

Washington Metropolitan Area Transit Authority
Board Action/Information Summary

<input type="radio"/> Action <input checked="" type="radio"/> Information	MEAD Number: 103109	Resolution: <input type="radio"/> Yes <input checked="" type="radio"/> No
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TITLE:

Employee Engagement Survey

PRESENTATION SUMMARY:

WMATA contracted with the Hay Group to administer an Employee Engagement Survey that was conducted September 17, 2012 through October 12, 2012. Of 10,972 employees eligible to participate in the survey, 6,984 responded. WMATA's response rate of 64% compares favorably when benchmarked against other organizations with dispersed, predominately unionized workforces, and similar cultural characteristics.

PURPOSE:

The Safety and Security Committee will be informed of the baseline results of the Employee Engagement Survey conducted September 17, 2012 through October 12, 2012.

DESCRIPTION:

WMATA administered an Employee Engagement Survey that was conducted September 17, 2012 through October 12, 2012. The goals of this survey were to:

- Assess the levels of employee engagement and enablement;
- Measure the progress in creating a safety culture;
- Identify WMATA strengths and opportunities for improvement;
- Take action to create a more positive work environment; and
- Establish a baseline to track progress overtime based on the results of the survey.

Key Highlights:

- Safety scores are amongst the highest in the survey and based on the areas of concern identified in the 2010 Safety Survey, WMATA has made significant progress in creating a safety culture

- Employees are proud, highly engaged, would recommend WMATA as a good place to work and plan to stay with the organization for the long-term
- Employees have clarity about the mission, indicate that their work is satisfying and feel their work contributes to WMATA's success
- Overall, employees indicated that they 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
- Employees indicate that WMATA's facilities, vehicles and equipment are in need of modernization
- Employees indicated that feedback regarding performance, recognition and coaching are needed to support a performance-based culture

Background and History:

In 2010, WMATA conducted an employee survey to determine a baseline for establishing a safety culture. Among the key findings were:

- Employees have concerns about retaliation from peers;
- Reported safety concerns are not consistently addressed across Metro; and
- When safety issues are appropriately addressed, Metro is not closing the loop with employees.

When the safety culture survey was conducted, it was envisioned that there would be a follow up survey in two years to measure the agency's progress. A more comprehensive approach was taken to not only measure safety culture progress, but also engagement of the workforce overall, which is important to safety and the agency's overall performance. Accordingly, in 2012, WMATA conducted an Employee Engagement Survey to measure key aspects of the workplace environment including employee engagement, performance management, leadership and WMATA's progress in creating a safety culture.

The topline results show areas of significant progress with employee perceptions of safety and culture.

Discussion:

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

- Strategy and Mission
- Safety

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

Of the dimensions assessed, four significant key themes emerged to include safety, employee engagement/leadership, job support and performance-based culture.

Safety

Safety scores are amongst the highest in the survey and based on the areas of concern identified in the 2010 Safety Survey. WMATA has made significant 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 indicate they:

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

- Are clear about the mission, indicate that their work is satisfying and feel their work contributes to WMATA's success;
- Believe WMATA provides opportunities for learning, development and advancement; and
- Seek more internal information sharing, as well as more regular 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:

- Cooperation and sharing of ideas and resources is encouraged
- Better cross-organizational support among divisions/departments
- Modernization of WMATA's facilities, vehicles and equipment

Performance-based Culture

Employees indicated that an emphasis performance, recognition and coaching are needed to support a performance-based culture and that they are seeking:

- Establishment of a performance-based culture
- Improved feedback regarding performance, recognition and coaching are needed to support a performance-based culture
- Mechanisms to appropriately address poor performance
- Linkage between recognition, reward and performance.

Next Steps

The results are the initial, high-level findings. As was done with the Employee Safety Survey results, the Executive Leadership Team will develop a comprehensive plan to:

- Communicate the survey results to employees
- Identify WMATA-wide priorities and develop action plans to address key areas; and
- Provide detailed results to the departments and identify unique strengths, opportunities, patterns and trends

FUNDING IMPACT:

Define current or potential funding impact, including source of reimbursable funds.	
Project Manager:	Matt Peters
Project Department/Office:	HRTM

TIMELINE:

Previous Actions	None
Anticipated actions after presentation	Quarterly updates on the progress of the action plan

AFFIRMATIVE ACTION:

Not applicable

Baseline Results of the Employee Engagement Survey

Hay Group Insight

December 6, 2012



Survey process overview

Objectives

- Measure progress in creating a safety culture
- Assess levels of employee engagement and enablement
- Identify WMATA strengths and opportunities for improvement
- Take action to create a more positive work environment
- Establish a baseline to track progress over time

Process

- All WMATA employees were given the opportunity to participate via paper hardcopy paper or online format
- Survey held September 17 through October 12, 2012

Participation

- 64% overall response rate
 - 6,984 responded
 - 10,972 eligible

Employee participation and benchmarks

Participation

- Of 10,972 eligible employees, 6,984 voluntarily participated resulting in a 64% overall response rate

Benchmarks

- WMATA's response rate was above average compared to other organizations with dispersed, unionized workforces and similar cultural characteristics

Key Themes

- Safety
- Employee Engagement and Leadership
- Job Support
- Performance-based Culture

Safety

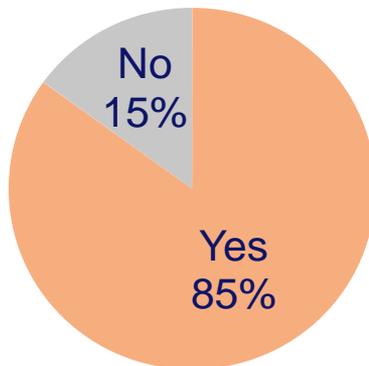
In Order of Percent Favorable

★ = Engagement Key Driver ☆ = Enablement Key Driver

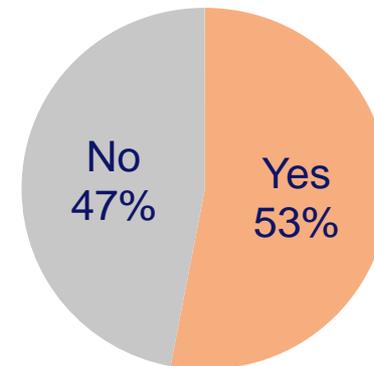


Safety

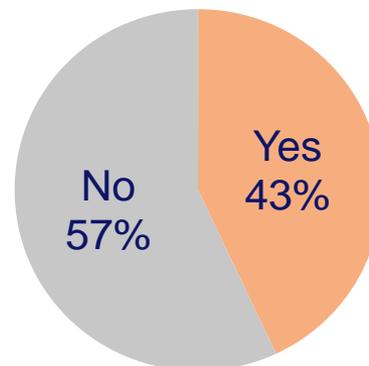
Can you freely report a safety violation or concern without fear of retaliation from your co-workers?



Have you observed a safety violation or concern over the past year?



Have you reported a safety violation or concern over the past year?



Employee Engagement and Leadership

Responses indicate high levels of commitment and involvement:

- 79% are proud, highly engaged, would recommend WMATA as a good place to work
- 75% plan to stay with the organization for the long-term
- Employees are clear about the mission, indicate that their work is satisfying
- 92% feel their work contributes to WMATA's success
- Employees believe WMATA provides opportunities for learning, development and advancement
- Increased trust and confidence in leadership and open communications will ensure that engagement levels remain high in the long-term

Job Support

Employees indicated that they have the information and authority to do their jobs well; however, they identified key areas that would improve their effectiveness:

- 25% would like to see cooperation and sharing of ideas and resources encouraged
- 23% believe that better cross-organizational support among divisions/departments is needed
- 23% believe that WMATA's facilities, vehicles and equipment are in need of modernization

Performance-Based Culture

Employees indicated that an emphasis on performance, recognition and coaching are needed to support a performance-based culture:

- Over 20% desire improved feedback regarding performance, recognition and coaching to support a performance-based culture
- 27% believe that poor performance should be more appropriately addressed
- 51% want to see a clear linkage between recognition, reward and performance

Next steps

Action	Timeline
Communicate an overview of the survey results to employees	December 3-7
Provide detailed results to the departments and identify unique strengths, opportunities, patterns and trends	December 10-14
Identify WMATA-wide priorities and develop action plans that will address priority areas	December 17 – January 31