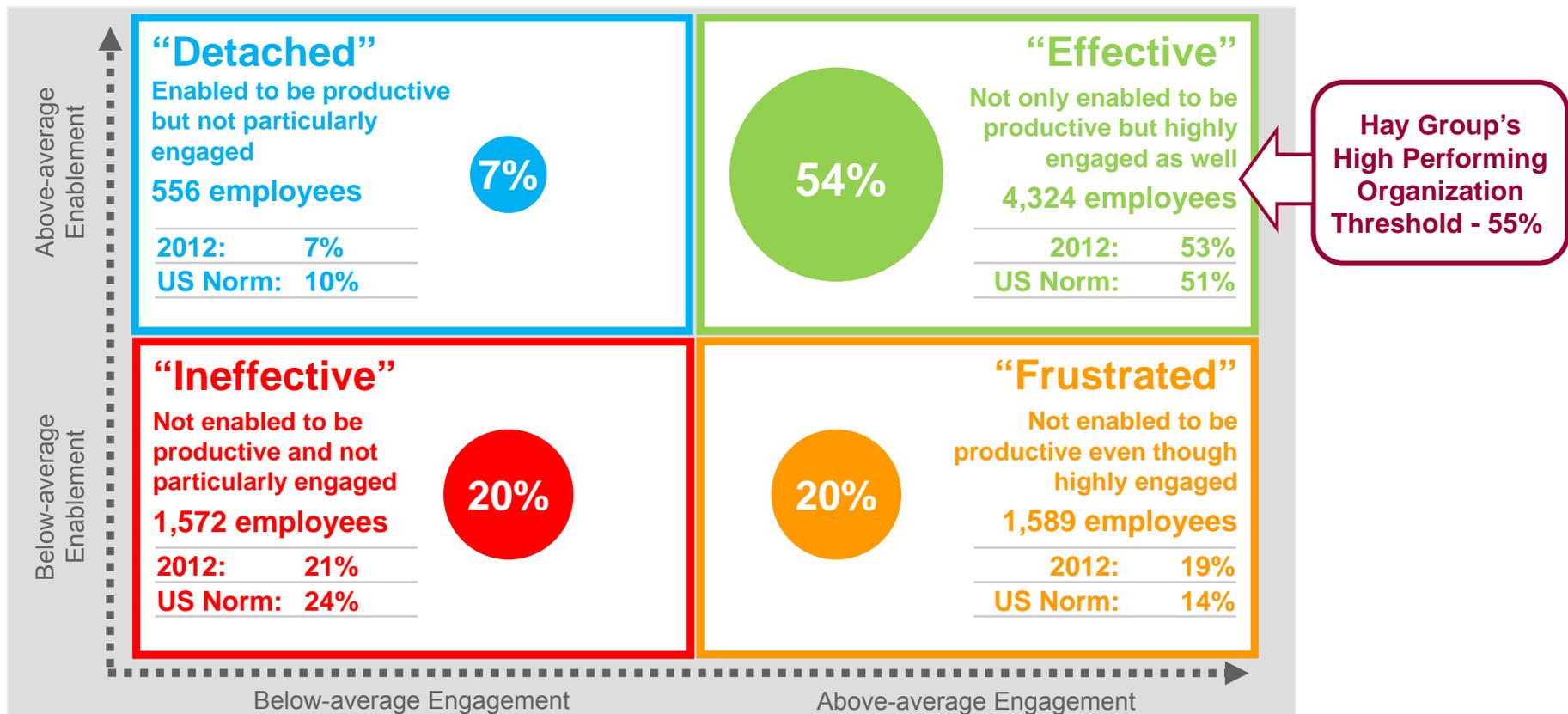
When	<ul style="list-style-type: none">■ October 27 – November 21, 2014
What	<ul style="list-style-type: none">■ 61 scored questions, one comment question
How	<ul style="list-style-type: none">■ Online and paper administration
Participation	<ul style="list-style-type: none">■ 68% overall response rate – a 4 percentage point increase from 2012<ul style="list-style-type: none">– 8117 responded– 11939 eligible

Executive headlines

- 54% of employees are BOTH engaged (motivated) and enabled (positioned to perform)
 - WMATA is approaching Hay Group’s benchmark (55%) of high-performing organizations (as measured by financial and customer KPIs)
 - Employee engagement is high (76%) and improved (+2) from 2012
 - Employee enablement levels are consistent with 2012
- Meaningful improvements were seen in:
 - Quality of transit services
 - Teamwork within work groups
 - Pay and benefits
 - Understanding of performance objectives and performance evaluation
- Stable performance was measured in the areas of focus from 2012:
 - Trust and confidence in leadership and open communications
 - Respect and appreciation
 - Cross-organization collaboration and support from other departments

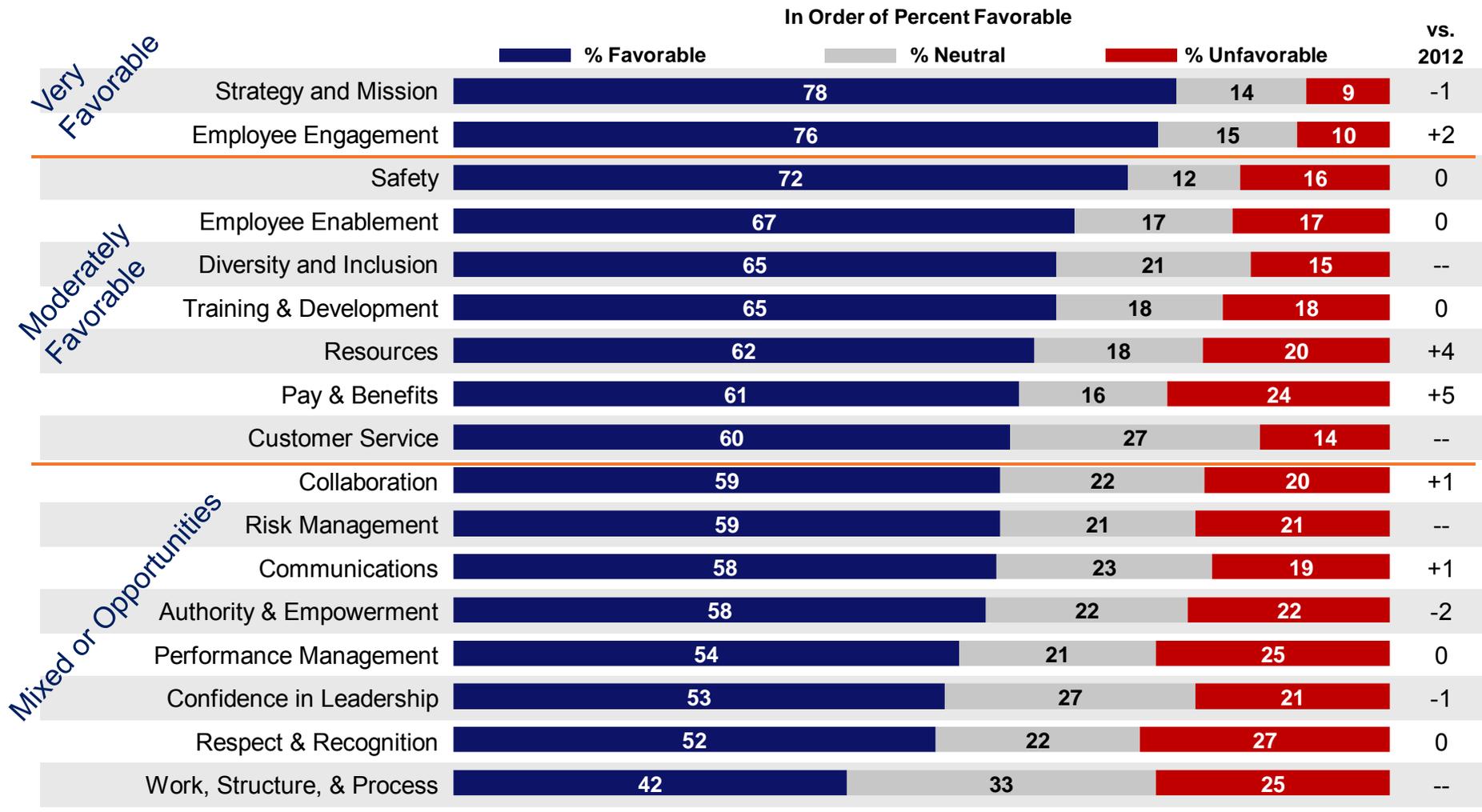
WMATA effectiveness segmentation

A large percentage of WMATA employees are well positioned for success, but there are opportunities to increase effectiveness by enhancing engagement and enablement.



Dimension summary: WMATA-wide results

In Order of Percent Favorable



Strengths and opportunities

Strengths

Strategy and Mission

Strong clarity around mission; work contributes to WMATA's success

Safety

High scores in training and communications about safety; taking safety policies and procedures seriously; providing ideas for improving safety; comfort in reporting safety concerns

Development and Advancement

Satisfaction with opportunities to learn, develop, and advance; creating an environment where people of diverse backgrounds can succeed

Opportunities

Customer Service

Employees want to do more to serve customers and deliver a winning customer experience

Leadership and Communications

Room to improve trust and confidence in ELT and division/department leadership; and open and honest communications

Safety

★ = Engagement Key Driver ☆ = Enablement Key Driver

In Order of Percent Favorable

■ % Favorable ■ % Neutral ■ % Unfavorable

vs. 2012 vs. US Norm

	% Favorable	% Neutral	% Unfavorable	vs. 2012	vs. US Norm
Safety	72	12	16	0	--
Q.23 I know how to report a safety issue or concern	91	6	3	-1	--
Q.20 I have been adequately trained to perform my job safely	82	10	7	-1	--
Q.24 I can provide ideas and suggestions for improving safety	80	15	5	-1	--
Q.21 My direct/immediate supervisor regularly communicates with employees about safety	80	12	8	0	--
Q.22 My co-workers take safety policies and procedures seriously	76	16	8	+1	--
Q.46 I feel adequately prepared in the event of an emergency at work	69	17	14	0	--
Q.45 I feel secure in my work environment	67	17	17	+2	--
Q.25 I believe that effective action would be taken if I reported a safety violation	66	20	14	-1	--
Q.26 The safety in my work group has improved over the past 2 years	64	27	9	-1	--

WMATA Ongoing Actions

2012+ Initiatives/Successes

- Years of Service Recognition Program
- Facilities Improvement (restrooms, etc)
- Principles of Supervision / Leadership Development Program
- Departmental all-hands meetings
- Customer Care Program
- Established Customer Service Recognition Awards

2014 Communications

- GM letter to all Employees and Town Hall Meetings
- EOP results video produced and shown on intranet/in the field (Tawnya Moore-McGee)
- Results posted on WMATA web-site
- Results discussed with Unions

WMATA Ongoing Actions

Department-level action planning

- Survey Analysts fully engaged in planning, deployment and analysis
- Individual Department Action plans
 - HR facilitated “Listening sessions”
 - Developing standard operating procedures
 - All Hands Meetings/Leaders “Out & Around”
 - Professional Development addressed during PM Planning
 - Updated Job Descriptions (Career Planning)
 - Strategic Visioning/Planning
 - Team Building events
 - Rewards & Recognition Programs
 - Innovative Idea Programs

WMATA-wide action planning: Confidence in Leadership

- Conducted a full day Executive/Senior Leadership Summit (1 September) to accelerate understanding, support and efficacy of the leadership cultural change
 - Facilitated by Hay Group
 - Review and discuss 2014 “Confidence in Leadership” survey findings
 - Overview of MetroLEAD Program
 - Explore the differences between Authoritative and Participation Leadership
 - Identify and endorse new approaches

Communicate action plans to front line employees (Fall 2015)

Questions