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To: San Francisco MUNI
From: David Binder
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Re: Executive Summary—2005 MUNI Employee Survey

Results from a survey of 752 MUNI employees, conducted in July 2005, show a high level of employee pride regarding their work for MUNI.

This recent survey used the same methodology as previous studies of MUNI employees in 2001, 2002, 2003, and 2004. However, there were questions added and questions omitted in the 2004 survey instrument.

Specific conclusions from this survey:

1. MUNI employees are highly satisfied with the service they are providing MUNI riders.

- Seven in ten MUNI employees state they are satisfied with the job that MUNI is doing serving its riders and feel that they provide riders with a high or good level of service. The plurality, 45%, are somewhat satisfied, 25% are very satisfied, 19% are somewhat dissatisfied, and only 8% are very dissatisfied.
- Newer employees are more satisfied with their performance. 85% of employees who have worked at MUNI for less than a year are satisfied.
- Satisfaction with the service provided by MUNI is very closely correlated with job satisfaction.

2. MUNI employees are highly satisfied with their jobs.

- 82% are satisfied with their job, including one in three who are very satisfied. This is a slight increase to the 78% who stated they were satisfied in the 2004 survey, but is a decline from the 90% who were satisfied in 2002.
- 85% of middle management, service / operation employees, and technical / maintenance employees are satisfied with their jobs, while supervisors (78%) and administrative workers (74%) are less satisfied.
- Long-term employees (10+ years) were less satisfied with their jobs than were their colleagues who have worked for MUNI for less than 10 years, although 78% of long-term employees said they were very or somewhat satisfied.
- Job satisfaction was most closely correlated with job support and employee communication. 98% of those who rated the job support they receive as excellent, as well as those who rated communication between employees within their division / department as excellent were satisfied with their jobs.

Generally, how would you rate your overall satisfaction with your job?					
	2001	2002	2003	2004	2005
Very satisfied	44%	43%	30%	33%	37%
Somewhat satisfied	45	47	49	45	45
Not very satisfied	5	5	15	14	12
Not satisfied at all	4	4	5	7	5
Satisfied	89	90	79	78	82
Dissatisfied	9	9	20	21	17



3. An overwhelming majority of MUNI employees value their job.

- 96% of MUNI employees value their job, a slight increase from 2004. Three-fourths (78%) of employees state that they value their job a great deal.
- Valuing their job is most closely associated with management appreciation. 98% of those who are either very proud or somewhat proud of their work value their job greatly, compared to 33% of those who are not proud at all.

4. Nearly three-fourths of MUNI employees are happy with their relationship with their supervisor, an increase from previous years.

- 72% of MUNI employees state that their relationship with their manager or supervisor is excellent / good, with 16% rating it fair, and 11% poor. In comparison, only 63% in 2004 rated their relationship as excellent or good.
- 97% of those who feel “very appreciated” by management rate their relationship with their supervisor as excellent or good.

How would you rate your working relationship with your manager/supervisor?					
	2001	2002	2003	2004	2005
Excellent	33%	34%	33%	28%	34%
Good	39	38	35	35	38
Fair	16	18	18	20	16
Poor	10	9	13	16	11
Excellent/Good	72	72	68	63	72
Fair/Poor	26	27	31	36	27

5. The majority of MUNI employees feel that their work is appreciated by management.

- 59% of MUNI employees say that they feel appreciated by MUNI management, while 34% say they do not feel appreciated. MUNI employees are more apt to feel appreciated by management than they did in 2004.
- Middle management feels the most appreciated (72%), followed by technical/maintenance workers (66%), administrative employees (59%), service/operations (55%), and supervisory employees (52%). This is an increase from 2004 among middle management (64%) and technical/maintenance workers (56%).
- Newer employees feel the most appreciated, while long-term employees feel the less appreciated.

Do you feel that your work effort is appreciated by MUNI management?					
	2001	2002	2003	2004	2005
Very appreciated	15%	17%	21%	14%	19%
Somewhat appreciated	39	44	40	38	40
Not very appreciated	24	20	17	21	17
Not appreciated at all	20	19	19	22	17
Excellent/Good	54	61	61	52	59
Fair/Poor	44	39	36	43	34

6. The trend is toward a greater feeling of appreciation from riders.

- 68% of MUNI employees say that they feel appreciated by MUNI riders, an increase for the third straight year among employees who feel “very appreciated” by riders.
- Service/operations (80%) and technical/maintenance (74%) feel the most appreciated by riders, while administrative employees feel the least appreciated.

Do you feel that your work effort is appreciated by MUNI riders?					
	2001	2002	2003	2004	2005
Very appreciated	14%	13%	20%	19%	21%
Somewhat appreciated	40	43	46	49	47
Not very appreciated	22	22	18	20	16
Not appreciated at all	14	13	8	5	6
Excellent/Good	54	56	66	68	68
Fair/Poor	36	35	26	25	22

7. A majority of MUNI employees favorably rate the support they get when they have questions or concerns about their job.

- 56% of employees rate support as excellent or good, including 18% who state that it is excellent. This is an increase from the previous year when 48% rated it as excellent or good, including 16% excellent.
- Middle management feel the most supported (63%, excellent/good), while service/operations feel the least supported (51%). However, this is an increase from 2004 among service/operations employees (43%).
- Longer-term employees feel less supported than newer employees.

8. MUNI employees favorably rate the communication between employees within their department or division, an increase from 2004.

- Three in five (60%) MUNI employees gave positive ratings regarding the communication they receive they receive from their department or division, while 38% gave ratings of fair or poor. This is a noticeable increase from 2004 when employees were more mixed in their opinions—52% rated their department or division communication favorably, with 47% rating communication as either fair or poor.
- MUNI employees believe that MUNI has done a better job of communicating to its employees through its print and electronic internal publications. 32% say MUNI has gotten better with internal communications, while 40% state it has stayed the same, and only 9% state internal communications have gotten worse.
- Employees are more likely to desire e-mail updates and information from MUNI at home than they did in 2004. One-fourth (27%) of MUNI employees would like to receive email updates and information from MUNI at home, while 41% stated they do not want information at home. In 2004, 21% wanted to receive e-mail communication at home.
- 43% of MUNI employees state they have email access at work and at home, while 15% only have email access at work and another 19% only have home access. 15% state they do not have email access at all.

How would you rate the communication among employees within your department or division?					
	2001	2002	2003	2004	2005
Excellent	16%	14%	14%	12%	18%
Good	40	39	42	40	42
Fair	31	35	29	32	26
Poor	12	11	14	15	12
Excellent/Good	56	53	56	52	60
Fair/Poor	43	46	43	47	38



9. Three-fourths of MUNI employees believe they have the proper tools, equipment and technology to do their job well.

- 76% of MUNI employees state they always or sometimes have the proper tools, equipment and technology to do their job well.
- Middle management and administrative employees are more likely to state that they “always have” what they need to do their (50% and 32%, respectively), while service/operation (24%), supervisory (22%), and technical/maintenance workers (18%).

Do you feel you have the proper tools, equipment, and/or technology to do your job well?					
	2001	2002	2003	2004	2005
Always have proper tools	31%	34%	24%	21%	24%
Sometimes have proper tools	46	42	50	59	52
Rarely have proper tools	14	16	16	13	14
Never have proper tools	7	6	7	4	4
Have Proper Tools	77	76	74	80	76
Don't Have Proper Tools	21	22	23	17	18

10. MUNI employees were split on whether their suggestions to improve MUNI service are heard.

- 41% of MUNI employees state they are always or sometimes heard when they have a suggestion to improve MUNI service or employee work conditions, while 50% say that their voice is rarely or never heard. These results show a moderate decline over the last three years.
- Middle management feels the most heard (73% sometimes or always), while service/operations feel the least heard (37% sometimes/always). However, this is an increase among service/operations employee from 2004 when 30% felt that their suggestions were sometimes or always heard.

When you have a suggestion to improve MUNI service or employee work conditions, do you feel your voice is heard?					
	2001	2002	2003	2004	2005
Always heard	9%	14%	11%	9	8
Sometimes heard	34	35	36	33	33
Rarely heard	31	29	28	32	32
Never heard	21	17	21	21	18
Heard	43	49	47	42	41
Not Heard	52	46	49	53	50



11. MUNI employees continue to be very proud of their work.

- 62% of MUNI employees state they are very proud of their work with another 26% stating they are somewhat proud. These results are similar to previous surveys.
- More than two-thirds of middle management, service/operations employees, and technical/maintenance workers state that they are very proud of their work at MUNI (72%, 68%, and 66%, respectively).

How proud are you of the work you do for MUNI?					
	2001	2002	2003	2004	2005
Very proud	64%	64%	62%	66	62
Somewhat proud	27	28	28	24	26
Not very proud	4	4	5	5	5
Not proud at all	3	2	3	2	1
Proud	91	92	90	90	88
Not Proud	7	6	8	7	6

12. Management communication leads employee wish list.

- The most cited change that employees would like to see at MUNI was management communication with employees. Similarly, employees also wanted to see an improvement in communication among their colleagues.

What would you most like to see change at MUNI?	
Management to Listen / Work with Employees / Communicate Better	16
Teamwork & Communication / Employee Accountability / Morale	13
Management Accountability / More Capable	12
Higher Wages / Better Benefits & Retirement	11
Appreciation / No Cronyism / Evaluation / Merit	10
Technology / Equipment / Service / New Buses and Trolleys	8
Enforce Rules & Support Drivers / Fare Evasion / Eliminate Transfer	7
Realistic Schedules / Run Times	6
Cleaner Buses / Workspace	6
Less Bureaucracy / Better Efficiency Between Departments	6
Better Communication w/ Public / Educate Public / Respect for Drivers	5
Hiring Process / Make Position Permanent / Job Security	5
Career Growth / Training / Promotion	4
More Staff	4
Breaks / Restrooms	3
Nothing / Satisfied	2