

Reiskin, Ed

From: Reiskin, Ed
Sent: Tuesday, December 18, 2018 12:43 PM
To: All Staff
Subject: update to SFMTA employees re improving the work environment

Colleagues:

As we approach the end of 2018, I wanted to provide an update on our progress towards improving the work environment here at the SFMTA.

I believe that we all collectively want our agency to be a place where everyone feels valued and motivated to do their best work every day. While it will take time to achieve this state, I assure you that a focus on our culture it is at the forefront of my time and attention.

To that end, I have spent the past two months hearing from many of you – directly and indirectly – via listening sessions, email, feedback through managers, workshops with the senior management team and the Outstanding Workplace Committee, perspectives from our ombudsperson, and submissions to the online idea box. Through this process, I've consistently heard that there is frustration and lack of confidence in how we address workplace issues within the agency; concerns about slow hiring and how it impacts employees who remain; experiences of unprofessional behavior by managers and supervisors; and a desire for agency leaders to work more effectively together. Encouragingly, I also heard the great majority of people say they like their job and want the agency to be successful.

Everyone wants to be respected and valued in the work place, and most everyone understands the importance of the work we do on behalf of the people of San Francisco. This understanding is what connects us and makes me feel confident that we can make tangible improvements to better support every colleague and each other to make our agency a much better place to work.

What's Next?

Now that we have a better picture of where we are, we must next build a plan for how to get to where we want to be. As this work is getting underway, we're moving to on the following steps immediately:

- Revising how we address workplace issues that may not be appropriate for the Equal Employment Office (EEO) process but still require intervention and resolution.
- Initiating a 'Living Our Values' culture shift strategy to be led by the Organizational Development team and supported by the Outstanding Workplace Committee
- Implementing new training courses to improve skills of managers and supervisors. These trainings include:
 - Providing the city's required 24-PLUS training to all managers and supervisors who have not yet completed it
 - Developing and delivering a 'Respect in the Workplace' training course for all other managers and supervisors
 - Developing and delivering an in-depth training for SFMTA's human resources professionals

Finally, bridging our past work to address employee feedback from the 2017 Employee Engagement Survey, I expect each division and unit manager to continue advancing their Employee Action Plans.

Still, I believe it will take many more efforts by us individually and collectively to move this agency forward. There are no magic bullets to changing a culture. It takes time, commitment, and an open mind to reflect upon where we've been and set a new course for where we need to go.

It also takes leadership from the top to set the tone and expectations for this work, and I remain absolutely and fully committed to a workplace that lives up to the values we uphold, those of *Respect, Integrity* and *Inclusivity*. These values go beyond ensuring that our workplace is free of discrimination, harassment, bullying, and other unprofessional behavior; they can make the workplace more supportive, empowering, and enjoyable.

This is the work environment that many of you have told me you hope for and I think you deserve.

I thank you for your forthright feedback, your participation, and your patience with the process. We can and will move forward together, and I will continue to provide updates on our progress.

Thanks.

Ed