

Hello,

You are receiving this email because you are a rail stakeholder. KEA Technologies and Hile Group are collecting your responses and feedback to understand how performance management systems within the rail industry can impact organizational culture and diversity. The survey will be distributed to the following entities: freight, passenger, transit organizations and carriers, professional organizations (e.g., APTA, LRW, ASLRRA, etc.), and academic or research institutions. We will survey individuals at all different levels of employment, including those in leadership, about performance management systems within their organizations. Findings may identify whether views at the executive or managerial levels are similar or shared by individuals in more entry-level positions.

Participation is voluntary. If you agree, we will ask that you complete the web-based survey using the link below created using Google Forms. The survey will take up to 15 minutes to complete. While complete confidentiality cannot be guaranteed, the survey will be anonymous, and the survey responses will not be linked or linkable to any Personally Identifiable information (PII). The responses will not be linked to an email and once you submit, you will not be able to access your responses. Individual survey responses will not be released, and data will only be reported as aggregate summaries. Anonymized survey results will be stored on a password-protected, encrypted server affiliated with KEA Technologies. Permission will be limited to the research team who have certifications and experience in research and confidentiality. The FRA will not have access to the raw data and will only receive aggregated results in a report. KEA Technologies will retain the anonymous survey responses for up to five years.

This aggregate data may be used by industry stakeholders to identify and address gaps or issues within performance management systems. This may have a benefit in recruitment and retention of diverse individuals within the rail industry. This research will not be used to make regulations. The purpose is to explore and make some preliminary recommendations on how industry stakeholders can most effectively hire, develop, promote, and retain diverse and quality talent. The project team will provide the FRA with recommendations and best practices to enhance workforce development initiatives.

We are looking to collect all survey responses by DATE (MO-DAY-YY). Please use the link below to access the survey: **LINK**

Additionally, if you know of any other current or past rail industry employees that would be able and willing to provide feedback, please feel free to share this email with them.

Thank you in advance for your contributions to this project. It is greatly appreciated.

Best,

KEA Research Team