APPENDIX A

Survey Questionnaire and Survey Results

Transit Cooperative Research Program

Synthesis Project J-7, Topic SF-10

Corporate Culture as the Driver of Transit Leadership Practices

Survey Questionnaire

Human Resources Leadership Team Member

Purpose: The objective of this synthesis is to document the state of the practice in transit leadership development and to report on innovative approaches to the problems faced in today's work environment. The synthesis will cover the manner in which corporate culture affects the hiring, development, evaluation, and retention of the top management team. This survey is designed to gather data related to various aspects of corporate culture that may have an impact on the topic. You should complete survey questions from the perspective of being the chief human resources officer and a leadership team member in your organization. All survey responses will be confidential and will be presented in an aggregate format. Please call the number provided at the bottom of this page if you have any questions concerning either the survey questions or the confidentiality of your response. The final results will be summarized in a report available from the Transportation Research Board (TRB).

Submission Instructions

Please complete this survey by Friday June 14, 2002, and Fax (303.371.4776) or mail to:
Mary J. Davis, Ph.D.
McGlothin Davis, Inc.
P.O. Box 390774
Denver, CO 80239

Telephone Survey Interview: If you would prefer to complete the survey by telephone interview, call 303.371.4192.

E-mail Survey: If you would prefer to complete the survey by e-mail, please e-mail your request to: worldofw@aol.com.

Person Completing Survey _____

Title/Department _____

Phone _____ **Fax** _____ **E-mail** _____

Agency Website _____

SECTION 1. THE TEAM

A. Leadership Team Background

Please list all positions within the transit leadership team and provide the information requested in each column. (For the purpose of the study, the leadership team is defined as managers reporting directly to the chief executive officer or general manager who have managers or supervisors reporting to them.) Attach additional sheets if needed.

Position	Area(s) of Responsibility	Tenure in Position	Tenure in Agency	Years in Transit Industry	Other Management Experience in Past 10 Years
1. Chief Executive/ General Manager					

B. Recruitment of Leadership Team Members

What methods do you use to recruit executive team members?

Position(s)	Human Resources Conducts Search	Executive Search Firm Conducts Search	Other	Rate Effectiveness High = 5 Low = 1

C. Core Competencies Required of Leadership Team

Listed below is the list of competencies included in the Executive Competency Profile of the Houston Metro leadership team. Please compare the competency requirements used to recruit and develop the leadership team at your agency with this list. If your agency's competency requirement is the same for all leadership team members at your agency, place one "X" in the appropriate box to the left of each competency. If a competency is of less or more importance for certain positions, indicate the positions for which there is a different requirement in the appropriate box. Add additional competencies for your leadership team as appropriate.

Houston Metro Definition of Competency: A measurable pattern of knowledge, skill, behaviors, and values that an individual must have to successfully accomplish the desired results of the job and to contribute to the achievement of the organization's vision and mission.

Rating Scale

Very Important—Inadequate performance could have severe damaging effects on agency, others or self.
Important—Inadequate performance would cause considerable inconvenience or adverse impact.
Moderately Important—Inadequate performance could cause some inconvenience or delay without adverse impact.
Not Important—Inadequate performance would not cause adverse impact.

Competency	Very Important	Important	Moderately Important	Not Important
Job-specific skills				
Strategic agility				
Priority setting				
Business acumen				
Managing vision and purpose				
Building effective teams				
Motivating others				
Problem solving				
Developing others				
Managing and measuring work				
Timely decision making				
Customer focus				

D. Leadership Team Evaluation Process

Format/Process (e.g., standardized form, goal-setting meeting, periodic review, 360 degree, etc.)	Frequency	If not for all leadership positions, list positions for which the process applies.

E. Professional Development Activities

1. Who determines a leadership team member's development needs? _____

2. Development activities are typically aligned with (check all that apply):
   ____ Recent performance
   ____ Succession planning
   ____ Personal preference of employee
   ____ Other (specify)
   _____

3. List or provide examples of development activities and/or plans developed by the leadership team within the past year.
   _____
   _____
   _____
   _____

CORPORATE CULTURE

Instructions: For each statement, place an "X" in the appropriate column. Place "N/A" in the center column for any statement that is not applicable to your position. Feel free to make clarifying comments.

Rating Scale: 5 – Strongly agree
4 – Agree
3 – Do not agree or disagree
2 – Disagree
1 – Strongly disagree

Dominant Organizational Characteristics	5	4	3	2	1
1. The work environment here is pleasant. Comments:					
2. Risk taking is encouraged and rewarded. Comments:					
3. The structure of our organization makes it easy for information to flow quickly and accurately. Comments:					
4. Employees at all levels take leadership in initiating substantive organizational changes. Comments:					
5. New leadership team members are most frequently hired from within the agency. Comments:					
6. People in this organization tend to give more of themselves than is expected. Comments:					
7. Excellent performance is rewarded here. Comments:					
8. This agency is known for its secure employment. Comments:					
9. The image the agency portrays to the public is consistent with what employees experience on a day-to-day basis. Comments:					
10. Teamwork is the dominant management style here. Comments:					
11. This agency invests in employee development at all levels. Comments:					
12. It is best to get approval before taking unconventional actions here. Comments:					

13. Bad news is shared as openly as good news in this organization. Comments:					
14. If a change that affects my area(s) of responsibilities is being considered, I am among the first to know. Comments:					
15. This agency treats employees fairly. Comments:					
16. It is easy to make changes here. Comments:					
17. Organizational changes that do not proceed as expected are quickly abandoned. Comments:					
18. The agency has a well-deserved reputation in the community for compensating its staff well. Comments:					
19. Hidden agendas are discouraged here. Comments:					

Leadership Team Expectations/Support					
	5	**4**	**3**	**2**	**1**
1. I feel free to try new and different ways of responding to the needs of internal and external customers. Comments:					
2. Each team member knows what to expect if he or she wants to make a change in a practice or policy. Comments:					
3. If I get into a difficult situation, I can count on peers to come to my assistance. Comments:					
4. I know that I will be supported even if I make decisions that may not turn out positively. Comments:					
5. I expect at least one of my peers to disagree with any action I propose. Comments:					
6. Work demands for my position are reasonable. Comments:					
7. Each leadership team member feels free to speak to the media about matters related to his/her area(s) of responsibility. Comments:					

8. I have been mentored by other leadership team members. Comments:					
9. I am compensated fairly for the work that I do here. Comments:					
10. I have resources within the leadership team that I can tap into for any issue I may face. Comments:					
11. I expect my peers to be open and candid with me. Comments:					
12. New leadership team members receive voluntary mentoring from peers. Comments:					
13. I make a point of sharing information that I think would be useful with my peers. Comments:					
14. I feel frustrated when others are allowed to disregard agreed-to standards of performance. Comments:					
15. Constructive criticism is welcomed among leadership team members. Comments:					

Leadership Team Characteristics					
	5	**4**	**3**	**2**	**1**
1. I prefer a work environment where I can predict what to expect. Comments:					
2. I enjoy working with peers in solving mutual problems. Comments:					
3. I tend to be very precise in how I manage the work in my area(s) of responsibility. Comments:					
4. Tradition has a strong influence on management style here. Comments:					
5. My position provides me the type of job security I prefer. Comments:					
6. Some of my peers demean or attack other team members without penalty. Comments:					
7. It is easy for new members of the leadership team to fit in here. Comments:					

8. I have received unexpected praise from peers on a number of occasions. Comments:					
9. Our leadership team comes from similar work backgrounds. Comments:					
10. Our leadership team consistently subscribes to high standards of performance. Comments:					
11. Our leadership team adapts quickly when there is a need for a change in direction or focus. Comments:					

Leadership Team Decisions					
	5	**4**	**3**	**2**	**1**
1. It is easy for the leadership team to come to a firm decision. Comments:					
2. I have input into hiring decisions in other departments. Comments:					
3. Team members are expected to defend the rationale for proposed actions to each other. Comments:					
4. Decisions that have organization-wide impact usually require full leadership team input. Comments:					
5. Team members tend to get support for a proposed change from at least one other colleague before presenting it to the entire team. Comments:					
6. The process we use for making decisions about the allocation of resources is clearly understood by team members. Comments:					
7. Decisions regarding fiscal resource management are based on sound business practices. Comments:					
8. Individual team members have the final say on how their areas of responsibility are managed. Comments:					
9. Typically, team members are expected to consider several alternatives to solving problems. Comments:					
10. I seek feedback from peers on actions I am considering that may affect their area(s) of responsibility. Comments:					

Leadership Team Communication/Relationships					
	5	**4**	**3**	**2**	**1**
1. Collaboration among leadership team members is rewarded here. Comments:					
2. I feel free to make suggestions to my colleagues on potential improvements in their area(s) of responsibility. Comments:					
3. I am cautious about how I present unsolicited ideas to my peers. Comments:					
4. I feel free to give feedback of any type to the person to whom I report. Comments:					
5. Leadership team members freely share information and views with each other. Comments:					
6. The leadership team keeps employees informed of what is going on in the organization. Comments:					
7. Communication among leadership team members is primarily written. Comments:					
8. The leadership team looks out for each other. Comments:					
9. My peers respect my expertise. Comments:					
10. If I make a mistake, I can expect my peers to be open and frank with me about it. Comments:					

Professional Development/Career Planning					
	5	**4**	**3**	**2**	**1**
1. Employees who want to develop their leadership potential have many opportunities to do so here. Comments:					
2. I feel comfortable letting the person to whom I report know about areas that I do not feel fully competent. Comments:					
3. I have been encouraged to pursue professional growth opportunities by the person to whom I report. Comments:					

4. I mentor employees who demonstrate leadership potential. Comments:					
5. The organization has a credible, clearly communicated process for helping employees develop leadership skills. Comments:					
6. I have thought about leaving my position within the next year. Comments:					

Performance/Management/Evaluation					
	5	**4**	**3**	**2**	**1**
1. Performance expectations for my position are clear and attainable. Comments:					
2. The feedback I receive about my performance is clear and fair. Comments:					
3. I have the freedom to perform my job as I see fit. Comments:					
4. I am recognized for my contributions to the agency. Comments:					
5. My current performance goals were set in collaboration with the person to whom I report. Comments:					
6. I receive formal performance feedback at least once a year. Comments:					
7. I feel confident that I can stay in my current position as long as my performance is satisfactory. Comments:					

Labor–Management Relations					
	5	**4**	**3**	**2**	**1**
1. Labor–management relationships here are nonadversarial. Comments:					
2. The leadership team ensures that labor leaders are kept informed of matters affecting their membership. Comments:					
3. Labor and management leaders have participated in joint labor–management partnership education in recent years. Comments:					

4. Within the past year, the management leadership team and the leadership of the union(s) have had formal, noncollective bargaining discussions about labor–management relations. Comments:					
5. Labor and management leaders collaborate informally on a regular basis. Comments:					
6. Labor leaders know they can trust the management leadership team. Comments:					

Community/Customer Relations					
	5	**4**	**3**	**2**	**1**
1. The leadership team is comfortable relating to the diverse communities the agency serves. Comments:					
2. The agency communicates with the public honestly and straightforwardly, using a variety of relevant media. Comments:					
3. The public knows that it can depend on us to provide excellent public transportation. Comments:					
4. Feedback from the public plays a major role in decision making here. Comments:					
5. The agency uses a formal data gathering process for getting feedback on the quality of transportation services. Comments:					
6. Input from the community plays a major role in decisions about the types of public transportation service we provide. Comments:					
7. Data gathered from customers show that overall our service today rates higher than in recent years. Comments:					
8. The leadership team has clear goals for improving customer satisfaction during the current year. Comments:					

Leadership Team/Governing Board Relations					
	5	**4**	**3**	**2**	**1**
1. The governing body provides clear direction on where the organization is going in the short- and long-term. Comments:					
2. The involvement of governing body members in the organization's activities consistently contributes to achieving the stated agency mission. Comments:					
3. Governing body members make appropriate use of the leadership team's expertise in making decisions. Comments:					
4. Governing body members are open to feedback that may differ from their initial understanding of an issue. Comments:					
5. The lines of responsibilities between the governing body and the leadership team are respected here. Comments:					
6. Leadership team members other than the chief executive have limited communication with governing body members. Comments:					

Thank you for your assistance.

Transit Cooperative Research Program

Synthesis Project J-7, Topic SF-10

Corporate Culture as the Driver of Transit Leadership Practices

Survey Questionnaire

Non-HR Leadership Team Member

Purpose: The objective of this synthesis is to document the state of the practice in transit leadership development and to report on innovative approaches to the problems faced in today's work environment. The synthesis will cover the manner in which corporate culture affects the hiring, development, evaluation, and retention of the top management team. This survey is designed to gather data related to various aspects of corporate culture that may have an impact on the topic. You should complete survey questions from the perspective of being a leadership team member in your organization. It will take approximately 30 minutes to complete. All survey responses will be confidential and will be presented in an aggregate format. Please call the number provided at the bottom of this page if you have any questions concerning either the survey questions or the confidentiality of your response. The final results will be summarized in a report available from the Transportation Research Board (TRB).

Submission Instructions

Please complete this survey by Friday June 14, 2002, and Fax (303.371.4776) or mail to:
Mary J. Davis, Ph.D.
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P.O. Box 390774
Denver, CO 80239

Telephone Survey Interview: If you would prefer to complete the survey by telephone interview, call 303.371.4192.

E-mail Survey: If you would prefer to complete the survey by e-mail, please e-mail your request to: worldofw@aol.com.

Person Completing Survey _____

Title/Department _____

Phone _____ **Fax** _____ **E-mail** _____

Agency Website _____

CORPORATE CULTURE

Instructions: For each statement, place an "X" in the appropriate column. Place "N/A" in the center column for any statement that is not applicable to your position. Feel free to make clarifying comments.

Rating Scale: 5 – Strongly agree
4 – Agree
3 – Do not agree or disagree
2 – Disagree
1 – Strongly disagree

Dominant Organizational Characteristics	5	4	3	2	1
1. The work environment here is pleasant. Comments:					
2. Risk taking is encouraged and rewarded. Comments:					
3. The structure of our organization makes it easy for information to flow quickly and accurately. Comments:					
4. Employees at all levels take leadership in initiating substantive organizational changes. Comments:					
5. New leadership team members are most frequently hired from within the agency. Comments:					
6. People in this organization tend to give more of themselves than is expected. Comments:					
7. Excellent performance is rewarded here. Comments:					
8. This agency is known for its secure employment. Comments:					
9. The image the agency portrays to the public is consistent with what employees experience on a day-to-day basis. Comments:					
10. Teamwork is the dominant management style here. Comments:					
11. This agency invests in employee development at all levels. Comments:					
12. It is best to get approval before taking unconventional actions here. Comments:					

13. Bad news is shared as openly as good news in this organization. Comments:					
14. If a change that affects my area(s) of responsibilities is being considered, I am among the first to know. Comments:					
15. This agency treats employees fairly. Comments:					
16. It is easy to make changes here. Comments:					
17. Organizational changes that do not proceed as expected are quickly abandoned. Comments:					
18. The agency has a well-deserved reputation in the community for compensating its staff well. Comments:					
19. Hidden agendas are discouraged here. Comments:					

Leadership Team Expectations/Support					
	5	**4**	**3**	**2**	**1**
20. I feel free to try new and different ways of responding to the needs of internal and external customers. Comments:					
21. Each team member knows what to expect if he or she wants to make a change in a practice or policy. Comments:					
22. If I get into a difficult situation, I can count on peers to come to my assistance. Comments:					
23. I know that I will be supported even if I make decisions that may not turn out positively. Comments:					
24. I expect at least one of my peers to disagree with any action I propose. Comments:					
25. Work demands for my position are reasonable. Comments:					
26. Each leadership team member feels free to speak to the media about matters related to his/her area(s) of responsibility Comments:					
27. I have been mentored by other leadership team members. Comments:					

28. I am compensated fairly for the work that I do here. Comments:					
29. I have resources within the leadership team that I can tap into for any issue I may face. Comments:					
30. I expect my peers to be open and candid with me. Comments:					
31. New leadership team members receive voluntary mentoring from peers. Comments:					
32. I make a point of sharing information that I think would be useful with my peers. Comments:					
33. I feel frustrated when others are allowed to disregard agreed-to standards of performance. Comments:					
34. Constructive criticism is welcomed among leadership team members. Comments:					

Leadership Team Characteristics					
	5	**4**	**3**	**2**	**1**
35. I prefer a work environment where I can predict what to expect. Comments:					
36. I enjoy working with peers in solving mutual problems. Comments:					
37. I tend to be very precise in how I manage the work in my area(s) of responsibility. Comments:					
38. Tradition has a strong influence on management style here. Comments:					
39. My position provides me the type of job security I prefer. Comments:					
40. Some of my peers demean or attack other team members without penalty. Comments:					
41. It is easy for new members of the leadership team to fit in here. Comments:					
42. I have received unexpected praise from peers on a number of occasions. Comments:					

43. Our leadership team comes from similar work backgrounds. Comments:					
44. Our leadership team consistently subscribes to high standards of performance. Comments:					
45. Our leadership team adapts quickly when there is a need for a change in direction or focus. Comments:					

Leadership Team Decisions					
	5	**4**	**3**	**2**	**1**
46. It is easy for the leadership team to come to a firm decision. Comments:					
47. I have input into hiring decisions in other departments. Comments:					
48. Team members are expected to defend the rationale for proposed actions to each other. Comments:					
49. Decisions that have organization-wide impact usually require full leadership team input. Comments:					
50. Team members tend to get support for a proposed change from at least one other colleague before presenting it to the entire team. Comments:					
51. The process we use for making decisions about the allocation of resources is clearly understood by team members. Comments:					
52. Decisions regarding fiscal resource management are based on sound business practices. Comments:					
53. Individual team members have the final say on how their areas of responsibility are managed. Comments:					
54. Typically, team members are expected to consider several alternatives to solving problems. Comments:					
55. I seek feedback from peers on actions I am considering that may affect their area(s) of responsibility. Comments:					

Leadership Team Communications/Relationships	5	4	3	2	1
56. Collaboration among leadership team members is rewarded here. Comments:					
57. I feel free to make suggestions to my colleagues on potential improvements in their area(s) of responsibility. Comments:					
58. I am cautious about how I present unsolicited ideas to my peers. Comments:					
59. I feel free to give feedback of any type to the person to whom I report. Comments:					
60. Leadership team members freely share information and views with each other. Comments:					
61. The leadership team keeps employees informed of what is going on in the organization. Comments:					
62. Communication among leadership team members is primarily written. Comments:					
63. The leadership team looks out for each other. Comments:					
64. My peers respect my expertise. Comments:					
65. If I make a mistake, I can expect my peers to be open and frank with me about it. Comments:					

Professional Development/Career Planning	5	4	3	2	1
66. Employees who want to develop their leadership potential have many opportunities to do so here. Comments:					
67. I feel comfortable letting the person to whom I report know about areas that I do not feel fully competent. Comments:					
68. I have been encouraged to pursue professional growth opportunities by the person to whom I report. Comments:					
69. I mentor employees who demonstrate leadership potential. Comments:					

70. The organization has a credible, clearly communicated process for helping employees develop leadership skills. Comments:					
71. I have thought about leaving my position within the next year. Comments:					

Performance Management/Evaluation					
	5	**4**	**3**	**2**	**1**
72. Performance expectations for my position are clear and attainable. Comments:					
73. The feedback I receive about my performance is clear and fair. Comments:					
74. I have the freedom to perform my job as I see fit. Comments:					
75. I am recognized for my contributions to the agency. Comments:					
76. My current performance goals were set in collaboration with the person to whom I report. Comments:					
77. I receive formal performance feedback at least once a year. Comments:					
78. I feel confident that I can stay in my current position as long as my performance is satisfactory. Comments:					

Labor–Management Relations					
	5	**4**	**3**	**2**	**1**
79. Labor–management relationships here are nonadversarial. Comments:					
80. The leadership team ensures that labor leaders are kept informed of matters affecting their membership. Comments:					
81. Labor and management leaders have participated in joint labor–management partnership education in recent years. Comments:					
82. Within the past year, the management leadership team and the leadership of the union(s) have had formal, noncollective bargaining discussions about labor–management relations. Comments:					

83. Labor and management leaders collaborate informally on a regular basis. Comments:					
84. Labor leaders know they can trust the management leadership team. Comments:					

Community/Customer Relations					
	5	**4**	**3**	**2**	**1**
85. The leadership team is comfortable relating to the diverse communities the agency serves. Comments:					
86. The agency communicates with the public honestly and straightforwardly, using a variety of relevant media. Comments:					
87. The public knows that it can depend on us to provide excellent public transportation. Comments:					
88. Feedback from the public plays a major role in decision making here. Comments:					
89. The agency uses a formal data gathering process for getting feedback on the quality of transportation services. Comments:					
90. Input from the community plays a major role in decisions about the types of public transportation service we provide. Comments:					
91. Data gathered from customers show that overall our service today rates higher than in recent years. Comments:					
92. The leadership team has clear goals for improving customer satisfaction during the current year. Comments:					

Leadership Team/Governing Board Relations					
	5	**4**	**3**	**2**	**1**
93. The governing body provides clear direction on where the organization is going in the short- and long-term. Comments:					
94. The involvement of governing body members in the organization's activities consistently contributes to achieving the stated agency mission. Comments:					

95. Governing body members make appropriate use of the leadership team's expertise in making decisions. Comments:					
96. Governing body members are open to feedback that may differ from their initial understanding of an issue. Comments:					
97. The lines of responsibilities between the governing body and the leadership team are respected here. Comments:					
98. Leadership team members other than the chief executive have limited communication with governing body members. Comments:					

Thank you for your assistance.

TCRP PROJECT J-7, TOPIC SF-10

Corporate Culture as the Driver of Transit Leadership Practices

Survey Results

Rating Scale: 5 – Strongly agree
4 – Agree
3 – Do not agree or disagree
2 – Disagree
1 – Strongly disagree

Dominant Organizational Characersitics					
	5	**4**	**3**	**2**	**1**
1. The work environment here is pleasant. N=41	13	25	3		
	32%	**61%**	**7%**		
2. Risk taking is encouraged and rewarded. N=41	2	21	11	6	1
	5%	**51%**	**27%**	**15%**	**2%**
3. The structure of our organization makes it easy for information to flow quickly and accurately. N=41	1	19	16	5	
	2%	**46%**	**39%**	**12%**	
4. Employees at all levels take leadership in initiating substantive organizational changes. N=41	1	8	17	14	1
	2%	**20%**	**41%**	**34%**	**2%**
5. New leadership team members are most frequently hired from within the agency. N=41	3	10	13	13	2
	7%	**24%**	**32%**	**32%**	**5%**
6. People in this organization tend to give more of themselves than is expected. N=41	8	20	11	1	1
	20%	**49%**	**27%**	**2%**	**2%**
7. Excellent performance is rewarded here. N=41	5	21	11	2	2
	12%	**51%**	**27%**	**5%**	**5%**
8. This agency is known for its secure employment. N=41	16	19	5	1	
	39%	**46%**	**12%**	**2%**	**0%**
9. The image the agency portrays to the public is consistent with what employees experience on a day-to-day basis. N=41	4	24	9	4	
	10%	**59%**	**22%**	**10%**	**0%**

10. Teamwork is the dominant management style here. N=41	5	13	14	8	1
	12%	**32%**	**34%**	**20%**	**2%**
11. This agency invests in employee development at all levels. N=41	7	12	13	7	2
	17%	**29%**	**32%**	**17%**	**5%**
12. It is best to get approval before taking unconventional actions here. N=41	9	22	5	5	
	22%	**54%**	**12%**	**12%**	
13. Bad news is shared as openly as good news in this organization. N=41	5	24	6	5	1
	12%	**59%**	**15%**	**12%**	**2%**
14. If a change that affects my area(s) of responsibilities is being considered, I am among the first to know. N=41	6	22	9	4	
	15%	**54%**	**22%**	**10%**	
15. This agency treats employees fairly. N=41	11	22	4	3	1
	27%	**54%**	**10%**	**7%**	**2%**
16. It is easy to make changes here. N=41	1	8	18	13	1
	2%	**20%**	**44%**	**32%**	**2%**
17. Organizational changes that do not proceed as expected are quickly abandoned. N=41		4	18	17	2
		10%	**44%**	**41%**	**5%**
18. The agency has a well-deserved reputation in the community for compensating its staff well. N=41	3	16	13	6	3
	7%	**39%**	**32%**	**15%**	**7%**
19. Hidden agendas are discouraged here. N=41	7	14	14	6	
	17%	**34%**	**34%**	**15%**	

Leadership Team Expectations/Support					
	5	**4**	**3**	**2**	**1**
20. I feel free to try new and different ways of responding to the needs of internal and external customers. N=41	10	23	7	1	
	24%	**56%**	**17%**	**2%**	
21. Each team member knows what to expect if he or she wants to make a change in a practice or policy. N=41	2	24	10	5	
	5%	**59%**	**24%**	**12%**	
22. If I get into a difficult situation, I can count on peers to come to my assistance. N=41	9	18	12	2	
	22%	**44%**	**29%**	**5%**	
23. I know that I will be supported even if I make decisions that may not turn out positively. N=40	5	17	14	4	
	13%	**43%**	**35%**	**10%**	
24. I expect at least one of my peers to disagree with any action I propose. N=41	3	19	11	6	2
	7%	**46%**	**27%**	**15%**	**5%**
25. Work demands for my position are reasonable. N=41	4	24	6	6	1
	10%	**59%**	**15%**	**15%**	**2%**
26. Each leadership team member feels free to speak to the media about matters related to his/her area(s) of responsibility. N=41		8	10	14	9
		20%	**24%**	**34%**	**22%**
27. I have been mentored by other leadership team members. N=40	4	11	10	10	5
	10%	**28%**	**25%**	**25%**	**13%**
28. I am compensated fairly for the work that I do here. N=41	5	24	6	5	1
	12%	**59%**	**15%**	**12%**	**2%**
29. I have resources within the leadership team that I can tap into for any issue I may face. N=41	9	15	9	7	1
	22%	**37%**	**22%**	**17%**	**2%**
30. I expect my peers to be open and candid with me. N=41	17	18	5	1	
	41%	**44%**	**12%**	**2%**	
31. New leadership team members receive voluntary mentoring from peers. N=40	4	11	19	6	
	10%	**28%**	**48%**	**15%**	
32. I make a point of sharing information that I think would be useful with my peers. N=41	11	27	3		
	27%	**66%**	**7%**		

33. I feel frustrated when others are allowed to disregard agreed-to standards of performance. N=41	13	20	6	1	1
	32%	**49%**	**15%**	**2%**	**2%**
34. Constructive criticism is welcomed among leadership team members. N=41	5	13	11	11	1
	12%	**32%**	**27%**	**27%**	**2%**

Leadership Team Characteristics					
	5	**4**	**3**	**2**	**1**
35. I prefer a work environment where I can predict what to expect. N=41	3	17	13	8	
	7%	**41%**	**32%**	**20%**	
36. I enjoy working with peers in solving mutual problems. N=38	11	27			
	29%	**71%**			
37. I tend to be very precise in how I manage the work in my area(s) of responsibility. N=39	4	18	11	6	
	10%	**46%**	**28%**	**15%**	
38. Tradition has a strong influence on management style here. N=41	4	18	8	11	
	10%	**44%**	**20%**	**27%**	
39. My position provides me the type of job security I prefer. N=40	7	22	9	2	
	18%	**55%**	**23%**	**5%**	
40. Some of my peers demean or attack other team members without penalty. N=41	4	8	14	10	5
	10%	**20%**	**34%**	**24%**	**12%**
41. It is easy for new members of the leadership team to fit in here. N=41	3	15	15	7	1
	7%	**37%**	**37%**	**17%**	**2%**
42. I have received unexpected praise from peers on a number of occasions. N=41	1	14	20	5	1
	2%	**34%**	**49%**	**12%**	**2%**
43. Our leadership team comes from similar work backgrounds. N=41	3	4	12	15	7
	7%	**10%**	**29%**	**37%**	**17%**
44. Our leadership team consistently subscribes to high standards of performance. N=38	9	18	7	4	
	24%	**47%**	**18%**	**11%**	
45. Our leadership team adapts quickly when there is a need for a change in direction or focus. N=39	9	16	8	6	
	24%	**42%**	**21%**	**16%**	

Leadership Team Decisions					
	5	**4**	**3**	**2**	**1**
46. It is easy for the leadership team to come to a firm decision. N=39	2	13	16	8	
	5%	**33%**	**41%**	**21%**	
47. I have input into hiring decisions in other departments. N=40	4	12	9	11	4
	10%	**30%**	**23%**	**28%**	**10%**
48. Team members are expected to defend the rationale for proposed actions to each other. N=41	5	21	14	1	
	12%	**51%**	**34%**	**2%**	
49. Decisions that have organization-wide impact usually require full leadership team input. N=38	10	18	3	6	1
	26%	**47%**	**8%**	**16%**	**3%**
50. Team members tend to get support for a proposed change from at least one other colleague before presenting it to the entire team. N=40	6	22	7	5	
	15%	**55%**	**18%**	**13%**	
51. The process we use for making decisions about the allocation of resources is clearly understood by team members. N=40	4	14	10	10	2
	10%	**35%**	**25%**	**25%**	**5%**
52. Decisions regarding fiscal resource management are based on sound business practices. N=41	9	21	9	2	
	22%	**51%**	**22%**	**5%**	
53. Individual team members have the final say on how their areas of responsibility are managed. N=41	5	23	6	6	1
	12%	**56%**	**15%**	**15%**	**2%**
54. Typically, team members are expected to consider several alternatives to solving problems. N=41	7	24	6	4	
	17%	**59%**	**15%**	**10%**	
55. I seek feedback from peers on actions I am considering that may affect their area(s) of responsibility. N=40	18	20	1		1
	45%	**50%**	**2.5%**		**2.5%**

Leadership Team Communication/Relationships					
	5	**4**	**3**	**2**	**1**
56. Collaboration among leadership team members is rewarded here. N=41	6	13	14	7	1
	15%	**32%**	**34%**	**17%**	**2%**
57. I feel free to make suggestions to my colleagues on potential improvements in their area(s) of responsibility. N=41	8	20	8	3	2
	20%	**49%**	**20%**	**7%**	**5%**
58. I am cautious about how I present unsolicited ideas to my peers. N=41	2	23	10	5	1
	5%	**56%**	**24%**	**12%**	**2%**
59. I feel free to give feedback of any type to the person to whom I report. N=40	9	22	6	1	2
	23%	**55%**	**15%**	**3%**	**5%**
60. Leadership team members freely share information and views with each other. N=41	5	18	10	8	
	12%	**44%**	**24%**	**20%**	
61. The leadership team keeps employees informed of what is going on in the organization. N=41	2	20	15	3	1
	5%	**49%**	**37%**	**7%**	**2%**
62. Communication among leadership team members is primarily written. N=41		5	14	21	1
		12%	**34%**	**51%**	**2%**
63. The leadership team looks out for each other. N=40	3	12	20	5	
	8%	**30%**	**50%**	**13%**	
64. My peers respect my expertise. N=41	8	23	9	1	
	20%	**56%**	**22%**	**2%**	
65. If I make a mistake, I can expect my peers to be open and frank with me about it. N=41	5	28	7	1	
	12%	**68%**	**17%**	**2%**	

Professional Development/Career Planning					
	5	**4**	**3**	**2**	**1**
66. Employees who want to develop their leadership potential have many opportunities to do so here. N=41	3	17	9	10	2
	7%	**41%**	**22%**	**24%**	**5%**
67. I feel comfortable letting the person to whom I report know about areas that I do not feel fully competent. N=40	5	33	1	1	
	13%	**83%**	**3%**	**3%**	
68. I have been encouraged to pursue professional growth opportunities by the person to whom I report. N=39	7	20	8	3	1
	18%	**51%**	**21%**	**8%**	**3%**

69. I mentor employees who demonstrate leadership potential. N=40	7	26	6	1	
	18%	**65%**	**15%**	**3%**	
70. The organization has a credible, clearly communicated process for helping employees develop leadership skills. N=41	3	7	17	14	
	7%	**17%**	**41%**	**34%**	
71. I have thought about leaving my position within the next year. N=41	3	12	9	8	9
	7%	**29%**	**22%**	**20%**	**22%**

Performance Management/Evaluation					
	5	**4**	**3**	**2**	**1**
72. Performance expectations for my position are clear and attainable. N=41	11	19	4	6	1
	27%	**46%**	**10%**	**15%**	**2%**
73. The feedback I receive about my performance is clear and fair. N=41	11	19	8	2	1
	27%	**46%**	**20%**	**5%**	**2%**
72. 74. I have the freedom to perform my job as I see fit. N=41	11	22	8		
	27%	**54%**	**20%**		
75. I am recognized for my contributions to the agency. N=41	7	22	9	3	
	17%	**54%**	**22%**	**7%**	
76. My current performance goals were set in collaboration with the person to whom I report. N=41	10	18	7	3	3
	24%	**44%**	**17%**	**7%**	**7%**
77. I receive formal performance feedback at least once a year. N=39	15	18	1	3	2
	38%	**46%**	**3%**	**8%**	**5%**
78. I feel confident that I can stay in my current position as long as my performance is satisfactory. N=40	15	18	6	1	
	38%	**45%**	**15%**	**3%**	

Labor–Management Relations					
	5	**4**	**3**	**2**	**1**
79. Labor–management relationships here are nonadversarial. N=40	3	11	12	10	4
	8%	**28%**	**30%**	**25%**	**10%**
80. The leadership team ensures that labor leaders are kept informed of matters affecting their membership. N=40	5	23	10	2	
	13%	**58%**	**25%**	**5%**	**0%**

81. Labor and management leaders have participated in joint labor–management partnership education in recent years. N=38	4	15	7	9	3
	11%	**39%**	**18%**	**24%**	**8%**
82. Within the past year, the management leadership team and the leadership of the union(s) have had formal, noncollective bargaining discussions about labor–management relations. N=38	7	21	7	2	1
	18%	**55%**	**18%**	**5%**	**3%**
83. Labor and management leaders collaborate informally on a regular basis. N=39	5	17	11	6	
	13%	**44%**	**28%**	**15%**	**0%**
84. Labor leaders know they can trust the management leadership team. N=39		14	13	9	3
		36%	**33%**	**23%**	**8%**

Community/Customer Relations					
	5	**4**	**3**	**2**	**1**
85. The leadership team is comfortable relating to the diverse communities the agency serves. N=41	13	23	5		
	32%	**56%**	**12%**		
86. The agency communicates with the public honestly and straightforwardly, using a variety of relevant media. N=41	12	27	2		
	29%	**66%**	**5%**		
87. The public knows that it can depend on us to provide excellent public transportation. N=41	8	24	7	2	
	20%	**59%**	**17%**	**5%**	
88. Feedback from the public plays a major role in decision making here. N=41	7	27	5	2	
	17%	**66%**	**12%**	**5%**	
89. The agency uses a formal data gathering process for getting feedback on the quality of transportation services. N=39	8	22	8	1	
	21%	**56%**	**21%**	**3%**	
90. Input from the community plays a major role in decisions about the types of public transportation service we provide. N=41	9	27	5		
	22%	**66%**	**12%**		
91. Data gathered from customers show that overall our service today rates higher than in recent years. N=38	8	17	9	3	1
	21%	**45%**	**24%**	**8%**	**3%**

92. The leadership team has clear goals for improving customer satisfaction during the current year. N=39	9	11	12	7	
	23%	**28%**	**31%**	**18%**	

Leadership Team Expectations/Support					
	5	**4**	**3**	**2**	**1**
93. The governing body provides clear direction on where the organization is going in the short- and long-term. N=39	3	18	14	3	1
	8%	**46%**	**36%**	**8%**	**3%**
94. The involvement of governing body members in the organization's activities consistently contributes to achieving the stated agency mission. N=39	5	20	13	1	
	13%	**51%**	**33%**	**3%**	
95. Governing body members make appropriate use of the leadership team's expertise in making decisions. N=38	9	24	4	1	
	24%	**63%**	**11%**	**3%**	
96. Governing body members are open to feedback that may differ from their initial understanding of an issue. N=38	5	29	4		
	13%	**76%**	**11%**		
97. The lines of responsibilities between the governing body and the leadership team are respected here. N=38	11	19	8		
	29%	**50%**	**21%**		
98. Leadership team members other than the chief executive have limited communication with governing body members. N=38	8	13	9	5	3
	21%	**34%**	**24%**	**13%**	**8%**