

Employee Engagement

Wave 5 | May - June 2026



Initial Working Draft for Client Review



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Methodology



The survey was administered to employees in the [Administrative, Maintenance/Fleet & Facilities, and Operations divisions](#) in May & June 2026, with **78** responses. [Managers](#) were surveyed for the first time.



Employees were able to complete the survey on a [tablet](#), via a [QR Code](#) flyer, or through an [emailed link](#). All results were transmitted directly to TransPro and have been compiled and reported at an aggregate level.



When available, results are compared to [previous waves](#). Results by employee group are available starting in Wave 2.

Survey Wave	Date
Wave 1	Nov. & Dec. 2022
Wave 2	Nov. 2023
Wave 3	Sept. 2024
Wave 4	Oct. 2025

Employee Group	Respondents	Response Rate
Administrative	12	86%
Maintenance/Fleet & Facilities	5	56%
Operations	52	70%
Managers	9	100%
Total	78	74%

Results Overview



Mountain Line overall employee engagement score is **71**.

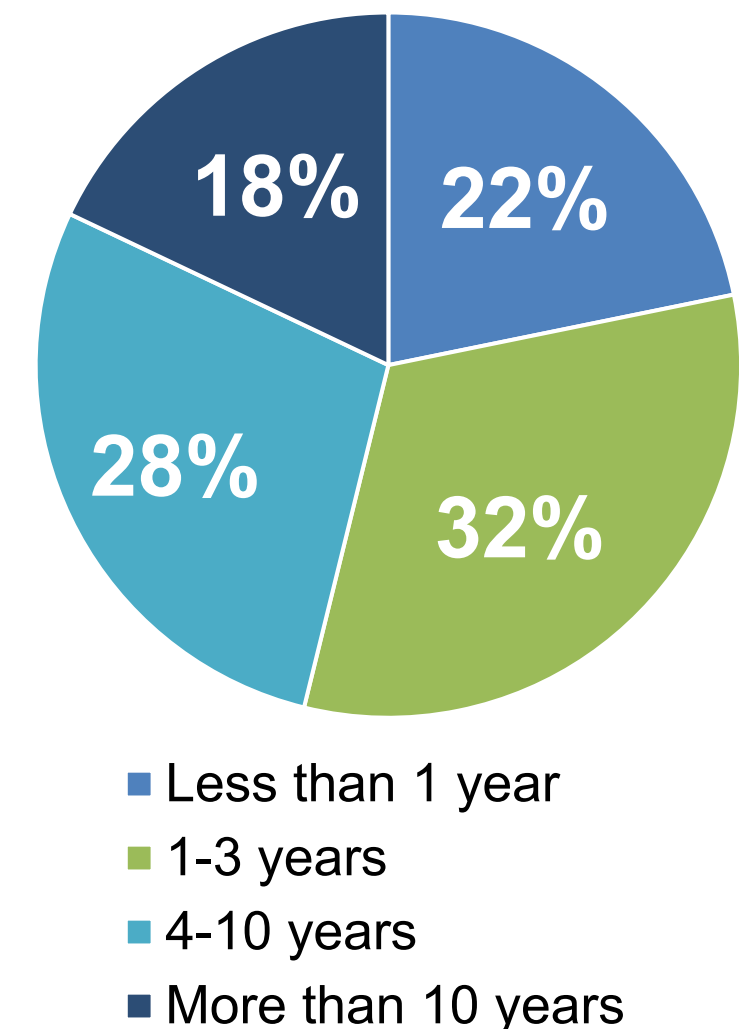
Employees are **MOST** satisfied with...

- ▶ Believing job performance is important to the success of Mountain Line [92%]
- ▶ Understanding what success looks like for Mountain Line [87%]
- ▶ Encouraged to learn from mistakes, continue growing, and develop skills as an employee [82%]

Employees are **LEAST** satisfied with...

- ▶ Mountain Line taking feedback seriously [47%]
- ▶ Receiving consistent and objective performance evaluations delivered in a timely and constructive manner [47%]
- ▶ Everyone at Mountain Line is treated with kindness and grace [49%]

Respondent Tenure



Key Takeaways



- Employees remain highly committed to Mountain Line's value of customer commitment and embodiment of challenges.
- Mountain Line's Employee Engagement Score decreased for the second consecutive wave.
- Communication from management continues to emerge as the primary organizational challenge.
- Employees want stronger feedback loops, not simply more communication.
- Supervisory consistency appears to be affecting trust.



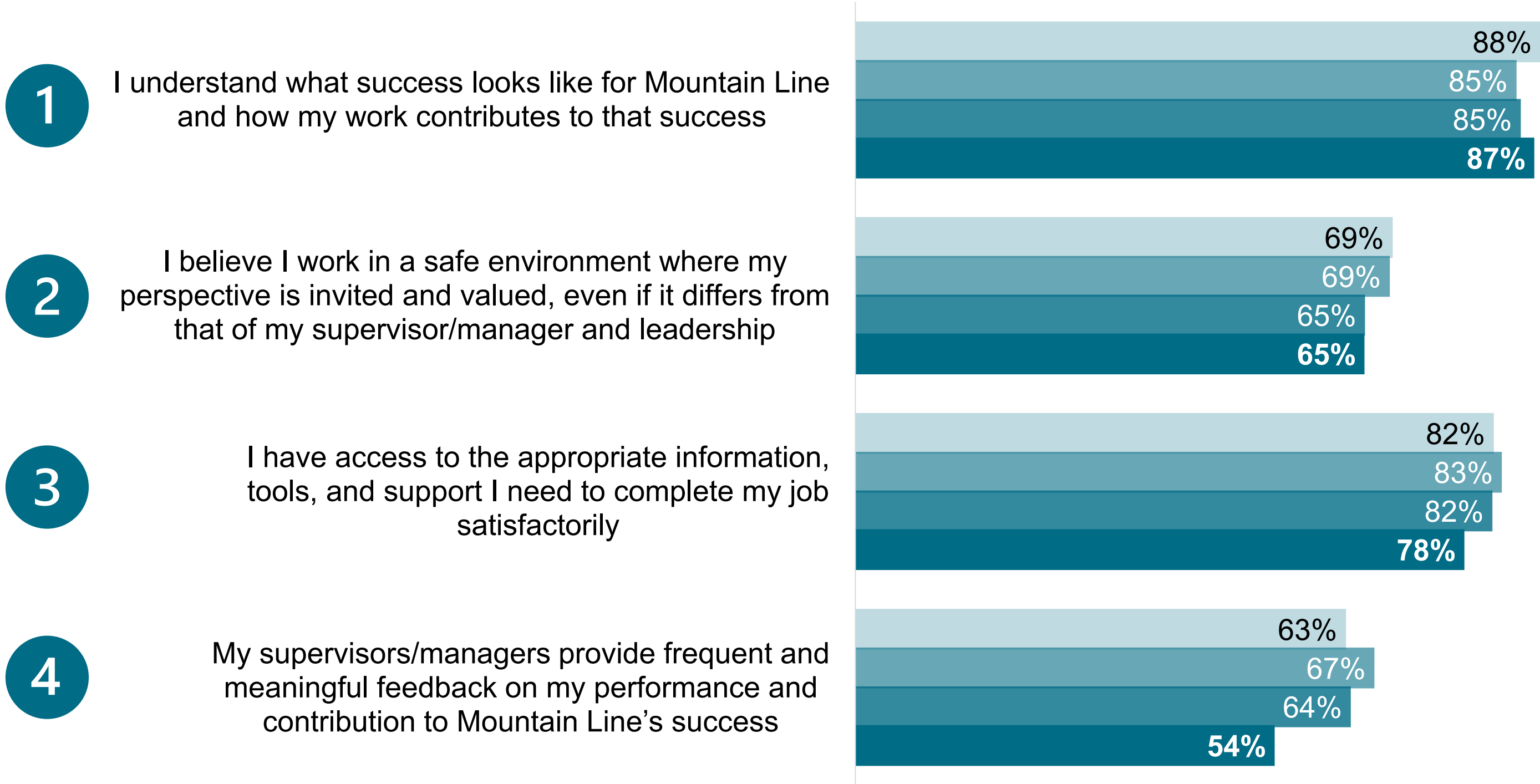
Employee Engagement

To better understand and define employee engagement, four (4) key elements of the workplace experience are reflected:

- 1 Do employees feel they understand what success looks like for Mountain Line and how they contribute to that success?
- 2 Do employees believe they work in a safe environment where their perspective is invited?
- 3 Do employees believe they have the resources/tools necessary to perform their duties?
- 4 Do employees feel their supervisors provide feedback on their performance?



Employee Engagement



Employee Engagement Score

Wave 2	76
Wave 3	76
Wave 4	74
Wave 5	71

Wave 5 Employee Engagement by Division



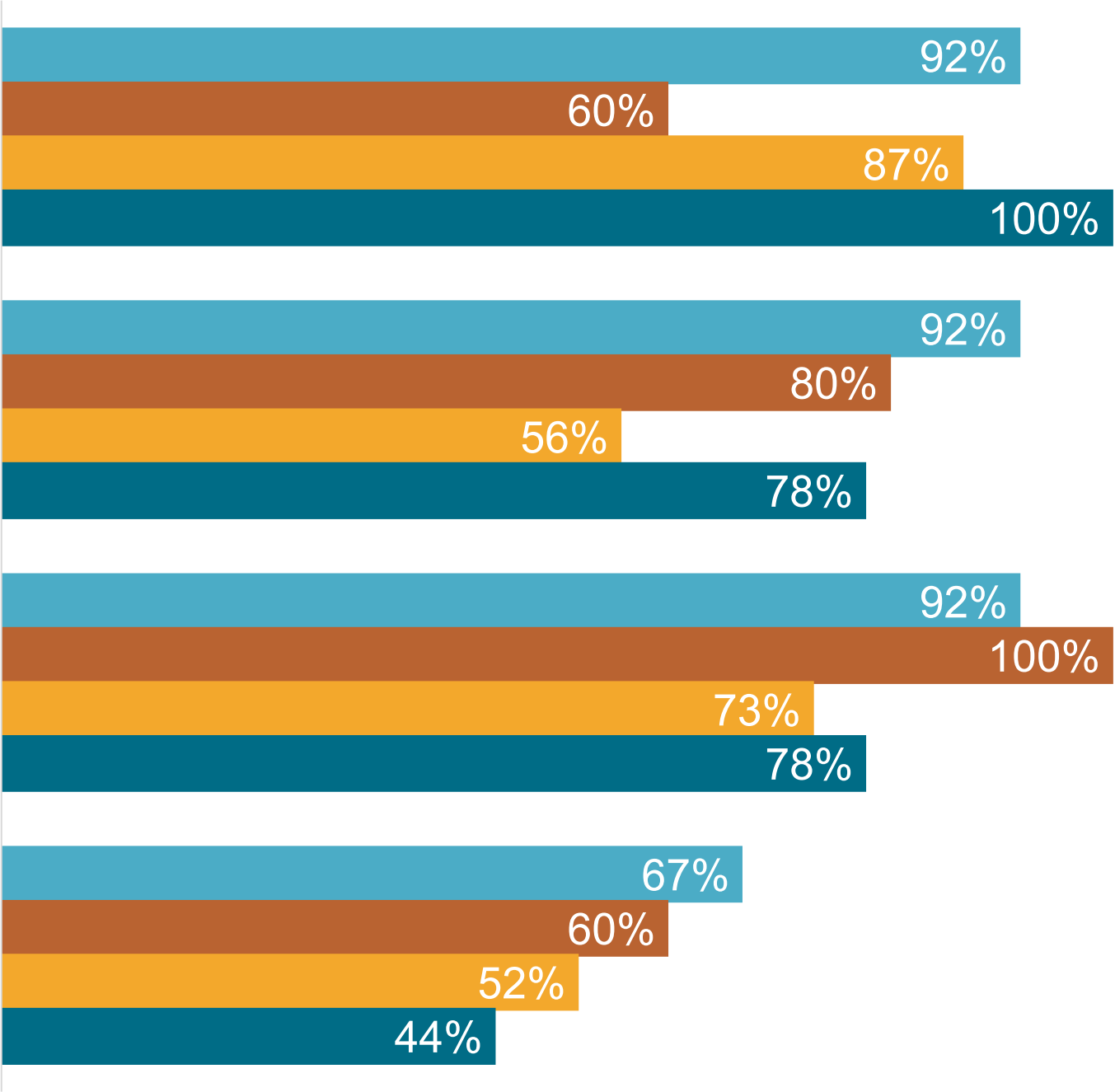
- 1

I understand what success looks like for Mountain Line and how my work contributes to that success
- 2

I believe I work in a safe environment where my perspective is invited and valued, even if it differs from that of my supervisor/manager and leadership
- 3

I have access to the appropriate information, tools, and support I need to complete my job satisfactorily
- 4

My supervisors/managers provide frequent and meaningful feedback on my performance and contribution to Mountain Line’s success



Employee Engagement Scores

Administrative	85
Maintenance	75
Operations	67
Managers	75

Mountain Line Values



Customer Commitment

I commit to making a welcoming environment for all, using my expertise, skills, and knowledge



Collaboration

I feel actively listened to by my teammates and am treated with compassion



Respect

Everyone at Mountain Line is treated with kindness and grace



Integrity

My work environment is built on trust and honesty



Embrace Challenges

I commit to solving problems with an eye for improving our service and our community



■ Wave 2 ■ Wave 3 ■ Wave 4 ■ Wave 5



Mountain Line Values by Division

Wave 5

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Embrace Challenges

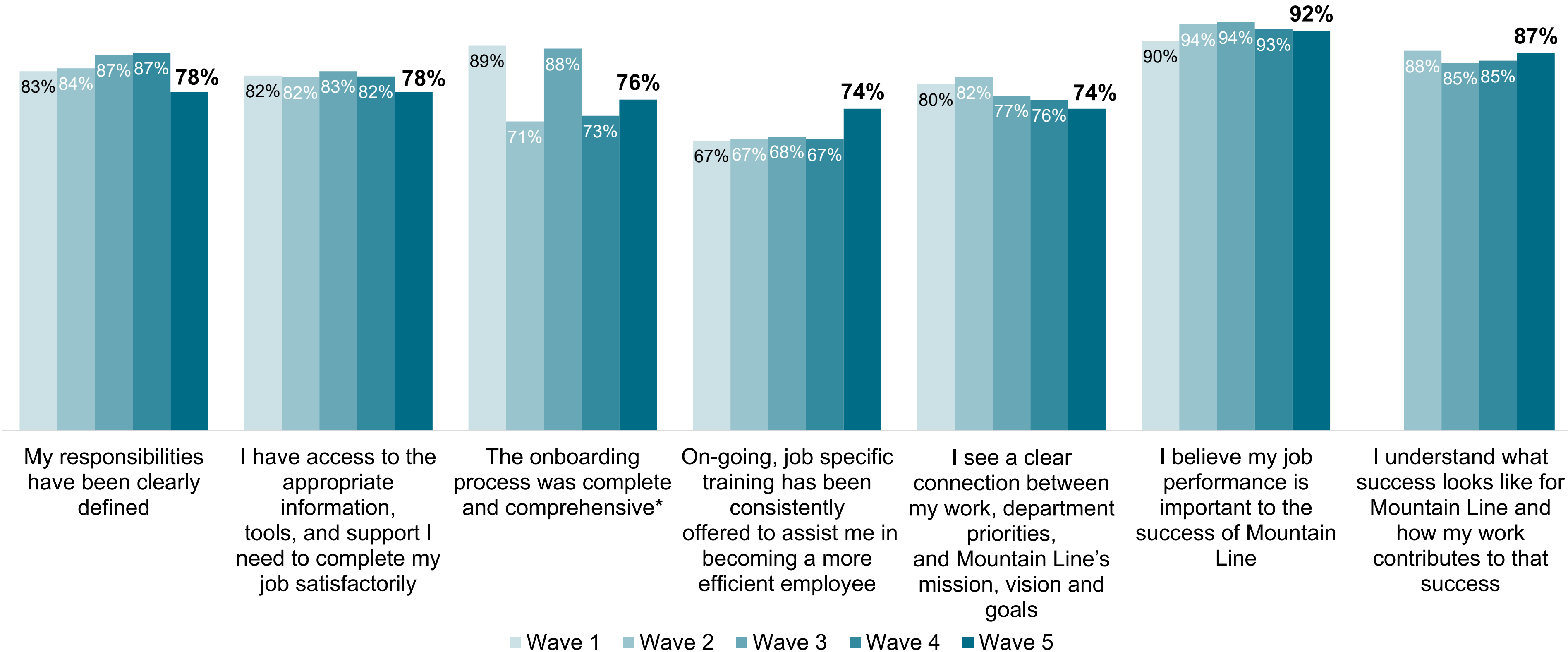
I commit to solving problems with an eye for improving our service and our community



■ Administrative ■ Maintenance/Fleet & Facilities ■ Operations ■ Managers

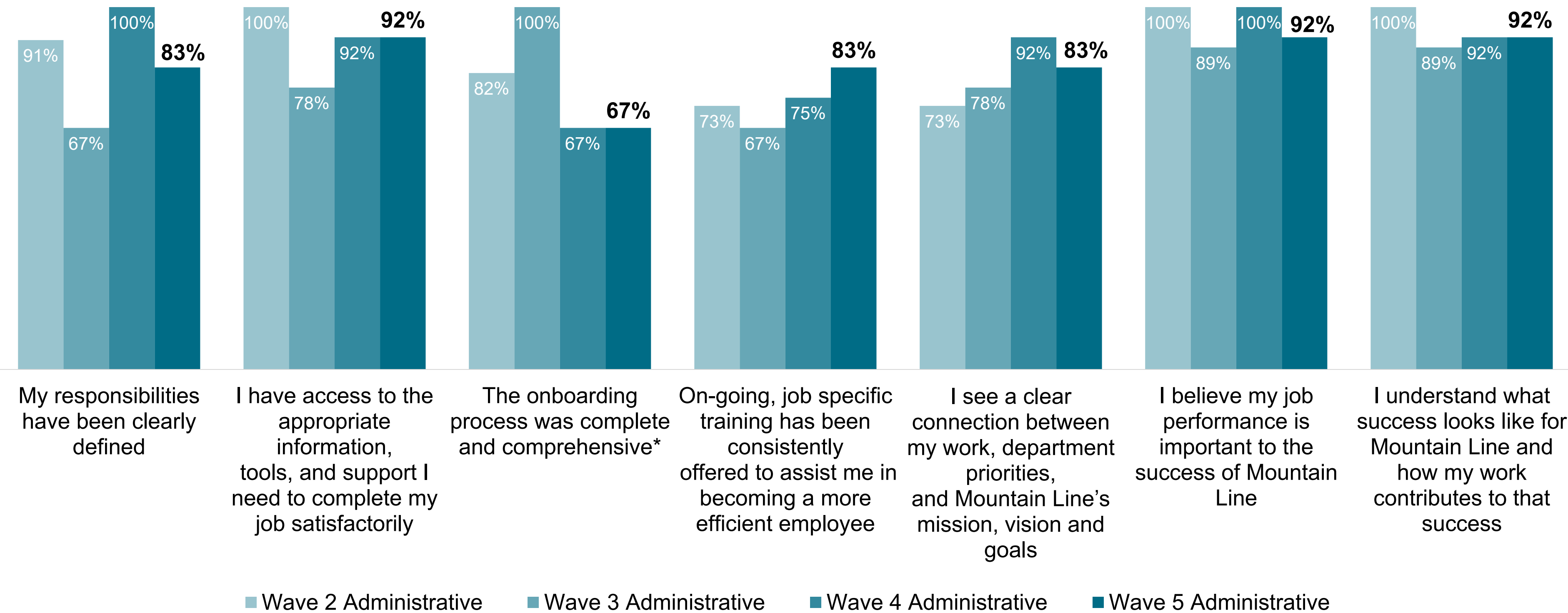
Employee Perceptions

Performance





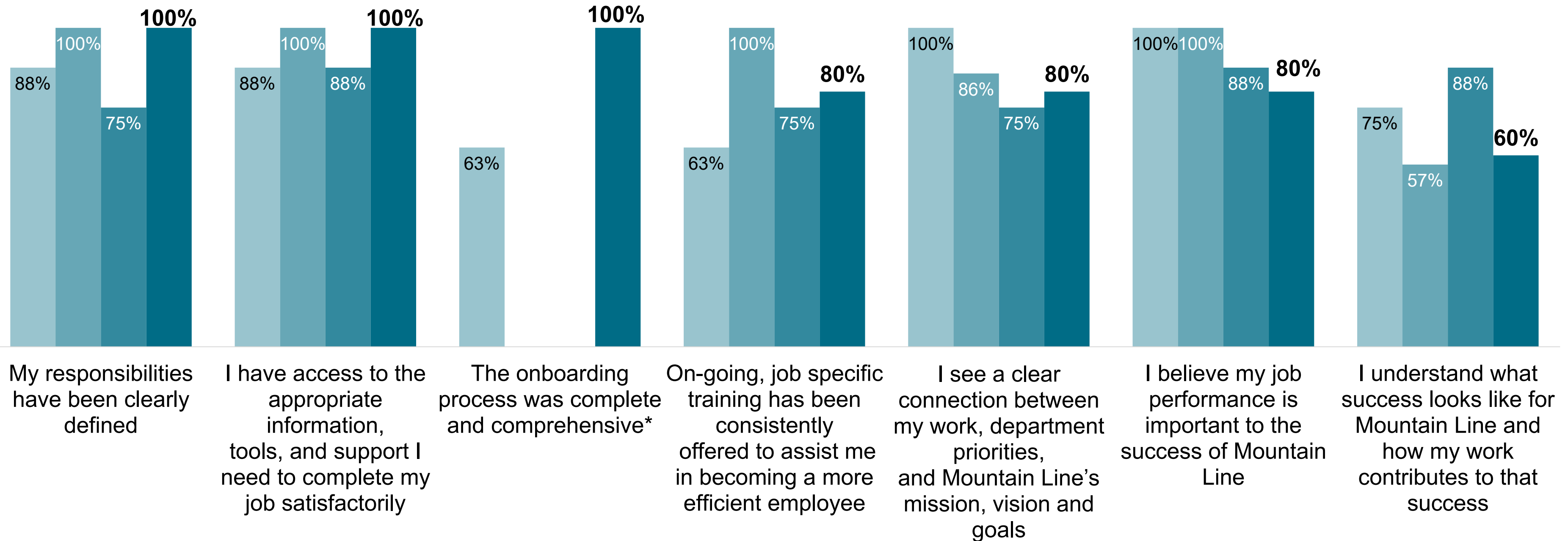
Performance: Administrative



*In Waves 3, 4 & 5, the onboarding question was only asked to employees who have been employed at Mountain Line for less than one year.



Performance: Maintenance/Fleet & Facilities



■ Wave 2 Maintenance/Fleet & Facilities

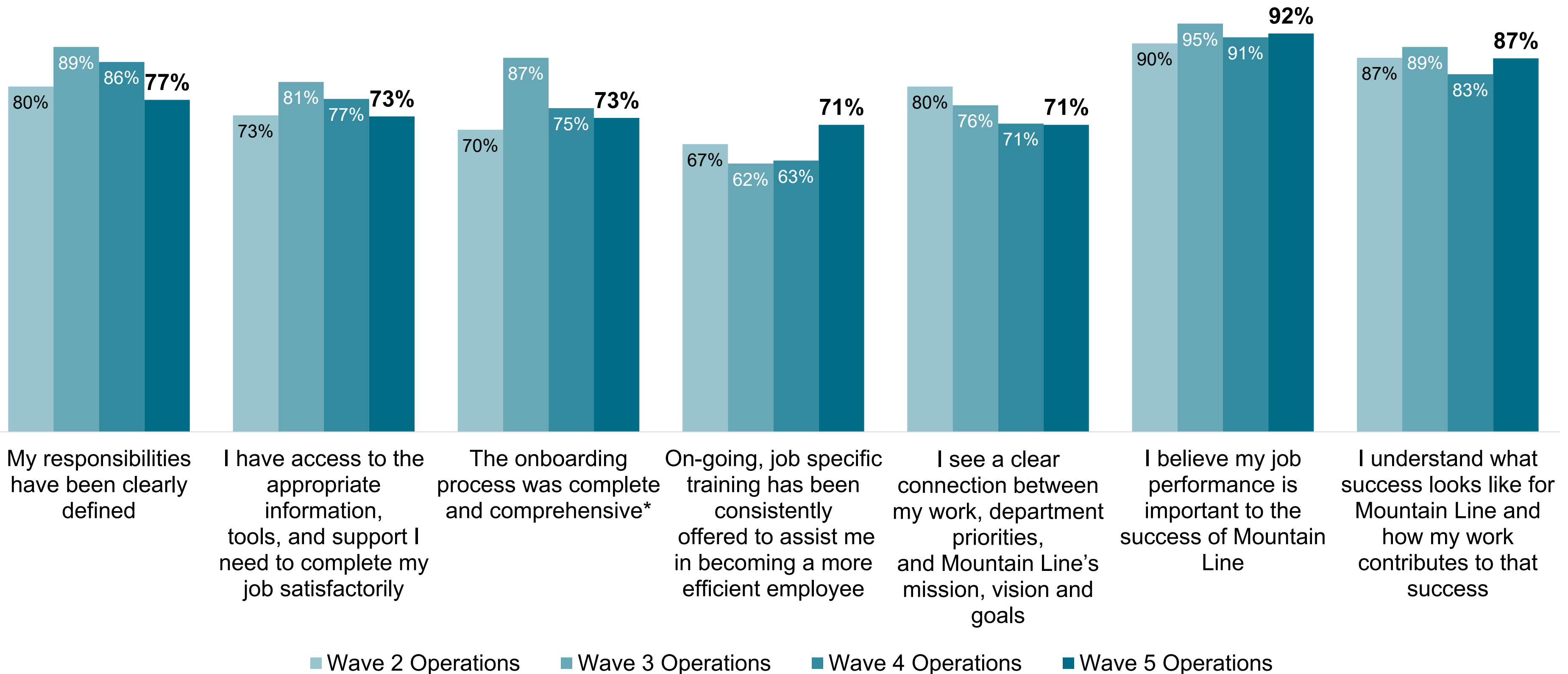
■ Wave 3 Maintenance/Fleet & Facilities

■ Wave 4 Maintenance/Fleet & Facilities

■ Wave 5 Maintenance/Fleet & Facilities



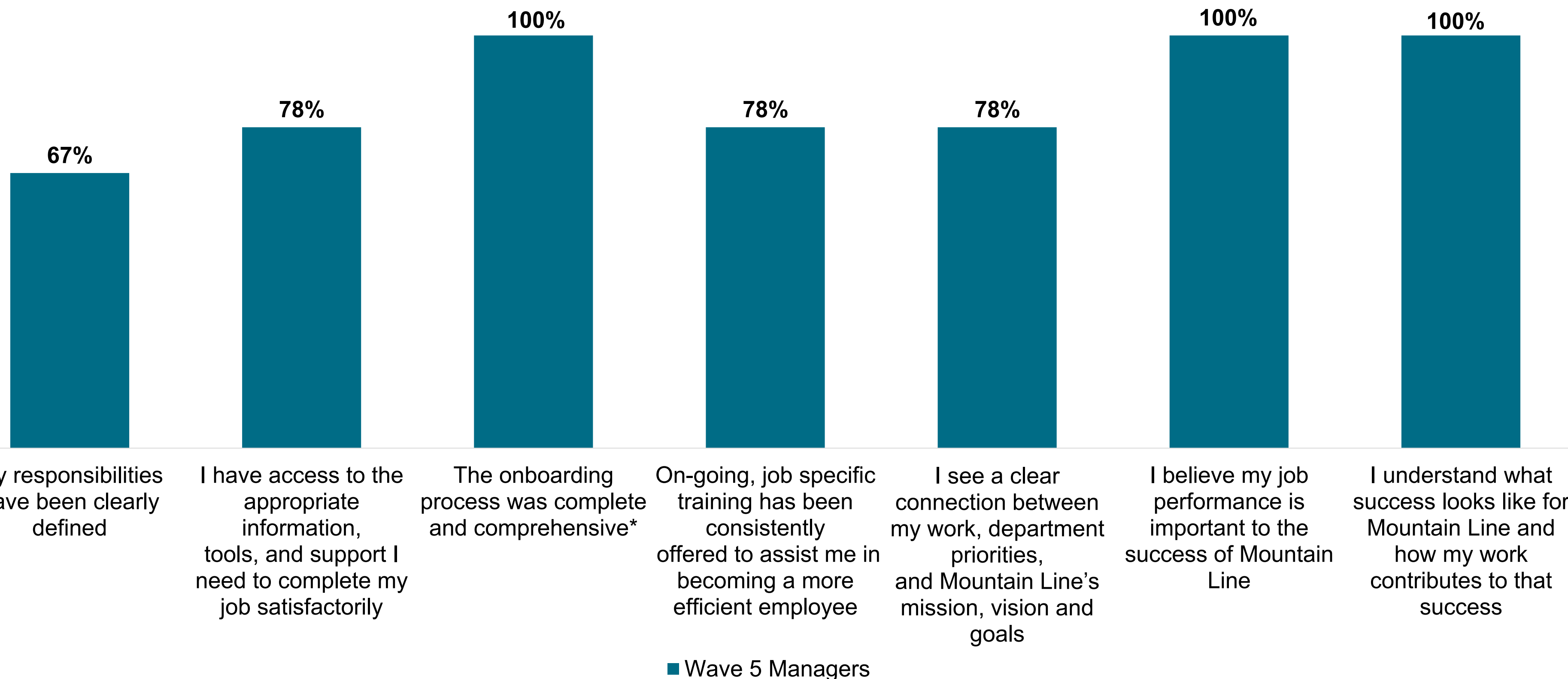
Performance: Operations



*In Waves 3, 4 & 5, the onboarding question was only asked to employees who have been employed at Mountain Line for less than one year.



Performance: Managers





Performance – Open Response Summary

Positive Feedback

- **Mentorship:** One employee actively works to encourage and support newer, more enthusiastic team members by welcoming their problem-solving proposals.

Areas for Improvement

- **Communication and Transparency:** Employees requested advance notice for operational changes—such as construction and stop closures—rather than learning about them as an afterthought while in the field. There is also a desire for greater transparency regarding the company's overall direction.
- **Operational Efficiency:** One employee suggested better utilization of operators on the extra board during downtime.
- **Support and Workload:** There is a need for better support during times of shifting responsibilities, as staff feel pressured to "just get it done" without consideration for sustainable workloads.
- **Recognition and Role Clarity:** One employee feels that their value is overlooked by leadership and that they are assigned "leftover" tasks rather than meaningful projects.
- **Structure and Equipment:** Feedback highlighted a lack of structure compared to previous years and a need for updated, professional uniforms to replace those that are faded or outdated.



Performance – Open Response Full Results

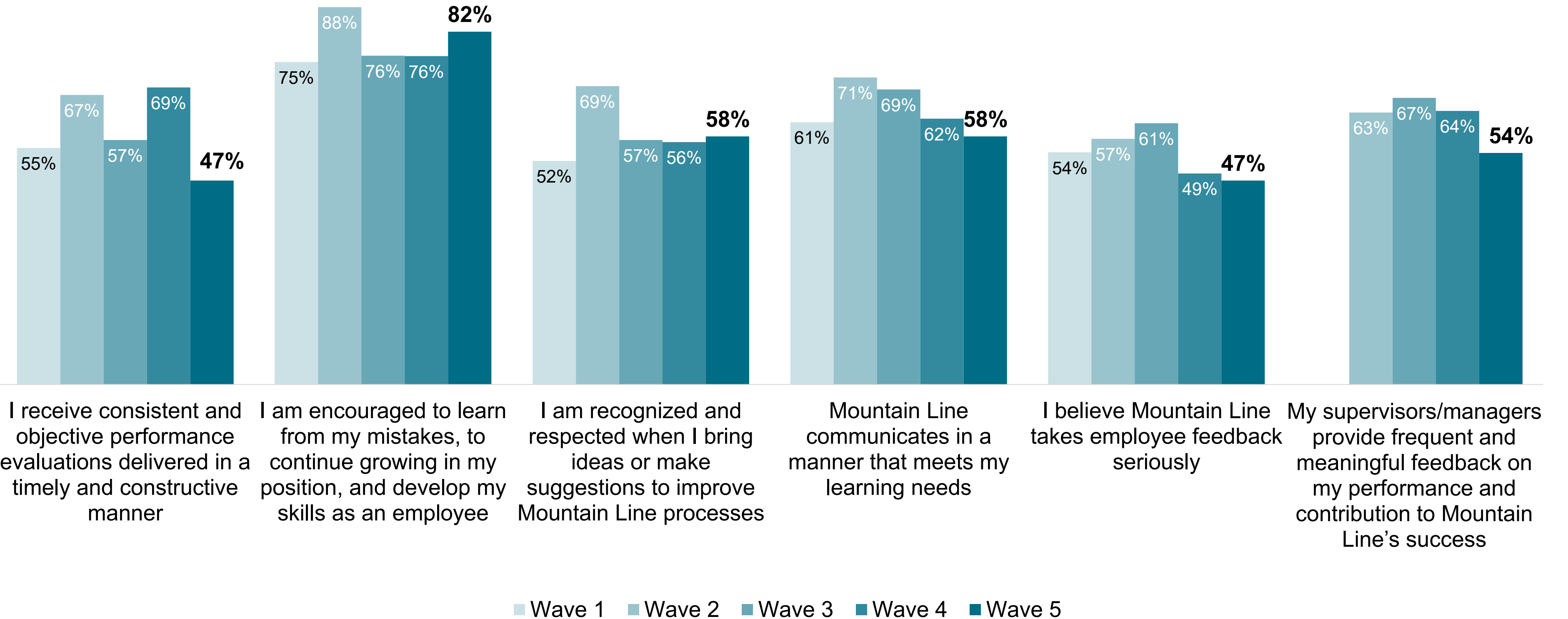
- #10 [I commit to solving problems with an eye for improving our service and our community], I do feel that way but I think that leadership often overlooks the value that I bring to the organization
- My role has a long-term effect on Mountain line's success, but it could be dissolved and operations would not suffer in the short-term. My role does not ever directly support the mission, vision, or values, but supports other departments in their pursuit.
- Responsibilities change all the time but no extra help is given. People are expected to "just get it done" without thinking about how much work one person can really handle.
- As an operator, I would expect that need-to-know changes to the daily operations would be communicated in advance and not an afterthought. Example: Kaspar construction and stop closures not clearly defined for both passengers and operator and the latest changes and not passed on at check in. Example: ongoing detour on Butler, is anyone in communication with the contractor? Dispatch seems to rely on operators to know what's happening.
- No, all I know is this place is way different than it was 8 years ago. There is no structure, no standard uniform, and the majority just seem to do what whatever they want.
- I will perform the first priority of Mountain Line's mission, safety, customer service and satisfaction, and to remain on track and time for the scheduled service of our commitment to our customers, co-workers, and the administration of mountain line, thanks!
- I believe that is assigned for me is just what's left over and never given any actual project as its always given to my counterpart.
- Do the best of my knowledge and be able to understand to be the mountain line driver. Do the best I can through out the day everyday that is all I can do if I make a mistake that's a learning experience
- With all the changes happening in the company it's hard to navigate where the company is going. More transparency would be appreciated in the changes going on.
- Need to get better pay



Performance – Open Response Full Results

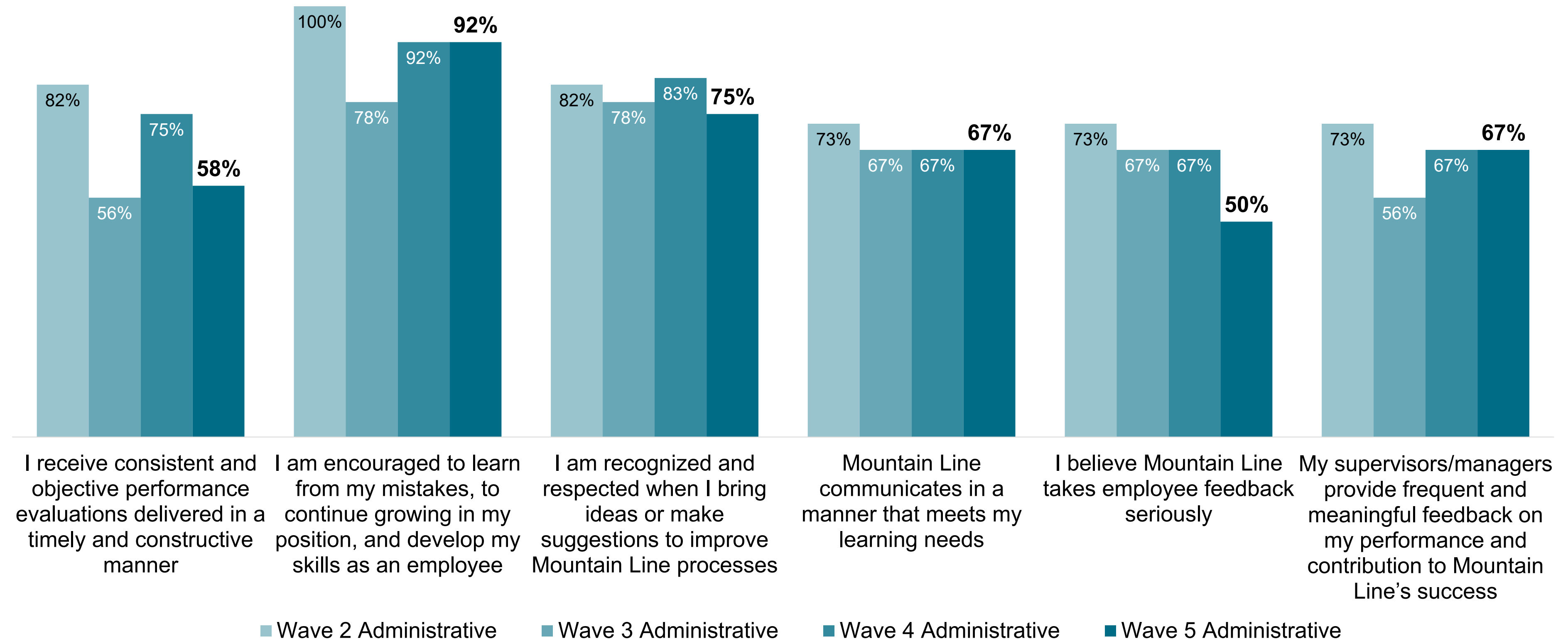
- There are times when, during the summer months, there are several operators on extra board for like 4 hours or more after their shift. It's hard figuring out what we should all be doing besides sitting in the breakroom. I appreciate that we are all still getting paid, it just seems like if there are 18 people on extra board then we should just have some extra routes running during the summer?
- Work hard.
- I think this feedback that I am giving is overall positive. With respect to question 9 [I commit to making a welcoming environment for all, using my expertise, skills, and knowledge], I think that I can do better. I've worked here for a while, and sometimes when I encounter newer employees who have more energy and enthusiasm, I try to encourage them if they have proposals to solve problems. With respect to question 8 [I believe my job performance is important to the success of Mountain Line], I think that I can do a little better to apply my talents here. That's something that I've been working on for a few years at least. Otherwise, Mountain Line is inclusive and does a good job with all kinds of different employees with respect to questions 3-7 [The onboarding process was complete and comprehensive; My responsibilities have been clearly defined; I have access to the appropriate information, tools, and support I need to complete my job satisfactorily; On-going, job specific training has been consistently offered to assist me in becoming a more efficient employee; I see a clear connection between my work, department priorities, and Mountain Line's mission, vision and goals].
- To be successful, we need an updated uniforms. The uniforms are beginning to look faded and outdated. Can that be done?
- We as drivers need better communication when things change in the field. often there are major changes due to construction or other issues and we are not informed until we're in the field and we encounter the changes.

Feedback



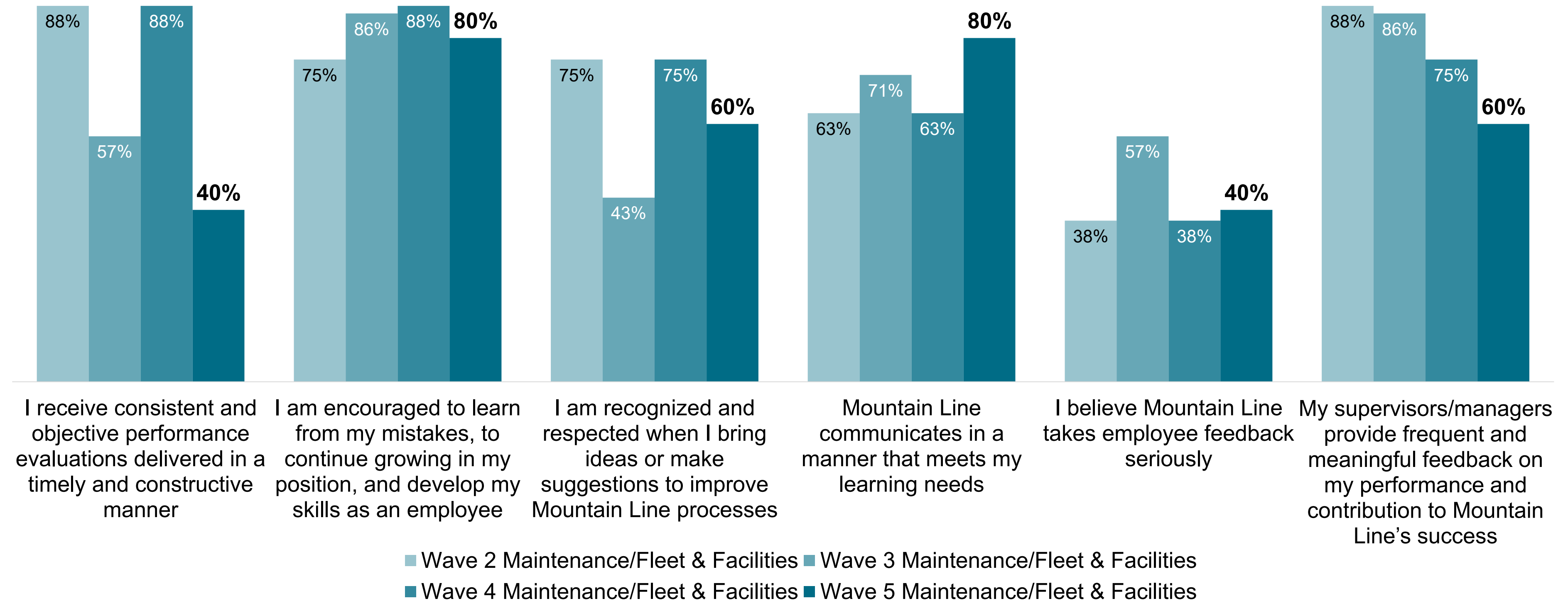


Feedback: Administrative



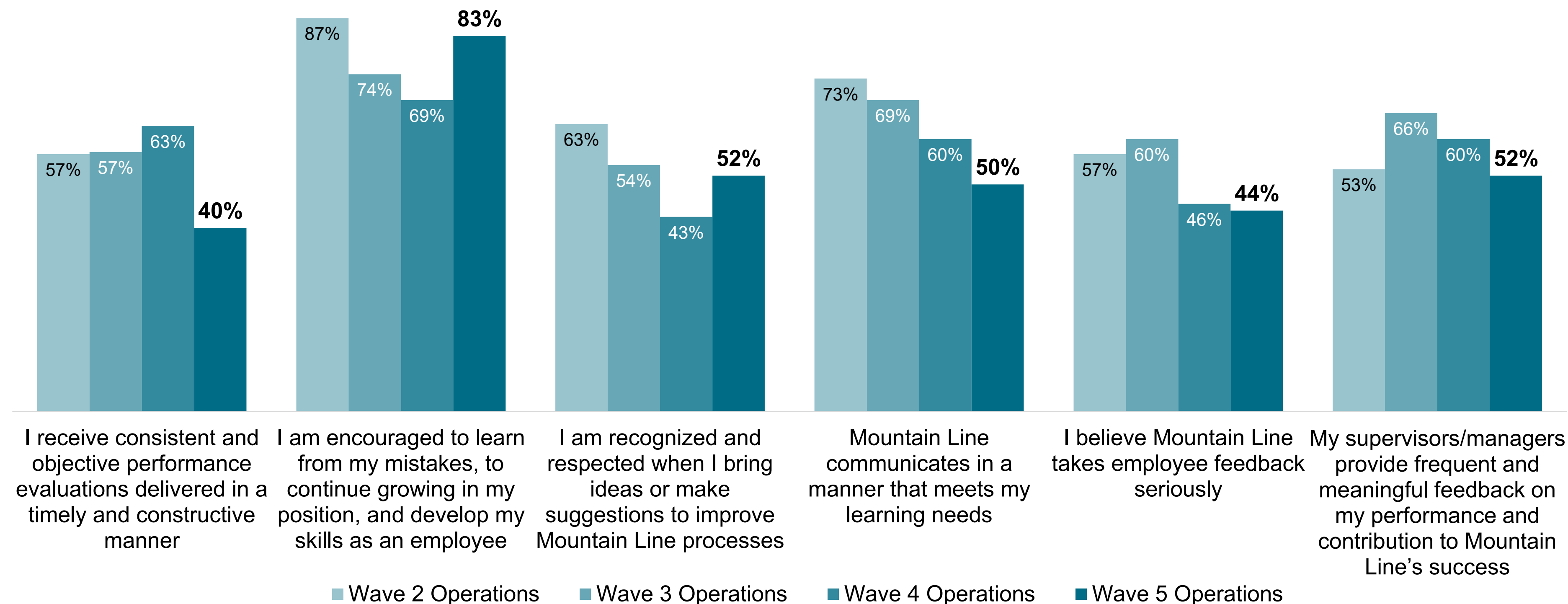


Feedback: Maintenance/Fleet & Facilities



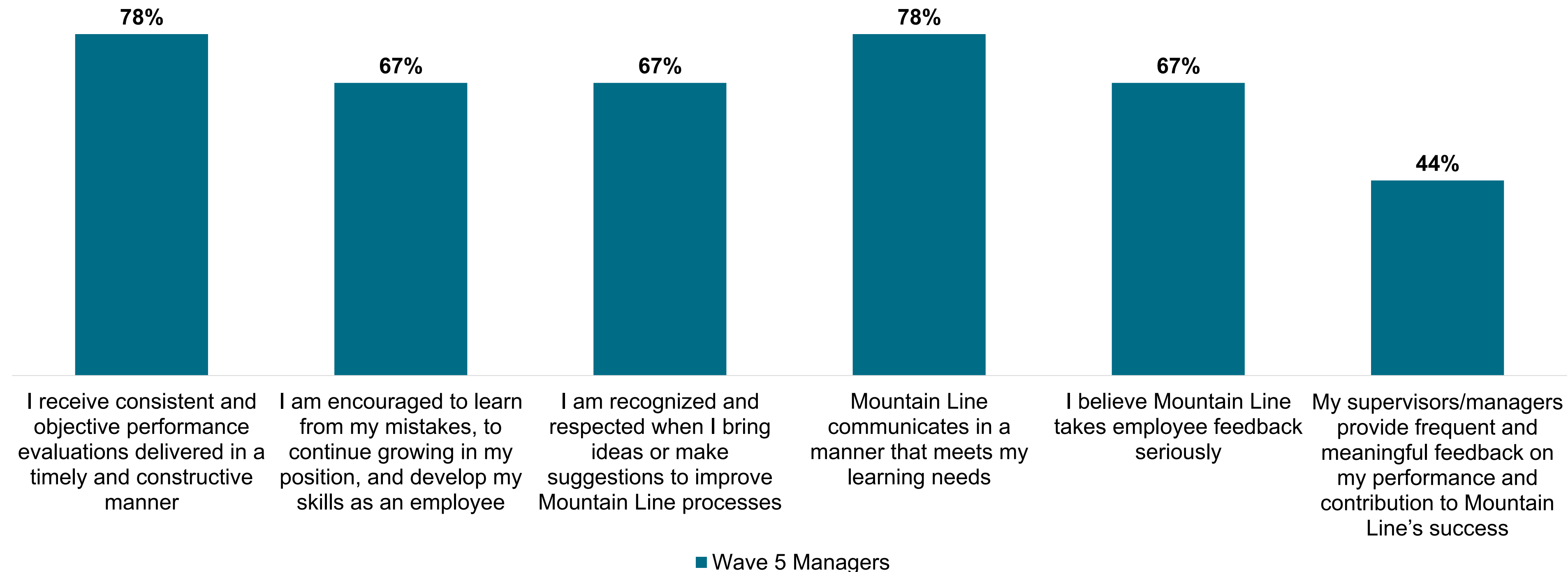


Feedback: Operations

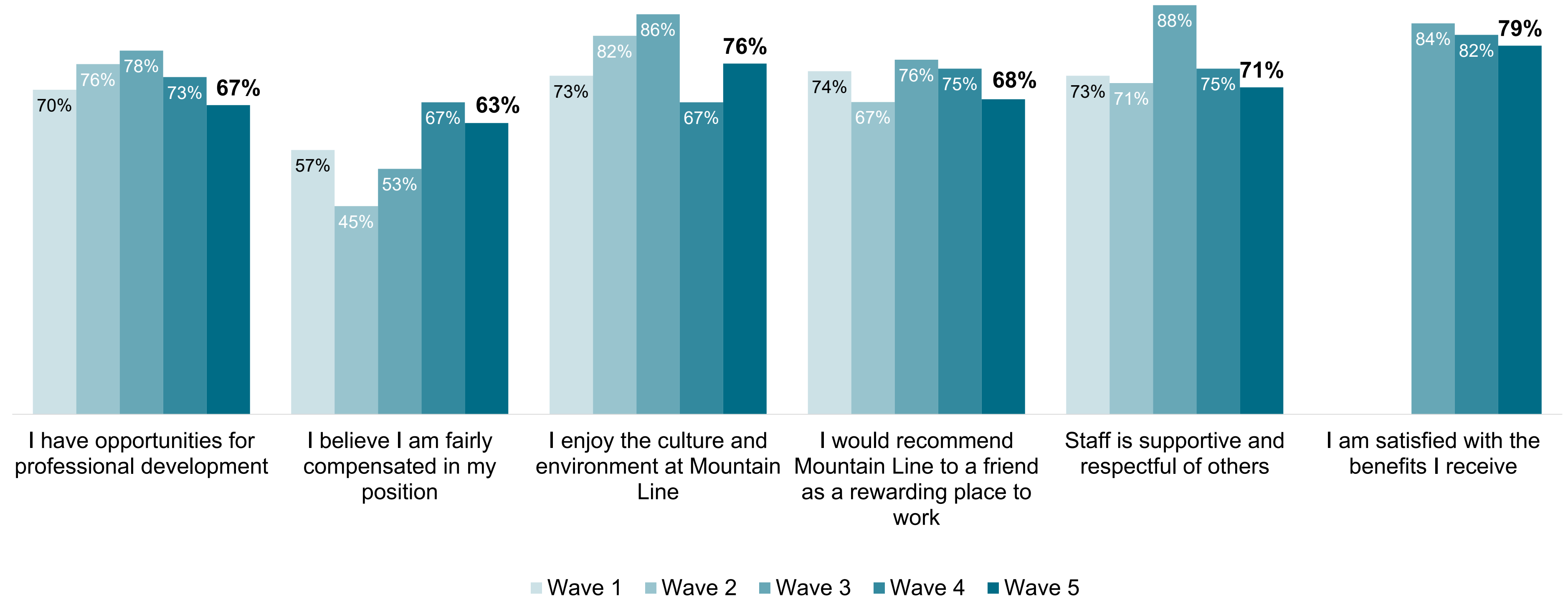




Feedback: Managers

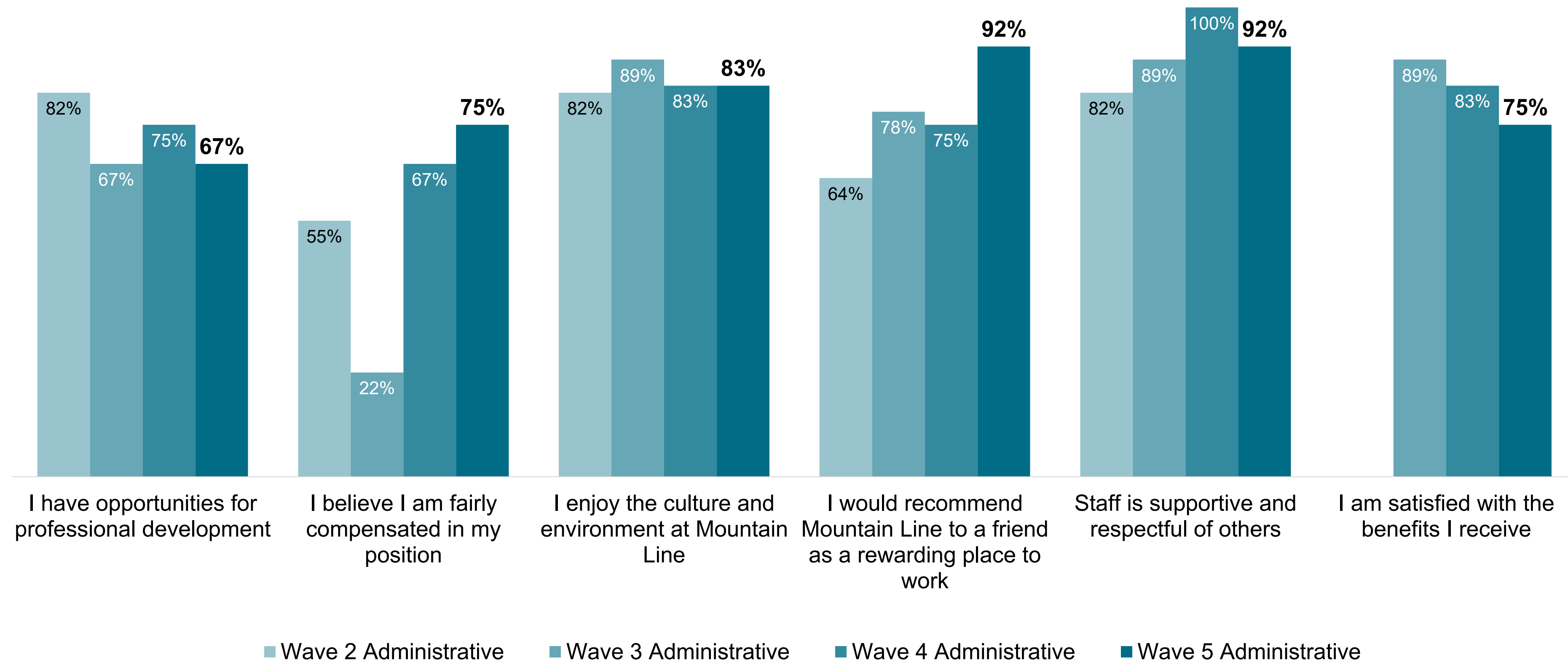


Job Satisfaction

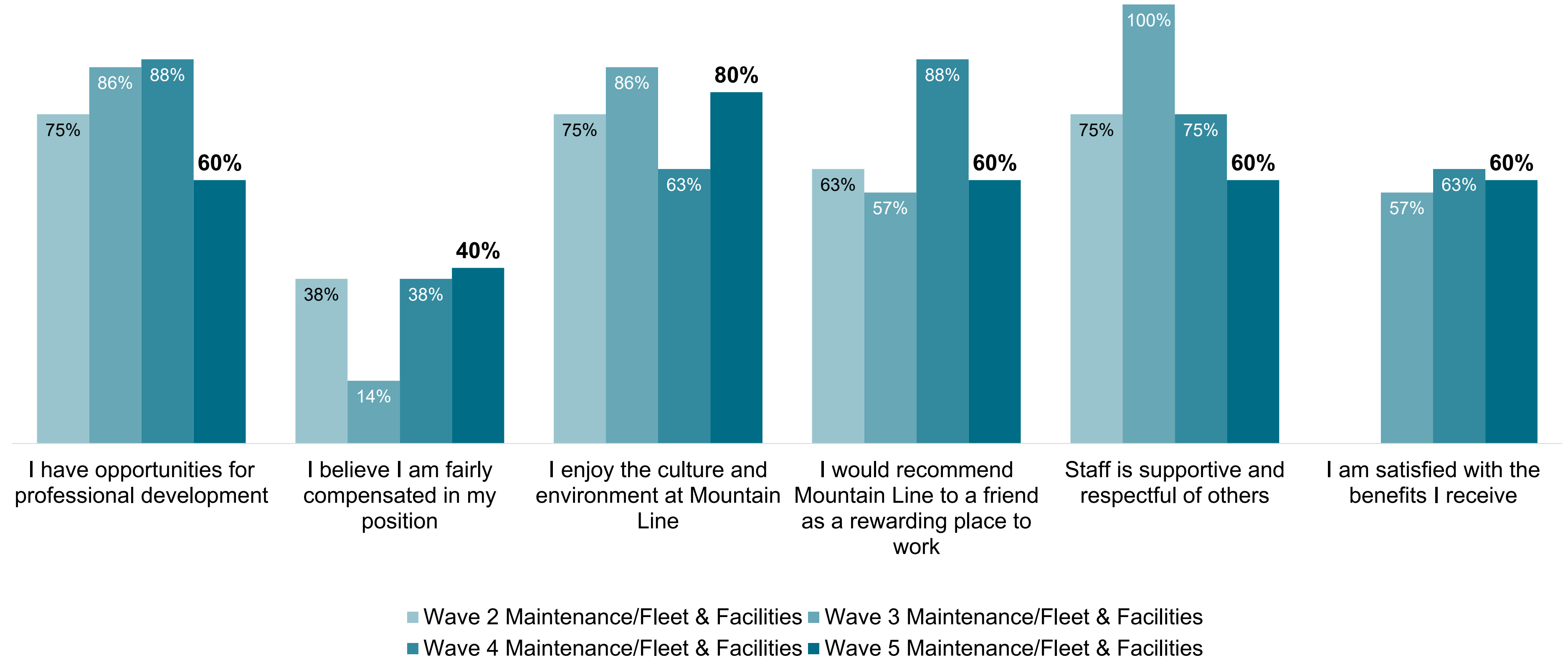




Job Satisfaction: Administrative

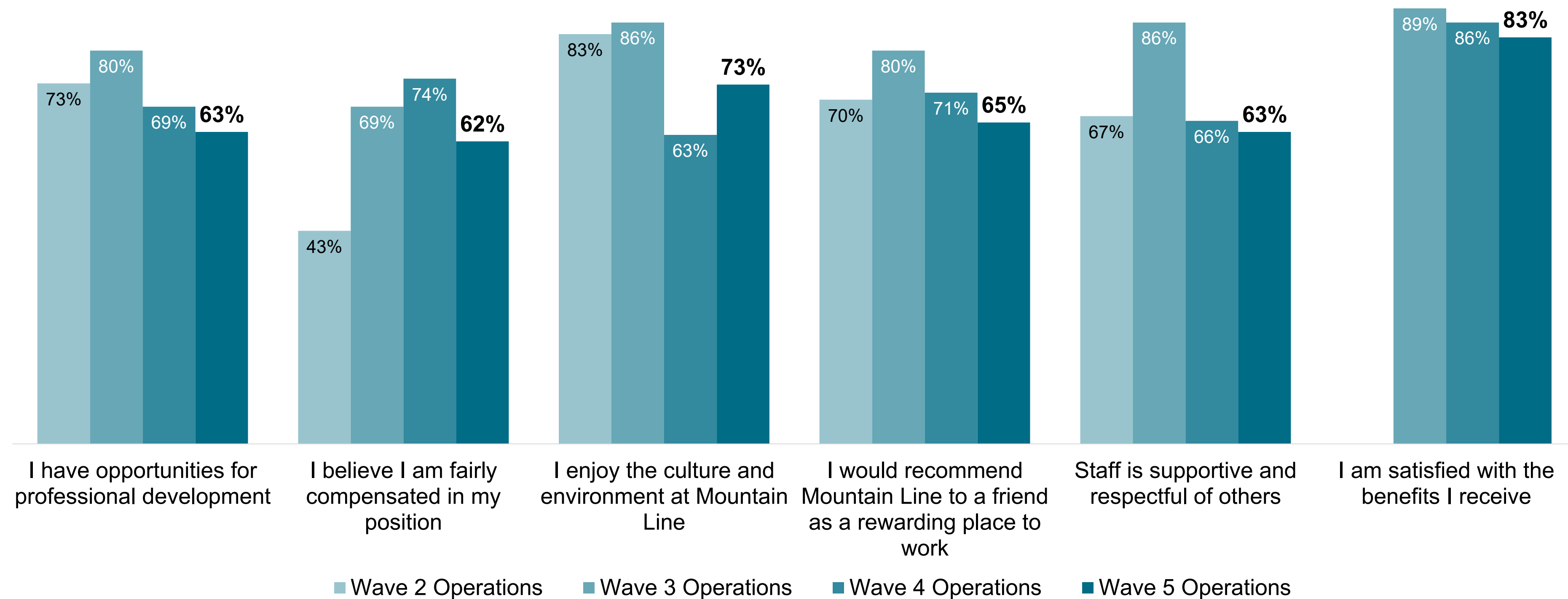


Job Satisfaction: Maintenance/Fleet & Facilities



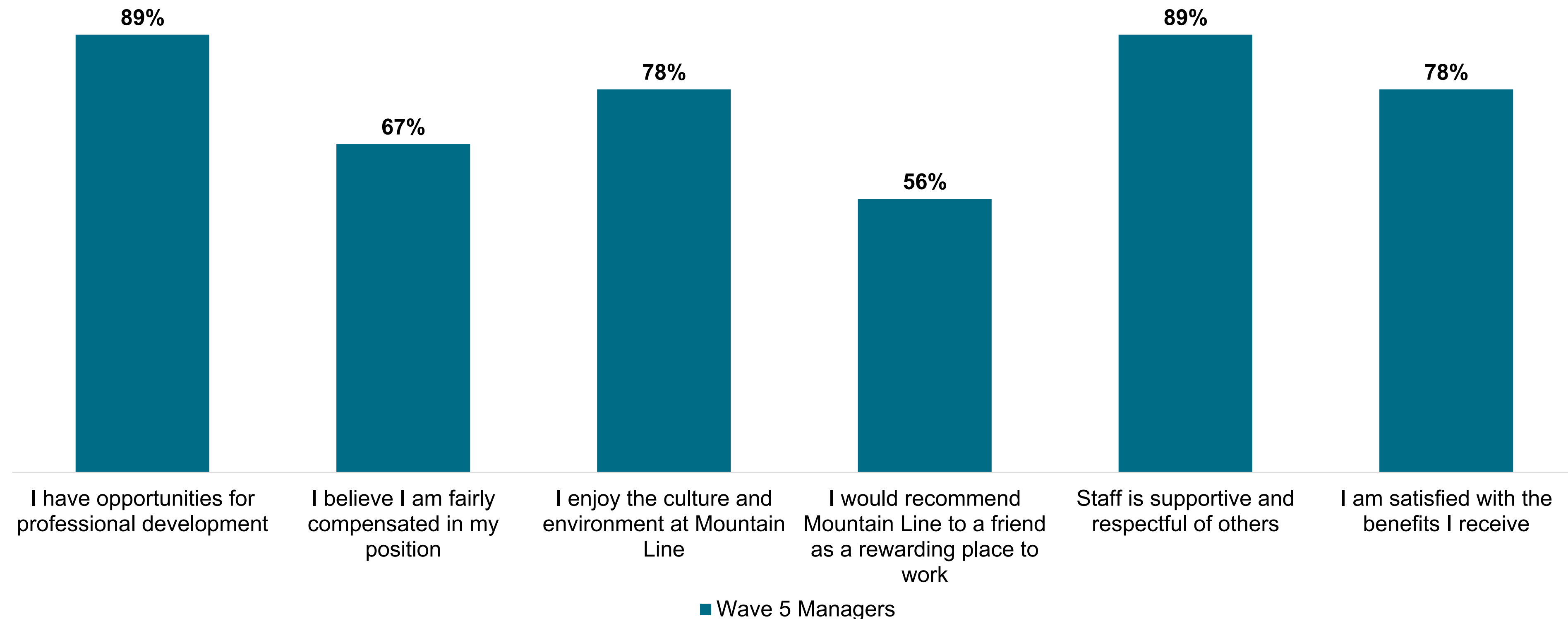


Job Satisfaction: Operations





Job Satisfaction: Managers





Job Satisfaction – Open Response Summary

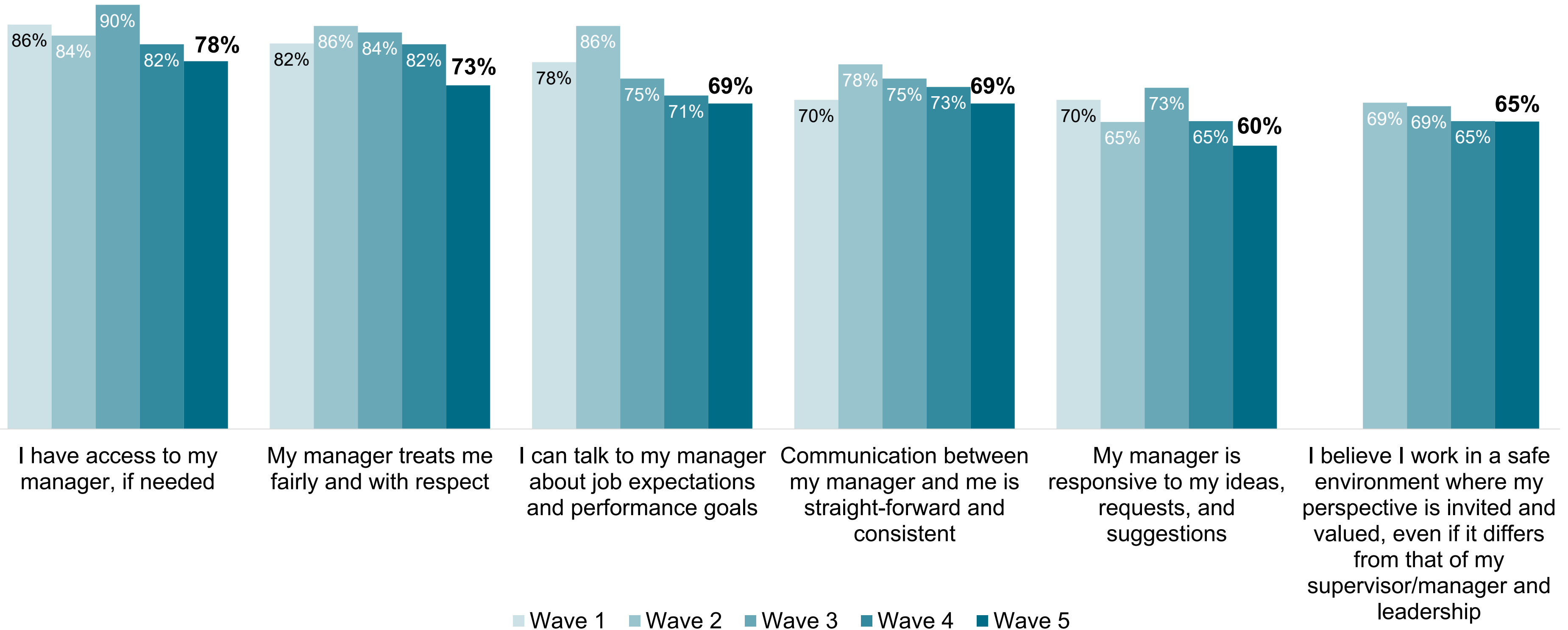
Positive Feedback

- **Professional Growth:** One employee values internal promotion opportunities and appreciates the professional development paths available within the organization.
- **Workforce Quality:** One employee mentions that there are "many great people" to work with at Mountain Line.

Areas for Improvement

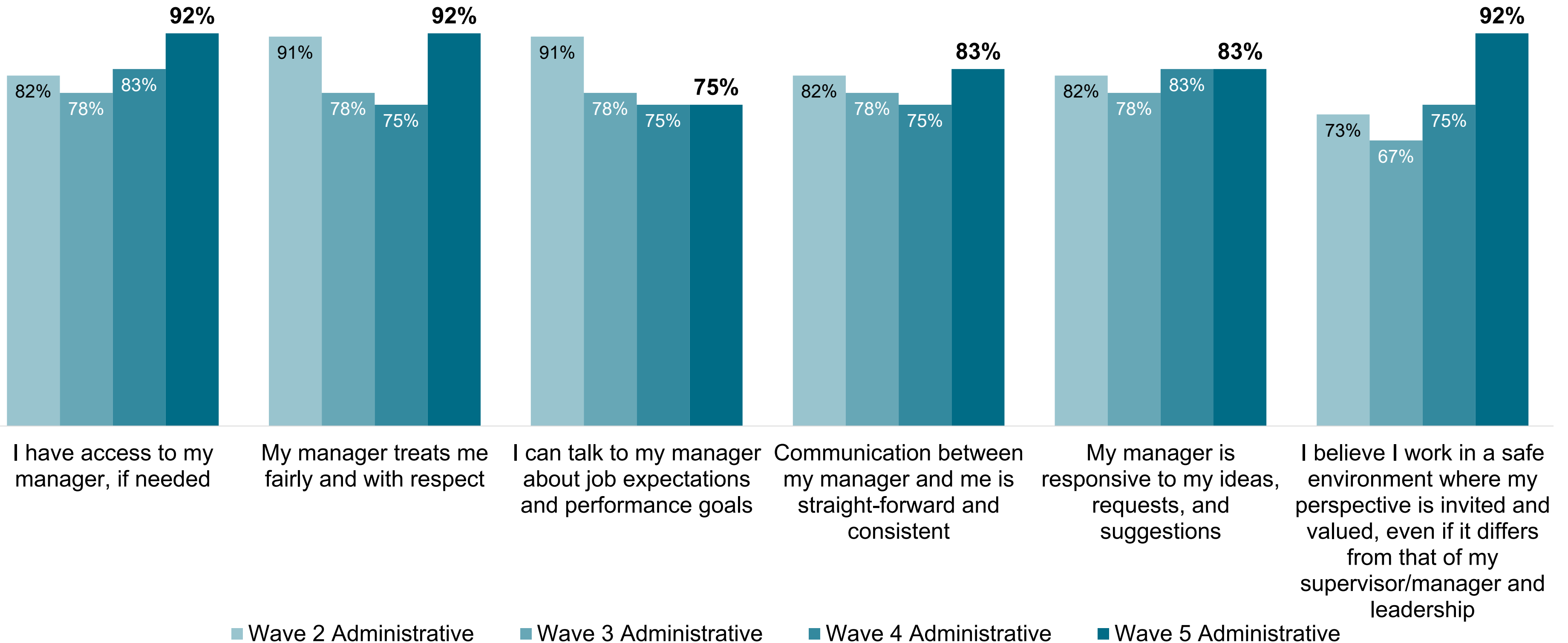
- **Compensation and Pay Equity:** A primary concern is the "step table," which employees feel does not accurately reflect years of service, leading to morale issues. Employees also reported issues with pay accuracy for those in dual roles and a feeling that compensation does not keep pace with the cost of living.
- **Benefits Affordability:** Multiple respondents indicated that benefits are too expensive and that the deductions significantly reduce their take-home pay.
- **Workplace Culture:** Some staff perceive the culture as having become "stiff" and less collegial post-COVID. Concerns were also raised about a "punitive" work environment, lack of respect, and issues with interpersonal honesty.
- **Leadership and Communication:** Feedback highlighted a need for more supportive leadership, better transparency regarding operational decisions, and proactive supervisory check-ins regarding employee workload and time-off needs.

Management



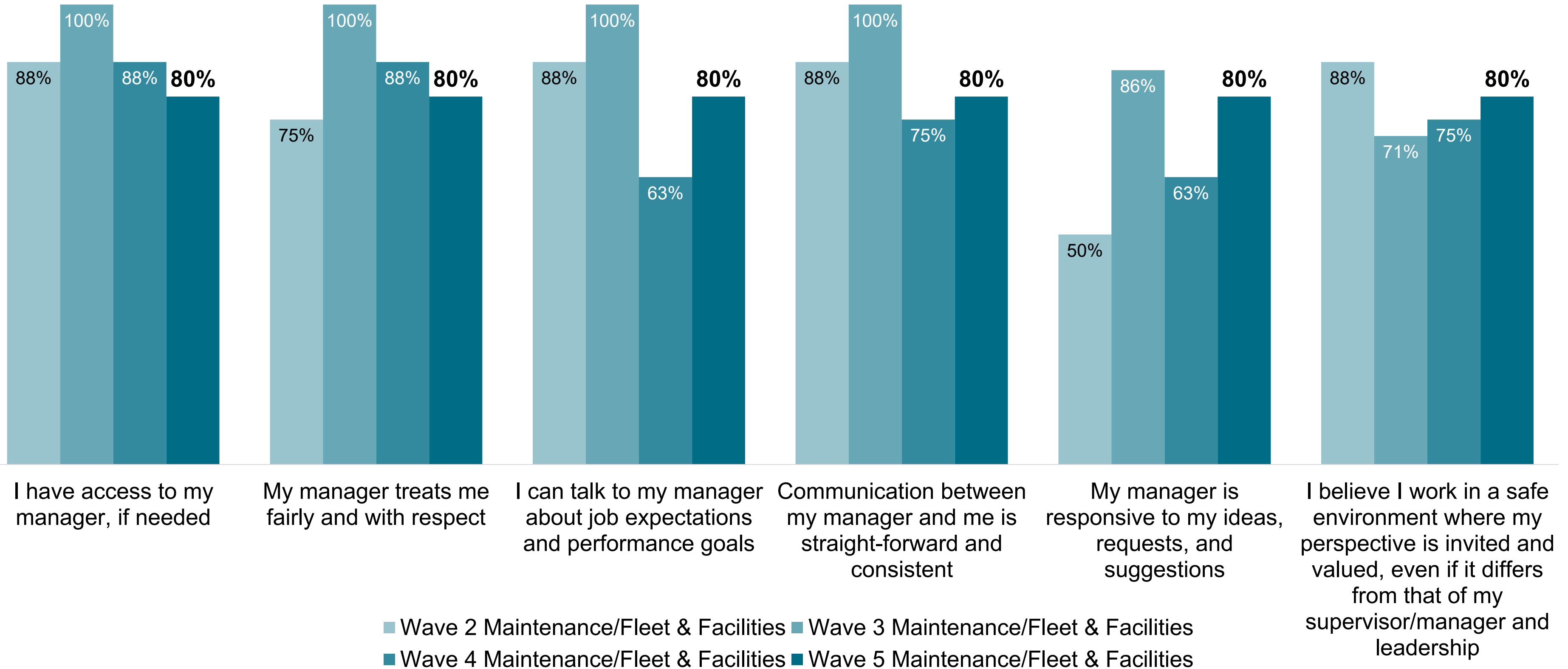


Management: Administrative



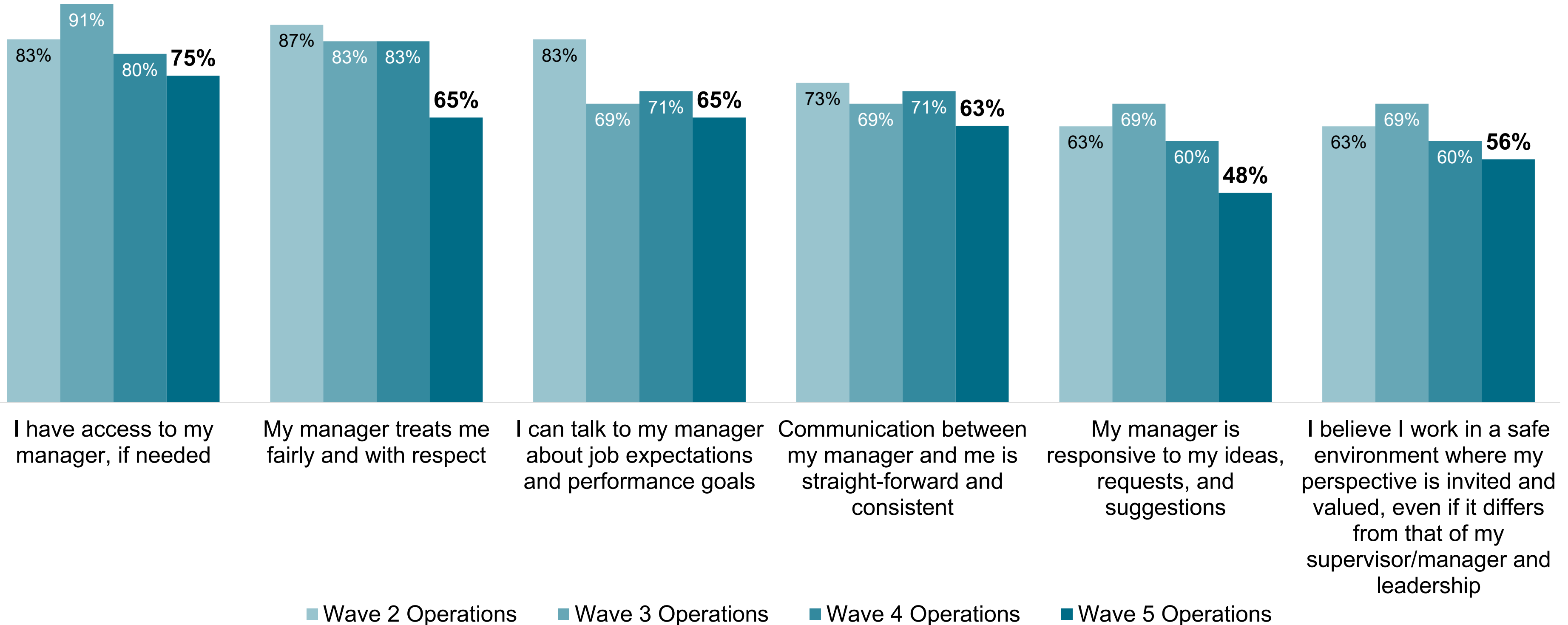


Management: Maintenance/Fleet & Facilities



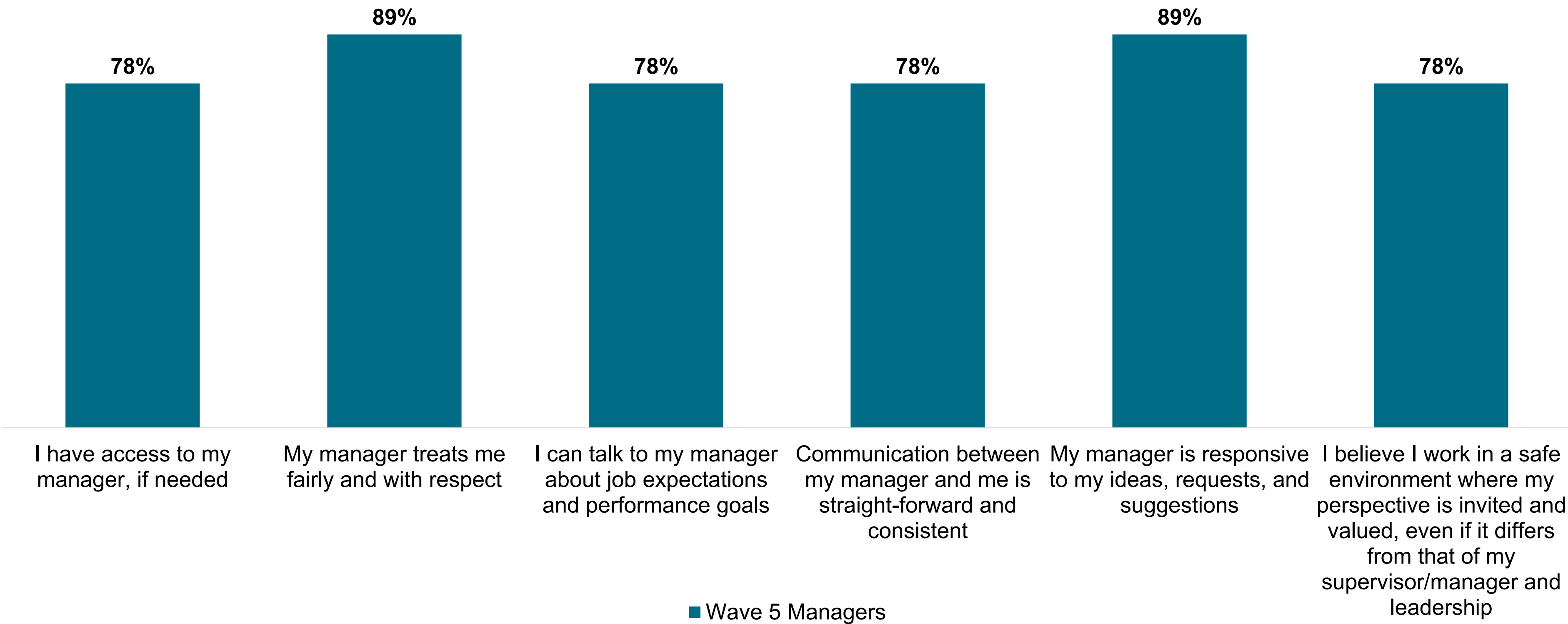


Management: Operations

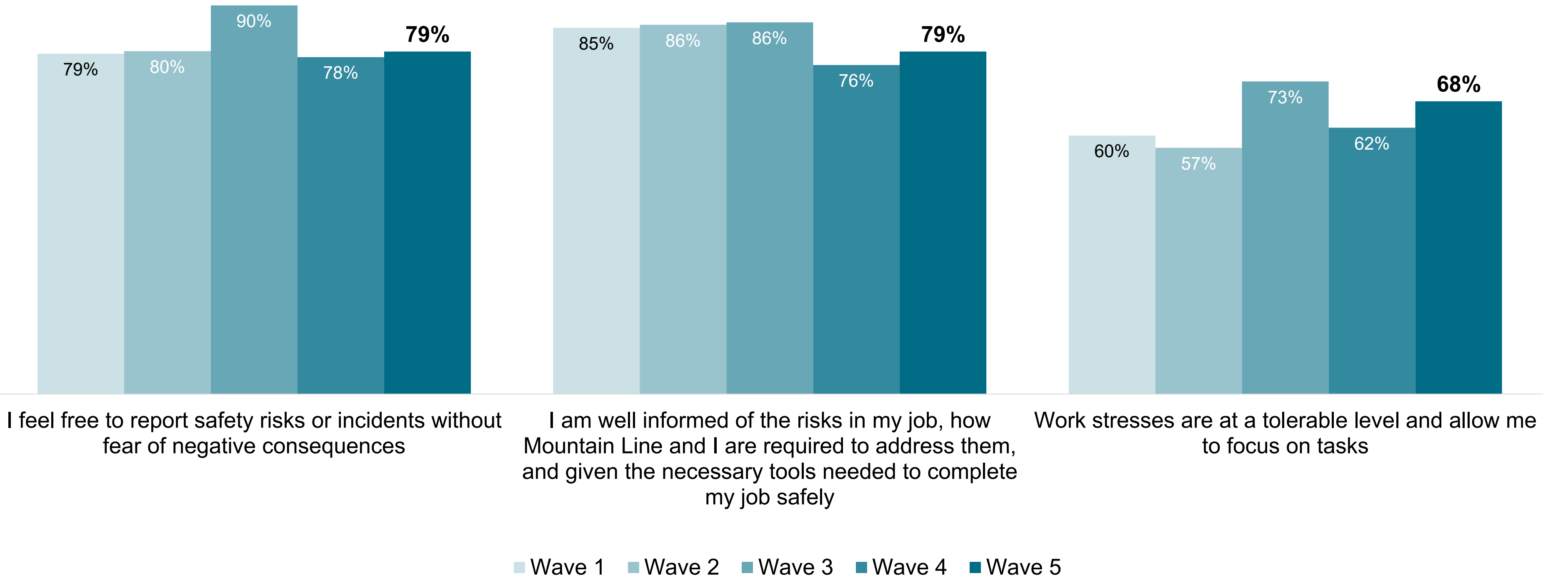




Management: Managers

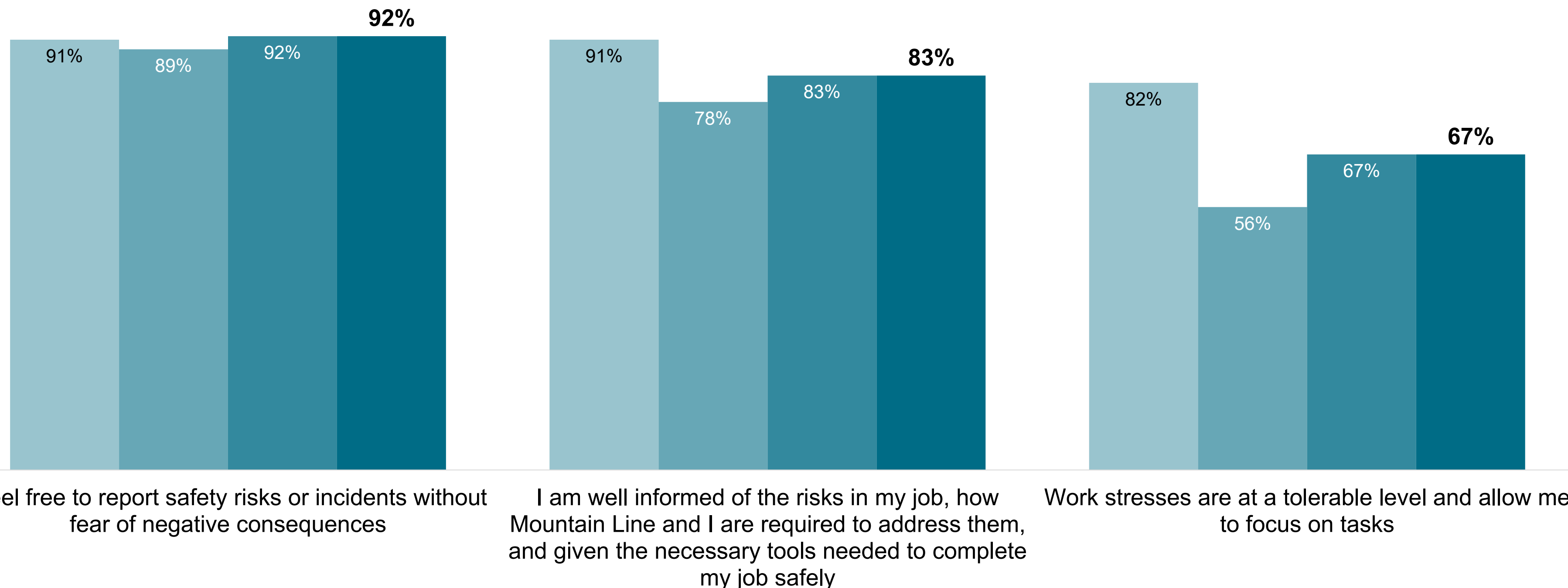


Employee Safety





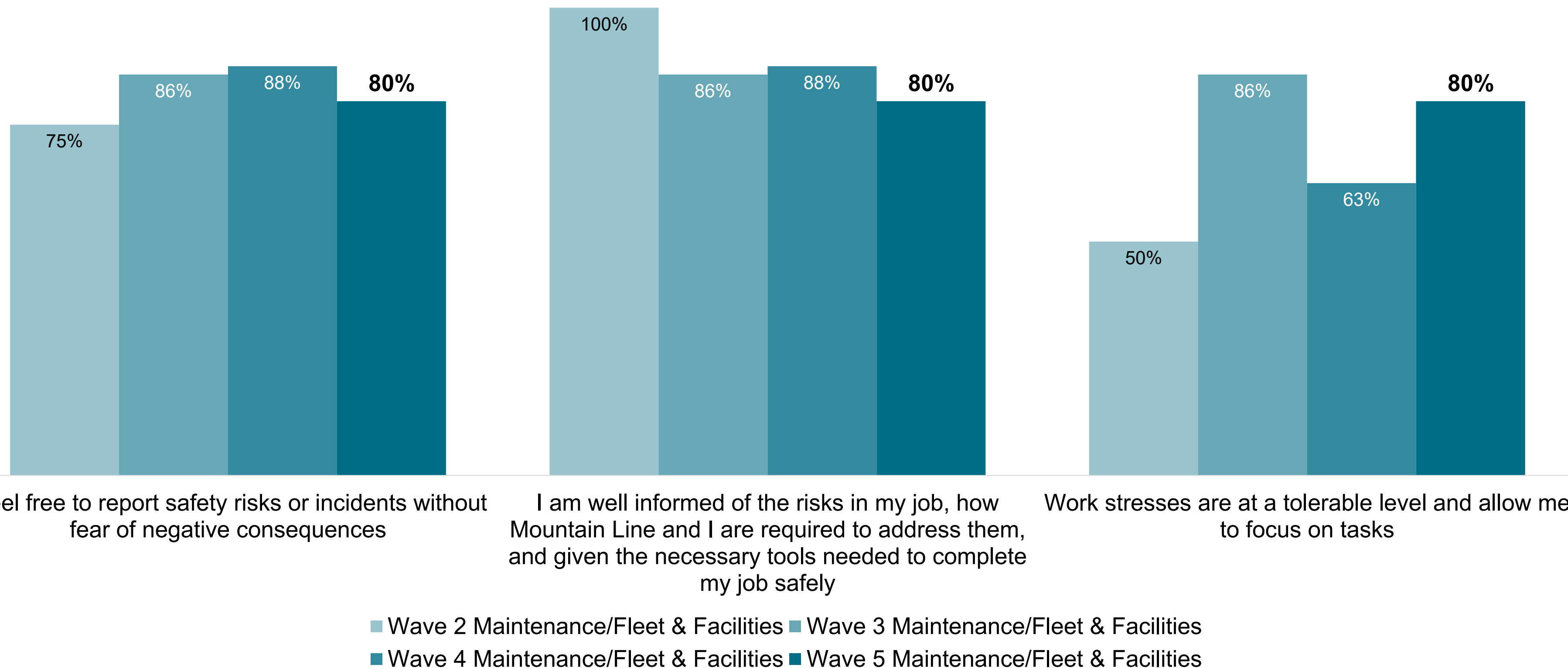
Employee Safety: Administrative



■ Wave 2 Administrative ■ Wave 3 Administrative ■ Wave 4 Administrative ■ Wave 5 Administrative

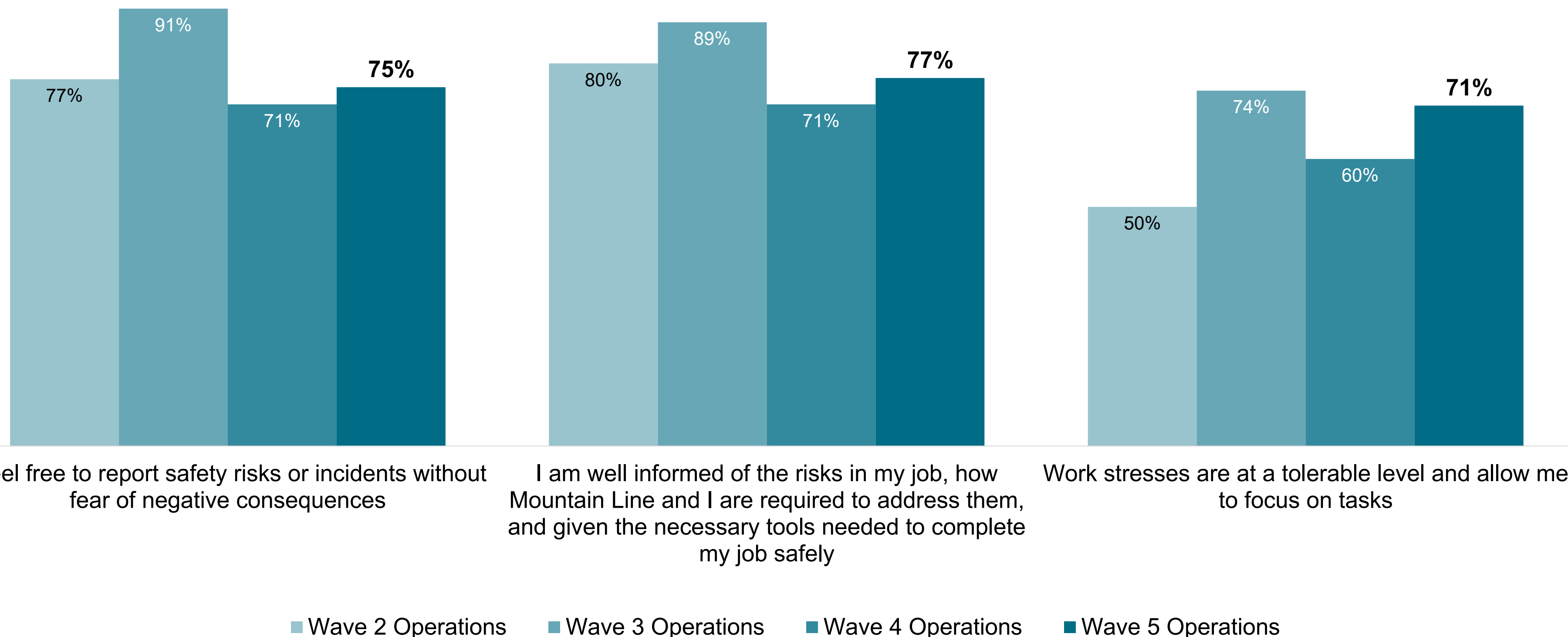


Employee Safety: Maintenance/Fleet & Facilities



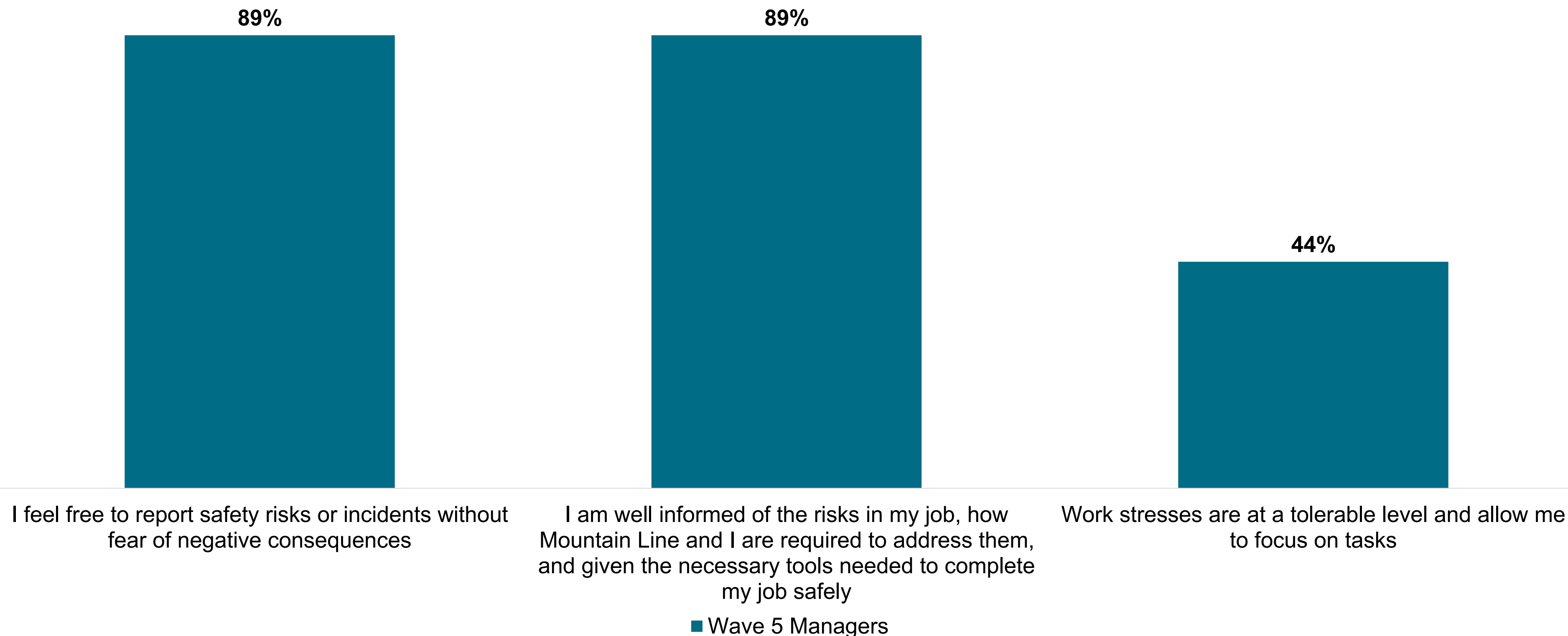


Employee Safety: Operations





Employee Safety: Managers





Employee Safety – Open Response Full Results

- Regarding question 38, driving is really mentally demanding. The safety department is really good about training people to be aware of distracted driving and minimize it.
- Can be stressful
- The fear is great!! The consequences are unpredictable. One day it's ok to report an incident, the next your job is on the line. So, yes, the fear is great when reports or incidents are made.
- Pump handles need to be replaced, squeezing hazard hard to hold on to it for 5 minutes. When a bus it takes 50 gallons at times how many buses that are out

Open Responses

