

# **Joint Transportation Committee Evaluation of the WSF Management and Organization Structure**

## **Draft Key Findings and Recommendations**

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**December 7, 2011**



# Project Update Agenda

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- ◆ Project and Team Introduction
- ◆ Overall Project Tasks
- ◆ Study Approach
- ◆ Employee Survey Results
- ◆ Summary of Key Findings and Recommendations
- ◆ Next Steps / Questions

# Project Introduction

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- ◆ The WSF has been the subject of numerous reports over the past several years (e.g., Performance Audit, Ferry Finance Study, Governance Study, Management and Support Review).
- ◆ While past and current efforts have addressed the various issues and findings of these reports, this JTC study is targeting the following specific issues to improve ferry management:
  - Identifying the appropriate number of management layers
  - Ensuring effective chain of command and spans of control
  - Efficient and effective allocation of management responsibilities
  - Clarifying and enhancing the relationship between management and staff

# Project Tasks – Initiated in August

Task	Summary	Outcome
<b>0. Document Review</b>	Review pertinent studies of WSF conducted within the past several years	Identify initial issues and status of implementation
<b>1. Profile</b>	Interview key policy-makers, managers, and staff, collect and review management structure, roles and responsibilities, etc.	Identify current org. structures and allocation of management duties
<b>2. Employee Survey</b>	Conduct satisfaction survey of full-time WSF employees (slide following)	Quantify issues regarding management, ops, etc.
<b>3. Best Practices</b>	Compare WSF to industry standards of management and structure effectiveness	Identify strengths and key improvement opportunities
<b>4. Evaluation</b>	Evaluate management approaches and structures, spans of control, allocations, etc.	Analysis of issues and recommendations
<b>5. Report</b>	Compile components of the evaluation and develop draft report for review	Final Report and presentations

# Study Approach

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- ◆ Comprehensive management and organizational structure evaluations are based upon qualitative (e.g., interview feedback) and quantitative indicators (e.g., staffing levels, workload, etc.).
- ◆ The project team utilized a comprehensive approach in developing its key findings and recommendations, including:
  - Interviews of over 70 people to understand key challenges, operations, etc.
  - Tours of ferry system operations and facilities.
  - Collection and review of organizational charts, job classifications and descriptions, employee contracts, past studies and audits, etc.
  - Analysis of the survey that was distributed to 1,500 WSF employees.
  - Industry best practices and our experience conducting hundreds of management and organizational structure projects.

**Slide 4**

# Employee Survey Results

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- ◆ Of the 1,500 surveys distributed, there were 479 employees who completed the survey, representing a statistically significant 32% response rate.
- ◆ The project team organized the survey results within various categories, including:
  - The political environment
  - Management and leadership
  - Operations and communications
  - Organizational structure and staffing levels
  - Performance and accountability

# Employee Survey Results – Key Issues

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- ◆ Political environment - the majority of respondents perceive that there are opportunities for improvement:
  - Over 70% of respondents disagree with the statement that the union and WSF management work effectively together.
  - Over 70% of respondents disagree with the statement that the legislature, the Governor's Office, and WSF work effectively together.
  - The results were consistent among all levels of the WSF.
- ◆ Management and leadership – the majority of respondents indicated opportunities for improvement in key areas:
  - Defining a clear vision for the future, providing a more consistent work direction, and improving teamwork among managers.

# Employee Survey Results – Key Issues

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- ◆ Operations and communications - the majority of respondents indicate opportunities for improvement in key areas:
  - Improving business processes and working relationships between work units, and developing more clear lines of communications up and down the chain of command.
- ◆ Organizational structure and staffing levels – the majority of respondents indicate improvement opportunities in key areas:
  - Re-organizing the structure to promote more efficient use of staff, and streamlining management positions and reducing layers.

# Employee Survey Results – Key Issues

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- ◆ Accountability and performance - the majority of respondents indicate opportunities for improvement in key areas:
  - ➔ Improving the timeliness of how managers and supervisors provide feedback to the employees, and timeliness of problem resolution.
- ◆ Strengths – there are key positive results to build upon for which the majority of respondents identified as positives:
  - ➔ The safety of employees is a high priority for the organization.
  - ➔ The working relationship between “most” work units and the processes “within” work units are perceived as good.
  - ➔ The clarity of performance expectations and policies and procedures, levels of accountability, and effective training practices.

# Summary of Key Findings and Recommendations

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## ◆ Findings:

- There is an imbalance of managerial spans of control, ranging from one-over-one reporting relationships to managing several dozen personnel.
- There is a lack of proper management and supervision during certain times of the day / night and certain locations.

## ◆ Recommendations:

- Consolidate / re-allocate some management and supervisory positions to better balance spans of control and “flatten” the organization.

# Summary of Key Findings and Recommendations

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## ◆ Findings:

- The WSF Performance Management System (performance evaluations, performance objectives, performance indicators) is not consistently used or fully established throughout the organization.

## ◆ Recommendations:

- Ensure an annual performance evaluation program is executed for first-line supervisor positions and above on an annual basis.
- Develop an annual work plan (including applicable performance measures) to guide operations as part of a broader Performance Management System.

# Summary of Key Findings and Recommendations

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## ◆ Findings:

- The level of micro-management and the extent of competing input from various stakeholders creates a “reactive” organization (which is costly and resource intensive). Thus, establishing annual work plans and performance objectives would create a more “proactive” organization (which is less costly and resource intensive).

## ◆ Recommendations:

- Along with the previous recommendation regarding the adoption of an annual work plan, the project team fully supports the current efforts by the legislature and the OFM to establish measurable performance objectives.
- The performance measures should be based on the SMART approach (Specific, Measurable, Achievable, Realistic, and Time-Bound).

# Summary of Key Findings and Recommendations

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## ◆ Findings:

- Some administrative tasks performed by managers / supervisors are over emphasized and extremely time-consuming.
- Additionally, there is also a lack of consensus and understanding regarding some management positions as to their respective focus, roles, and responsibilities.

## ◆ Recommendations:

- As part of the exercise to define and clarify expectations for managers and supervisors, the WSF should eliminate or re-allocate certain administrative tasks to paraprofessional or support positions to free up managers to deliver on core businesses and services.

# Summary of Key Findings and Recommendations

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## ◆ Findings:

- Information technology systems are not effectively utilized in several instances which impacts management efficiency (e.g., time is being spent tracking and inputting data that is not used for decisions).

## ◆ Recommendations:

- Develop an IT strategic plan and ensure projects are delivered using industry standards, as well as identify what key data elements are to be tracked and measured.

# Summary of Key Findings and Recommendations

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## ◆ Findings:

- Many employee contract terms and conditions are uncommon and have a negative impact on the ability for managers to run operations and staff in the most efficient and effective manner possible. Brief examples include:
  - *The use of a “Peer Review Committee” limits managers’ ability to take prompt or appropriate actions.*
  - *The overtime rates in certain cases are higher than public sector averages which drive costs higher (impacting management decision-making).*
  - *The eight-hour minimum for call-out pay exceeds typical averages, and consideration should be given to a four-hour minimum.*

## ◆ Recommendations:

- Re-negotiate certain terms and conditions that are outside of scope of typical governmental organizations.

# Summary of Key Findings and Recommendations

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- ◆ Findings:

- The promotion process is not consistent as some positions are seniority-based and some positions that are performance-based.

- ◆ Recommendation:

- The WSF should move to a performance-based promotional process for its management and supervisory positions.

# Next Steps / Questions

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- ◆ The project team will continue working with the staff workgroup to develop the final report.
- ◆ There are several areas for which the project team can focus (e.g., contract terms and conditions, position re-allocation), however, which issues / areas would the members like the final report to prioritize?