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PRODUCTIVE  
WORK  
ENVIRONMENT



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# Productive Work Environment

WSF is committed to providing a work environment that enhances its employees' productivity. WSF's goal is to create an atmosphere where each employee feels valued and challenged and possesses the necessary tools to be successful in carrying out their duties. As part of this commitment, in October and November 1999, WSF conducted an employee survey to determine how WSF employees view the organization. The survey included a series of positive statements that the employee could respond to on a scale of 1 to 5, where one represented strongly disagree or very unsatisfied and five represented strongly agree or very satisfied. The results of the survey were compared to a previous employee survey conducted in 1997, and all categories showed improvement. Employees gave the highest ratings to diversity, teamwork, learning development, and job satisfaction. The areas of WSF executive management and recognition/advancement showed the most improvement, but continue to be areas with opportunities for additional improvement. WSF plans to administer the survey every two years.

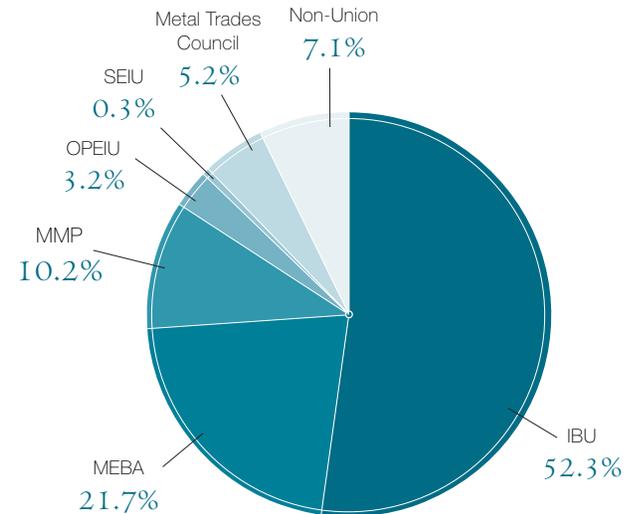
WSF's workplace is characterized by geographic diversity and significant union

## Employee Survey Results

Category	1997	1999	%Change
<b>Overall Assessment</b>	2.99	3.44	+15%
Employee Understanding of Vision/Direction	2.77	3.22	+16%
WSF Executive Management	1.98	2.54	+28%
Learning/Skills Development	3.70	3.94	+6%
Teamwork	3.51	3.98	+13%
Meaningful Feedback	3.09	3.71	+20%
Customer Focus	3.17	3.61	+14%
Recognition and Advancement	2.31	2.81	+22%
Trust and Ethical Performance	3.42	3.89	+14%
Communications	2.72	3.25	+19%
Participation and Involvement	3.32	3.86	+15%
Diversity	3.70	4.17	+13%
Job Satisfaction	3.57	3.93	+10%

representation. About one-half of WSF's employees work on vessels, while the other half work at one of WSF's 20 terminals, the Eagle Harbor maintenance facility, WSF Headquarters, or at a regional office. Over 90% of WSF's employees belong to one of 13 unions and are covered by one of eight separate collective bargaining agreements. The number of employees in each union ranges from about 950 in the Inlandboatmen's Union (IBU) to six in the Service Employees International Union (SEIU). Other unions representing WSF employees are the Masters, Mates & Pilots (MM&P); Marine Employees Beneficial Association (MEBA); Office and Professional Employees International Union (OPEIU); and the Metal Trades Council (a consortium of seven separate trades and craft unions). By statute, each of the eight collective bargaining agreements must be renegotiated every biennium.

## Percentage of Employees per Union



WSF strengthened its productive work environment this biennium with the safety and training initiatives described in the *Key Themes* section of this report, and by tackling two important employee issues—communications and recognition.

WSF improved employee communications with the publication of *Fleet Focus* in October 1999. This weekly employee newsletter was developed to keep employees apprised of current fleet and departmental developments and to maximize the opportunity to communicate organizational changes and events. In addition, each week the current and year-to-date performance statistics are published so that all WSF employees have the opportunity to measure WSF's performance, observe the performance trends, and become active participants in improving those trends. This weekly publication is sent electronically to all employees with access to e-mail and in hard copy form to all terminals and vessels.

The success of any organization is dependent on the productive contributions of its employees. To acknowledge the many significant contributions made by its employees, WSF developed a formal employee recognition program this biennium. This program began with the formation of an employee recognition committee with members representing each of WSF's major employee groups. The committee was charged with developing policies to acknowledge

the many employee contributions that make WSF successful. The policies provide WSF an opportunity to recognize individual employees and employee teams that promote WSF's vision in areas such as safety, customer service, productivity, and quality improvement. WSF plans to hold annual employee recognition celebrations to acknowledge outstanding effort and years of service.

WSF's employees totaled over 1,800 at the end of fiscal year 2001. The majority work in operations to keep the ferry system running smoothly from day-to-day. These employees include the Operations Director; port engineers; employees at the regional offices, operations center, and in operations planning; employees at the 20 terminals; vessel deck and engine room crews; and repair and maintenance crews at the Eagle Harbor Repair Facility. The remaining WSF employees support operations and include employees in vessel and terminal engineering, administrative services, human resources, and public affairs. 🚢



*The Operations Center Watch Supervisors are WSF's 2001 Team of the Year in the Intact Work Group Division.*



*Collecting fares.*



*Controlling the engines.*



*Gathering customer comments.*



*Loading a vessel.*



*Coming in for a landing at Bainbridge Island.*

## Employee Statistics

Department	No. of Employees
Executive Director/CEO Office	2
Deputy Director/Planning/Program Development/Contracts/Accounting	32
Administrative Services	4
Operations Director/Regional Offices/Operations Center/Operations Planning	91
Maintenance Department/Port Engineers/Eagle Harbor Repair Facility	119
Vessel Deck Crew	707
Vessel Engine Room Crew	393
Terminals	350
Terminal Design/Construction	55
Vessel Design/Construction	31
Human Resources/Training/Safety/Payroll	29
Public Affairs	1
<b>Total WSF Employees</b>	<b>1,814</b>

*Numbers represent WSF employees as of June 30, 2001*

