

EMPLOYEE MORALE

Final Report & Recommendations



Prepared & Presented by
The Employee Morale Task Force

Table of Contents

Leadership	3
Communication	9
Job Insecurity	17
Wages & Benefits	26
Job Dissatisfaction	34
Safety & Security.....	43

Employee Morale Task Force Members

Ray A. Inge, Task Force Chair	
Elenita Asis	Deborah Guy
Dave Barker	Bill Heard
Callier Beard	Marc Littman
Ricky Brower	Marilyn Morton
Ralph Carapia	Mario Perez-Ceballos
Ed Clifford	Marva Phillips
Marion Colston-Fayyaz	Helen Miller-Ray
Larry Cosner	Brian Soto
Diane Delaney-Talton	Gary Spivack

EMPLOYEE MORALE SUB-COMMITTEE

Issue #1: Leadership

Sub-Committee Members

Deborah Guy, Team Leader
Ricky Brower
Ed Clifford
Marion Colston-Fayyaz
Bill Heard
Ray Inge

LEADERSHIP

Executive Summary

INTRODUCTION

The role of leadership is to create a common vision, garner broad based agency support and build employee pride through empowerment and recognition. The barometer of leadership is morale. Leadership is the top area affecting employee morale. It is also the foundation of this plan, as improvements in employee pride and job satisfaction can only occur if managing morale becomes a corporate initiative. The key leadership issues affecting morale are: leadership stability, strategic direction and organizational culture.

The CEO's leadership assets are experience, credibility, compassion and integrity. The challenge is to create a common vision, prepare for leadership succession and create a corporate culture that will provide continued stability.

SUMMARY OF LEADERSHIP ISSUES

In order of importance, the top three issues identified are:

1. Lack of Stable Leadership.

There have been four (4) CEO's within the last four years. Our current CEO has given no indication of making a long term commitment to the MTA. There appears to be a revolving door at the executive officer level. This lack of stable leadership has created a feeling of organizational instability that has permeated all levels of the agency.

2. No Organizational Direction Or Strategic Plan.

There is no vision to define the role of the MTA to plan, fund, construct or operate transportation services for the Southern California Region. In addition, there is no strategic plan to transition the agency from where it is to achieve its vision.

3. Undefined Culture.

Core agency values such as team work, serving the internal customer and being employee supportive are not consistently practiced by the management team or embedded in key policies or procedures, etc. Specific concerns expressed by employees include: management access and visibility, accountability and follow through, employee recognition and the use of unacceptable management styles/practices.

LEADERSHIP

Final Report & Recommendations

ISSUE #1: Lack Of Stable Leadership

There have been four (4) CEO's within the last four years. Our current CEO has given no indication of making a long term commitment to the MTA. There appears to be a revolving door at the executive officer level. This lack of stable leadership has created a feeling of organizational instability that has permeated all levels of the agency.

Recommendations:

1. CEO should ensure that morale issue solutions are implemented. Appoint an oversight team responsible for creating an action plan, mandating implementation.

FIX: Quick
RESPONSIBILITY: CEO/EO
FINANCIAL IMPACT: None

2. Design and develop a CEO and Executive Officers' succession-planning program. Consider grooming candidates with transportation related experience; interest in re-shaping the organization and the ability to solicit and gain Board support. This program must focus attention on related diversity issues, such as maintaining a representative number of females at the executive and manager levels.

FIX: Long Range
RESPONSIBILITY: CEO/EO
FINANCIAL IMPACT: None

3. Create a new corporate culture, empowering the Executive Leadership (i.e. Executive Officers) with the responsibility for running the organization and handling change. Empower Executive Leadership to set agency direction and build internal consensus with respect to organizational issues, (i.e., merit based systems and agency policies). Delegate more of the agency's daily operations to the Executive Officers.

FIX: Long Range
RESPONSIBILITY: CEO/EO
FINANCIAL IMPACT: None

4. CEO to place more emphasis on internal leadership. By implementing #3 above, the CEO should be afforded additional time to dedicate to these internal issues.

FIX: Intermediate

RESPONSIBILITY: CEO
FINANCIAL IMPACT: None

5. Educate the board on reasonable expectations of the CEO. No CEO can manage this agency single-handedly. Enact provisions that would require a 2/3-majority vote by the Board of Directors to remove the CEO.

FIX: Long Range
RESPONSIBILITY: CEO
FINANCIAL IMPACT: None

ISSUE #2: No Organizational Direction Or Strategic Plan

There is no vision to define the role of the MTA to plan, fund, construct or operate transportation services for the Southern California Region. In addition, there is no strategic plan to transition the agency from where it is to achieve its vision.

Recommendations:

1. CEO's philosophy on leadership and management of the organization must be conveyed, stating expectations as to leadership style and effectiveness.

FIX: Quick
RESPONSIBILITY: CEO
FINANCIAL IMPACT: None

2. Convene a series of Executive Leadership Retreats to develop a vision, mission and strategic plan, to ensure that the vision of the agency is aligned with public and employee expectations.

FIX: Intermediate
RESPONSIBILITY: CEO/EO
FINANCIAL IMPACT: \$100,000

3. Ensure Executive Officer input on all key agency issues as a leadership team (i.e., consent decree).

FIX: Quick
RESPONSIBILITY: CEO/EO
FINANCIAL IMPACT: None

ISSUE #3: Undefined Culture

Core agency values such as team work, serving the internal customer and being employee supportive are not consistently practiced by the management team or embedded in key policies or procedures, etc. Specific concerns expressed by employees include: management access and visibility, accountability and follow through, employee recognition and the use of unacceptable management styles/practices.

Recommendations:

1. "Lead by Example" Executive leadership should become more involved with the various employee levels comprising the agency, convene quarterly all-hands meetings, and provide employees with an updated Organizational Chart.

FIX: Quick
RESPONSIBILITY: CEO/EO
FINANCIAL IMPACT: None

2. CEO to follow-up with Executive Officers on management style issues in key areas of operation and include 360 degree management feedback (subordinates, peers and supervisor) as part of the job performance evaluation process for all management personnel in pay grades P and above to identify and correct inappropriate management styles.

FIX: Intermediate
RESPONSIBILITY: CEO/EO
FINANCIAL IMPACT: None

3. Reduce the number of consultant requests, recognize the wealth of internal staff talent, knowledge and expertise, prior to going outside the agency. Establish an avenue for departments to bid along with consultants for projects.

FIX: Intermediate
RESPONSIBILITY: CEO/EO
FINANCIAL IMPACT: Undetermined Savings to the Agency

4. Develop an in-house training program to introduce the new corporate direction or philosophy of the agency.

FIX: Long Range
RESPONSIBILITY: CEO/EO
FINANCIAL IMPACT: Undetermined

5. Executive Leadership should be held accountable for managing employee morale within their respective areas, giving special attention to remote locations and do more "managing by walking around".

FIX: Quick
RESPONSIBILITY: CEO/EO
FINANCIAL IMPACT: None

6. Require major support units (HR, Procurement, General Services etc) to use internal customer input to improve their service and programs.

FIX: Long Range
RESPONSIBILITY: CEO/EO
FINANCIAL IMPACT: None

EMPLOYEE MORALE SUB-COMMITTEE

Issue #2: Communications

Sub-Committee Members

Bill Heard, Team Leader
Callier Beard
Deborah Guy
Marc Littman
Gary Spivack

COMMUNICATIONS

Executive Summary

INTRODUCTION

Employee morale is the barometer of an organization's leadership. Although good leadership comprises many elements, communications is the primary means through which leadership is exercised. An organization's success, to a great extent, can be measured against the integrity, timeliness, consistency and quality of its communication efforts – both external and internal.

At the MTA, communication - both internal and external - has been severely limited by budgetary constraints. Given the current low level of employee morale, it is urgent that the agency take immediate measures to restore employee confidence in the MTA and its leaders. The MTA also will be making crucial decisions in the near future that will have significant impact on the region's transportation. These decisions and subsequent actions must be properly communicated to the public. Thus, the MTA must be prepared to communicate effectively both internally and externally.

Many of the issues presented to the Morale Issues team revolved around the inability of people to get their work done given the unwritten procedures or administrative "roadblocks" to getting work done.

SUMMARY OF COMMUNICATIONS ISSUES

The top five issues identified by the Morale Issues Subgroup are:

1. Weak internal communication.

At the MTA, many employees get their information from informal, unauthorized sources, from the MTA's critics and from the outside media. Too often, information obtained in these ways is, at best, incorrect and at worst, distorted. At the MTA, the informal network threatens to take over the legitimate communications process.

2. Unfavorable media coverage.

The unrelentingly hostile – and often inaccurate and unfair – media coverage received by the MTA since the merger has done much to sap employee enthusiasm for and interest in the agency that employs them. As specialists in many areas of transportation, employees are discouraged by what they perceive as the MTA's failure to effectively counter criticism. Because the agency doesn't "fight back" and aggressively present its views in the media, many employees shy away from publicly supporting – or even admitting association with – the MTA.

3. Managers neglected as a specific audience.

Directors and managers, who have been ignored as a specific audience, have been sidelined in the communication process. This not only has denied them information they need to be effective managers, it also has virtually eliminated them as a repository of employee information and as a valuable source of support for management policies and actions.

4. Policies and procedures are not well communicated.

Although senior management and such departments as Human Resources make periodic announcements about policies and procedures, employees have difficulty getting a grasp on major policy and procedural changes. Many of the issues presented to the Morale Issues team revolved around the inability of people to get their work done given the unwritten procedures or administrative "roadblocks" to getting the work done. Properly informed directors and managers also can be an important source of valuable information about policies and procedures.

5. Disrespect and lack of trust among employees.

One of the most critical elements facing the MTA is an apparent lack of trust among staff. In some cases, the issue is lack of respect for individual differences. As morale has declined, employees are experiencing increasing rudeness and disrespect from their colleagues. There also is less trust among departments and among employees, department to department. The "customer first" philosophy which had begun to take hold within the agency following the merger is no longer regarded as a priority. Where once departments and employees had been pulling together as a team, now there often is lack of unity.

The CEO and senior management should give extra attention to setting the tone for how people should be treated at the MTA. Members of the Board and their staff, along with union leaders, share this responsibility.

COMMUNICATIONS

Final Report & Recommendations

ISSUE #1: Weak Internal Communication

Recommendations:

1. Improve visibility of and access to senior management, especially in the bus and rail operating divisions, by having senior managers spend two days each month visiting the divisions.

FIX: Quick hit
RESPONSIBILITY: CEO's Office (current staff member to be assigned to facilitate)
FINANCIAL IMPACT: None

2. Improve communications at Gateway and the operating divisions by implementing the Intranet.

FIX: In-progress. Intranet will be implemented in May 1999. ITS is wiring divisions to give more employees beyond managers there easier access.
RESPONSIBILITY: Communications, ITS
FINANCIAL IMPACT: Intranet costs already in FY 99 and FY 2000 budgets

3. Reinstate Metro Family, publish employee newsletter monthly and mail it employees' homes so that it reaches all staff.

FIX: Long-term
RESPONSIBILITY: Media Relations/Employee Communications, Graphics, General Services
FINANCIAL IMPACT: \$150,000 annual production costs plus \$70,000 for 1 FTE editor

4. Provide communication training for managers, including those at divisions.

FIX: Intermediate
RESPONSIBILITY: Human Resources Employee Development & Training
FINANCIAL IMPACT: Depending on number of employees involved in the training, costs could range from \$40,000 to \$70,000 for 50 people.

ISSUE #2: Unfavorable Media Coverage

Recommendations:

1. Earmark 15 percent of the advertising revenue MTA generates from bus advertising for a direct communications campaign.

Elements would include a major print ad campaign, public service announcements, radio spots, billboards, CEO letters to stakeholders, external newsletters, production of an annual report, produce a new Meet the MTA video and brochure, underwrite televised public forums on the Long-Range Transportation Plan, ads on MTA buses, full revival of the MTA Speakers Bureau, among other efforts.

FIX:	Quick: Point-of-View ads and stakeholder letters for CEO have been drafted and can be published and mailed in short order. Intermediate: balance of the campaign elements.
RESPONSIBILITY:	DEO/Marketing & Customer Relations, PR Director, CEO & EO's
FINANCIAL IMPACT:	15% of annual advertising revenue is approximately \$2 million.

This year MTA will spend \$425,000 on advertising, a small fraction of its annual budget. By comparison, large properties such as MARTA (\$280 million annual budget) will spend \$1.6 million on advertising next year. BART (\$300 million annual operating budget) is spending \$700,000 on advertising. Foothill Transit (\$32 million operating budget) is spending \$395,750 on advertising.

2. Continue to work on fostering better media ties.

Concentrate even more on reaching beyond the LA Times and Daily News. Encourage transit allies to pen opinion pieces. Use Passenger Advisory Committee members to speak as well-informed citizens and bus riders. Hire a part-time as-needed publicist who can concentrate exclusively on promoting positive MTA stories.

FIX:	Quick: Expand outreach efforts to ethnic, community press, corporate newsletter editors, and cable outlets. Identify and work with transit allies to pen newspaper opinion articles. Intermediate: hire publicist.
RESPONSIBILITY:	Public Relations Director.
FINANCIAL IMPACT:	\$25,000 to hire a part-time as-needed publicist.

ISSUE #3: Managers Neglected As A Specific Audience

Recommendations:

1. Conduct briefing meetings with managers/directors.

These briefings should occur before Board meetings and before formal decisions are to be made. At a minimum, the Board Research Services analysis of Board actions should be more widely distributed. To further this area of communications it is also recommended that the CEO's Office hold meetings after the Board meetings (a post-mortem) on the Board's actions so that managers and directors can effectively inform their staff of the decisions that most affect them.

FIX:	Quick.
RESPONSIBILITY:	CEO & EO's
FINANCIAL IMPACT:	None.

2. Provide employees opportunities for interaction with executives.

Extend the concept of the brown bag lunches to include coffee hours or departmental open houses so that staff members not only have the opportunity to interact with executive staff but also their own managers. Goals need to be set and people held accountable for transmitting ideas and issues up and down the chain.

FIX:	Brown-bag lunches in-progress. Intermediate: departmental coffee hours or open houses.
RESPONSIBILITY:	EO's, directors and managers.
FINANCIAL IMPACT:	Minor.

3. Treat managers as a specific audience.

Develop a newsletter aimed specifically at managers. This news medium could be carried on the Intranet, but the main goal is to ensure that they have a communications forum.

FIX:	Long-range
RESPONSIBILITY:	Manager of Employee Communications
FINANCIAL IMPACT:	None

ISSUE #4: Policies & Procedures Are Not Well-Communicated

Recommendations:

1. Improve communications with managers/directors.

The executive officers should meet regularly with directors and managers and use these meetings to clarify policy issues and procedures so they, in turn, can explain to their staffs and pass comments back up the chain.

FIX: Quick.
RESPONSIBILITY: Executive officers, managers and directors.
FINANCIAL IMPACT: None

2. Revive *Focus-On* fact sheets as a means of communicating in-depth information about specific policies and procedures.

FIX: Intermediate
RESPONSIBILITY: Manager of Employee Communications
FINANCIAL IMPACT: Production of the *Focus-On* fact sheets could be handled by the person hired in Public Relations to write and edit *Metro Family* if this publication is revived and an FTE hired to produce it (see internal communications).

3. Better utilize department chief administrative analysts as a resource to help employees figure out procedures and FIS. The analysts, themselves, should meet regularly to identify issues and relay solutions to directors and managers and get feedback from them.

FIX: In progress
RESPONSIBILITY: EO for Finance, chief administrative analysts
FINANCIAL IMPACT: None

ISSUE #5: Disrespect And Lack Of Trust

Recommendations:

1. Improve pay, benefits and working conditions. These issues are covered in other sections of the Morale Issues team report (see wages and benefits)

2. Introduce an internal "Customer First" program which will help foster teamwork and also will provide for recognition of individual achievement.

FIX: Long-range
RESPONSIBILITY: Director of Public Relations, Manager of Employee Communications, Manager of Employee Activities, EO for Human Resources
FINANCIAL IMPACT: \$50,000 (including guest speaker fees)

3. Initiate a program of interaction (i.e., CEO and senior staff visits) that promotes respect and understanding between Headquarters and Operating Division personnel.

FIX: Intermediate
RESPONSIBILITY: CEO, EO Operations and other EO's, division managers
FINANCIAL IMPACT: Part-time clerical support must be assigned to coordinate visits of senior managers to divisions and operating personnel to Gateway.

4. Provide employee training in business etiquette.

FIX: Long-range
RESPONSIBILITY: EO for Human Resources
FINANCIAL IMPACT: Estimated \$200,000 for business etiquette and team-building training.

5. Annual employee picnic or similar event (This recommendation also is included in the section on employee satisfaction as a means of fostering teamwork and community among MTA employees.)

FIX: Long-range
RESPONSIBILITY: Employee Activities Manager
FINANCIAL IMPACT: Estimated \$30,000

EMPLOYEE MORALE SUB-COMMITTEE

Issue #3: Job Insecurity

Sub-Committee Members

Marilyn Morton, Team Leader
Elenita Asis
Ralph Carapia
Helen Miller-Ray
Mario Perez-Ceballos

JOB INSECURITY

Executive Summary

INTRODUCTION

Job Insecurity has been identified by the Morale Committee as one of the six major issues of concern for employees. Key aspects of specific concern have been categorized into the following: hiring, promotion and transfer processes, the grievance procedures, and layoffs/fiscal health of the agency. Common to all the categories are strong feelings of distrust and arbitrary decision-making by Executive Management and the Human Resources Division; perceptions of conflict of interest, and personal politics/favoritism; lack of consistent application of policies and procedures; and pervasive and demoralizing concerns about layoffs due to unsubstantiated and non-refuted rumors.

SUMMARY OF JOB INSECURITY ISSUES

1. Hiring/Promotions/Transfer Processes.

Employees express significant concerns regarding the inconsistent application of hiring policies and procedures. There is a strong belief that employment decisions regarding new hires, transfers, promotions, and salary determinations are subjective, guided by personal politics/favoritism, not merit-based, and lack consistent application of established policies and practices. There is a strong belief that a different set or "standard" of policies apply to Executives versus other employees. Employees believe that Department Heads/Managers are not held accountable for consistently applying hiring decisions based on current policies. Further, the Human Resources Department's credibility to monitor and ensure consistent application of employment-related policies, and its role as an "employee-supportive" and a "customer-service" department are highly questioned by employees. Salary determinations are viewed as arbitrary and subjective. Employees' input also demonstrates a lack of information with regard to hiring, transfer, and promotional policies.

2. Grievance Procedures.

One key aspect of "job insecurity" for non-represented employees has to do with the grievance procedure or lack thereof. That is, non-represented employees distrust the current grievance process due to inconsistent application by various department heads. There is a certain amount of mistrust and a general belief that there is no recourse for employees who believe they are being treated unfairly.

There is also a perception of conflict of interest with all employee grievance and appeal processes under one department. To restore credibility there is a need for checks and balances that are free of potential conflicts of interest by any executive or department head.

3. Layoffs/Fiscal Health of the Agency.

Lack of job security within the non-contract employee ranks; non-contract employees believe union positions are protected by the labor contract agreements; constant layoffs and the restructuring/reorganizing process are perceived as being a mechanism to abolish jobs and to remove persons with the most seniority; agency continues to be plagued by budget deficits and funding uncertainties; and the impression is that too many decisions are made in isolation and implemented without any regard for the final affect on the employees (it appears that the bottom line is always the budget).

The recommendations have been formulated to be fiscally viable and keep accountability where it belongs, but more importantly each responds directly to the issues raised, the need to take direct action to restore Executive Management's and Human Resources' credibility, demonstrate that the agency is employee-supportive, and provide information where lack of communication is the only problem.

JOB INSECURITY

Final Report & Recommendations

ISSUE #1: Hiring/Promotion/Transfer Processes

Employees express significant concerns regarding the inconsistent application of hiring policies and procedures. There is a strong belief that employment decisions regarding new hires, transfers, promotions, and salary determinations are subjective, guided by personal politics/favoritism, not merit-based, and lack consistent application of established policies and practices. There is a strong belief that a different set or "standard" of policies apply to Executives versus other employees. Employees believe that Department Heads/Managers are not held accountable for consistently applying hiring decisions based on current policies. Further, the Human Resources Department's credibility to monitor and ensure consistent application of employment-related policies, and its role as an "employee-supportive" and a "customer-service" department are highly questioned by employees. Salary determinations are viewed as arbitrary and subjective. Employees' input also demonstrates a lack of information with regard to hiring, transfer, and promotional policies.

Recommendations:

1. Establish a uniform set of hiring-related and compensation policies and procedures applicable to all employees in all positions and/or levels in the organization. New and revised policies will be completed, approved, and issued to employees within 30 business days.

FIX: Quick
RESPONSIBILITY: CEO/EO - HR
FINANCIAL IMPACT: None

2. All Executive Officers/Department Heads, Managers and their staff shall be required to abide by established policies and procedures. Any exceptions to these policies must be fully justified and approved solely by the CEO. A statement by the CEO will be issued to all employees that EOs/Department Heads/Managers are required to abide by policies and any exception will first require CEO approval.

FIX: Quick
RESPONSIBILITY: CEO/EO - HR/EO's
FINANCIAL IMPACT: None

3. Communicate established policies to all employees in a variety of ways. Ensure policies are readily available to all employees at all times (i.e., intranet via HR website, hardcopy manual). Further, on a periodic basis, all supervisors and above must be required to attend mandatory training on all HR-related policies.

FIX: Quick
RESPONSIBILITY: CEO/EO - HR/EO - Administration
FINANCIAL IMPACT: \$2000-5,000 (manual hardcopy to all depts.)

4. Communicate and enforce that all vacant positions will be filled in accordance to established policies. Acting appointments and "under filling" of budgeted positions should be temporary and the practice will be kept at a minimum. MTA/PTSC should make a strong commitment to communicate and make available all possible promotional opportunities to create possible career paths for employees.

FIX: Quick
RESPONSIBILITY: CEO/EO - HR
FINANCIAL IMPACT: None

5. Salary determinations as a result of a new hire or promotion should be determined by established, objective criteria. Compensation factors and methodology for setting salaries and creating new job classifications will be communicated to all employees.

FIX: Quick
RESPONSIBILITY: CEO/EO - HR
FINANCIAL IMPACT: None

6. Communicate and enforce that all direct appointments shall only be made by the CEO. Direct appointments will be limited to Department Head level positions and above and only when absolutely warranted. Employees who are directly appointed by the CEO will retain an "At Will" status in their position. If they are removed from the position they were directly appointed to, then they must secure another position in accordance to the HR- Recruitment and Selection Policy.

FIX: Quick
RESPONSIBILITY: CEO/EO - HR
FINANCIAL IMPACT: None

ISSUE #2: Grievance Procedures

The Morale Team has identified "job insecurity" as one of the six major issues of concern to employees. One key aspect for non-represented employees has to do with the Grievance Procedure or lack thereof. That is, non-represented employees distrust the current grievance process due to inconsistent application by various department heads. There is a certain amount of mistrust and a general belief that there is no recourse for employees who

believe they are being treated unfairly.

There is also a perception of conflict of interest with all employee grievance and appeal processes under one department. To restore credibility there is a need for checks and balances that are free of potential conflicts of interest by any executive or department head. The following are ways in which management can allay employee concerns in this area.

Recommendations:

1. Revise non-represented Grievance Policy so that it is employee friendly and allows employees not only the right to grieve discipline but also allows employees the right to grieve the application of MTA policies and procedures. The current Grievance Policy has been revised and includes the above. The Policy should be finalized and distributed ASAP.

FIX:	Quick
RESPONSIBILITY:	EO - HR
FINANCIAL IMPACT:	None

2. Establish an Ombudsperson position. Request approval to do the research that is required to determine feasibility, specific orientation and purpose, limits on scope of authority, establishment of duties and responsibilities, etc. The Ombudsperson, as a neutral entity, would investigate appeals forwarded to the CEO'S office. In addition, the Ombudsperson would process employee complaints, report findings, and help to achieve equitable settlements. Currently, there are many issues that affect employee morale which are never addressed as they don't fall under the purview of any of the five departments entrusted to conduct internal investigations and resolve outstanding disputes (OIG, Employee & Labor Relations, EEO, Internal Audits, Legal). The position would report to the CEO or his representative and would provide management with a direct line of communication with employees and their concerns. The Office could be an ideal way to avoid costly lawsuits brought on by affected employees. This new Office would work closely with the departments mentioned above in order to avoid duplication and disharmony. The office would avoid undermining and usurping the authority of the managers by ensuring compliance with established procedures.

Budget note: Costs will be projected for a two year period with an audit to evaluate future necessity. It is envisioned that the position will pay for itself through the cost savings from a reduction of lawsuits and payments to whistleblowers. This position is independent of a position recommended by the Leadership Committee.

FIX:	Short-term (research proposal)
RESPONSIBILITY:	Office of CEO
FINANCIAL IMPACT:	Potential cost - \$163,095 (1 FTE position at manager level, grade K, burdened \$98,275); 1 FTE Administrative Aide position at grade F, burdened

\$49,820; supplies/misc. = \$15,000)

3. Request approval to explore a conflict management system utilizing a mediation process for non-representative employees as a supplemental part of the Organizational Development & Training Unit. Research is required to determine feasibility, specific orientation and purpose, limits on scope of authority, establishment of duties and responsibilities, etc. The program will need to be developed on a pilot basis and is considered a long-term project. The advantages of this type of system is that it will be voluntary, with a neutral panel to review the dispute and render an unbiased opinion. The cases would reflect issues that are not applicable to OIG, Employee & Labor Relations, EEO, Internal Audits and Legal. An additional advantage is that the mediation process can be developed to utilize MTA trained employees to be peer panelists.

This proposal needs to be developed and a plan submitted for approval. The intent is to implement a minimal or no-cost program that will enable MTA management to enhance the level of credibility for grievances and provide an element that allows employees to transition from highly dissatisfied to satisfied based on their own input and participation. Further, ongoing training and consistent participation in the mediation process will concurrently improve employee utilization of the process on a daily basis. It needs to be reiterated that the program will be developed in cooperation with OIG, Employee and Labor Relations, EEO, Internal Audits and Legal in order to keep accountability where it belongs and ensure adherence to established procedures.

FIX:	Short-term (research proposal)
RESPONSIBILITY:	EO - HR
FINANCIAL IMPACT:	Potential cost - \$55,000-75,000 (.3 FTE for a Level P position, burdened \$25,000; initial training program and annual follow up (potentially) \$30-50,000)

4. Add a final step to the appropriate Equal Opportunity and Human Resource policies and procedures that includes a final appeal to the CEO. Add an appeal step to the Employee Relations policy and procedures that includes a final appeal for arbitration. Mandate that final appeals cannot be reviewed by the originating department. Communicate revision to all employees.

FIX:	Quick
RESPONSIBILITY:	EO - HR
FINANCIAL IMPACT:	None

5. Communicate that the lay-off policy includes an appeal process that enables an employee to forward a final appeal to the CEO.

FIX:	Quick
-------------	-------

RESPONSIBILITY: EO - HR
FINANCIAL IMPACT: None

6. Disseminate information regarding the revised organizational structure of the HR, ER & EEO division, specifically noting the separate lead positions for Employee Relations, Human Resources, and Equal Employment Opportunity, and give consideration to changing the division title.

FIX: Quick
RESPONSIBILITY: EO - HR
FINANCIAL IMPACT: None

ISSUE #3: Layoffs/Fiscal Health Of The Agency

Lack of job security within the non-contract employee ranks; non-contract employees believe union positions are protected by the labor contract agreements; constant layoffs and the restructuring/reorganizing process are perceived as being a mechanism to abolish jobs and to remove persons with the most seniority; agency continues to be plagued by budget deficits and funding uncertainties; and the impression is that too many decisions are made in isolation and implemented without any regard for the final affect on the employees (it appears that the bottom line never considers the employee).

Recommendations:

1. Establish a layoff policy that identifies criteria for employee layoff, specifies elements of a severance package and discusses role and responsibility of the reduction in force (RIF) task force to clarify the basis for employees layoff.

FIX: Quick
RESPONSIBILITY: EO - HR
FINANCIAL IMPACT: None

2. Communicate the process for developing new/revision of policies and procedures. Access to policies and procedures will be made available to all employees through intranet and hardcopy.

FIX: Quick
RESPONSIBILITY: EO - HR/Director of Public Relations
FINANCIAL IMPACT: None

3. Communicate that exceptions outside of the established policies will require approval of the CEO.

FIX: Quick

RESPONSIBILITY: EO - HR
FINANCIAL IMPACT: None

4. Communicate that any acts of retaliation shall be reported to the CEO.

FIX: Quick
RESPONSIBILITY: EO - HR
FINANCIAL IMPACT: None

5. On a semi-annual basis, the CEO's office shall discuss the MTA's deficit/solvency situation and that a cohesive financial plan exists for the long term. Discussion should include proactive steps being taken to enhance labor/management cooperation and reduce internal bus/rail conflicts.

FIX: Quick/In process
RESPONSIBILITY: CEO
FINANCIAL IMPACT: None

EMPLOYEE MORALE SUB-COMMITTEE

Issue #4: Wages & Benefits

Sub-Committee Members

Marva Phillips, Team Lead
Callier Beard
Ray Inge

WAGES & BENEFITS

Executive Summary

INTRODUCTION

The data gathered from employees indicates a significant number feel that there is a wide disparity in wage rates and level of benefits available to non-represented employees.

SUMMARY OF WAGES & BENEFITS ISSUES

The top five issues identified by the Morale Subgroup are:

- 1. Lack Of A Meaningful Salary Increase/Merit-Based Pay System For Non-Represented Employees.**
Employees strongly believe that the lack of a meaningful salary increase is one of the primary reasons for low morale. Employees noted that work loads and responsibilities continued to increase without any commensurate increase in wages. The lack of a merit-based pay system was identified as another major issue of concern. The general practice of granting across-the-board increases to all employees has contributed to low motivation and consequently low morale among top performers.
- 2. Pay Inequity.**
Pay inequity among employees has been identified as a major contributor to low morale. Employees feel that the practice of making exceptions to established policies and procedures has further promoted pay inequities. The primary areas of concern are salary compression, higher salaries negotiated by new employees, no system to progress across salary ranges, and salaries frozen at the top of the salary range.
- 3. Employee Benefits (PERS, RETIREMENT AND MEDICAL)**
Employees feel that there is a wide disparity in the level of PERS/retirement and medical benefits available to employees. Employees would like to receive more timely information.
- 4. Time Off With Pay (Disparity/Requirement to Take Holidays Off).**
The new policy that requires employees to use 80 hours of TOWP and 64 hours of paid holiday time off appears to unfairly target selected personnel.

Non-contract employees have less paid time off available than their union counterparts based on years of service. There is also a disparity in terms of the time available for Tier 1 and Tier 2 (post-merger) employees.

5. Lawsuit (former employees of SCRTD).

Employees feel that the agency should resolve issues surrounding the lawsuit filed by former SCRTD employees as soon as possible.

WAGES & BENEFITS

Final Report & Recommendations

Issue #1: Lack Of A Meaningful Salary Increase/Merit-Based Pay System For Non-Represented Employees

Employees strongly believe that the lack of a meaningful salary increase is one of the primary reasons for low morale. Employees noted that work loads and responsibilities continued to increase without any commensurate increase in wages. These factors have contributed significantly to decreased morale.

Over the past 6 years, non-represented employees have received total increases of 6.3% (1.6%, 7/95), (3.0%, 7/96), and (1.7%, 6/98). During the same period, union employees received annual increases and quarterly pay adjustments.

The lack of a merit-based pay system was identified as another major issue of concern. The general practice has been to grant across-the-board increases to all employees. This practice has contributed to low motivation and consequently low morale among top performers.

The team recommends the following ways to improve employee morale in these areas:

Recommendations:

As an interim solution, the team strongly supports the CEO's proposal of a four (4%) percent increase for all non-represented employees.

1. Provide a minimum four (4%) percent salary increase for all full-time non-probationary employees.

FIX:	Quick
RESPONSIBILITY:	CEO's Office
FINANCIAL IMPACT:	\$5.5 million

2. Conduct an annual salary grade survey and communicate the overall results to all non-represented employees.

FIX:	Quick
RESPONSIBILITY:	CEO/EO HR
FINANCIAL IMPACT:	\$30,000

Through feedback from employees, it was determined that most employees are not aware that the agency conducts an annual employee salary survey to examine the agency's competitive position in the job market. The survey is conducted by a consulting firm hired by the Classification and Compensation Section of the Human Resources Department. The results of this years survey will be available in mid-May, 1999. If the survey results show that MTA salary ranges are below the market average, the data will be reviewed to determine if adjustments should be made to MTA salary ranges.

3. Develop and implement a merit-based pay system for non-represented employees.

FIX:	Intermediate
RESPONSIBILITY:	Executive Officers
FINANCIAL IMPACT:	\$25,000 Maximum

ISSUE #2: Pay Inequity

Pay inequity among employees has been identified as a major contributor to low morale throughout the agency. Employees feel that the practice of making exceptions to established policies and procedures has promoted pay inequities. It was noted on numerous occasions that exceptions have now become the practice and the rule rather than the policy.

The primary areas identified for investigation were as follows.

- Salary Compression
- New hires negotiating higher salaries than those of existing employees within the same salary band
- No formal process in place for employees to systematically progress across salary bands.
- Employees with salaries at the top of the salary range are prevented from getting increases under the current system.

Recommendations:

1. The team strongly recommends a process be established to ensure that the new salary equity review procedure is properly implemented and that it operates according to the announced schedule.

FIX:	Quick
RESPONSIBILITY:	EO HR
FINANCIAL IMPACT:	None

2. Complete equity reviews by December 31, 1999 to allow for implementation of salary adjustments to be effective in January 2000.

FIX: Intermediate
RESPONSIBILITY: EO HR
FINANCIAL IMPACT: To Be Determined

3. Combine all functions associated with salaries into the Classification and Compensation Section. Develop and implement a new database and computer software system to determine salaries for new hires, promotions, and equity reviews.

FIX: Intermediate
RESPONSIBILITY: EO HR
FINANCIAL IMPACT: \$100,000 (1 FTE)
plus reallocation of staff
\$100,000 (Temporary staff support)

Issue #3: Employee Benefits (PERS/Retirement And Medical)

A large number of employees feel that there is a wide disparity in the level of benefits available to employees. Examples of the issues are as follows:

- PERS vesting status - Employees are being advised that there is no information in the PERS data base for PTSC employees. MTA has submitted to PERS reports indicating the status of individual employees for vesting purposes. After nearly 2 years, PERS still has not integrated this information into their official database.
- Lifetime medical benefits for retirees;
- Retirement with full benefits for non-represented employees after 25 years of service;
- Disability Medicare for PTSC employees after Year 2002; and
- Inability to get retirement information in a timely manner.

Recommendations:

1. Mandate staff to enter into negotiations with PERS to ensure that individual employee information is entered into their computer system.

FIX: Quick Hit
RESPONSIBILITY: EO HR
FINANCIAL IMPACT: None

- The CEO should give top priority to establishing equitable benefits among employee groups based on years of service.

FIX: Quick
RESPONSIBILITY: CEO
FINANCIAL IMPACT: To Be Determined

- Immediately develop and implement a Retirement Planning Program to be conducted at least quarterly at various work locations.

FIX: Quick
RESPONSIBILITY: CEO
FINANCIAL IMPACT: \$50,000

Issue #4: Time Off With Pay (Disparity/Requirement To Take Holidays Off)

Since staff support is required 24 hours a day/7 days a week in some areas of the agency and most employees are required to work holidays, the new policy that requires employees to use 80 hours of TOWP and 64 hours for eight paid holidays before cashing out hours from their TOWP bank is viewed as unfairly targeting Transit Operations personnel.

Manpower shortages, shift bidding and work location changes do not permit employees to take the required eight holidays off. Consequently it becomes difficult for management to efficiently schedule adequate manpower on holidays.

In terms of days off, non-contract employees have less paid time off available than their union counterparts. There is also a disparity in terms of the time available for Tier 1 and Tier 2 employees. Tier 2 represents employees hired after 1/1/95.

<u>Years of Service</u>	<u>Tier I Annual Accrual</u>	<u>Tier II Annual Accrual</u>
0-4	25 days	20 days
5-9	30 days	25 days
10-14	35 days	30 days
15-24	40 days	35 days
25+	45 days	35 days

- Eliminate the requirement to take 64 hours of paid holiday time off.

FIX: Quick Hit
RESPONSIBILITY: CEO/EO HR
FINANCIAL IMPACT: Minimal impact on liability cost.

2. Eliminate the two-tiered time off accrual system.

FIX: Quick
RESPONSIBILITY: CEO/EO HR
FINANCIAL IMPACT: \$400,000

3. Equalize time-off between represented and non-represented employees by granting one additional holiday to non-represented employees.

FIX: Intermediate
RESPONSIBILITY: CEO/EO HR/EO Finance
FINANCIAL IMPACT: \$400,000

ISSUE #5: Lawsuit (Former employees of SCRTD)

In 1996, former SCRTD employees filed a lawsuit seeking the same employment benefits received by the former LACTC employees after the merger in April, 1993. This includes reimbursement for Social Security and for State Disability Insurance taxes. The employees also are asking for retirement benefits equal in cost to those provided to former LACTC employees by the MTA since the merger. The suit requests a new classification and/or compensation to eliminate alleged inequities in pay scales. There is a strong belief among employees that morale has been affected by various wage and benefit issues that were created after the merger.

Recommendations:

1. It is strongly recommended that the agency resolve the issues surrounding the lawsuit as soon as legally possible.

FIX: Long Term
RESPONSIBILITY: CEO/County Counsel/EO HR
FINANCIAL IMPACT: None

2. Communicate information on the status of the lawsuit to employees on regular intervals or on a quarterly basis if the lawsuit remains an open issue over an extended period of time.

FIX: Quick
RESPONSIBILITY: CEO/EO HR/County Counsel/Dir.
Communication
FINANCIAL IMPACT: To Be Determined

EMPLOYEE MORALE SUB-COMMITTEE

Issue #5: Job Dissatisfaction

Sub-Committee Members

Marion Colston-Fayyaz, Team Leader
Elenita Asis
Dave Barker
Diane Delaney-Talton
Brian Soto

JOB DISSATISFACTION

Executive Summary

INTRODUCTION

Job dissatisfaction has been identified as the fifth (5th) area of concern for employees by the morale task force. Employees are dissatisfied with the organization as a whole, which does not limited itself to work or to a specific job. A constant change in job assignments, added with the threat of being laid-off, has created a feeling of distrust, job instability and uncertainty for many employees. In general, employees believe job dissatisfaction is attributed to a lack of appreciation and recognition for the overall work employees perform.

SUMMARY OF JOB DISSATISFACTION ISSUES

The top five issues as identified by the Morale Task Force Subgroup are:

1. Management Instability.

Employees expressed their dissatisfaction with the number of times Managers/Supervisors are requested to transfer--particularly at the division level. When this happens, employees believe management is only someone to be tolerated until the next Manager/Supervisor is assigned. There have been an excessive number of organizational restructuring efforts without permitting sufficient time to evaluate the effects of those changes. Also, it is important to note that there have been four consecutive years of lay-off and organizational flattening. Those employees who were most impacted by this stated their dissatisfaction when expected to assume additional staff responsibilities and expected to perform multiple tasks at the same rate of proficiency as the person who previously held the job with little or no additional training or support and under the threat of being replaced.

2. Job Uncertainty.

Employees believe they are not given an opportunity to compete for internal promotional opportunities because there is no training and/or succession plan for many of the MTA jobs. In addition, employees believe that upper management positions are slated for external candidates and/or direct appointments with little or no consideration given to promoting internal candidates.

3. Lack of recognition.

In general, employees believe there is a lack of appreciation and recognition for the overall work one performs. Dissatisfaction exists when there are no value-added recognition and reward systems in place agency-wide. Employees would like to link their individual work performance to a performance management system that rewards individual/team performance. This performance management system would not be tied to a cost of living (COLA) increase to which all employees would be entitled.

Again, job dissatisfaction was not limited to the work itself or to a specific job, but to the organization as a whole! Job dissatisfaction affects morale when employees with the practical experience, skill, knowledge and know how are not consulted and/or given an opportunity to participate in the decision-making process and/or consulted to make recommendations that are in their area of expertise.

4. Insufficient Operator Recovery Time.

Transportation Operators (Bus/Rail) stated that there is insufficient time built into their runs to allow them to use the restroom. Although there are a number of runs which do permit ample time for restroom privileges, many of those restroom facilities need to be replaced, renovated or reconstructed. Nonetheless, this is a major morale concern for Transportation Operators.

5. Agency's Poor Public Image.

Employees feel there is a stigma associated with being employed at this agency which becomes heightened when the agency is under hostile public scrutiny (i.e. by the media, riding public, politicians and the board, etc.). This is a morale issue for employees because they believe they are seldom or never recognized for their accomplishments and/or individual contributions.

JOB DISSATISFACTION

Final Report & Recommendations

ISSUE #1: Management Instability

Employees expressed their dissatisfaction with the number of times Managers/Supervisors are requested to transfer—particularly at the division level. When this happens, employees believe management is only someone to be tolerated until the next Manager/Supervisor is assigned. There have been an excessive number of organizational restructuring efforts without permitting sufficient time to evaluate the effects of those changes. Also, it is important to note that there have been four consecutive years of lay-off and organizational flattening. Those employees who were most impacted by this stated their dissatisfaction when expected to assume additional staff responsibilities and expected to perform multiple tasks at the same rate of proficiency as the person who previously held the job with little or no additional training or support and under the threat of being replaced.

Recommendations:

1. Develop a long term Operations (i.e. Transportation/Maintenance) staffing plan to provide consistent direction and management stability and to reduce continuous change in leadership at the division level. It is recommended that the current and new executive officer give this issue their fullest consideration and the staffing plan be ready for implementation during the month of September 1999.

FIX: Short Term
RESPONSIBILITY: Executive Officer of Transportation Operations
FINANCIAL IMPACT: Minimal

2. Before transferring or assigning a manager/supervisor to a new area of responsibility, develop a 3 to 4 week orientation training program to familiarize the new manager/supervisor to the budget, procurement, recruitment/selection processes, discipline/grievance and performance appraisal policies, etc.

FIX: Short Term
RESPONSIBILITY: Executive Officer Transportation Operations,
Executive Officer Human Resources & HRDT Unit
FINANCIAL IMPACT: Minimal

3. Develop and implement an Authority-wide mentoring and job rotation program to establish career paths so that internal employees can be given consideration for future promotional opportunities.

FIX: Short Term
RESPONSIBILITY: Executive Officer Transportation Operations,
Executive Officer Human Resources & HRDT Unit-
Training Council Representatives
FINANCIAL IMPACT: Minimal costs - \$20,000 for program design,
marketing and printing programs costs, etc.

ISSUE #2 - Job Uncertainty

Employees believe they are not given an opportunity to compete for internal promotional opportunities because there is no training and/or succession plan for many of the MTA jobs. In addition, employees believe that upper management positions are slated for external candidates and/or direct appointments with little or no consideration given to promoting internal candidates.

Recommendations:

1. Develop an Authority-wide on-the-job training program that establishes an internal pool of candidates to compete for promotional opportunities and allows those who have met the minimum qualifications needed to be considered for a particular position. Establish an ad hoc committee to work with HRDT and the Training Council so that the on-the-job training program plan is ready for implementation by July 1, 2000.

FIX: Long Term
RESPONSIBILITY: Executive Officer Transportation & HRDT – Training
Council.
FINANCIAL IMPACT: Minimal costs - \$20, 000 for program.

2. Develop a Transportation Management Program (i.e. succession-planning program) that grooms a select group of employees who are interested in maintaining a career in transportation. Establish a Transportation Management ad hoc committee to work with HRDT and the Training Council, so that, the plan is ready for implementation July 1, 2000.

FIX: Long Term
RESPONSIBILITY: Executive Officer Transportation Operations &
HRDT Unit -Training Council Representatives.
FINANCIAL IMPACT: Minimal costs - \$20,000 for program design,
marketing and printing programs costs, etc.

ISSUE #3: Lack Of Recognition

In general, employees believe there is a lack of appreciation and recognition for the overall work one performs. Dissatisfaction exists when there are no value-added recognition and reward systems in place agency-wide. Employees would like to link their individual work performance to a performance management system that rewards individual/team performance. This performance management system would not be tied to a cost of living (COLA) increase to which all employees would be entitled. Again, job dissatisfaction was not limited to the work itself or to a specific job, but to the organization as a whole! Job dissatisfaction affects morale when employees with the practical experience, skill, knowledge and know how are not consulted and/or given an opportunity to participate in the decision-making process and/or consulted to make recommendations that are in their area of expertise.

Recommendations:

That the CEO require all Executive Officers visit their respective operational locations by convening and rotating monthly manager meetings off-site and away from the Gateway Building, when possible. In addition, when Scheduling & Planning manager meetings off-site, executive officers are to arrange a walk through and/or to plan an event which provides first-hand knowledge about the respective location.

1. Request Executive Officers to design/develop a "Management by Walking Around" schedule and convene quarterly all hands' meetings to meet with personnel who work at the various locations (giving special consideration to the 2nd and 3rd shifts employees).

FIX:	Quick Hit
RESPONSIBILITY:	CEO/Executive Officers
FINANCIAL IMPACT:	Minimal costs, utilizing existing resources

2. The CEO should re-establish the Employee Activities Store as EMPLOYEE ACTIVITIES RECOGNITION SERVICES (EARS) and receive buy-in from Executive Management with respect to the types of activities needed to improve employee morale. In addition, mandate that an approved line item for "employee morale activities" be included in the Human Resources budget.

FIX:	Quick Hit
RESPONSIBILITY:	CEO/ Executive Officers
FINANCIAL IMPACT:	Revenue generating enterprise

3. The CEO should require all Executive Officers to attend mandatory training and development sessions with the general employee population, to demonstrate the "leading by example" management style and to develop and sustain high performance at every level of the organization. By doing this, the Executive Officers will receive first-hand knowledge employee concerns as they relate to the various employee levels and operational departments.

FIX: Quick Hit
RESPONSIBILITY: CEO/ Executive Officers /DEO/Directors
FINANCIAL IMPACT: Minimal

4. The CEO should require all Executive Officers to convene regular mandatory staff meetings with direct reports as necessary (i.e. minimum one (1) meeting a month) to address the respective department concerns. In addition, the CEO should require every Executive Officer to convene quarterly all-hands meetings with all employees who work within their respective divisions. This offers managerial and supervisory personnel an opportunity to receive first-hand information regarding operational and employee concerns and will establish an open dialogue between management and employees with respect to resolving issues jointly.

FIX: Quick Hit
RESPONSIBILITY: CEO/Executive Officers
FINANCIAL IMPACT: Minimal

5. Re-establish "Employee Advisory Groups (EAG)" in Transportation Operational areas as a mechanism for addressing on-going division concerns (i.e. maintenance, operator, clerical support, dispatchers, supervisors, and procurement, etc.) and to develop recommend and implement corrective action for continuous improvement.

FIX: Quick Hit
RESPONSIBILITY: Executive Officers
FINANCIAL IMPACTS: Minimal

6. Develop an Authority-wide "Merit-Based Pay System" to recognize and reward those employees who achieve the agency's goals and objectives. Communicate the agency's compensation philosophy and articulate the difference between a cost of living (COLA) raise (i.e. a system that pays employees who receive the same or nearly the same percentage increase) and pay for performance system (where pay incentives are based on performance differences among employees). Refer to the recommendations as defined by the Wages & Benefits sub-committee.

FIX: Short Term
RESPONSIBILITY: CEO/Executive Officer Human Resources – Benefits & Compensation Sections
FINANCIAL IMPACTS: Approximately \$100,000

7. Develop and train all levels of management to utilize positive motivation and reinforcement techniques (i.e. promote an atmosphere of inclusiveness, encourage employees to be decision-makers, problem-solvers and risk-takers, etc.) rather than rely on management by intimidation.

FIX: Short Term/Long Term and On-going
RESPONSIBILITY: CEO/Executives Officer Human Resources – HRDT and the Training Council
FINANCIAL IMPACTS: Minimal costs, utilizing the HRDT Transportation Leadership Academy Program

8. Meet with those persons closest to or most familiar with a particular task, function or assignment prior to initiating major organizational changes or decisions that significantly impacts the overall organizations ability to lead itself.

FIX: QUICK
RESPONSIBILITY: CEO/Executive Officers
FINANCIAL IMPACT: Refer to Communications recommendations

ISSUE #4: Insufficient Recovery Time for Operators

Transportation Operators (Bus/Rail) stated that there is insufficient time built into their runs to allow them to use the restroom. Although there are a number of runs which do permit ample time for restroom privileges, many of those restroom facilities need to be replaced, renovated or reconstructed. Nonetheless, this is a major morale concern for Transportation Operators.

Recommendations:

1. Conduct quarterly meetings with the Transportation Operations team and the Scheduling & Planning Department to discuss better operational support for the "front-line employees". The goal will be to incorporate some measurement for adjusting stops-n-zones and traffic issues with respect to delays, restroom accommodations for operators and other related issues which will permit 6 additional minutes in the schedule. Designate budget dollars to construct and improve restroom facilities for Operations personnel who are required to operate MTA vehicles.

FIX: Quick Hit
RESPONSIBILITY: Executive Officers (i.e. Transportation/Planning Depts.)
FINANCIAL IMPACTS: FY00 Significant (Refer to Trans. Ops RFP)

2. The Facilities Engineering & Stops & Zones Departments are required by the CEO to address the issue of restroom facilities not being identified and/or built at the end of an Operator's run. Request that the Scheduling & Planning Department give particular attention to specific route locations where no permanent restroom facilities exist. In addition, require that the Stops & Zones Department circulate at each division quarterly a listing of all restroom facilities available to Operators. When distributing the restroom facility lists, communicate the procedure for calling into the control center when there is no facility available.

FIX: Quick Hit (Distribute restroom facilities lists only)
Long Term (construct permanent facilities)
RESPONSIBILITY: CEO/Executive Officer of Transportation
FINANCIAL IMPACTS: RFP - Portable Toilet Contract - starts 07/1/99 -
ends June 30, 2003

ISSUE #5: Agency's Poor Public Image

Employees feel there is a stigma associated with being employed at this agency which becomes heightened when the agency is under hostile public scrutiny (i.e. by the media, riding public, politicians and the board, etc.). This is a morale issue for employees because they believe they are seldom or never recognized for their accomplishments and/or individual contributions.

1. Establish an ad hoc committee to work with Media Relations and Public Affairs Departments to identify representatives or speakers for the organization. Re-institute the "speakers bureau" which was a program formerly managed by the Internal Communications group.

FIX: Quick
RESPONSIBILITY: CEO/ Deputy Executive Officer Communications
FINANCIAL IMPACT: \$30,000 includes Communications \$25,000 costs

2. Request that the METRO Family and Focus On publications be re-established and circulated to the local communities featuring those items showing the MTA to be community responsive.

FIX: QUICK
RESPONSIBILITY: CEO/ Executive Officers
FINANCIAL IMPACT: \$150,000 Refer to Communications projections.

3. Conduct tours and invite the various chamber of commerce or business associations to experience first-hand what riding public transit is really like. This will aid in dispelling the myth, that the MTA has not done an adequate job in providing transportation services for the Southern California Region.

FIX:	QUICK
RESPONSIBILITY:	CEO/ Executive Officers
FINANCIAL:	\$5000

EMPLOYEE MORALE SUB-COMMITTEE

Issue #6: Safety & Security

Sub-Committee Members

Larry Cosner, Team Leader
Helen Miller-Ray
Marilyn Morton
Gary Spivack
Brian Soto

SAFETY & SECURITY

Executive Summary

INTRODUCTION

The Morale Team assigned to survey and investigate employee concerns on Safety and Security have concluded that the following Issues should be addressed.

The need for improved **security** at stations and terminals; higher **visibility** of LAPD and LASD on buses and rail cars; to standardize inconsistent enforcement of **safety** regulations in the workplace; ensure working **radio systems** for all bus and rail cars; and to address health problems at **workstations**.

SUMMARY OF SAFETY AND SECURITY ISSUES

The top issues identified by the Morale Issues Subgroup are:

- 1a. Higher visibility of LAPD and LASD on bus and rail systems.**
Review existing contracts with the Los Angeles Police Department and Los Angeles Sheriff Department in order to determine measurable levels of compliance and ensure a higher level of **Officer visibility**. A method of determining performance indicators for each agency needs to be developed. All active security programs require in-house emphasis as part of contract compliance. That is, routinely update and inform all employees about the performance indicators. It is also recommended that the MTA should re-institute the Red Line Train Order Maintenance Sweeps ("TOMS").
- 1b. Security at Stations and Terminals.**
Security at specified stations, terminals and layover zones is perceived as lacking because of unsecured public accessibility during periods of high risk (reduced supervisory and police coverage, night time and weekends). It is necessary to survey bus terminals and layover zones for potential safety risks and other hazards which may endanger employees and the riding public.
- 2. Ensure a functional radio system for all bus and rail units.**
As Bus and Rail **Radio System upgrades** are pending implementation, the need is to expedite and communicate the timeline and status of the Automated Transit Management Program (ATMP) proposal as well as the status of the bus security TVX system (a recent bus security camera program). Temporary cellular communications may need to be considered. Reduction of response time to incoming emergency calls at the Bus Operations Control (BOC) and Rail Operations Control (ROC) needs to be emphasized.

3. Reduce bus operator seat and mirror-related problems and injuries. Reduce health injuries and problems at workstations by making appropriate information and equipment available.

Quality Assurance and Risk Management are currently involved in the new Bostrom 910 bus operator seat replacement program. Information updates and timeline for implementation need to be released. A standard operating procedure (SOP) for training should closely follow. The high incident of mirror-related employee injuries suggests another training SOP should be initiated.

Although Risk Management has made ongoing programs such as the "Ergonomics Training" available to department supervisors and managers, the need still exists to survey employees for proper ergonomic procedures. Additionally, employees need to be informed of the process for reporting health problems (which may be workstation equipment-related problems) and have available proper ancillary equipment (wrist rests, keyboard trays, etc...).

4. Standardizing inconsistent enforcement of safety regulations.

There is a need to publicize the current MTA's Emergency Preparedness Plans in order to promote consistent enforcement of all **safety regulations**. Implement agency-wide preparations on a regular basis with floor and site Wardens. Expedite the process of filling the position of Emergency Preparedness Coordinator who will be responsible for overseeing the coordination of these functions.

SAFETY & SECURITY

Final Report & Recommendations

Employees have identified a need for higher visibility of LAPD and LASD in order to improve security on-board buses, rail cars and at stations and terminals; they want the radio system on the buses and rail cars to function properly and to be upgraded as soon as possible; they want correct equipment, e.g., bus operator seats and mirrors, workspace chairs, drop leaf tables for computers, wrist supports, etc., in order to prevent equipment-related health problems; and they want enforcement of safety regulations in the workplace.

ISSUE #1a: Higher visibility of LAPD and LASD on bus and rail systems

Employees lack confidence in the security provided by the Los Angeles Police and Sheriff Departments (LAPD & LASD). The policing of the bus and rail system by the LAPD and LASD at night and on weekends is perceived as inadequate and potentially dangerous for employees and the riding public alike.

ISSUE #1b: Security at Stations and Terminals

Security at specified stations, terminals and layover zones is perceived as lacking because of unsecured public accessibility during periods of high risk (reduced supervisory and police coverage).

Recommendations:

1. Review existing contracts with the Los Angeles Police Department and Los Angeles Sheriff Department in order to determine measurable levels of compliance and to ensure a higher level of Officer visibility.
2. Develop performance indicators for both agencies and release the information on a regular basis.
3. Improve security at all stations and platforms indicating the presence of the current security video coverage (the "You may be on camera!" approach) with the installation of signage.
4. Provide interior car cards on-board buses and trains stating that "Undercover Police May Be Riding This Vehicle".

5. Survey rail stations and bus terminals and layover zones for potential safety risks and other hazards which may endanger employees and the riding public.

6. Re-institute ride-a-long bus and rail programs i.e., random bus checks and the Train Order Maintenance Sweeps (TOMS), whereby Police Officers ride the trains moving from car to car (High Officer visibility).

FIX: Quick/Short Term
RESPONSIBILITY: Managing Dir. Ofc. of Safety & Security/
EO Operations
FINANCIAL IMPACT: TBD-Coordinate thru existing
procurement contract

ISSUE #2: Ensure a functional radio system for all bus and rail units

Bus and Rail employees want a reliable and dependable radio system. The current bus radio system is divided with approximately 1200 buses on the older General Electric (G.E.) system and about 950 buses on the newer Transit Radio System (TRS). Rail (Green Line) has issues with the Johnson (line -of-sight) radios used by the operators. Red and Blue Line use the G.E. radios. Each in their own way have limitations and coverage problems.

Recommendations:

1. Communicate the status of the radio upgrade "Automated Transit Management System" (ATMS) is a 5-year program which is funded at approximately \$75 million dollars.
2. Regularly communicate the status of the bus security TVX system (a recent security camera program implemented with new bus purchases).
3. Empower a task force to investigate a temporary communication service to reduce emergency response time (i.e., cellular telephones with pre-programmed emergency numbers).
4. Review the current demands on Bus Operations Control (BOC) and Rail Operations Control (ROC) and implement changes in order to reduce response time.

FIX: Quick
RESPONSIBILITY: Managing Dir. Ofc. of Safety & Security/
EO Operations
FINANCIAL IMPACT: none

ISSUE #3: Reduce bus operator injuries and other employee injuries at their workstations by making appropriate information and equipment available:

Many of bus operator occupational injuries are related to adjusting the exterior mirrors and/or occur due to defective bus operator seats. Additionally, Risk Management has made ongoing programs such as the "Ergonomics Training" available to department supervisors and managers. This information needs to filter down to all employees. The need exists to survey workstations for proper ergonomic equipment and procedures.

Recommendations:

1. Ensure that the correct process for reporting workstation equipment-related health problems is available to all employees.
2. Communicate ongoing programs such as the "Ergonomics Training" provided by Risk Management Department
3. Update Operators on the seat replacement program (Bostrom 910).
4. Develop and implement training for Operators on proper seat adjustments
5. Review the physical requirements necessary to adjust bus mirrors and recommend training strategies or equipment changes.

FIX:	Quick
RESPONSIBILITY:	EO of Operations/Managing Dir. Ofc. of Safety and Security section/Risk management
FINANCIAL IMPACT:	none

ISSUE #4: Standardize Authority safety regulations

Agency-wide emergency preparedness is viewed as inconsistent. There has been no test of emergency procedures and Emergency Preparedness Plans have not been enforced.

Recommendations:

1. Publicize the MTA's Emergency Preparedness Plans.
2. Implement agency-wide preparations on a regular basis with floor and site Wardens.
3. Perform site exercises involving MTA and local agencies as appropriate.
4. Expedite hiring an Emergency Services Coordinator.

FIX: Short-term
RESPONSIBILITY: Managing Dir. Ofc. of Safety & Security
section/Building Services/Operations
FINANCIAL IMPACT: none

ACTION PLAN

EMPLOYEE MORALE TEAM

The following are the recommendations which have been approved and the estimated time frames for implementation (quick = within one month; intermediate = one month to six months; long term = six months to a year). The recommendations marked for further study require additional information or consideration prior to determination of appropriate action.

LEADERSHIP	Quick	Intermediate	Long Term	Requires Further Study
Recommendations				
Issue # 1: Lack of Stable Leadership				
1. CEO should ensure that morale issue solutions are implemented. Appoint an oversight team responsible for creating an action plan, mandating implementation.	X			
2. Design and develop a CEO and Executive Officers' succession-planning program. Consider grooming candidates with transportation related experience; interest in re-shaping the organization and the ability to solicit and gain Board support. This program must focus attention on related diversity issues, such as maintaining a representative number of females at the executive and manager levels.		X		
3. Create a new corporate culture, empowering the Executive Leadership (i.e. Executive Officers) with the responsibility for running the organization and handling change. Empower Executive Leadership to set agency direction and build internal consensus with respect to organizational issues, (i.e., merit-based systems and agency policies). Delegate more of the agency's daily operations to the Executive Officers.			X	
4. CEO to place more emphasis on internal leadership. By implementing #3 above, the CEO should be afforded additional time to dedicate to these internal issues.			X	
5. Educate the board on reasonable expectations of the CEO. No CEO can manage this agency single-handedly. Enact provisions that would require a 2/3-majority vote by the Board of Directors to remove the CEO.				X

LEADERSHIP		Quick	Intermediate	Long Term	Requires Further Study
Issue # 2: No Organizational Direction or Strategic Plan					
1. CEO's philosophy on leadership and management of the organization must be conveyed, stating expectations as to leadership style and effectiveness.	X				
2. Convene a series of Executive Leadership Retreats to develop a vision, mission and strategic plan, to ensure that the vision of the agency is aligned with public and employee expectations.		X			
3. Ensure Executive Officer input on all key agency issues as a leadership team (i.e., consent decree).	X				
Issue #3: Undefined Culture					
1. "Lead by Example" Executive leadership should become more involved with the various employee levels comprising the agency, convene quarterly all-hands meetings, and provide employees with an updated Organizational Chart.	X				
2. CEO to follow-up with Executive Officers on management style issues in key areas of operation and include 360 degree management feedback (subordinates, peers and supervisor) as part of the job performance evaluation process for all management personnel in pay grades P and above to identify and correct inappropriate management styles.			X		
3. Reduce the number of consultant requests, recognize the wealth of internal staff talent, knowledge and expertise, prior to going outside the agency. Establish an avenue for departments to bid along with consultants for projects.					X
4. Develop an in-house training program to introduce the new corporate direction or philosophy of the agency.				X	
5. Executive Leadership should be held accountable for managing employee morale within their respective areas, giving special attention to remote locations and do more "Management By Walking Around".	X				
6. Require major support units (HR, Procurement, General Services etc) to use internal customer input to improve their service and programs.				X	

COMMUNICATIONS	Quick	Intermediate	Long Term	Requires Further Study
Issue #5: Disrespect and Lack of Trust				
1. Improve pay, benefits and working conditions. These issues are covered in other sections of the Morale Issues team report (see wages and benefits)				
2. Introduce an internal "Customer First" program which will help foster teamwork and also will provide for recognition of individual achievement.			X	
3. Initiate a program of interaction (i.e., CEO and senior staff visits) that promotes respect and understanding between Headquarters and Operating Division personnel.			X	
4. Provide employee training in business etiquette.				X
5. Annual employee picnic or similar event (This recommendation also is included in the section on employee satisfaction)			X	

JOB INSECURITY

	Quick	Intermediate	Long Term	Requires Further Study
<p>Issue #2: Grievance Procedures</p> <p>3. Request approval to explore a conflict management system utilizing a mediation process for non-representative employees as a supplemental part of the Organizational Development & Training Unit. Research is required to determine feasibility, specific orientation and purpose, limits on scope of authority, establishment of duties and responsibilities, etc. The program will need to be developed on a pilot basis and is considered a long-term project. The advantage for this type of system is that it will be voluntary, with a neutral panel to review the dispute and render an unbiased opinion. The cases would reflect issues that are not applicable to OIG, Employee & Labor Relations, EEO, Internal Audits and Legal. An additional advantage is that the mediation process can be developed to utilize MTA trained employees to be peer panelists.</p> <p>This proposal needs to be developed and a plan submitted for approval. The intent is to implement a minimal or no-cost program that will enable MTA management to enhance the level of credibility for grievances and provide an element that allows employees to transition from highly dissatisfied to satisfied based on their own input and participation. Further, ongoing training and consistent participation in the mediation process will concurrently improve employee utilization of the process on a daily basis. It needs to be reiterated that the program will be developed in cooperation with OIG, Employee and Labor Relations, EEO, Internal Audits and Legal in order to keep accountability where it belongs and ensure adherence to established procedures.</p> <p>4.a Add a final step to the Equal Opportunity and appropriate Human Resource policies and procedures that includes a final appeal to the CEO. Mandate that final appeals cannot be reviewed by the originating department. Communicate revision to all employees.</p> <p>4.b Add an appeal step to the Employee Relations policy and procedures that includes a final appeal for arbitration.</p> <p>5. Communicate that the lay-off policy includes an appeal process that enables an employee to forward a final appeal to the CEO.</p> <p>6. Disseminate information regarding the revised organizational structure of the HR, ER & EEO division, specifically noting the separate lead positions for Employee Relations, Human Resources, and Equal Employment Opportunity, and give consideration to changing the division title.</p>				<p align="center">X</p>
				<p align="center">X</p>
				<p align="center">X</p>
				<p align="center">X</p>

JOB INSECURITY		Quick	Intermediate	Long Term	Requires Further Study
Issue #3: Layoffs/Fiscal Health of the Agency					
1. Establish a layoff policy that identifies criteria for employee layoff, specifies elements of a severance package and discusses role and responsibility of the reduction in force (RIF) task force to clarify the basis for employees layoff.	X				
2. Communicate the process for developing new/revision of policies and procedures. Access to policies and procedures will be made available to all employees through Intranet and hardcopy.	X				
3. Communicate that exceptions outside of the established policies will require approval of the CEO.	X				
4. Communicate that any acts of retaliation shall be reported to the CEO.	X				
5. On a semi-annual basis, the CEO's office shall discuss the MTA's deficit/solvency situation and that a cohesive financial plan exists for the long term. Discussion should include proactive steps being taken to enhance labor/management cooperation and reduce internal bus/rail conflicts.	X				

WAGES AND BENEFITS		Quick	Intermediate	Long Term	Requires Further Study
Recommendations					
Issue #1: Lack of Meaningful Salary Increase/Merit Based Pay System For Non-Represented Employees					
1. Provide a minimum four (4%) percent salary increase for all non-represented, full-time non-probationary employees.	X				
2. Conduct an annual salary grade survey and communicate the overall results to all non-represented employees.	X				
3. Develop and implement a merit-based pay system for non-represented employees.					X

JOB INSECURITY

	Quick	Intermediate	Long Term	Requires Further Study
Issue #2: Grievance Procedures				
<p>1. Revise non-represented Grievance Policy so that it is employee friendly and allows employees not only the right to grieve discipline but also allows employees the right to grieve the application of MTA policies and procedures. The current Grievance Policy has been revised and includes the above. The Policy should be finalized and distributed ASAP.</p>	X			
<p>2. Establish an Ombudsperson position. Request approval to do the research that is required to determine feasibility, specific orientation and purpose, limits on scope of authority, establishment of duties and responsibilities, etc. The Ombudsperson, as a neutral entity, would investigate appeals forwarded to the CEO's office. In addition, the Ombudsperson would process employee complaints, report findings, and help to achieve equitable settlements. Currently, there are many issues that affect employee morale which are never addressed as they don't fall under the purview of any of the five departments entrusted to conduct internal investigations and resolve outstanding disputes (OIG, Employee & Labor Relations, EEO, Internal Audits, Legal). The position would report to the CEO or his representative and would provide management with a direct line of communication with employees and their concerns. The Office could be an ideal way to avoid costly lawsuits brought on by affected employees. This new Office would work closely with the departments mentioned above in order to avoid duplication and disharmony. The office would avoid undermining and usurping the authority of the managers by ensuring compliance with established procedures.</p> <p>Budget note: Costs will be projected for a two year period with an audit to evaluate future necessity. It is envisioned that the position will pay for itself through the cost savings from a reduction of lawsuits and payments to whistleblowers. This position is independent of a position recommended by the Leadership Committee.</p>				X

JOB INSECURITY

	Quick	Intermediate	Long Term	Requires Further Study
Recommendations				
Issue #1: Hiring/Promotion/Transfer Processes				
1. Establish a uniform set of hiring-related and compensation policies and procedures applicable to all employees in all positions and/or levels in the organization. New and revised policies will be completed, approved, and issued to employees within 30 business days.	X			
2. All Executive Officers/Department Heads, Managers and their staff shall be required to abide by established policies and procedures. Any exceptions to these policies must be fully justified and approved solely by the CEO. A statement by the CEO will be issued to all employees that EO's/Department Heads/Managers are required to abide by policies and any exception will first require CEO approval.	X			
3a Communicate established policies to all employees in a variety of ways. Ensure policies are readily available to all employees at all times (i.e., intranet via HR website, hardcopy manual).	X			
3b On a periodic basis, all supervisors and above must be required to attend mandatory training on all HR-related policies.				X
4. Communicate and enforce that all vacant positions will be filled in accordance to established policies. Acting appointments and "under filling" of budgeted positions should be temporary and the practice will be kept at a minimum. MTA/PTSC should make a strong commitment to communicate and make available all possible promotional opportunities to create possible career paths for employees.	X			
5. Salary determinations as a result of a new hire or promotion should be determined by established, objective criteria. Compensation factors and methodology for setting salaries and creating new job classifications will be communicated to all employees.		X		
6. Communicate and enforce that all direct appointments shall only be made by the CEO or Board of Directors. Direct appointments will be limited to Department Head level positions and above and only when absolutely warranted. Employees who are directly appointed by the CEO will retain an "At Will" status in their position. If they are removed from the position they were directly appointed to, then they must secure another position in accordance to the HR- Recruitment and Selection Policy.	X			

COMMUNICATIONS

Issue #3: Managers Neglected as a Specific Audience

1. Conduct briefing meetings with managers/directors.
 These briefings should occur before Board meetings and before formal decisions are to be made. At a minimum, the Board Research Services analysis of Board actions should be more widely distributed. To further this area of communications it is also recommended that the CEO's Office hold meetings after the Board meetings (a post-mortem) on the Board's actions so that managers and directors can effectively inform their staff of the decisions that most affect them.

2. Provide employees opportunities for interaction with executives.
 Extend the concept of the brown bag lunches to include coffee hours or departmental open houses so that staff members not only have the opportunity to interact with executive staff but also their own managers. Goals need to be set and people held accountable for transmitting ideas and issues up and down the chain.

3. Treat managers as a specific audience.
 Develop a newsletter aimed specifically at managers. This news medium could be carried on the Intranet, but the main goal is to ensure that they have a communications forum.

Issue #4: Policies and Procedures Are Not Well Communicated

1. Improve communications with managers/directors. The executive officers should meet regularly with directors and managers and use these meetings to clarify policy issues and procedures so they, in turn, can explain to their staffs and pass comments back up the chain.

2. Revive Focus-On fact sheets as a means of communicating in-depth information about specific policies and procedures.

3. Better utilize department chief administrative analysts as a resource to help employees figure out procedures and FIS. The analysts, themselves, should meet regularly to identify issues and relay solutions to directors and managers and get feedback from them.

	Quick	Intermediate	Long Term	Requires Further Study
	X			X
		X		
	X			

COMMUNICATIONS		Quick	Intermediate	Long Term	Requires Further Study
Recommendations					
Issue #1: Weak Internal Communication					
1. Improve visibility of and access to senior management, especially in the bus and rail operating divisions, by having senior managers spend two days each month visiting the divisions.					X
2. Improve communications at Gateway and the operating divisions by implementing the Intranet.	X				
3. Reinstate Metro Family, publish employee newsletter monthly and mail it employees' homes so that it reaches all staff.					X
4. Provide communication training for managers, including those at divisions.		X			
Issue #2: Unfavorable Media Coverage					
1. Earmark 15 percent of the advertising revenue MTA generates from bus advertising for a direct communications campaign. Elements would include a major print ad campaign, public service announcements, radio spots, billboards, CEO letters to stakeholders, external newsletters, production of an annual report, produce a new Meet the MTA video and brochure, underwrite televised public forums on the Long-Range Transportation Plan, ads on MTA buses, full revival of the MTA Speakers Bureau, among other efforts.					X
2.a Continue to work on fostering better media ties. Concentrate even more on reaching beyond the LA Times and Daily News. Encourage transit allies to pen opinion pieces. Use Passenger Advisory Committee members to speak as well-informed citizens and bus riders.	X				
2.b Hire a part-time as-needed publicist who can concentrate exclusively on promoting positive MTA stories.					X

WAGES AND BENEFITS		Quick	Intermediate	Long Term	Requires Further Study
Issue #2: Pay Inequities					
1. The team strongly recommends a process be established to ensure that the new salary equity review procedure is properly implemented and that it operates according to the announced schedule.	X				
2. Complete equity reviews by December 31, 1999 to allow for implementation of salary adjustments to be effective in January 2000.		X			
3. Combine all functions associated with salaries into the Classification and Compensation Section. Develop and implement a new database and computer software system to determine salaries for new hires, promotions, and equity reviews.				X	
Issue #3: Employee Benefits (PERS/Retirement and Medical)					
1. Mandate staff to enter into negotiations with PERS to ensure that individual employee information is entered into their computer system.	X				
2. The CEO should give top priority to establishing equitable benefits among employee groups based on years of service.					X
3. Immediately develop and implement a Retirement Planning Program to be conducted at least quarterly at various work locations.					X

WAGES AND BENEFITS	Quick	Intermediate	Long Term	Requires Further Study
Issue #4 Time Off W/ Pay (Disparity/Requirement to Take Holidays Off)				
1. Eliminate the requirement to take 64 hours of paid holiday time off.				X
2. Eliminate the two-tiered time off accrual system.				X
3. Equalize time-off between represented and non-represented employees by granting one additional holiday to non-represented employees.				X
Issue #5: Lawsuit (Former Employees of SCRTD)				
1. It is strongly recommended that the agency resolve the issues surrounding the lawsuit as soon as legally possible.				X
2. Communicate information on the status of the lawsuit to employees on regular intervals or on a quarterly basis if the lawsuit remains an open issue over an extended period of time.				X

JOB DISSATISFACTION		Quick	Intermediate	Long Term	Requires Further Study
Recommendations					
Issue # 1 : Management Instability					
1. Develop a long term Operations (i.e. Transportation/Maintenance) staffing plan to provide consistent direction and management stability and to reduce continuous change in leadership at the division level. It is recommended that the current and new executive officer give this issue their fullest consideration and the staffing plan be ready for implementation (revised to December 1999).			X		
2. Before transferring or assigning a manager/supervisor to a new area of responsibility, develop a 3 to 4 week orientation training program to familiarize the new manager/supervisor to the budget, procurement, recruitment/selection processes, discipline/grievance and performance appraisal policies, etc.					X
3. Develop and implement an Authority-wide mentoring and job rotation program to establish career paths so that internal employees can be given consideration for future promotional opportunities.			X		
Issue # 2: Job Uncertainty					
1.a Establish an ad hoc committee to work with HRDT and the Training Council so that the on-the-job training program plan is ready for implementation by July 1, 2000.	X				
1.b Develop an Authority-wide on-the-job training program that establishes an internal pool of candidates to compete for promotional opportunities and allows those who have met the minimum qualifications needed to be considered for a particular position.				X	
2. Develop a Transportation Management Program (i.e. succession-planning program) that grooms a select group of employees who are interested in maintaining a career in transportation. Establish a Transportation Management ad hoc committee to work with HRDT and the Training Council, so that, the plan is ready for implementation July 1, 2000.					X

JOB DISSATISFACTION

Issue # 3: Lack of Recognition

	Quick	Intermediate	Long Term	Requires Further Study
<p>1. Request Executive Officers to design/develop a "Management by Walking Around" schedule and convene quarterly all hands' meetings to meet with personnel who work at the various locations (giving special consideration to the 2nd and 3rd shifts employees).</p>	X			
<p>2. The CEO should re-establish the Employee Activities Store as EMPLOYEE ACTIVITIES RECOGNITION SERVICES (EARS) and receive buy-in from Executive Management with respect to the types of activities needed to improve employee morale. In addition, mandate that an approved line item for "employee morale activities" be included in the Human Resources budget.</p>		X		
<p>3. The CEO should require all Executive Officers to attend mandatory training and development sessions with the general employee population, to demonstrate the "leading by example" management style and to develop and sustain high performance at every level of the organization. By doing this, the Executive Officers will receive first-hand knowledge employee concerns as they relate to the various employee levels and operational departments.</p>	X			
<p>4. The CEO should require all Executive Officers to convene regular mandatory staff meetings with direct reports as necessary (i.e. minimum one (1) meeting a month) to address the respective department concerns. In addition, the CEO should require every Executive Officer to convene quarterly all-hands meetings with all employees who work within their respective divisions. This offers managerial and supervisory personnel an opportunity to receive first-hand information regarding operational and employee concerns and will establish an open dialogue between management and employees with respect to resolving issues jointly.</p>				X
<p>5. Re-establish "Employee Advisory Groups (EAG)" in Transportation Operational areas as a mechanism for addressing on-going division concerns (i.e. maintenance, operator, clerical support, dispatchers, supervisors, and procurement, etc.) and to develop recommend and implement corrective action for continuous improvement.</p>				X

JOB DISSATISFACTION

Issue # 3: Lack of Recognition (continued)

	Quick	Intermediate	Long Term	Requires Further Study
6. Develop an Authority-wide "Merit-Based Pay System" to recognize and reward those employees who achieve the agency's goals and objectives. Communicate the agency's compensation philosophy and articulate the difference between a cost of living (COLA) raise (i.e. a system that pays employees who receive the same or nearly the same percentage increase) and pay for performance system (where pay incentives are based on performance differences among employees). Refer to the recommendations as defined by the Wages & Benefits sub-committee (e.g. Page 48).				X
7. Develop and train all levels of management to utilize positive motivation and reinforcement techniques (i.e. promote an atmosphere of inclusiveness, encourage employees to be decision-makers, problem-solvers and risk-takers, etc.) rather than rely on management by intimidation.		X		
8. Meet with those persons closest to or most familiar with a particular task, function or assignment prior to initiating major organizational changes or decisions that significantly impacts the overall organizations ability to lead itself.	X			

Issue # 4: Insufficient Recovery Time For Operators

1. Conduct quarterly meetings with the Transportation Operations team and the Scheduling & Planning Department to discuss better operational support for the "front-line employees". The goal will be to incorporate some measurement for adjusting stops-n-zones and traffic issues with respect to delays, restroom accommodations for operators and other related issues, which will permit 6 additional minutes in the schedule. Designate budget dollars to construct and improve restroom facilities for Operations personnel who are required to operate MTA vehicles.				
2. The Facilities Engineering & Stops & Zones Departments are required by the CEO to address the issue of restroom facilities not being identified and/or built at the end of an Operator's run. Request that the Scheduling & Planning Department give particular attention to specific route locations where no permanent restroom facilities exist. In addition, require that the Stops & Zones Department circulate at each division quarterly a listing of all restroom facilities available to Operators. When distributing the restroom facility lists, communicate the procedure for calling into the control center when there is no facility available.			X	X

JOB DISSATISFACTION

Issue # 5: Agency's Poor Public Image

	Quick	Intermediate	Long Term	Requires Further Study
1. Establish an ad hoc committee to work with Media Relations and Public Affairs Departments to identify representatives or speakers for the organization. Re-institute the "speakers bureau" which was a program formerly managed by the Internal Communications group.	X			
2. Request that the METRO Family and Focus On publications be re-established and circulated to the local communities featuring those items showing the MTA to be community responsive.				X
3. Conduct tours and invite the various chamber of commerce or business associations to experience first-hand what riding public transit is really like. This will aid in dispelling the myth, that the MTA has not done an adequate job in providing transportation services for the Southern California Region.	X			

SAFETY AND SECURITY

	Quick	Intermediate	Long Term	Requires Further Study
Recommendations:				
Issue # 1a: Higher visibility of LAPD and LASD on bus and rail systems				
Issue # 1b: Security at Stations and Terminals				
1. Review existing contracts with the Los Angeles Police Department and Los Angeles Sheriff Department in order to determine measurable levels of compliance and to ensure a higher level of Officer visibility.	X			
2. Develop performance indicators for both agencies and release the information on a regular basis.	X			
3. Improve security at all stations and platforms indicating the presence of the current security video coverage (the "You may be on camera" approach) with the installation of signage.		X		
4. Provide interior car cards on-board buses and trains stating that "Undercover Police May Be Riding This Vehicle".		X		
5. Survey rail stations and bus terminals and layover zones for potential safety risks and other hazards, which may endanger employees and the riding public.		X		
6. Re-institute ride-a-long bus and rail programs i.e., random bus checks and the Train Order Maintenance Sweeps (TOMS), whereby Police Officers ride the trains moving from car to car (High Officer visibility).			X	

SAFETY AND SECURITY				
	Quick	Intermediate	Long Term	Requires Further Study
Issue # 2: Ensure a functional radio system for all bus and rail units				
1. Communicate the status of the radio upgrade "Automated Transit Management System" (ATMS) is a 5-year program, which is funded at approximately \$75 million dollars.	X			
2. Regularly communicate the status of the bus security TVX system (a recent security camera program implemented with new bus purchases).	X			
3. Empower a task force to investigate a temporary communication service to reduce emergency response time (i.e., cellular telephones with pre-programmed emergency numbers).				X
4. Review the current demands on Bus Operations Control (BOC) and Rail Operations Control (ROC) and implement changes in order to reduce response time.	X			
Issue # 3: Reduce bus operator injuries and other employee injuries at their workstations by making appropriate information and equipment available				
1. Ensure that the correct process for reporting workstation equipment-related health problems is available to all employees.	X			
2. Communicate ongoing programs such as the "Ergonomics Training" provided by Risk Management Department	X			
3. Update Operators on the seat replacement program (Bostrom 910).	X			
4. Develop and implement training for Operators on proper seat adjustments		X		
5. Review the physical requirements necessary to adjust bus mirrors and recommend training strategies or equipment changes.		X		

SAFETY AND SECURITY		Quick	Intermediate	Long Term	Requires Further Study
Issue # 4: Standardize Authority safety regulations					
1.	Publicize the MTA's Emergency Preparedness Plans.	X			
2.	Implement agency-wide preparations on a regular basis with floor and site Wardens.	X			
3.	Perform site exercises involving MTA and local agencies as appropriate		X		
4.	Expedite hiring an Emergency Services Coordinator.	X			