



Copies Available Tuesday Senior Staff Completes Work on Morale Report Recommendations

By BILL HEARD, Editor

(Aug. 21) After more than a year's effort, the MTA's senior staff has completed its work on the 90 recommendations presented in August, 1999, by the Employee Morale Task Force. Copies of the 44-page document will be available in the MTA Library by noon, Tuesday, Aug. 22.

"Many actions have been completed and are now incorporated into policies and procedures of the MTA and others are now

underway with targeted completion dates," CEO Julian Burke wrote in a memo to employees. The CEO appointed the Morale Task Force in early 1999 and received its report May 28 of that year.

Noting that a few recommendations require further study, Burke said, "Most of these have budget implications, administrative, or Board policy issues that will take some additional time to address. We will continue to do so."

Morale Report results

Among examples of Morale Report results cited in the CEO's memo are re-opening of the Employee Activities Center, a revised grievance policy and disciplinary policies and procedures, new training programs for supervisors and employees, and improved internal communications.

The Morale Report's recommendations were divided into six sections: leadership, communication, job insecurity, wages and benefits, job dissatisfaction, and safety and security.

The Morale Task Force was appointed during a time when employees doubted their job security. In September, 1999, Human Resources revised the recruitment and selection policy and published it, along with many other policies, on its Intranet web pages. A new compensation policy is now in final draft form and should be implemented in September, 2000.

Salary survey conducted

Reacting to concerns about wages and benefits, the agency provided full-time non-contract employees a 4 percent salary increase last summer. A salary survey was completed recently and is expected to be released following discussions with the Office of the CEO. A merit pay system also is under consideration.

The senior staff reported progress in approving salary equity review procedures and gaining credit for reciprocity for employees who are members of the PERS system.

Responding to leadership concerns, the CEO created an Executive Leadership Team this past spring composed of the agency's executive officers "to share high-level responsibility" and ensure "continuity of management." Executive reporting relationships were realigned to promote departmental leadership. The MTA also developed a vision, mission and goals.

Improvements in communications

The senior staff has placed new emphasis on communication following presentation of the Morale Report. These efforts include continual improvements to the Intranet, "brown bag" lunches conducted by the chief operating officer, CEO all-staff meetings, regular operating division staff meetings and quarterly review meetings.

To address job dissatisfaction, Human Resources has established a 40-member Training Council that currently is developing a strategic plan. Pilot groups should be announced in September, 2000. HR also is grooming employees for leadership positions through the Transportation Leadership Academy.

The agency re-established the Employee Advisory Group as a means of improving communications between Headquarters and the operating divisions. The EAG, whose members include union employees from the operating divisions, meets monthly at Headquarters.

Improvements in safety

In the area of safety and security, the MTA has taken steps to improve visibility of law enforcement on the Metro system. An employee survey is being developed to determine the level of visibility on an on-going basis. A series of car cards, now being installed, will announce the "Undercover police may be riding this vehicle."

The agency is surveying lighting, physical security and ground conditions to determine what hazards may exist at operations terminals and layover zones. Efforts also are under way to improve the bus radio system. A contract for new radios is scheduled to go to the Board for approval in January, 2001.

In his memo to employees, Burke extended his "sincere appreciation" to members of the Morale Task Force for the "many hours they devoted to this assignment.

Chaired by Ray Inge, Human Resources executive officer, Task Force members were Elenita Asis, Dave Barker, Callier Beard, Richard Brouwer, Ralph Carapia, Ed Clifford, Marion Colston-Fayyaz, Larry Cosner, Diane Delaney-Talton, Deborah Guy, Bill Heard, Marc Littman, Marilyn Morton, Mario Perez-Ceballos, Marva Phillips, Helen Miller-Ray, Brian Soto, Gary Spivack, Georgia Miller, and Naomi Nightingale.

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