



SFMTA

Human Resources Blanding Report Update

November 17, 2020

SFMTA Board of Directors

Review of Recommendations & Status Updates

The D. Blanding Report covered five main topics:

1. Human Resources Visibility
2. EEO Reporting/Compliance
3. HR staffing, training and responsibilities
4. Training to Support Workplace Culture
5. Discipline/Correction Action

- ✓ Denotes recommendation is being addressed
- Denotes action items are pending

Rebuilding

The Human Resources Team has a commitment to building three forms of trust:

1. **Strategic trust** - trust employees have in the people managing and making the right strategic decisions. Do top managers have the vision and competence to set the right course, allocate resources equitably and help the employees succeed.
2. **Personal trust**—the trust employees have in their own managers. Do the managers treat employees fairly
3. **Organizational trust**—the trust people have not in any individual but in the company itself. Are processes well designed, consistent, and fair

Achieved by:

- Consistent communication
- Development and application of consistent standards/practices/policies
- Open dialog about issues

Goal: Building it, maintaining it, and restoring

Human Resources Visibility

Recommendations	Status
1. Demonstrate responsiveness to information requests, answering phone calls or respond to email messages. Increase visibility. Remind MTA employees of services	<ul style="list-style-type: none">✓ Dedicated staff to respond to emails and phone calls – responded to over 9,000 emails from March – October & 425 calls in the month of October – processed over 5,550 leave requests✓ Sent nearly 100 emails communicating benefits and leave changes✓ Conducted Town Hall Meetings✓ March rebranded our Intranet✓ FY 19/20 Peer Assistance Program responded to 161 cases & conducted over 20 specialized presentations to field operations✓ Data Policy with bi-annual reporting of key metrics✓ HR Contact list sent to all divisions and posted on intranet & staff locations
2. Create Periodic newsletter	<ul style="list-style-type: none">✓ Biweekly newsletter sent to all staff✓ Weekly Wellness Newsletter

EEO Reporting & Compliance

Recommendations	Status
1. EEO Compliance report directly to Executive Director	<ul style="list-style-type: none"> ✓ MTA EEO Officer reports directly to the Director
2. Separate the EEO compliance (reporting) function from EEO case management	<ul style="list-style-type: none"> ○ EEO Compliance is handled by MTA EEO Officer – EEO investigations are handled by DHR EEO. DHR EEO is currently being audited and evaluated in conjunction with the mayor’s office
3. Establishment of Ombudsperson position that reports directly to SFMTA Director	<ul style="list-style-type: none"> ✓ The Ombudsperson Racial Equity Leader did report to the Director ✓ Established new REI Officer who will report to the Director ✓ New Ombudsperson will report to the EEO Officer
3. Improve communication and define roles and responsibilities between MTA HR & EEO and DHR EEO	<ul style="list-style-type: none"> ✓ Receive Quarterly updates and Annual reporting
4. Case Management approach to review & track EEO cases	<ul style="list-style-type: none"> ✓ Weekly review with DHR EEO, MTA EEO and ELR ○ The Ombudsperson will track all complaints and triage for EEO and Non EEO

HR Staffing, Training & Responsibilities

Recommendations	Status
1. Clear demarcation of the responsibilities of division's HR liaison. Training of divisional HR representatives	✓ Developed HR Recruiting Policy (February 2020) defines the HR Liaisons' role.
2. Create transparency around exempt appointments or limit use	✓ HR Recruitment policy (Feb 2020) limits use of Exempt appointments
3. Training for HR Analysts (including EEO investigations, employee misconduct and whistleblower complaints)	○ Responsibility of ELR Manager
4. Increase staffing levels of the Employee & Labor Relations Team	<ul style="list-style-type: none"> ✓ Currently have seven (7) ELR staff ○ (3) Vacancies to fill ✓ ELR Manager started in November
5. Provide additional Skelly documentation training	○ Priority for ELR Manager
6. Training for HR Analysts (specialty specific)	○ Priority for ELR Manger. as defined by budgetary resources.
7. Establish office hours with Employee and Labor Relations and Human Resources Analysts at divisions	○ Pending further review

Training to Support Workplace Culture

Recommendations	Status
<p>1. MTA Supervisor and managers to complete the 24+ training (referred to as 24/7 in report)</p>	<ul style="list-style-type: none"> ✓ DHR and MTA continue to provide the 24+ training to all managers and supervisors. <ul style="list-style-type: none"> ○ Make it mandatory that all new managers attend / take 24/7 within their first 12 months. ○ Current managers who have not attended must complete 24+ by June 30, 2021.
<p>2. Online training module for MTA employees on unacceptable conduct</p>	<ul style="list-style-type: none"> ✓ DHR offers an on line 24-plus training
<p>3. Training for MTA Senior Managers on identifying and responding immediately to inappropriate conduct.</p>	<ul style="list-style-type: none"> ✓ Workforce Development continues to provide trainings: Respect in the Workplace, Emotional Intelligence ✓ FY19/20 660 employees received Respect in the Workplace Training ✓ Provided training to Senior Managers ✓ EEO provides EEO training
<p>4. Hosting brown bag training sessions on various employment related topics</p>	<ul style="list-style-type: none"> ✓ Continuous: Trainings topics include EQ, Stress Management, Managing telecommuting staff, Performance Management, Developing SMART Goals.

Discipline/Correction Action

Recommendation	Status
1. Establish a new system to track discipline and corrective actions	<ul style="list-style-type: none">○ Initiated: Corrective Action policy and form for managers – to include a process for managers to follow regarding documentation and record retention and a process for ELR review and approval
2. Case Management model for monthly review to include a system that tracks (ADA, WC)	<ul style="list-style-type: none">○ Case Management will be a component of the revision of the Corrective Action process○ Case Management, staff training and additional staffing & tech resources will be a part of the ADA case management review
3. Set up an internal process for complaints, investigations and interventions	<ul style="list-style-type: none">○ The Ombudsperson will track all complaints and triage for EEO and non-EEO. Non-EEO will be handled through Employee & Labor Relations.○ Process will incorporate an online complaint tracking tool