

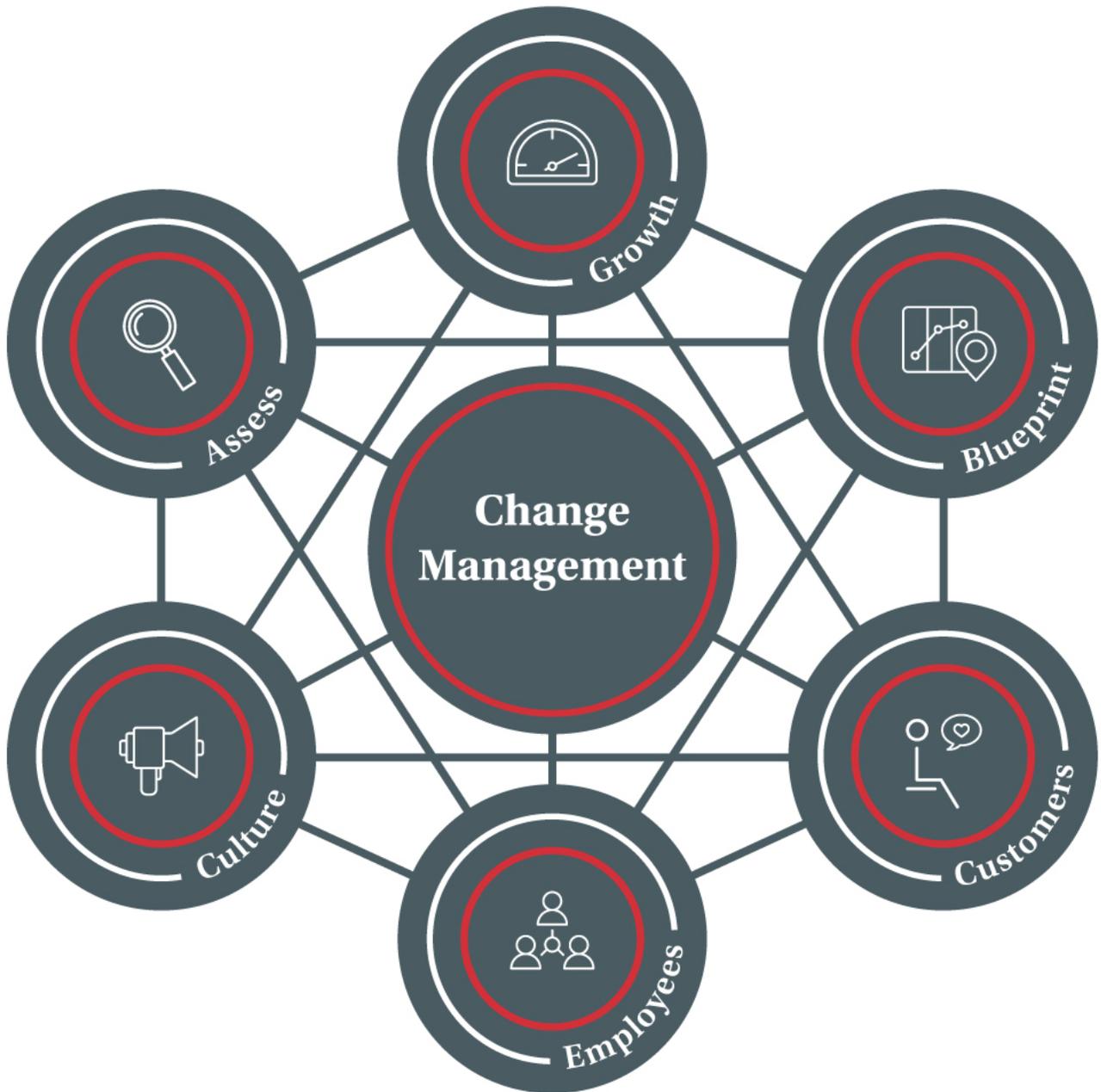


Building Capacity Through Employee Engagement

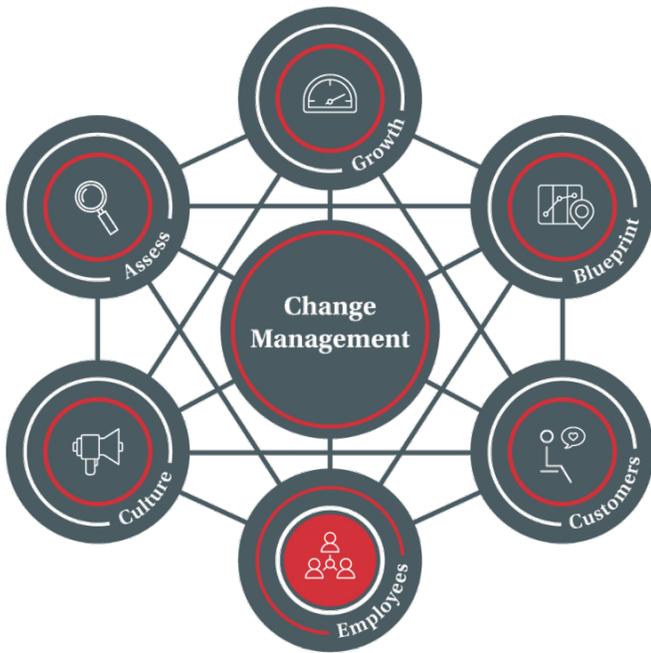


THE
WATHEN
GROUP

Executing Your Vision



Employee Engagement Is Pivotal



"Employee engagement can become a key competitive advantage or a primary weakness." (Deloitte)

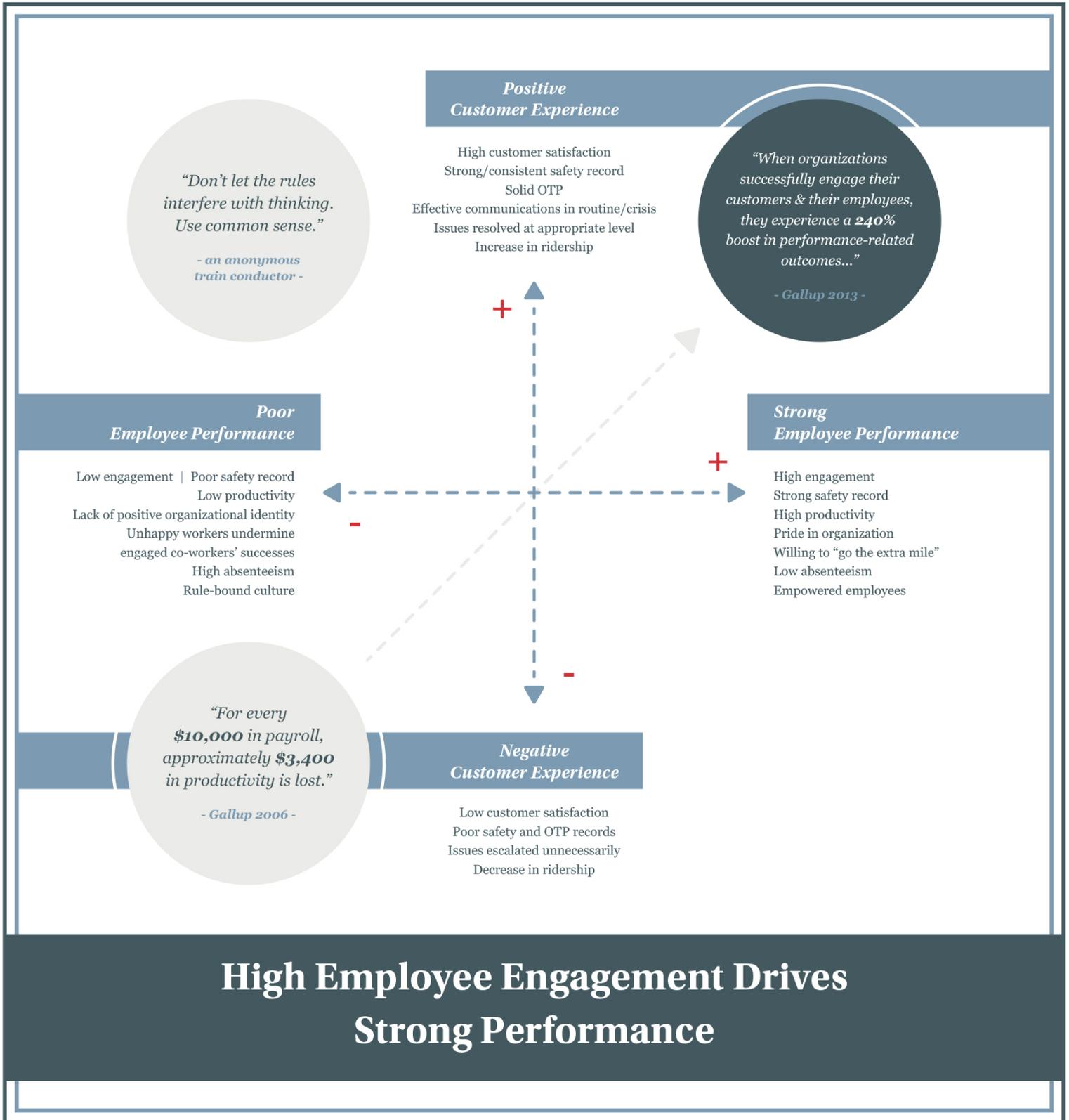


Effective Delivery in Public Transportation

Organizational models suggest the delivery of optimal performance occurs when there is a balance created by empowering employees with leadership guidance. As a hierarchical structure is typically the norm in public transportation, this can pose a challenge for effective delivery. Additional challenges can include demands on service with resource constraints and increasing or ever-changing customer expectations. Empowering employees can help address these issues and create front-line ambassadors to further achieve your organization's goals.



The Impact on Your Organization



Engaged Employees Lead to Improved Safety Culture and Performance

Culture is defined as the shared values (what is important) and beliefs (how things work) that interact with an organization's structures and control systems to produce behavioral norms (the way we do things around here).



Key Components of Positive Safety Culture

The leading industry-wide framework for safety culture is Dr. Reason's which identifies five elements that define an organization's safety culture: informed culture; reporting culture; learning culture, flexible culture, and just culture -- all of which is a subset of the organization's overall culture. Supplementing the Reason Framework are 8 key components that are in place in organizations with strong safety culture:



- 1) Strong leadership, management and organizational commitment to safety
- 2) Employee/union shared ownership and participation
- 3) Effective safety communications
- 4) Proactive use of safety data, key indicators and benchmarking
- 5) Organizational learning
- 6) Consistent safety reporting and investigations for prevention
- 7) Employee recognition and rewards
- 8) High level of organizational trust

An evaluation of the impact of safety culture on quality in over 600 US based organizations in diverse industries revealed that better work methods and reduced absenteeism had contributed to improved organizational performance, while also impacting on product quality. Similarly, construction industry studies have shown that projects driven by safety are more likely to be on schedule and within budget. Major investments in safety across industries not only result in significant reductions in accidents with corresponding increases in productivity, but also led to increasingly positive attitudes about quality and safety.



How Will You Define Employee Engagement?

Some Definitions of Employee Engagement in Use Today:

“**Employee engagement** is the extent to which **employees** feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work. **Employee engagement** is not the same as **employee** satisfaction.”

“**Employee engagement** is a property of the relationship between an organization and its **employees**. An "engaged **employee**" is defined as one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests.”

“**Employee engagement** is the emotional commitment the **employee** has to the organization and its goals. This emotional commitment means **engaged employees** actually care about their work and their company.”

“**Employee engagement** is a workplace approach resulting in the right conditions for all members of an organization to give their best each day, committed to their organization's goals and values, motivated to contribute to organizational success, with an enhanced sense of their own well-being.”

“**Employee engagement** is the emotional connection an **employee** feels toward his or her employment organization, which tends to influence his or her behaviors and level of effort in work related activities. The more engagement an **employee** has with his or her company, the more effort they put forth. **Employee engagement** also involves the nature of the job itself - if the **employee** feels mentally stimulated; the trust and communication between employees and management; ability of an employee to see how their own work contributes to the overall company performance; the opportunity of growth within the organization; and the level of pride an employee has about working or being associated with the company.”



A group of four business professionals (three men and one woman) are gathered around a table, looking at a laptop screen. They are dressed in business attire. The image is dimmed with a dark blue overlay. The quote is centered in a white box.

“If you give people **tools**,
[and they use] their natural ability
and their curiosity, they will
develop things in ways that will
surprise you very much **beyond**
what you might have expected.”

- *Bill Gates*

Measuring Your Organization's Performance

Benchmarking

As the United States continues to refocus investment around infrastructure -- particularly transit -- it becomes increasingly important for transit authorities and private mobility companies to attract, retain and inspire exceptional talent. Your organization has an opportunity to amplify its industry leadership role in this arena, while also collecting more meaningful benchmark data. Promoting best practices, collecting data to fully comprehend your standing as an organization, and having standards for employee engagement goals enhances your efforts not only to deliver exceptional service but to also improve the quality of the talent at your organization.

Proper Feedback Serves as Early-Warning Detection

Ensuring your organization has a strong platform for your employees to engage and feel empowered to provide constructive feedback can also mean you are promoting a culture that can identify critical issues before they escalate.



Accountability

Accountability—the ability of people to understand what is expected of them, exercise authority, and take responsibility for delivering results—is an important dimension of organizational health. Employees play important roles in reducing costs and increasing efficiency while creating a positive experience for customers and ensuring their safety. Without clear accountability, employees have difficulty rising to these challenges. McKinsey data shows that role clarity (clear organizational structures) and personal ownership (a culture of personal responsibility) are strongly correlated with improved accountability.



Facilitating Effective Change

Tools To Evaluate

Key to The Wathen Group approach is a collaborative focus which engages various levels of your organization and our associates have decades of experience with facilitation, team building, and mediating differences. The various methods of evaluating your organization may include:



1) Direct observations and field visits.



2) Interviews and focus groups.



3) An employee survey.

The Team, Communication and Project Management

Our team includes leaders across transportation, infrastructure, engineering, and technology industries in order to offer the depth and breadth needed to support client needs and achieve objectives. At the beginning of our efforts, we will design a process for identifying contributing factors and strategies for increased employee engagement and empowerment towards the support of your organization's strategic goals. With over three decades of experience in the industry, The Wathen Group has built, designed and implemented effective employee engagement programs for organizations of the scale of Metro North.

Kick-Off Workshop with Key Stakeholders

In any new initiative an organization begins, it is crucial to have key stakeholder buy-in and engagement from the start. We would have initial meetings with relevant parties and hold a kick-off workshop tailored for the tasks and overall project goal. This ensures we hear all desired goals from all relevant departments and align on what success looks like coming out of the initiative.



Facilitating Effective Change



Employee Feedback and Focus Groups

About 33 percent of organizations use focus groups to determine the level of engagement their employees have. Focus groups are a cost-efficient and timely way to determine whether there are any problems with employees' perception of a company and usually offer enough information to put suitable action plans in place to fix any issues.

Collaboratively Design Survey

Following key stakeholder interviews, a workshop to identify the key metrics to develop for a survey measuring employee engagement, and understanding any specifics to certain roles / departments, TWG will collaborate with you to design a custom survey in order to capture key findings in the areas of employee engagement and empowerment, effectiveness of organization / environment, opportunities and challenges to optimize performance and productivity, and any other areas you require.



Creating Continuous Improvement



Building Capacity for Your Organization to Thrive

The Wathen Group strives to build capacity for organizations at all levels through understanding and evaluating the current situation and facilitating enhanced performance in areas of employee, safety, operations, and customer experience.



Public Transportation Case Studies

Case Studies	Strategies/Tactics	Outcomes
<p>COMMUTER RAIL LINE</p> <ul style="list-style-type: none"> Rail line suffered from poor employee morale, low customer satisfaction, low OTP, poor safety record 	<ul style="list-style-type: none"> Employee engagement: customer focused solutions; line safety committee Customer outreach: employee and paying customer focus groups; customer satisfaction surveys Communications: employee and customer forums and written updates 	<ul style="list-style-type: none"> 70% reduction in employee injuries in the first five years, 90% reduction in lost time in the second year Almost 50% improvement in customer satisfaction ratings (system wide: 7% improvement) Improved OTP
<p>AGENCY RAIL INITIATIVE</p> <ul style="list-style-type: none"> Poor rail service with new service launch resulting in high customer complaints, public, media and political complaints and poor staff morale 	<ul style="list-style-type: none"> Employee engagement: employee forums and tailored frontline training; created new frontline publication; created and delivered supervisory & management training program; created Communications Advocate position for frontline coaching Customer outreach: focus groups, customer satisfaction surveys; customer forums; seat notices Operations: targeted short term, medium and long term improvements with employee and customer feedback 	<ul style="list-style-type: none"> Measurable results in 6-9 months Improved OTP, positive customer feedback, improved frontline employee performance; improved media reports Following up from an industry roundtable, an additional agency replicated a customer focused approach using this training model and initiated Communications Advocate program
<p>PUBLIC TRANSPORTATION AGENCY TRANSFORMATION</p> <ul style="list-style-type: none"> Light rail, bus and paratransit regional agency with hostile work environment, limited safety and customer focus 	<ul style="list-style-type: none"> Employee engagement: employee forums and tailored frontline training with companion supervisory and management program Restructured customer complaints system to link to decentralized supervisory and management accountability Operational safety: realigned organization to increase safety focus and linked frontline employee performance metrics for tracking risky employees 	<ul style="list-style-type: none"> 50% reduction in customer complaints in first two years of program Improved safety record and PTSTB's official acknowledgement of improved operational safety performance after agency review 10% reduction in employee absenteeism 5% ridership increase – first in 9 out of 10 years CUTA cited cultural change program as industry benchmark

