



District Actions

Update of Activities

District Action #1 - Classification, Compensation & Benefits Study

Action:

- Obtain feedback on current compensation & classification policies
- Conduct market study of the classification structure, pay practices, performance management program, and benefits package as compared to 10 peer employers.
- Create a classification matrix based upon market study of 100 benchmark jobs
- Evaluate & recommend to the Executive Team (ET) classification matrix, pay practices, compensation philosophy, performance management program and benefits package.



Accomplishments/Results

- Developed, compiled, and analyzed results of customized market study.
- Met with Focus Groups to get feedback and recommendations about the District's performance management program.
- Reviewed preliminary results of classification matrix, pay practices policies, proposed salary structure, and benefits with the ET
- Conducted follow-up meetings with each Chief.

District Action #1- Next Steps

- District Project Team to present proposed changes to the performance management program to ET in February.
- Present results and recommendations to the Board of Directors at March/April Board meeting.
- Present PowerPoint presentation to administrative employees in mid March.
- Individual meetings with administrative employees in March.
- Review employee appeals filed in the month of April.
- Schedule performance management training for raters April-June



District Action #2 - Develop and implement a new rewards and recognition program

Action:

- Develop and implement a new rewards and recognition program for all District employees.
- Develop a culture of recognition by leaders and employees for their performance and contributions;
- Learn how to link rewards/recognition to higher productivity, higher retention and higher employee engagement and morale.

Accomplishments/Results

1. Focus Groups met in Q4 2016 and Q1 2017
2. Conducted survey of recognition and reward programs offered by other public agencies in July 2017
3. Met with management consulting firm in September 2017 to develop a training program for managers to create a “culture of appreciation”
4. “Appreciation Essentials Workshop for Leaders” conducted on January 31, 2018
5. Developing programs for recognizing years of service and recognition by peers.

District Action #2 - Next Steps

1. Implement a new and improved Service Recognition Award program based on years of service (1, 3, 5, 10, 15, and 20 years) by the end of Q1 2018.
2. Establish Peer to Peer Recognition Program and finalize recognition options by end of Q1 2018.
3. Implement Peer to Peer Recognition Pilot Program by end of Q2 2018.

District Action #3 – Improve Interdepartmental Collaboration

Action – Improve collaboration across departments through interactive information sharing

- Development of departmental level organizational charts detailing roles and responsibilities of departments and individuals
- Regular brown bag “lunch and learn” presentations on topics of interest by various departments
- Pilot interdepartmental resource teams for groups of people who share common work functions to facilitate regular collaboration/coordination.

Accomplishments/Results/Next Steps

- Initiative to develop Departmental level organizational charts outlining roles and responsibilities
- Organizing series of “brown bag” sessions for employees to share/discuss topics of interest
- send suggestions for “Brown Bag” Topics to Employee-comm@samtrans.com
- Regularly scheduled coordination meeting to discuss areas of overlap and opportunities for collaboration (e.g. monthly director meetings).

District Action #4 - Increase Employee Development Opportunities

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

Four major initiatives for the coming year:

1. Training Needs Assessment
2. Employee Development Policy
3. Learning, Talent and Leadership Development Council
4. Next Generation Leadership Program



Accomplishments/Results

Hosted External Workshops

- University of Pacific's Transit and Paratransit Management Certificate Program (16 employees; 9 sessions)
- Vistelar Conflict Management (16 employees @ 16 hours; Certification – 9 employees @16 hours)

Hosted SM County Regional Training Consortium

- Introduction to Supervision (9 employees @7 hour)
- Summer Supervision Academy (6 employees @ 45 hours)
- Training Consortium Workshops
 - 2016 - 345 hours total
 - 2017 - 895 hours total (160% increase)
- LearnIT – Microsoft Suite Training (total of 768 hours)

Accomplishments/Results

Established Next Generation Leadership Program Pilot 2017

6 Core Foundational Pilot Workshops

- Emotional Intelligence – 13 employees @ 7 hours
- Extraordinary Leadership – 17 employees @ 7 hours
- Accountability Builder – 17 employees @ 7 hours
- Crucial Conversation – 16 employees @ 7 hours
- Communications for Leaders – 20 employees @ 4 hours
- Conflict Management – 20 employees @ 4 hours

2018 Scheduled Programs

Hosting 2018 for SM County Regional Training Consortium

- Business Writing for Results – 3/27 (8 hours)
- How to Talk Finance – 4/24 (3 hours)

LearnIT – Microsoft Suite Training 2018

- 2018 – MS Excel, MS Word, MS One Note, MS PPT, MS Outlook, MS Outlook-Time Management



Perform Training Needs Assessment

- Draft organizational wide training needs assessment in January; Launch survey in February; Focus groups February - March; Presentation of data to Learning Council March – April

Employee Development Policy - establishes district commitment to develop employee talent. Outlines roles & responsibilities of employee, supervisors and managers.

- Legal Review in February; Present to Learning Council in March; Present to ET for approval - April

Establish Learning, Talent and Leadership Council

- Develop selection criteria for employee development – external programs
- Determine framework for District/Departmental budgets for FY 19 planning



District Action #5 – Improve Employee Communications

Actions: Improve employee/leader communication and engagement

- Improve Communications between Executive Team and District employees
- Redesign the Depot
- Create opportunities for employees engagement (Town Halls, pulse surveys, Talks with Jim, other tools)
- Conduct regular Employees surveys

Accomplishments/Results/Next Steps

1. Designed improved process for ET communications starting in 2018
2. Three Town Halls in 2017. Quarterly Town Halls calendared for 2018. Talks with Jim scheduled regularly.
3. Hired Internal Communications Specialist and Web Developer
4. Depot redesign options explored. Need for third-party approach identified. Will be proposed for FY19 budget.
5. Survey planned for 2019