



Memorandum

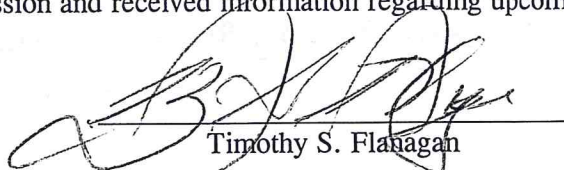
MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

DATE: February 3, 2017
 TO: Board of Directors
 FROM: General Manager
 SUBJECT: Personnel Committee Meeting of February 1, 2017

The Personnel Committee met on February 1st at 10:30 a.m., at the District administrative offices. Committee members in attendance were Directors Pendergrass, Downey, and Theis. Also in attendance was newly elected Board Chair Delgado. Staff members in attendance were Tim Flanagan, Peter Skinner, Berta Torres, and Becky Aguilar. Rob Wellington was also in attendance. The purpose of the meeting was to receive staffing update, discuss the recent employee survey, and receive general manager comments. Discussion is summarized below and followed the attached agenda.

1. **Receive Staffing Update.** The Personnel Committee received a memorandum from HR Manager Berta Torres providing an update on the following positions:
 - Director of Operations. Timothy Brownell has accepted an offer for the position. Mr. Brownell has 24 years of experience in the recycling industry and in his most recent position at the largest non-profit recycling organization in the country, he oversaw a 400/tpd, 90,000 sq. ft. MRF and recycling and composting collection fleet as well as finance and administration. Staff believes he is well qualified to help the District achieve its goals and strategic objectives.
 - Assistant Materials Recovery Facility Manager. Final interviews are being conducted of three candidates. Staff hopes to onboard the new Assistant MRF Manager by the end of February 2017.
2. **Results of Employee Survey.** Director of Finance and Administration Peter Skinner provided the Committee with a presentation summarizing the results of the recent employee survey. A total of 12 questions were asked with the option to respond with *strongly agree*, *agree*, *neutral*, *disagree*, and *strongly*. The return rate for the survey was considered high with 64 of 108 employees responding. Discussion was held regarding the various questions and responses along the summary report provided by District consultant Erik Kieser. The results and presentation will be presented to the full Board at the February Board meeting.
3. **General Manager Comments.** The General Manager reminded the Committee that the 65th Anniversary would be held on March 18, 2017 from 10 a.m. to 2 p.m. He also stated that the California Special Districts Association (CSDA) had requested to hold their recognition of Assemblyman Stone as Legislature of the Year at the District site on March 3rd at 8:30 a.m. Light refreshments will be served. General Manager commented that that staff would provide a brief presentation at the February Board meeting on the planning and process to handle the customers during the MRF Improvement shutdown.
4. **Next Meeting Date: Wednesday, March 8, 2017, 9:00 a.m.**

Closed Session. The Committee entered into closed session and received information regarding upcoming employee negotiations. No action was taken.


 Timothy S. Flanagan

BOARD OF DIRECTORS
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CARRIE THEIS
VICE CHAIR

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LIBBY DOWNEY
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TIMOTHY S. FLANAGAN
GENERAL MANAGER

GUY PETRABORG, P.E., G.E.
DISTRICT ENGINEER

ROBERT WELLINGTON
COUNSEL

MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

Home of the Last Chance Mercantile

MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT PERSONNEL COMMITTEE MEETING

Wednesday
February 1, 2017
10:30 a.m.

Board Room
MRWMD Offices
14201 Del Monte Blvd., Marina CA 93933

Attending: Directors Pendergrass, Downey, Allion, and Theis
Rob Wellington, Legal Counsel
Tim Flanagan, General Manager
Peter Skinner, Director of Finance and Administration
Berta Torres, Human Resources Manager

OPEN SESSION AGENDA

- 1. Receive Staffing Update**
 - Director of Operations
 - Assistant Materials Recovery Facility Manager
- 2. Results of Employee Survey**
- 3. General Manager Comments.**
- 4. Next Meeting Date: 10:30 a.m., Wednesday, March 8, 2017**

CLOSED SESSION AGENDA

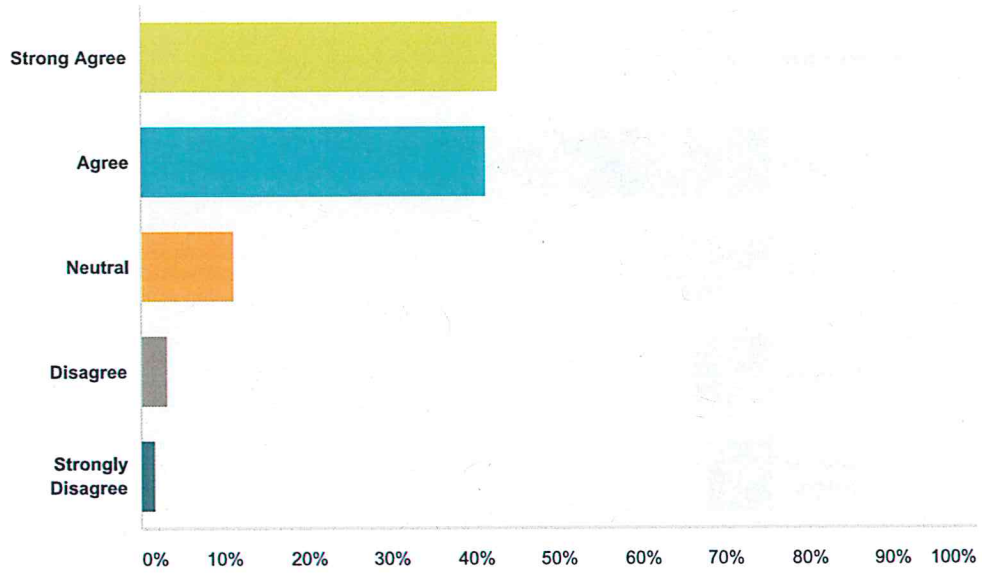
As permitted by the Ralph M. Brown Act (California Government Code Sections 54957.6), the Committee Members may adjourn to closed session to consider the specific items listed below:

- 1) Conference with Labor Negotiators:
District Negotiators: Tim Flanagan, Peter Skinner, and Berta Torres
Employee Organizations: Operating Engineers and Management Employees

Return To Open Session With Any Required Announcements From Closed Session

Q1 My manager trusts me to do the right thing.

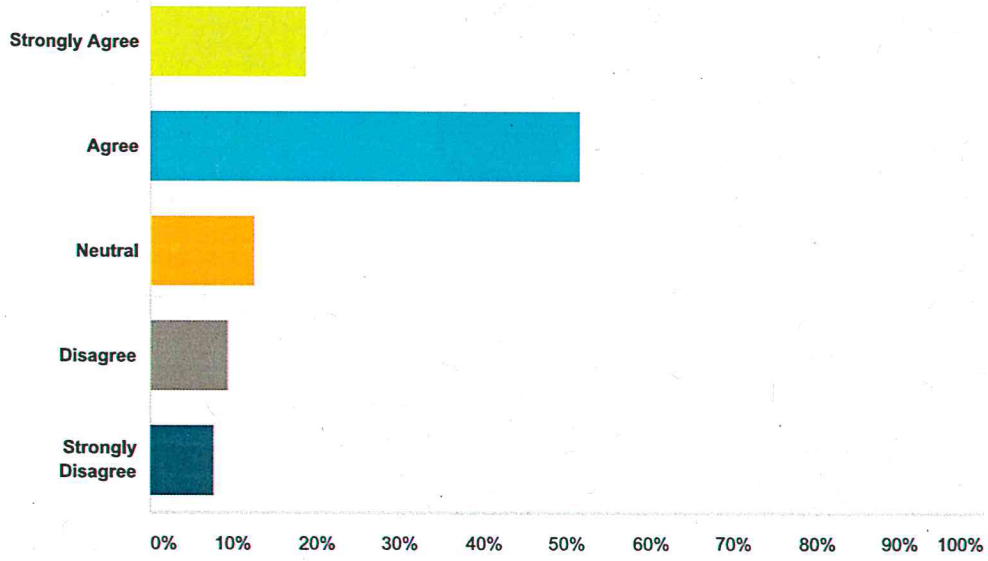
Answered: 63 Skipped: 1



Answer Choices	Responses	
Strong Agree	42.86%	27
Agree	41.27%	26
Neutral	11.11%	7
Disagree	3.17%	2
Strongly Disagree	1.59%	1
Total		63

Q2 My co-workers are performing their jobs to the best of their ability.

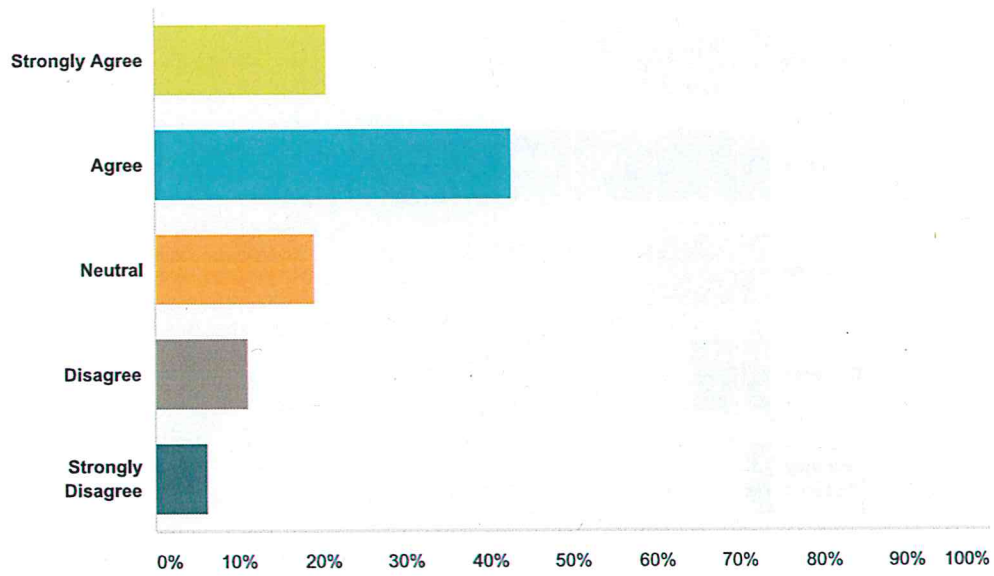
Answered: 64 Skipped: 0



Answer Choices	Responses	
Strongly Agree	18.75%	12
Agree	51.56%	33
Neutral	12.50%	8
Disagree	9.38%	6
Strongly Disagree	7.81%	5
Total		64

Q3 I get frequent feedback on what I do and how I do it.

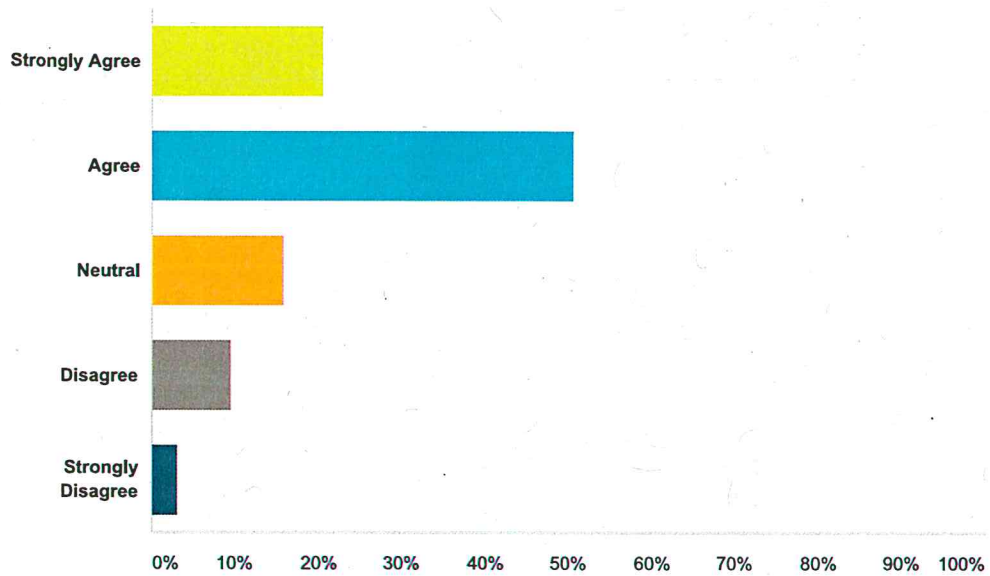
Answered: 63 Skipped: 1



Answer Choices	Responses	
Strongly Agree	20.63%	13
Agree	42.86%	27
Neutral	19.05%	12
Disagree	11.11%	7
Strongly Disagree	6.35%	4
Total		63

Q4 I receive enough training to do my job well.

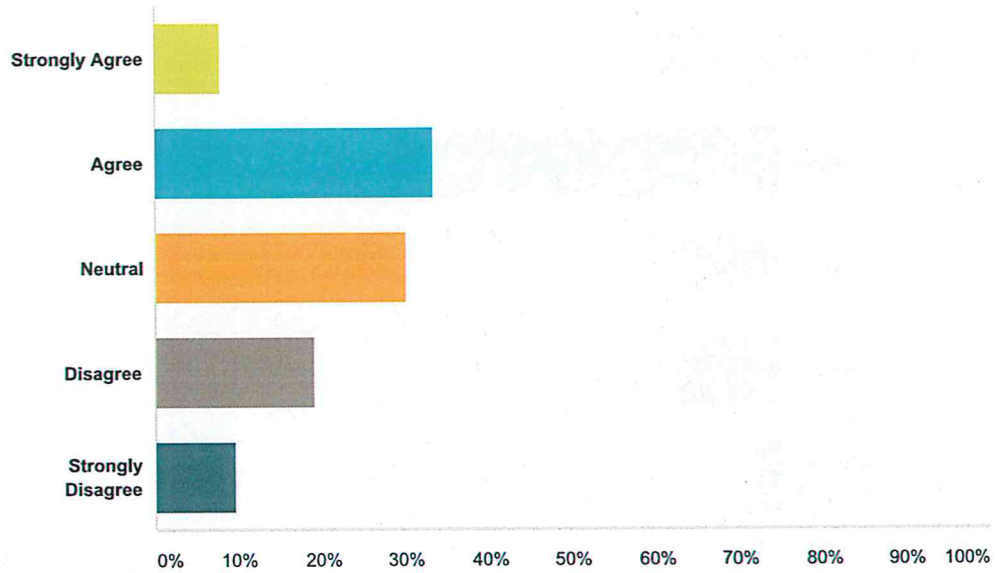
Answered: 63 Skipped: 1



Answer Choices	Responses	
Strongly Agree	20.63%	13
Agree	50.79%	32
Neutral	15.87%	10
Disagree	9.52%	6
Strongly Disagree	3.17%	2
Total		63

Q5 The District Management asks for my opinions and responds to my suggestions.

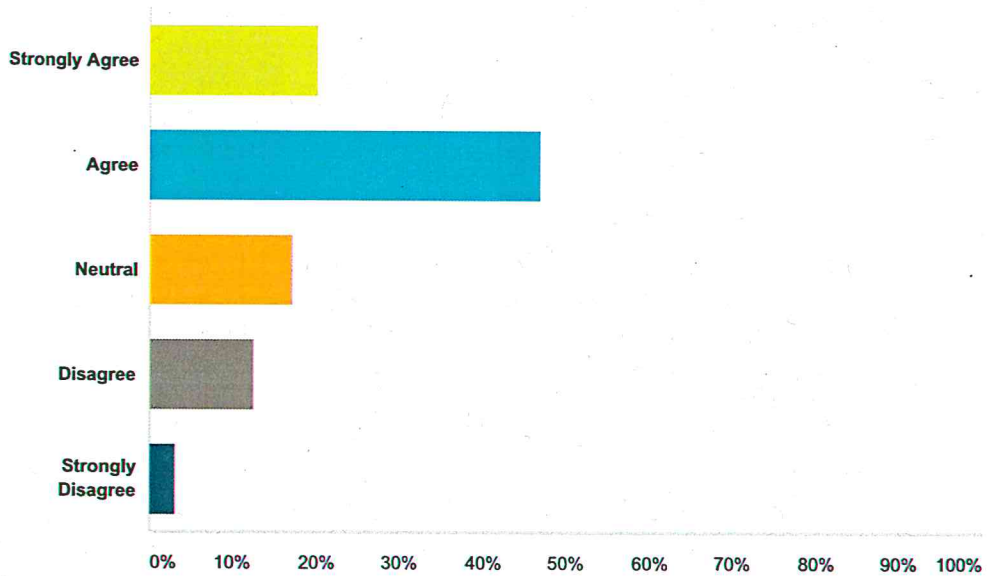
Answered: 63 Skipped: 1



Answer Choices	Responses	Count
Strongly Agree	7.94%	5
Agree	33.33%	21
Neutral	30.16%	19
Disagree	19.05%	12
Strongly Disagree	9.52%	6
Total		63

Q6 I have enough resources to do my job well.

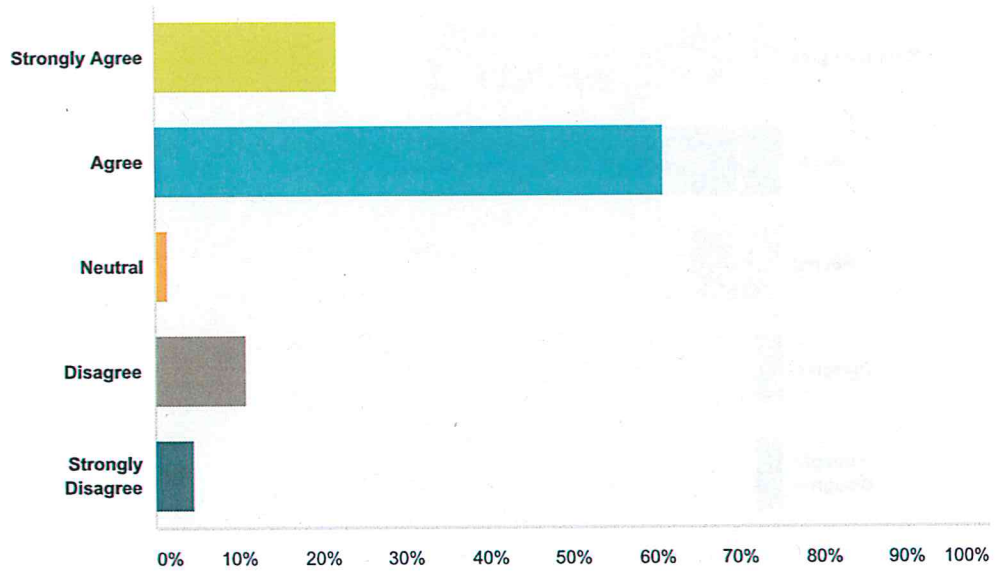
Answered: 64 Skipped: 0



Answer Choices	Responses	
Strongly Agree	20.31%	13
Agree	46.88%	30
Neutral	17.19%	11
Disagree	12.50%	8
Strongly Disagree	3.13%	2
Total		64

Q7 My co-workers help others on the job when they see the need.

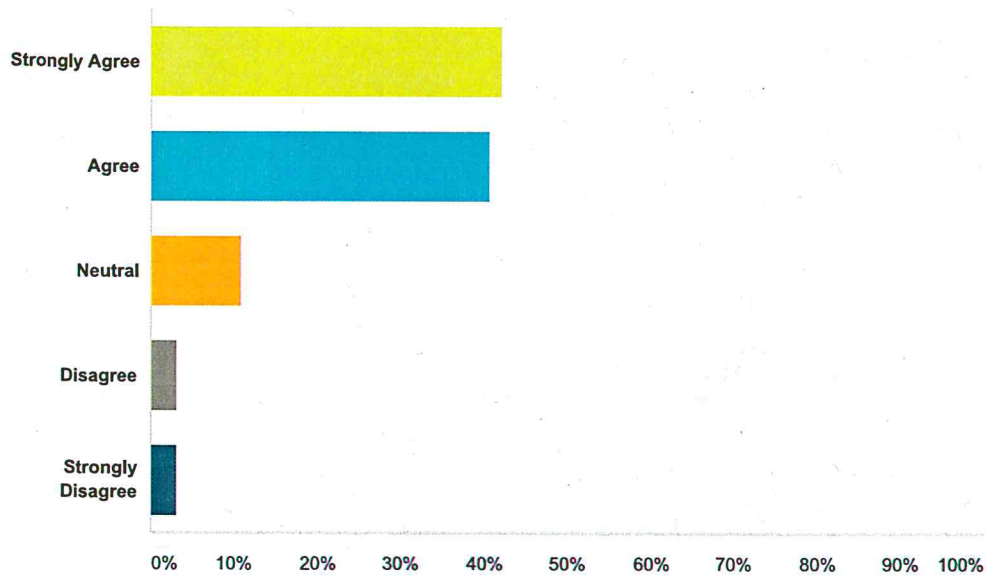
Answered: 64 Skipped: 0



Answer Choices	Responses	
Strongly Agree	21.88%	14
Agree	60.94%	39
Neutral	1.56%	1
Disagree	10.94%	7
Strongly Disagree	4.69%	3
Total		64

Q8 I have open, honest and respectful communication with my direct supervisor.

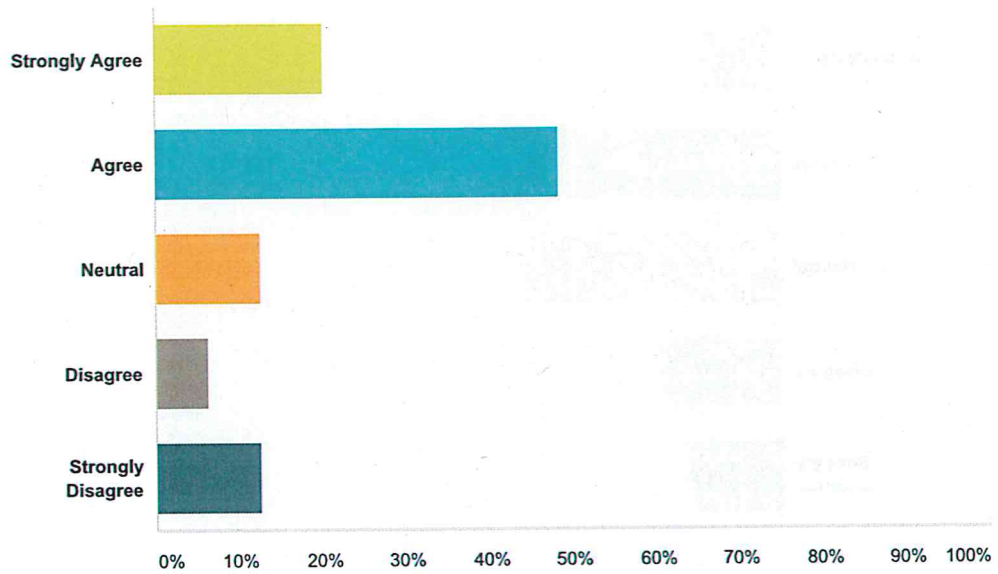
Answered: 64 Skipped: 0



Answer Choices	Responses	Count
Strongly Agree	42.19%	27
Agree	40.63%	26
Neutral	10.94%	7
Disagree	3.13%	2
Strongly Disagree	3.13%	2
Total		64

Q9 Good work is recognized.

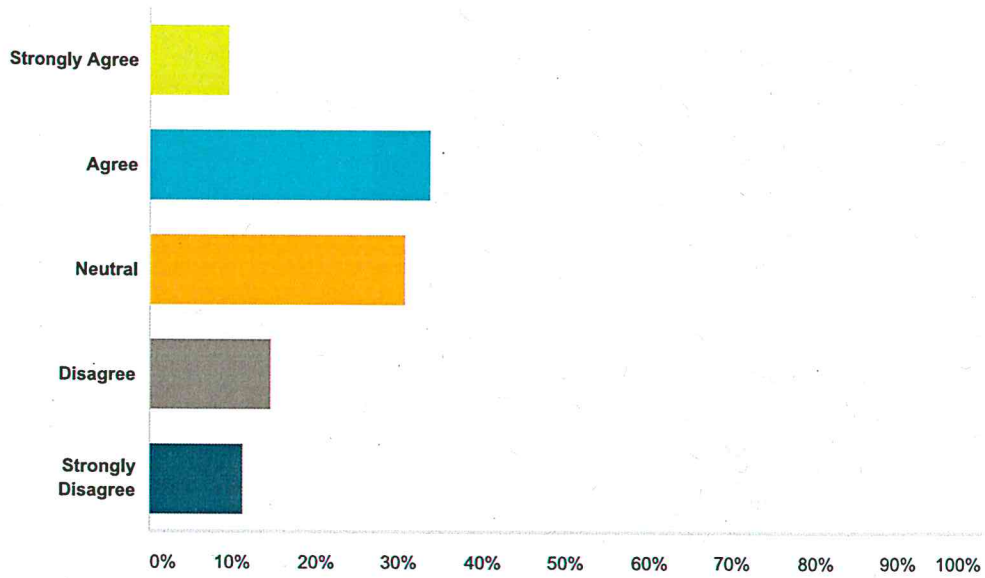
Answered: 64 Skipped: 0



Answer Choices	Responses	
Strongly Agree	20.31%	13
Agree	48.44%	31
Neutral	12.50%	8
Disagree	6.25%	4
Strongly Disagree	12.50%	8
Total		64

Q10 Poor work is not tolerated.

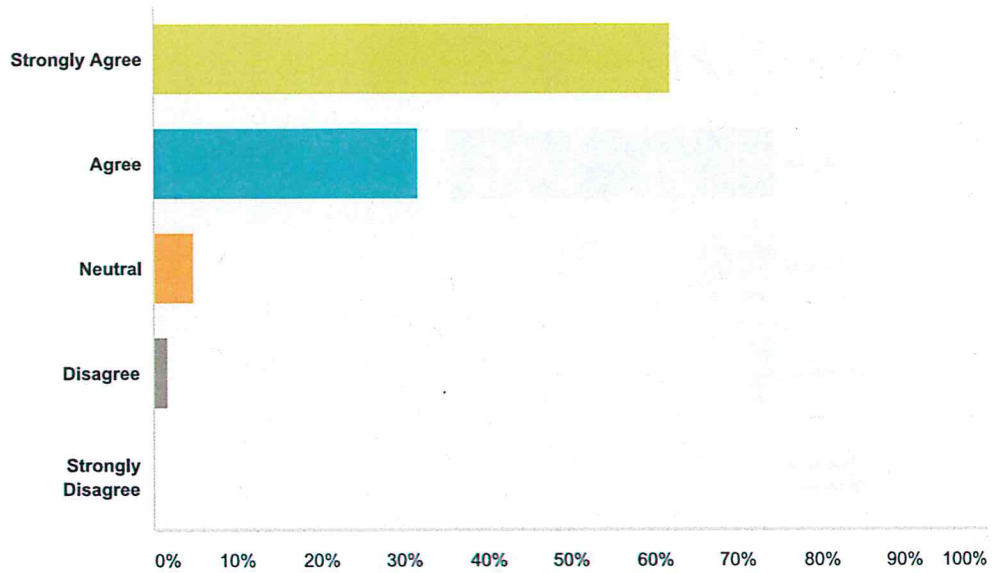
Answered: 62 Skipped: 2



Answer Choices	Responses	Count
Strongly Agree	9.68%	6
Agree	33.87%	21
Neutral	30.65%	19
Disagree	14.52%	9
Strongly Disagree	11.29%	7
Total		62

Q11 I am proud of the District and the work I do here.

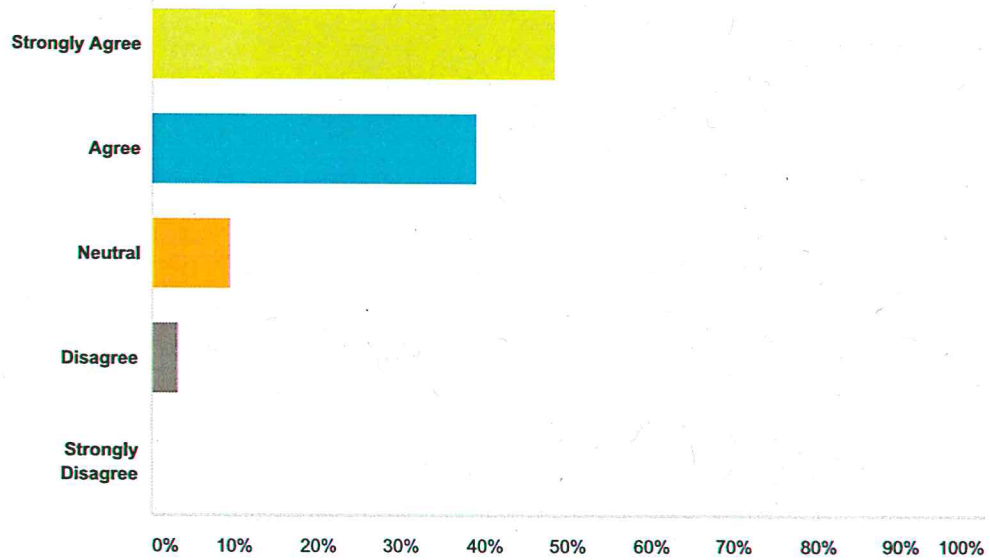
Answered: 63 Skipped: 1



Answer Choices	Responses	Count
Strongly Agree	61.90%	39
Agree	31.75%	20
Neutral	4.76%	3
Disagree	1.59%	1
Strongly Disagree	0.00%	0
Total		63

Q12 I would recommend the District to others looking for work.

Answered: 64 Skipped: 0



Answer Choices	Responses	
Strongly Agree	48.44%	31
Agree	39.06%	25
Neutral	9.38%	6
Disagree	3.13%	2
Strongly Disagree	0.00%	0
Total		64

MRWMD
Employee Survey Summary Report
January 2017
Erik Kieser, Survey Report Writer

Overview:

The overall sense of this survey shows a general trend of favorable feedback for the District, with a couple of questions indicating that there is room for significant improvement around specific issues. The return rate for this survey was very high – 64 total answers out of a total potential response rate of 108 – a response percentage of 59%. The general threshold for a good survey response rate is 20% or higher. I call this out because, even given the incentive offered to complete the survey, a company culture that was in serious trouble would have as a rule a much lower feedback rate than what this survey produced.

No single question jumps out as significantly negative, with the exceptions of Question 5 and 10. Some of the specific feedback warrants more investigation. (See specifics below.) It is probably most useful to consider this survey as an initial effort, and to plan to do this survey again in July of 2017, both to measure trends and to modify some of the survey questions to check for equivalent feedback.

There is (as indicated by the answers to questions 11 and 12) a sense of pride in working at the District and a willingness to recommend the District as a place to work. While a cynical eye might question just how positive these answers were this is another indication that company morale is not in serious trouble, even given other areas where improvement is clearly needed.

This report will focus only on the questions that might merit some additional review.

Analysis by Question:

Question 2: My manager trusts me to do the right thing.

Generally positive trend. Some of the written answers however indicate that some people at least think that this ISN'T the case, as does the clusters of answers for neutral, disagree and strongly disagree.

Question 3: I get frequent feedback on what I do and how I do it.

While the general trend of the answers is positive the number of neutral and disagree answers indicates that there is room for improvement here. Something to consider in looking at the responses for this question is what are the expectations of both the managers and the staff when it comes to the frequency of feedback at the present time.

Question 5: The District Management asks for my opinions and responds to my suggestions.

There's clearly room for improvement given the answers to this question. While only six people strongly disagree with this statement only five people strongly agree, with the majority of the

rest of the responses falling between the two endpoints. The answers also might suggest that a more robust and deliberate effort on the part of the Senior Management Team to solicit and follow-up on feedback is in order.

Question 6: I have enough resources to do my job well.

Again, while the general trend of the answers is positive there is enough neutral and disagree answers to investigate further. Something to consider is does the staff feel it has permission to ask for more resources in the first place? It might also be useful to gage further what the staff thinks "enough" looks like for their specific jobs.

Question 9: Good work is recognized.

This is another question that has enough non-positive answers to merit more study. Given that the Senior Management Team is looking to "up the game" when it comes to performance across the District a general review of how employee feedback is delivered and how frequently could be very useful.

Question 10: Poor work is not tolerated.

There isn't much doubt this question indicates room for improvement. While the data doesn't indicate that poor quality work is the accepted norm at MRWMD clearly some people think that there are real problems here. This question warrants immediate investigation.

Question 13: What issues, concerns, recommendations or suggestions do you have?

There were four trends apparent in the answers to this question: 1) People feeling the Buy-Back Program at the LCM was understaffed, 2) issues with the number of weight-masters, 3) the need for Leadership to listen more to staff needs and feedback and 4) better safety efforts. Six people of the 36 responders to this question said None or N/A.

Outside of these specific concerns there were a moderate number of one-off issues mentioned that included:

- Doubt about the fairness of competition between inside and outside candidates for jobs at the District
- Concern about gossip and back-biting
- Updating computers
- Making the MRF all one shift
- Employees needing to treat equipment and vehicles better
- Too many relatives working on-site
- Better interdepartmental collaboration
- Full-time security for Tuesdays
- Clearer identification of employees via special or badge-labeled vests
- Better, more regular recognition of good work with awards

Question 14: What do you think is working well at the District?

33 people responded to this question, and there were both less trends in the answers and more variety than in Question 13. Items that were called out that are working well:

- Promotion working equally for people
- Concern for other people's welfare
- Recycling program
- Good co-workers and good teams
- Employee morale
- Assignments are mostly getting accomplished
- The Mech Shop
- The Management Team
- The Social Committee
- The general reorganization since the advent of the new General Manager
- The General Manager

Clarifications and Recommendations:

Any survey done with mostly close-ended questions (i.e., Agree, Mostly Agree, Neutral, etc.) leaves room for some uncertainty about what people think in a precise way. It is however the most useful way to gather information quickly and encourage people to participate in such a survey.

On the other hand the results from this survey have generated a pretty useful, first-cut picture of the thinking and mood of the employees as of the end of the year, 2016. Useful next steps would be:

- 1) As recommended in the overview, re-run this survey, with some minor changes to wording in a handful of questions, this coming July.
- 2) Present this report to the managers and staff.
- 3) Indicate where you (the Leadership Team) intend to take or not take action, preferably along with why in the case of not taking action.
- 4) Indicate also the timeframe in which you'll expect to complete the work for the items you do plan to take action on from the survey.
- 5) Drill down more on the questions indicated in this report that merit further investigation, in particular Questions 5 and 10. Question 5 will be helped immediately by taking action recommendations 2, 3 and 4 in this report. Question 10 will require some thought and involvement with the managers around the mechanisms and habits they have around providing feedback, along with, I would argue, some training on what effective feedback looks like, both in delivery and frequency.

