



Metropolitan Council Workplace Culture Assessment

January 2024

All Employee Debrief Report | May, 2024



WHAT WE DO:

**Creating cultures
that work.**

Who We Work With



SAINT PAUL
MINNESOTA

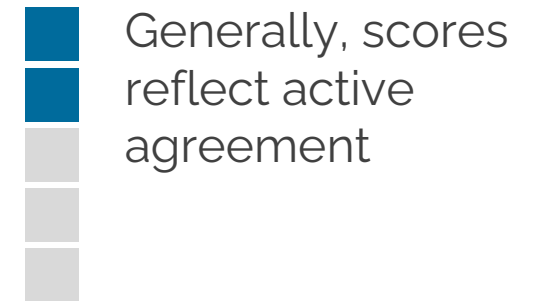
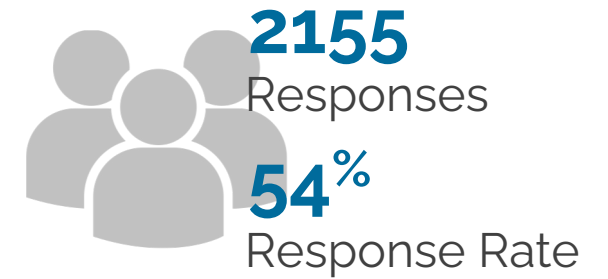


Survey Basics

Survey was open for:
16 days

Survey was distributed through:
Email & QR code

Survey Questions:
26 Forced-Choice
8 Open-Ended



- Data files are not shared with the client
- Open-ended verbatim reports are not shared
- Demographic questions were optional
- Reporting will not be provided on demographic cohorts of less than 10 employees to preserve confidentiality
- 20 survey questions were organization focused, 14 survey questions were department focused

Organization-Wide Results

Who we heard from

2155 Survey Respondents

12 1:1 Interviews

10 Focus Groups

12 Cross-Functional
Taskforce Meetings

Over

2,280

Touch Points



CULTURE DRIVERS



Where we are today



CONFUSION

Metropolitan Council Culture Driver



PURPOSE | PEOPLE | PAY



Where we want to be



CLARITY



Where we are today



MANAGEMENT

Metropolitan Council Culture Driver



PURPOSE | PEOPLE | PAY



Where we want to be



LEADERSHIP



Where we are today



Metropolitan Council Culture Driver

PURPOSE | PEOPLE | PAY



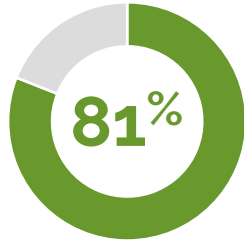
Where we want to be





CONFUSION

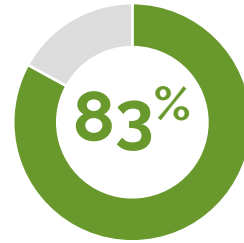
SUPPORTING INFORMATION



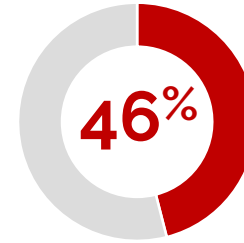
Our work positively impacts lives (Dept)



Open and honest communication with leaders (Org)



Understand how my work contributes (Dept)



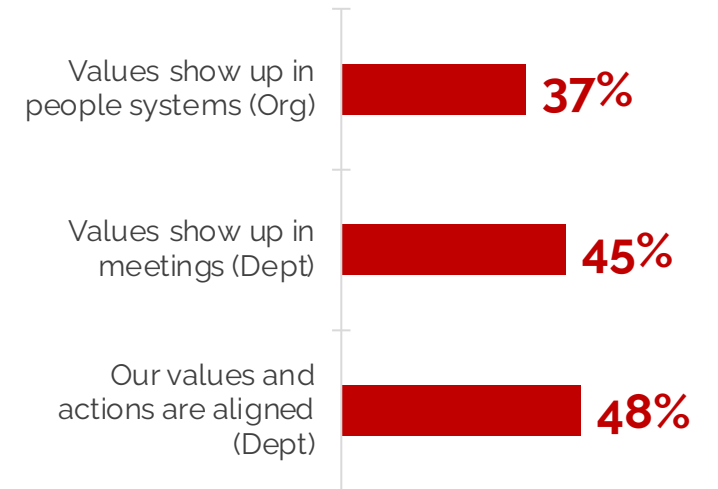
Clear goals and strategies (Org)

“When I was hired, I had to figure out my job on my own. There was no training.”

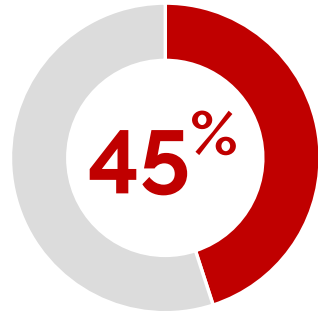
“The Met Council is so large, that it's hard to understand what our goals and priorities are. I have no idea what our mission is or what we're doing to achieve it. I identify as an employee of my department, but less so of the Met Council.”

“Renew the 'esprit de corps' by rallying the whole council around a shared vision. Keep it simple so people can remember and repeat it organization wide.”

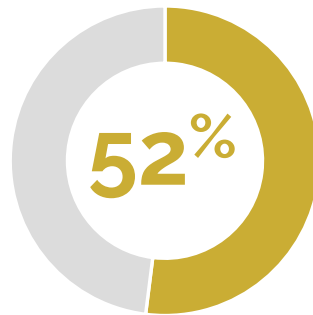
Values Scorecard



SUPPORTING INFORMATION



Open and honest communication (Dept)



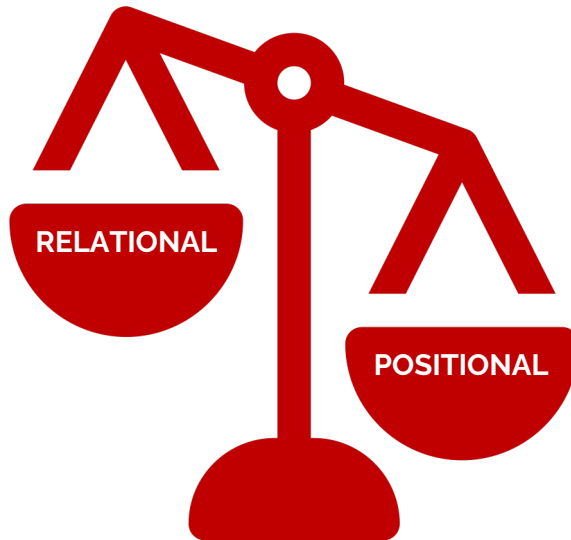
Collaboration (Dept)

30%

of employees say they have felt disrespected, bullied, excluded, or intimidated by a Supervisor.



“Since the Merger...”



“When I got promoted, I got a title & salary change, nothing else. No explanation of what it meant to be a leader here.”

“People get promoted into management positions because of tenure and who they know—not because they are good managers.”

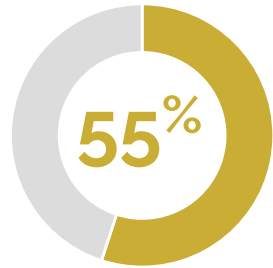
“I see my supervisor about once every 3 months.”

MANAGEMENT



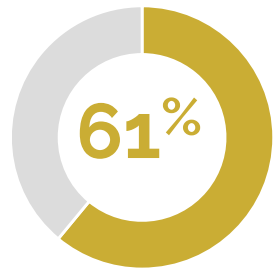
SUPPORTING INFORMATION

"All management needs to ride on transit and busses by themselves and not just a few spots, they need to inhale secondhand pot smoke, fentanyl smoke, ride in all 3 train cars in the evening and feel their vulnerability and witness how often train operators are constantly harassed by customers by holding doors open, and the danger we experience when we step out in traffic to reset our emergency doors. Upper management needs to understand what employees actually are exposed to."



Sense of belonging (Org)

"It's ironic that in such a big organization, I feel lonely most of the time."



I feel valued (Dept)

"I don't want a mousepad, I want you to listen to me."

Single Biggest Improvement Top Theme



Better Pay

"I was told everyone gets a 3 on performance reviews."

16% Rising Attrition Rate

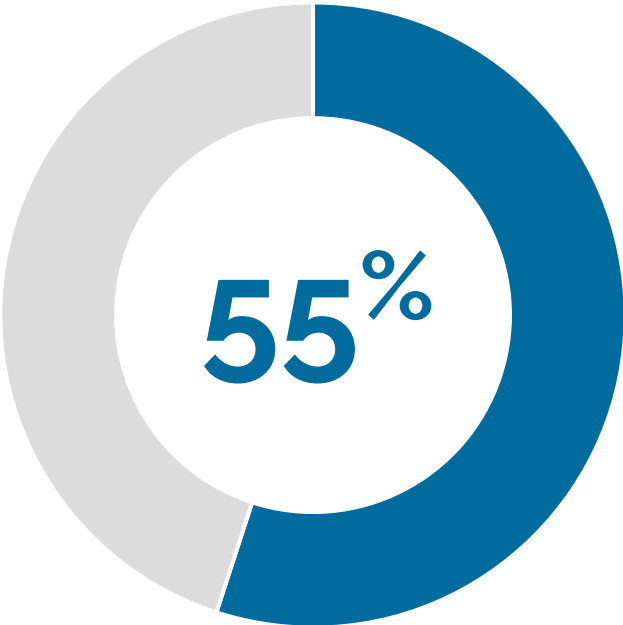
Over 600 people leave per year
If your time to fill is 14 weeks, your indirect cost is **\$21M- \$35M per year**



UNDERVALUED

Organization-Wide Results

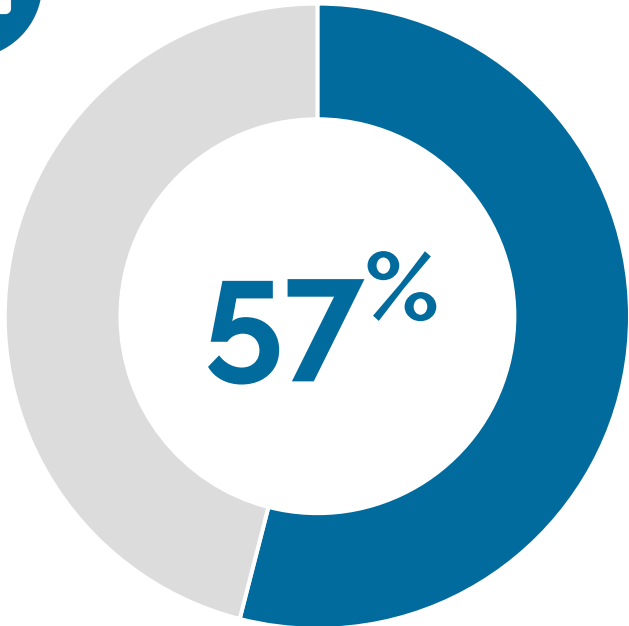
Overall Average Score



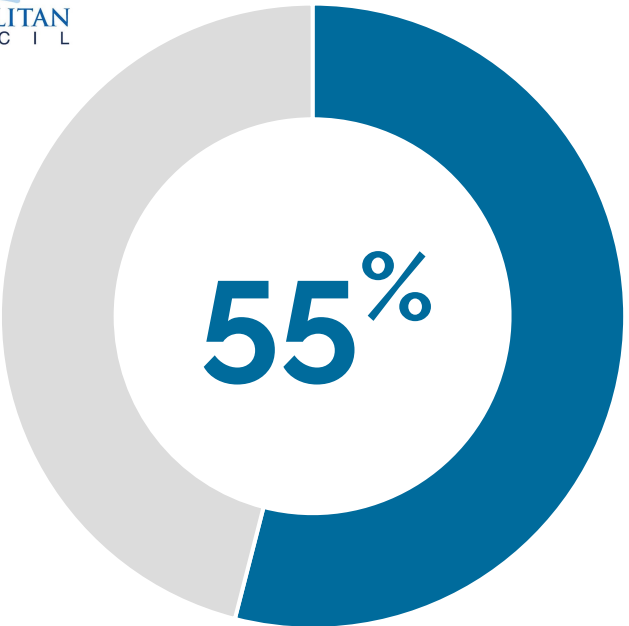
Overall Average Score
2155 Respondents



Average Employee Strategies Phase 1 Score



The historical average score for a first time Employee Strategies client



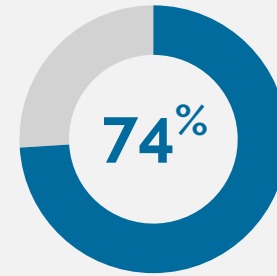
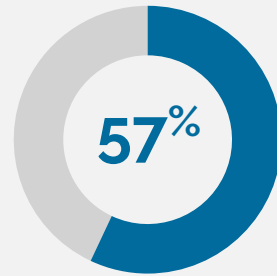
Metropolitan Council Overall Average Score



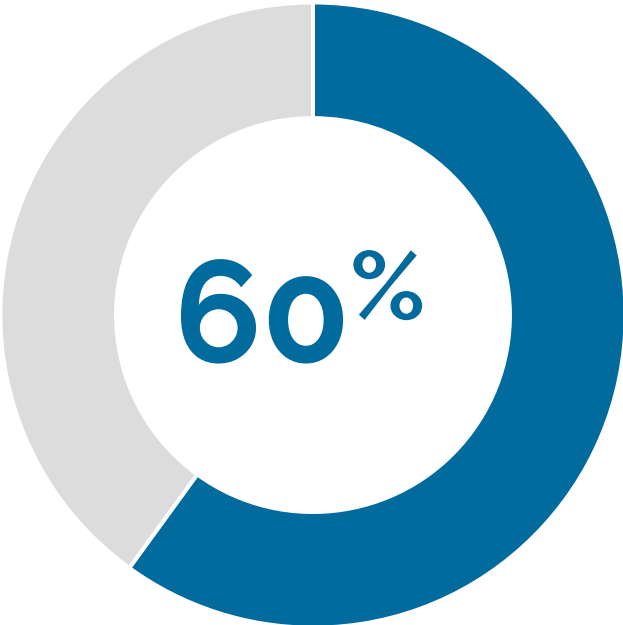


OUR CLIENTS WHO HAVE MADE AN INVESTMENT IN THEIR CULTURE HAVE SEEN:

**AN AVERAGE IMPROVEMENT OF
30% IN EMPLOYEE ENGAGEMENT**



Overall Satisfaction



Overall Satisfaction
2155 Respondents

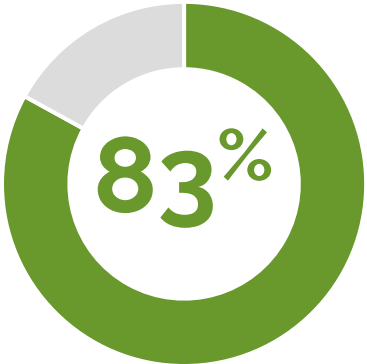


THE SURVEY WAS BROKEN INTO TWO SECTIONS:

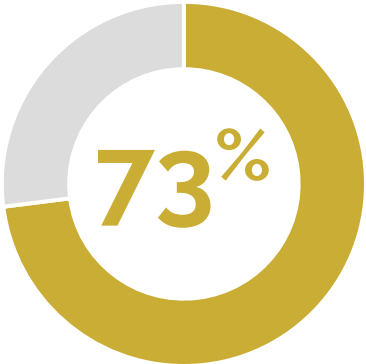
20 survey questions were org-focused

14 survey questions were department-focused

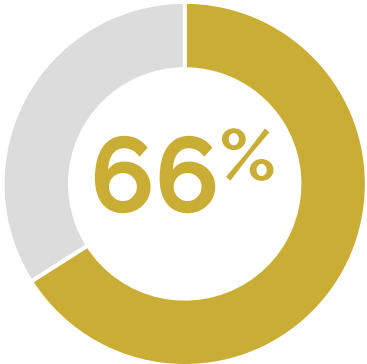
Areas of Strength



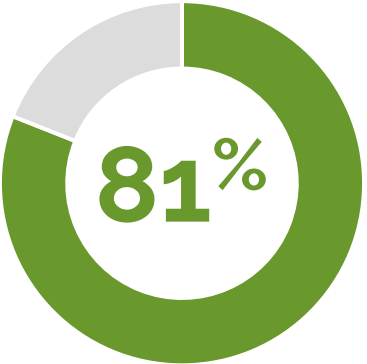
Understand how my work contributes (Dept)



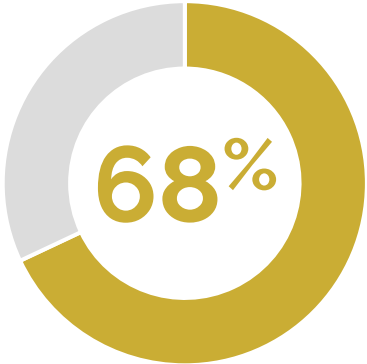
Team members consider my opinion (Dept)



Right amount of challenge (Dept)



Our work positively impacts lives (Dept)

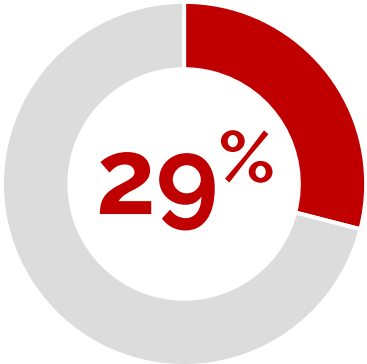


Benefits meet my needs (Org)

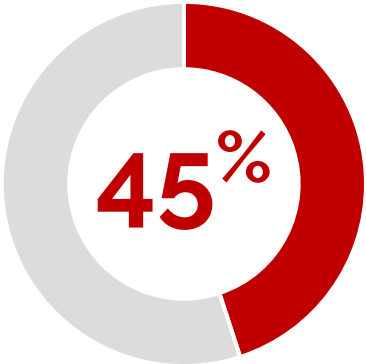
- Under 50%
- 51%-80%
- Over 81%



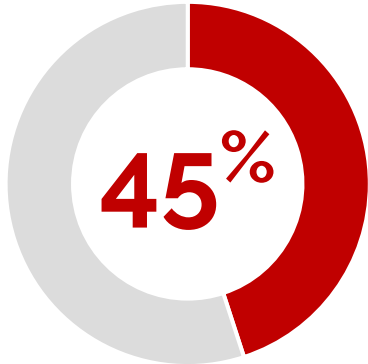
Areas of Opportunity



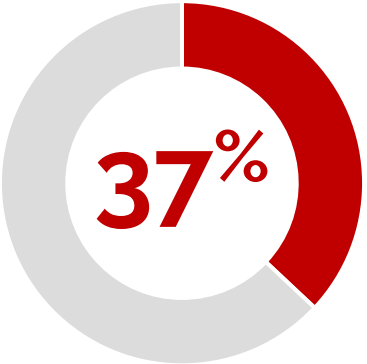
Open and honest communication with leaders (Org)



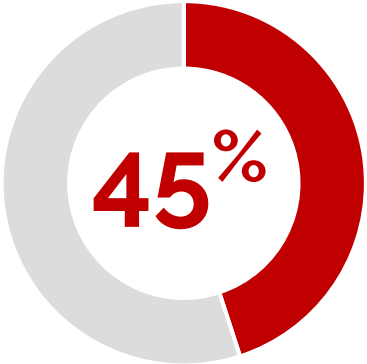
Open and honest communication with leaders (Dept)



Values show up in meetings (Dept)



Values show up in people systems (Org)



Address conflict directly and respectfully (Dept)

- Under 50%
- 51%-80%
- Over 81%



2024 Metropolitan Council Forced-Choice Survey Results

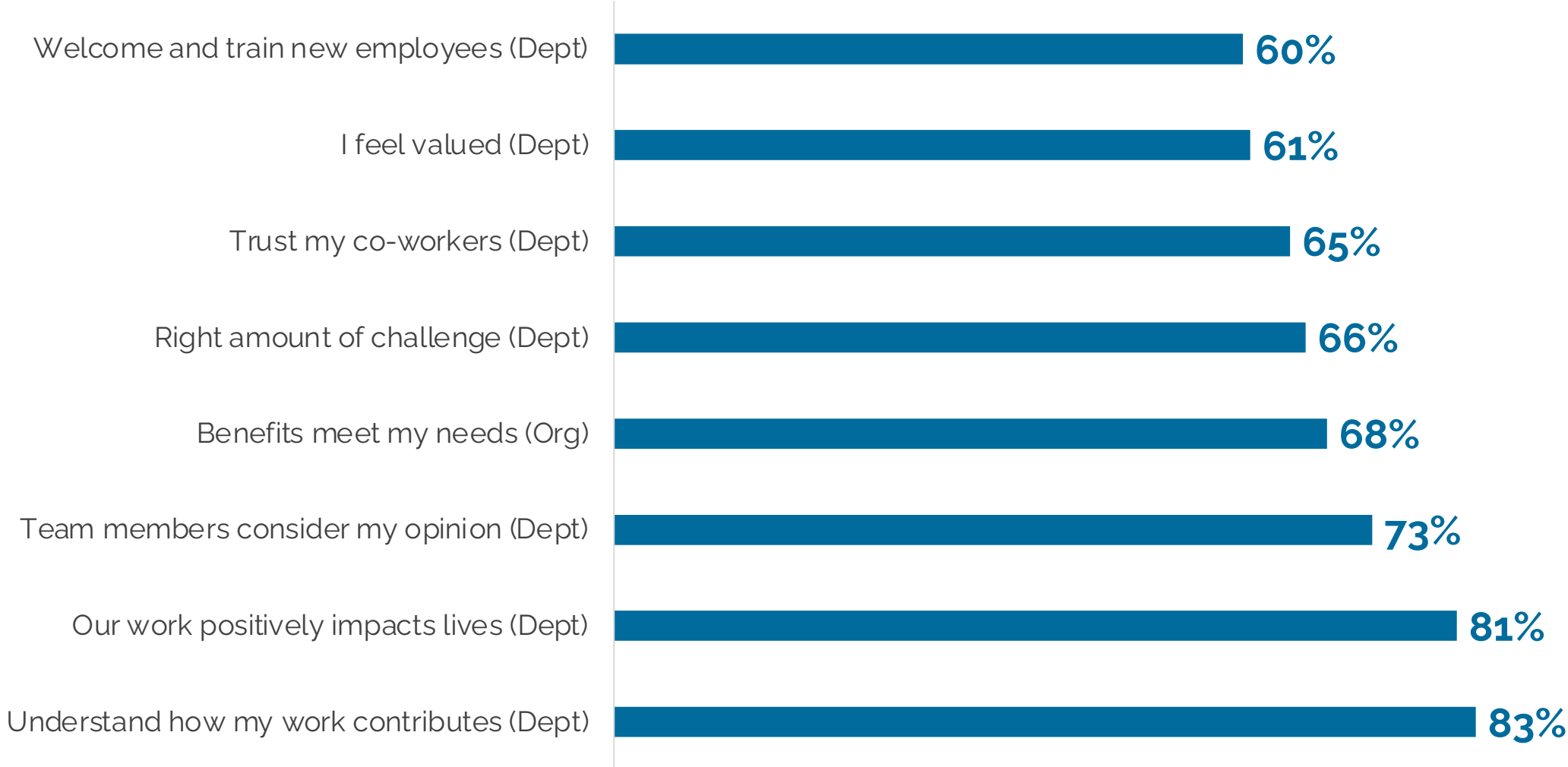
2024 Met Council Survey Results (Lowest to Highest)



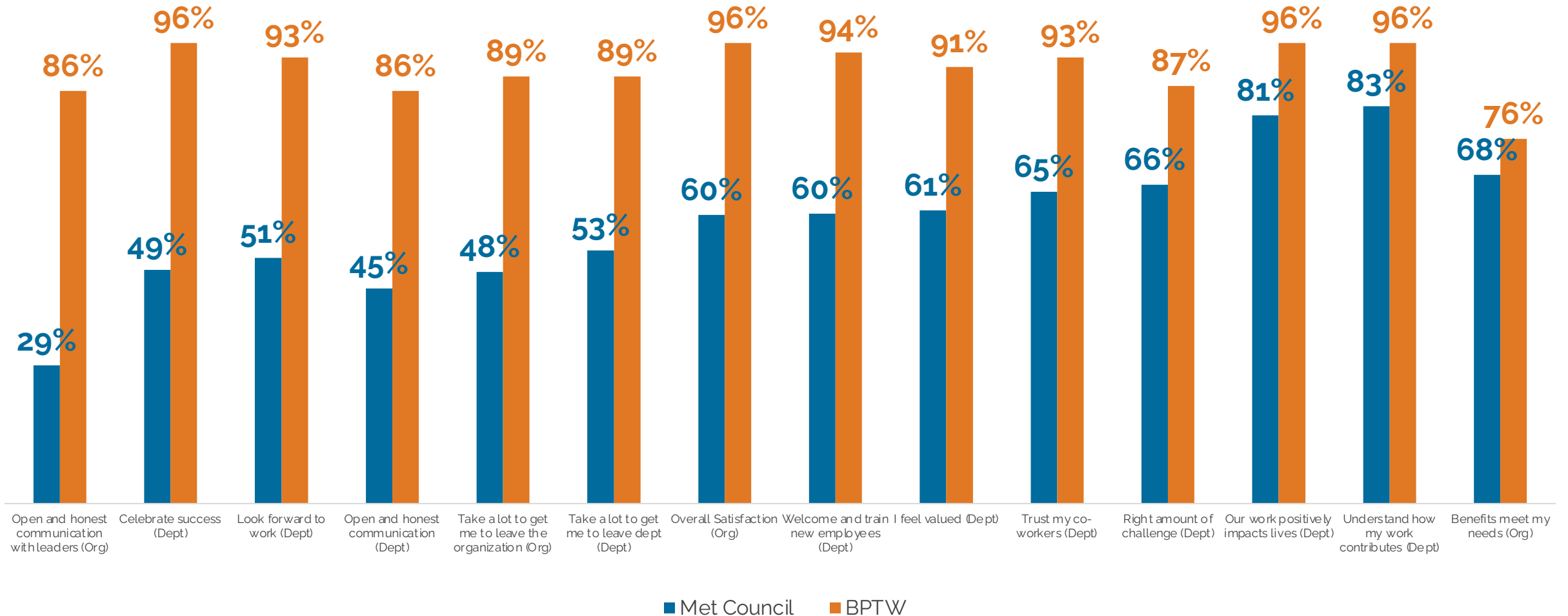
2024 Met Council Survey Results (Lowest to Highest)



2024 Met Council Survey Results (Lowest to Highest)



Met Council Results vs. Best Places to Work



Equity & Inclusion Questions

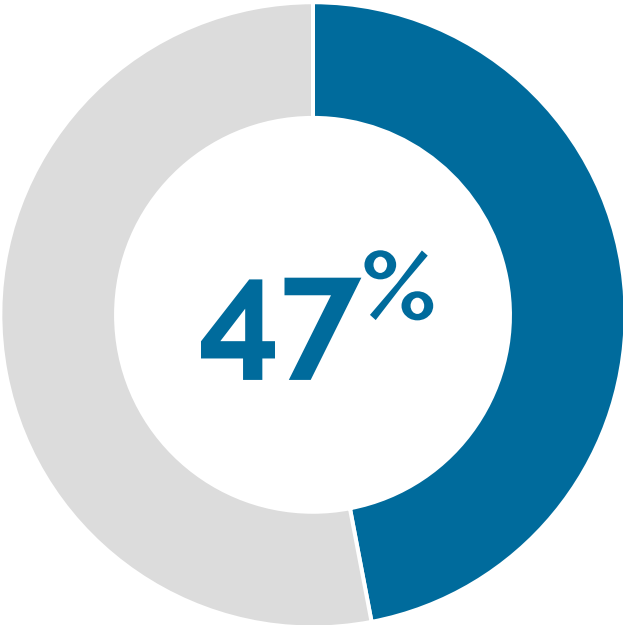
Org-Wide

I have felt disrespected, bullied, excluded, or intimidated by a:

Customer or External Contact	32%
Coworker	30%
Supervisor	30%



Leaders in my division intentionally consider equity in their decision making.



Open-Ended Questions

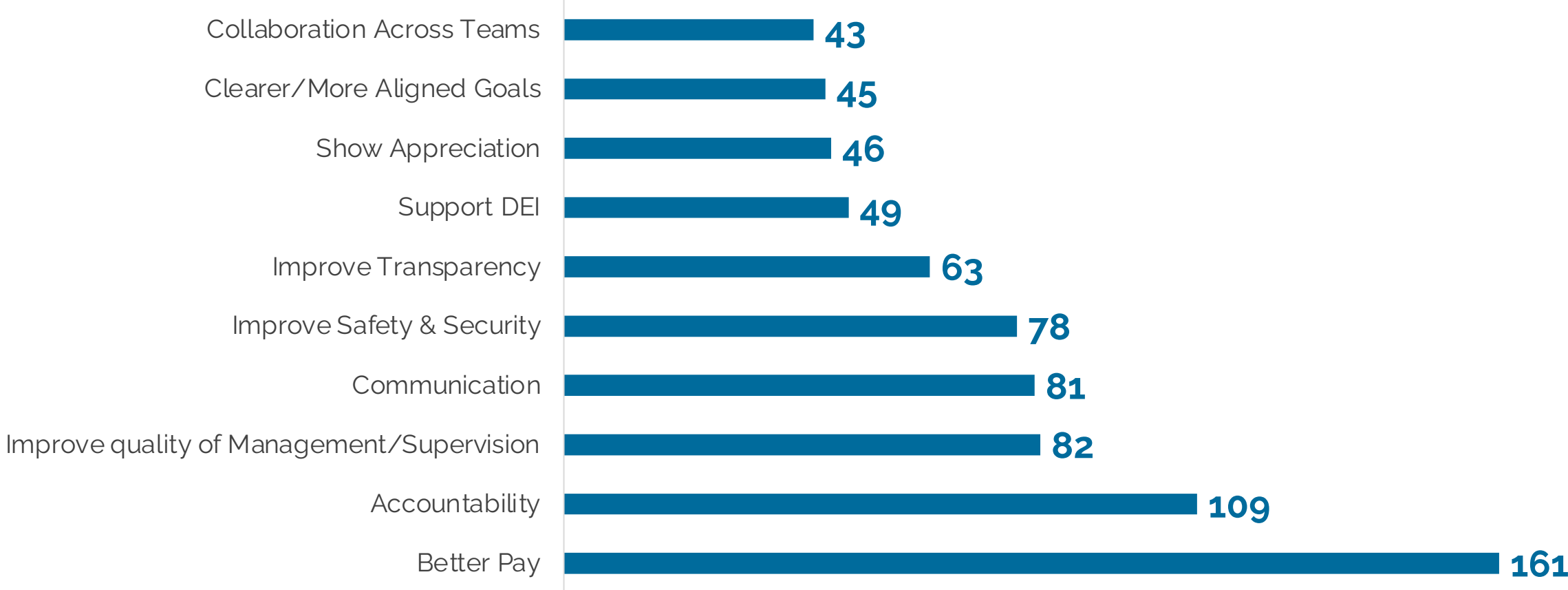
Please note: The following slides reflect the themes observed in employees' responses to the open-ended questions on your survey. Although the questions often instruct respondents to describe just one suggestion (e.g. "What is the single biggest improvement . . ."), many employees will write a longer response with more than one notion reflected in their response. These responses typically don't have a clear ranked order of importance included from the employee that would allow us to identify what their single most important response might be.

In our analysis, we code all key themes that appear in any response. Some responses may be summarized with one core theme, while others may reflect 2, 3 or even 4 distinct sentiments.

These slides reflect a qualitative assessment of the volume of each theme across the designated collection of employee responses.

Consequently, the n noted on each of the following slides does not represent the total number of employees that responded to the question, but rather the total number of distinct coded excerpts that we captured in our analysis. For example, if 100 employees each responded to a question and each response reflected 3 key themes, your n for that employee group would be 300, not 100.

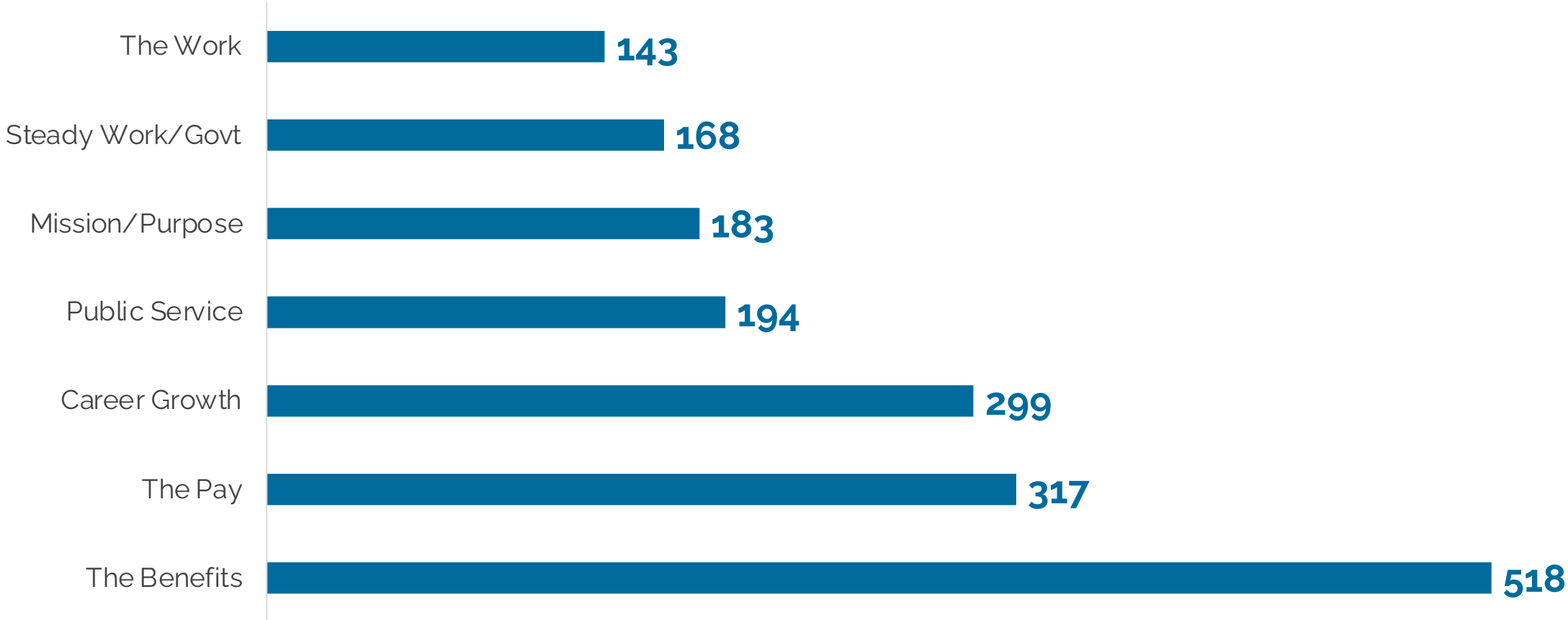
What is the single biggest improvement we could make as an organization? (top themes)



n = 1968



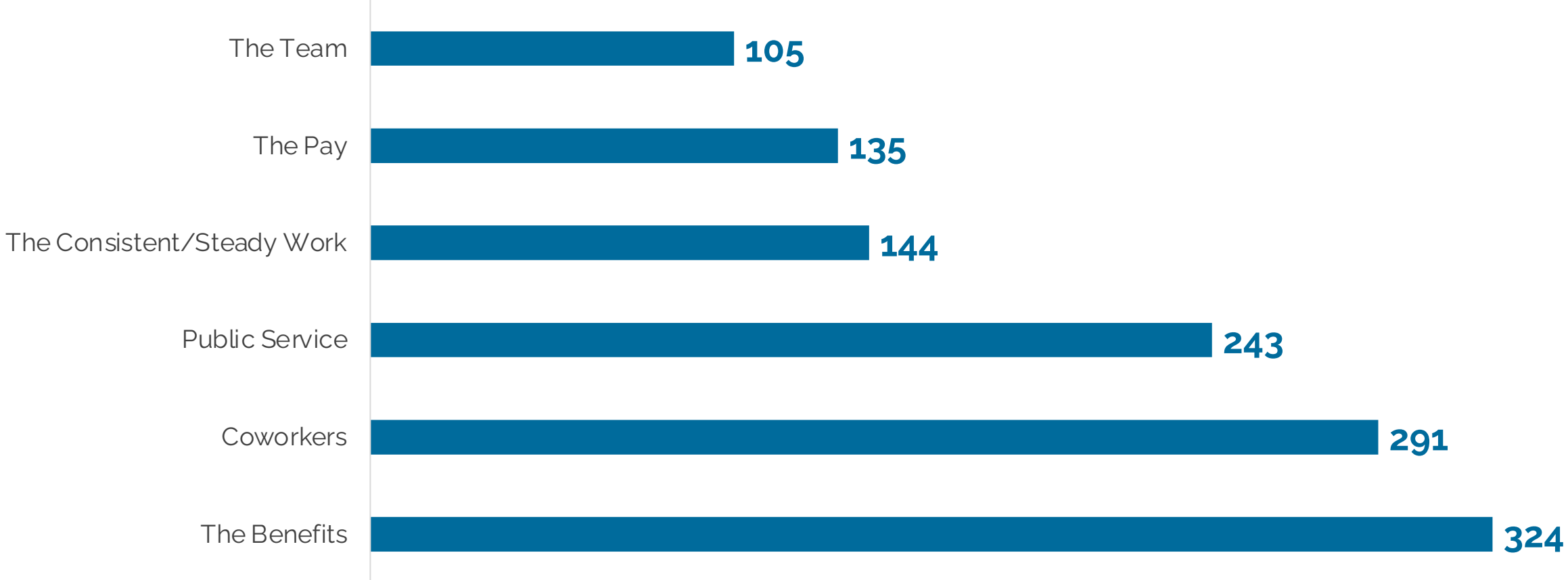
Why did you choose to work at the Met Council? (top themes)



n = 2803



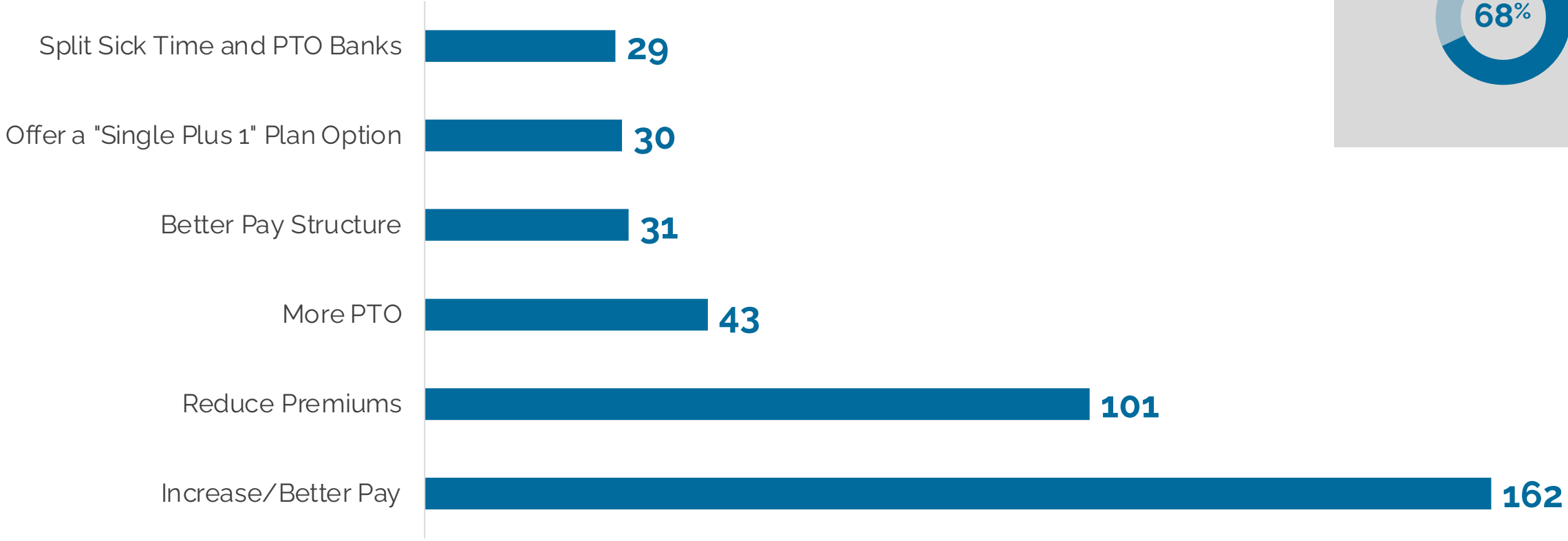
What is the single greatest part about working at the Met Council? (top themes)



n = 2016



If you do not Strongly Agree or Agree that our benefits meet your needs, what sorts of changes would increase your level of agreement in the future? (top themes)



n = 775



Next Steps:

- ✓ April 19, division leader blueprinting session
- ✓ Launch culture committee structure
- ✓ Share divisional results
- ✓ Pulse survey at the end of the year





Thank You!

Employee Strategies

Creating Cultures That Work Since 2006

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