

## 2011 Employee Survey Summary Report: Employee Engagement Survey / Internal Communication Survey

### PART 1 – EMPLOYEE ENGAGEMENT SURVEY

#### Introduction:

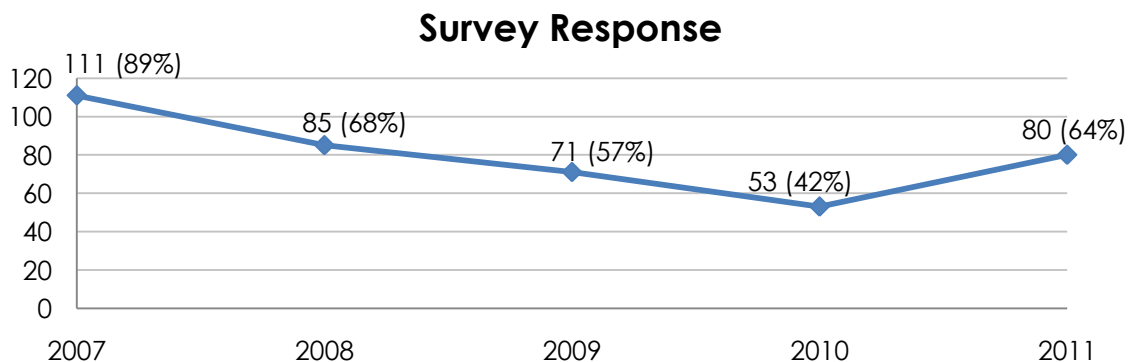
EMA introduced the Q12 Employee Engagement survey to the Water Utility as a way to take a periodic look at employee perceptions and monitor the survey results over time. The results are not intended to be a definitive report of employee satisfaction; rather, it's a tool we use to 'take the pulse' of our organization and look for indicators of success and focus on areas that may be in need of improvement.

This report summarizes the Employee Engagement survey and Internal Communication survey administered in spring 2012, which was based on the employee's impressions of 2011, as well as their impression of how 2011 compared to 2010. Please use this information wherever you see appropriate, however any indications presented are representative of the responses we received and may not represent any specific Water Utility group, or whole, accurately.

The Steering Team would like to thank everyone who participated in the survey. Continued support helps identify areas where the Utility can improve communication and increase overall organizational effectiveness. Thanks again for your cooperation.

#### Survey Response:

The 2011 all-employee surveys were completed by 80 employees, which is approximately 2/3 of the Water Utility's staff of 125. The 2011 response reversed a 3-year trend of declining participation. The 2011 surveys were delivered to supervisors who were requested to allocate a portion of a section meeting, or other setting, to allow for completing the voluntary surveys. The 2011 surveys were completed between March and April, 2012. Past practice was to distribute the surveys at an All-Employee meeting with additional copies in break-rooms and via email.

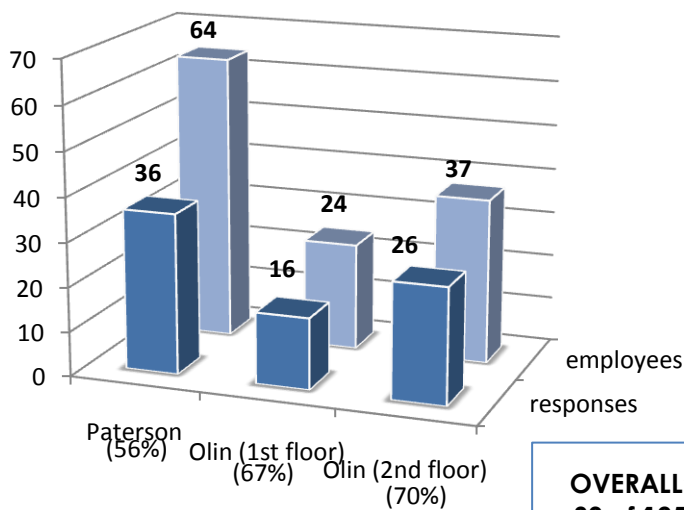


The survey results are generally presented in two groupings. One grouping is by Steering Team representation section (Paterson, Olin 1<sup>st</sup> floor, Olin 2<sup>nd</sup> floor). The other grouping is by tenure (0-9 yrs, 10-19 yrs, 20+ yrs). These three-segment groupings allow for more depth than only looking at the overall Utility-wide results, and they also help protect response anonymity which could be jeopardized due to several departments having few staff members.

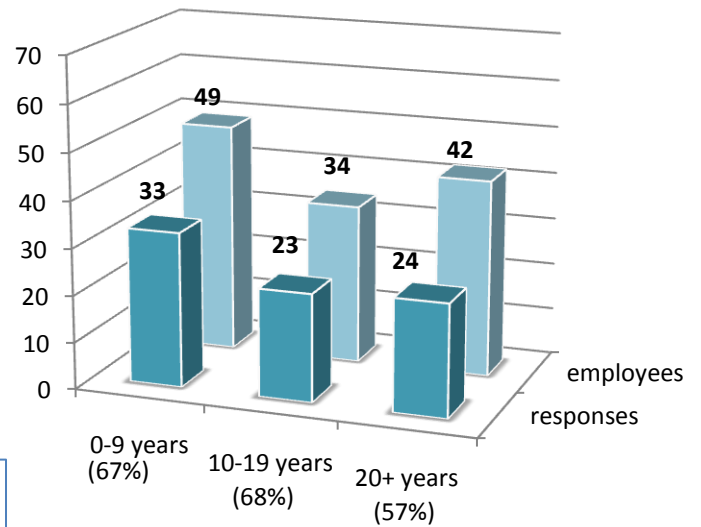
**Summary of participation:**

The two charts below present the response rate for the six groupings described above. Four groups exceeded the overall response rate of 62%, with the highest being Olin 2<sup>nd</sup> floor at 70%, followed by 10-19 yr employees at 68%, and Olin 1<sup>st</sup> floor/0-9 yr employees at 67%. Of the remaining two groups with below-average response, Paterson St was at 56% and the 20+ yr employees were at 57% (up from 21% in 2010). The overall response rate for 2010 was 43%, with no individual sub-group contributing to 50+% participation.

**Participation by MWU Section**



**Participation by Tenure**

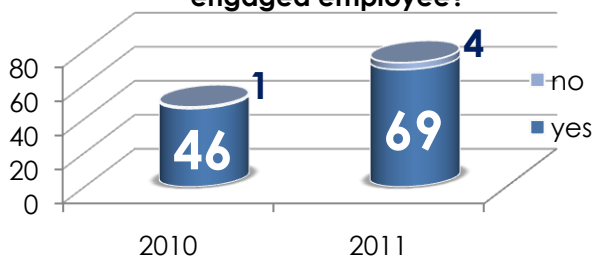


**OVERALL:  
 80 of 125  
 (62%)**

**Introductory Questions:**

The intro questions to the survey are: do you consider yourself an engaged employee? And, what percentage of the Water Utility's employees are engaged?

**Do you consider yourself to be an engaged employee?**



- Of the yes/no responses, 95% of Water Utility employees consider themselves to be engaged employees (it was 98% in 2010).
- The averaged response to the second question (estimating percentage of engaged employees at the Water utility) was 69% (it was 66% in 2010).

**Q12 Survey:**

The Q12 portion of the survey was presented in two ways. First it was the traditional 12-question survey with a 1 (strongly disagree) to 5 (strongly agree) response based on the current employee impression of their 2011 work environment. Next, the same questions were asked for the respondents' impression of 2011 in comparison to how they felt about 2010. The rating was 1 (much worse) to 5 (much better), with 3 meaning things are exactly the same as they were in 2010.

The Q12 questions for reference:

- 1: I know what is expected of me at work.
- 2: I have the materials and equipment that I need to do my work right.
- 3: At work I have the opportunity to do what I do best "every day".
- 4: In the last 7 days, I have received recognition or praise for doing good work.
- 5: My supervisor, or someone at work, seems to care about me as a person.
- 6: There is someone at work who encourages my development.
- 7: At work my opinions seem to count.
- 8: The mission/purpose of the organization makes me feel that my job is important
- 9: My co-workers are committed to doing quality work.
- 10: I have a best friend at work.
- 11: In the "last six months" someone at work talked to me about my progress.
- 12: In the last year I have had opportunities at work to learn and grow.

**Employee Impression (2011) - By Section**

	Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12	#	%
Paterson	4.6	4.3	3.7	2.6	3.8	3.2	3.3	3.9	4.0	2.8	2.2	3.2	36	45%
Olin (1st floor)	4.6	4.7	4.0	2.7	4.1	3.7	3.8	3.9	3.9	3.3	2.7	3.8	16	20%
Olin (2nd floor)	4.6	4.4	4.2	3.2	4.2	4.0	3.9	4.3	3.9	3.0	3.8	4.1	26	33%
<b>OVERALL</b>	<b>4.6</b>	<b>4.4</b>	<b>3.9</b>	<b>2.8</b>	<b>4.0</b>	<b>3.6</b>	<b>3.6</b>	<b>4.0</b>	<b>4.0</b>	<b>3.0</b>	<b>2.8</b>	<b>3.6</b>	<b>80</b>	<b>100%</b>

**Employee Impression (2011) - By Tenure**

	Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12	#	%
0-9 years	4.5	4.4	3.7	2.7	3.9	3.8	3.7	4.1	4.1	2.7	3.2	3.8	33	67%
10-19 years	4.6	4.3	3.6	3.0	4.0	3.4	3.4	3.7	3.9	3.1	2.5	3.4	23	68%
20+ years	4.8	4.5	4.5	2.9	4.0	3.3	3.5	4.2	3.8	3.2	2.6	3.4	24	57%
<b>OVERALL</b>	<b>4.6</b>	<b>4.4</b>	<b>3.9</b>	<b>2.8</b>	<b>4.0</b>	<b>3.6</b>	<b>3.6</b>	<b>4.0</b>	<b>4.0</b>	<b>3.0</b>	<b>2.8</b>	<b>3.6</b>	<b>80</b>	<b>100%</b>

The shading indicates the tone of the response. Shades of blue indicate a favorable response (i.e. greater than 3), the darker the shade of blue, the more favorable the response was. Alternatively red indicates an unfavorable response similarly shaded to indicate the level of tone.

Overall for the Water Utility, the highest ranked questions were numbers one (4.6) and two (4.4). Questions five, eight and nine all also scored a 4.0. All other questions except four and eleven scored above neutral, with 2.8 each. When analyzed by tenure, results are similar except 0-9 year employees rated questions four and ten, rather than four and eleven. When analyzed by Water Utility section, the results trend similarly with the Olin Ave 2<sup>nd</sup> floor being the only grouping with questions four and ten being lowest rather than four and eleven. The 2<sup>nd</sup> floor of Olin Ave was the only sub-group average which did not rate any of the 12 questions below a neutral 3.0 response.

Again, for reference, the Q12 questions were:

- 1: I know what is expected of me at work.
- 2: I have the materials and equipment that I need to do my work right.
- 3: At work I have the opportunity to do what I do best "every day".
- 4: In the last 7 days, I have received recognition or praise for doing good work.
- 5: My supervisor, or someone at work, seems to care about me as a person.
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- 9: My co-workers are committed to doing quality work.
- 10: I have a best friend at work.
- 11: In the "last six months" someone at work talked to me about my progress.
- 12: In the last year I have had opportunities at work to learn and grow.

**Impression of 2011 Compared to 2010 - By Section**

	Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12	#	%
Paterson	3.7	3.7	3.6	2.7	3.4	3.1	3.1	3.4	3.4	2.9	2.5	3.3	36	45%
Olin (1st floor)	3.6	3.8	3.5	2.9	3.4	3.3	3.3	3.6	3.3	3.1	3.0	3.5	16	20%
Olin (2nd floor)	3.6	3.7	3.5	3.4	3.7	3.7	3.6	3.5	3.6	3.1	3.5	3.6	26	33%
<b>OVERALL</b>	<b>3.6</b>	<b>3.7</b>	<b>3.5</b>	<b>3.0</b>	<b>3.5</b>	<b>3.3</b>	<b>3.3</b>	<b>3.4</b>	<b>3.5</b>	<b>3.0</b>	<b>2.9</b>	<b>3.4</b>	<b>80</b>	<b>100%</b>

**Impression of 2011 Compared to 2010 - By Tenure**

	Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12	#	%
0-9 years	3.6	3.7	3.4	3.0	3.5	3.5	3.3	3.5	3.6	2.9	3.2	3.5	33	67%
10-19 years	3.3	3.4	3.3	3.0	3.4	3.3	3.2	3.2	3.4	3.1	2.8	3.3	23	68%
20+ years	3.9	4.0	4.0	2.9	3.5	3.2	3.4	3.6	3.3	2.9	2.7	3.4	24	57%
<b>OVERALL</b>	<b>3.6</b>	<b>3.7</b>	<b>3.5</b>	<b>3.0</b>	<b>3.5</b>	<b>3.3</b>	<b>3.3</b>	<b>3.4</b>	<b>3.5</b>	<b>3.0</b>	<b>2.9</b>	<b>3.4</b>	<b>80</b>	<b>100%</b>

When respondents were asked to compare their impression of 2011 as it compared to their impression of 2010 the results for the Water Utility as a whole suggested that every question was favorable based on 2011 except number eleven (2.9), with questions four and ten remaining the same as 2010 with 3.0. Results by individual groupings mirrored the overall results within a few tenths of a point. Again, the only grouping without any category ranking better in 2010 versus 2011 was the Olin Ave 2<sup>nd</sup> floor.

Again, for reference, the Q12 questions were:

- 1: I know what is expected of me at work.
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- 10: I have a best friend at work.
- 11: In the "last six months" someone at work talked to me about my progress.
- 12: In the last year I have had opportunities at work to learn and grow.

**Compared to 2010 (Actual Results) - By Section**

	Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12
Paterson	0.3	0.2	-0.2	-0.4	0.1	0.1	-0.1	0.0	0.2	-0.5	-0.1	-0.1
Olin (1st floor)	0.0	0.2	0.2	-0.1	-0.2	0.6	0.1	-0.5	-0.1	0.0	0.8	-0.1
Olin (2nd floor)	0.0	0.1	-0.1	-0.8	-0.2	-0.2	0.0	0.0	0.1	0.2	-0.2	0.0
<b>OVERALL</b>	0.2	0.2	-0.1	-0.5	0.0	0.1	0.0	-0.1	0.1	-0.2	0.0	0.0

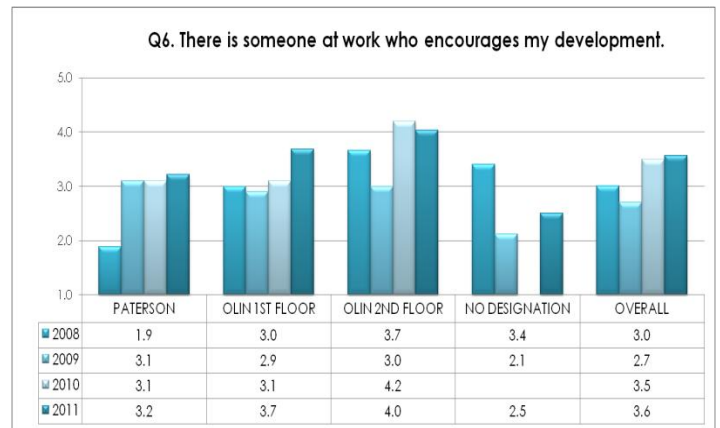
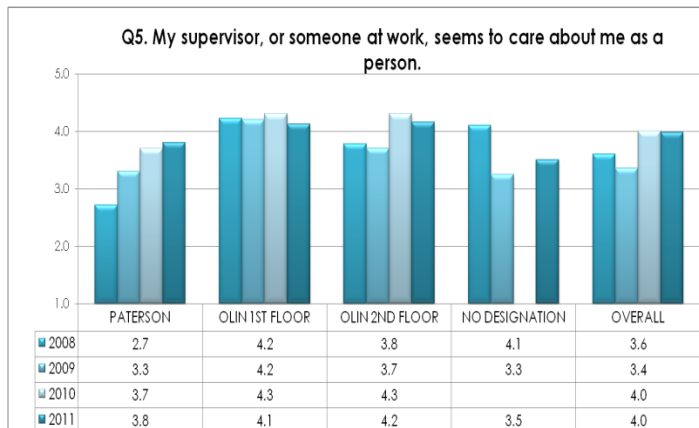
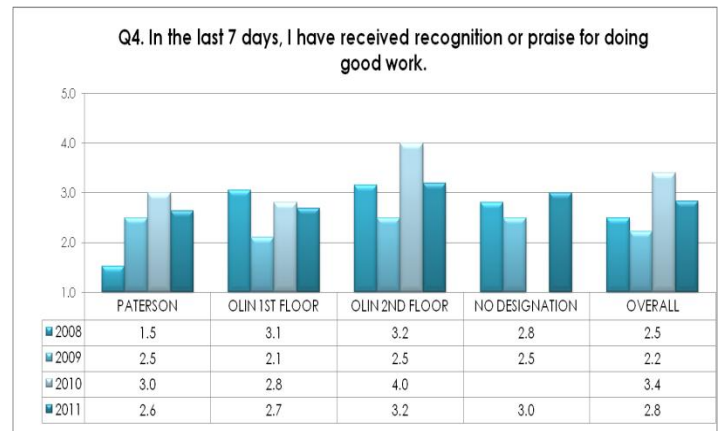
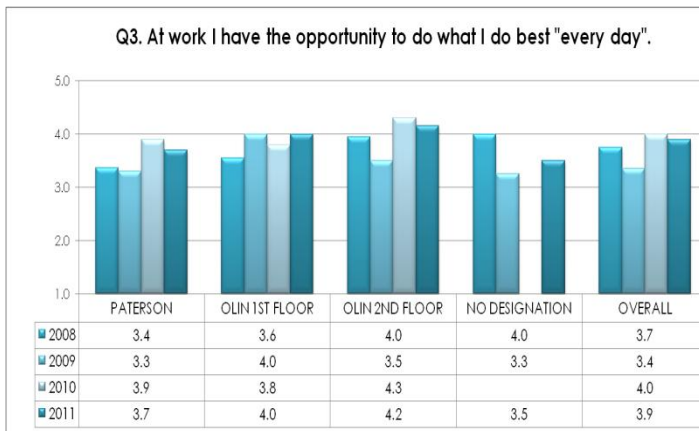
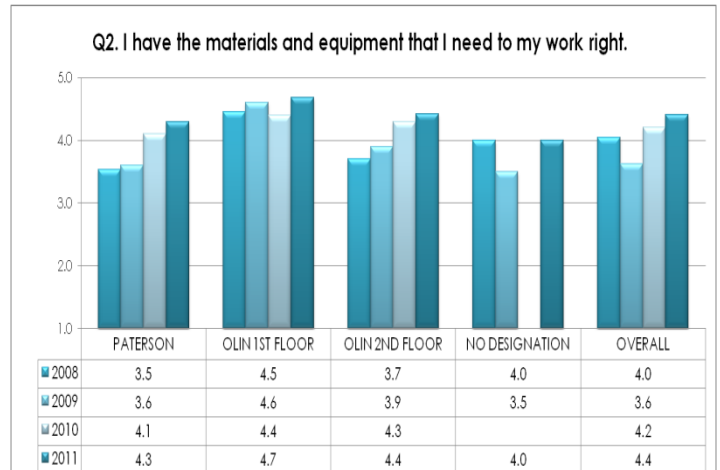
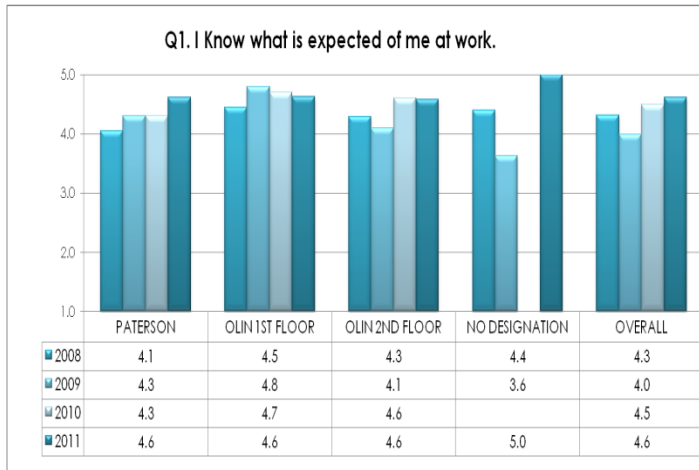
**Compared to 2010 (Actual Results) - By Tenure**

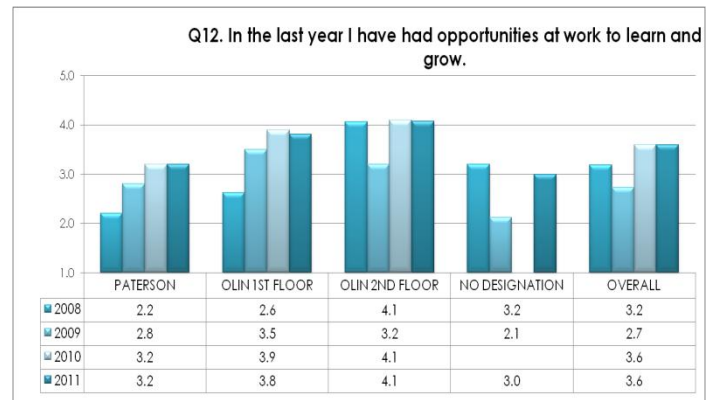
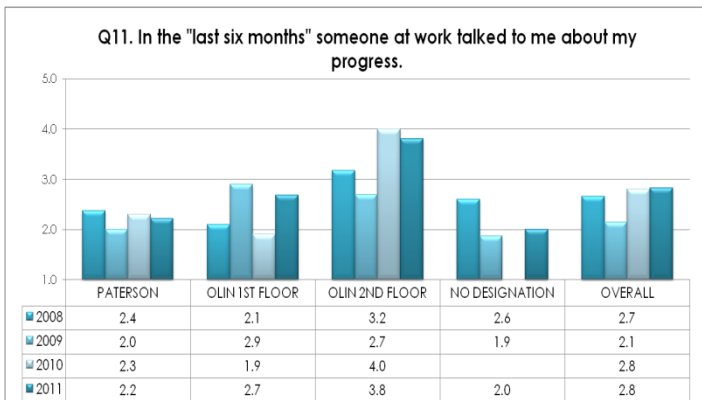
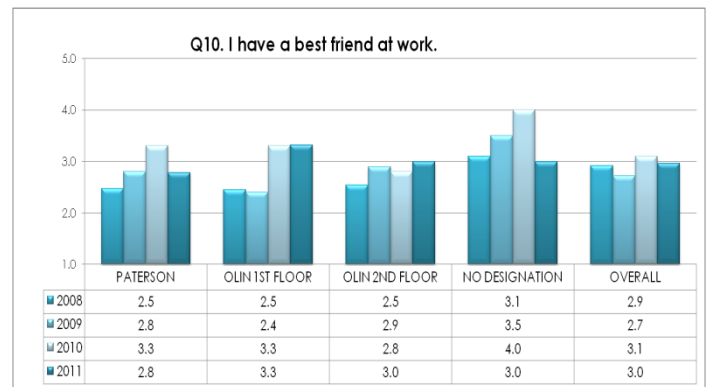
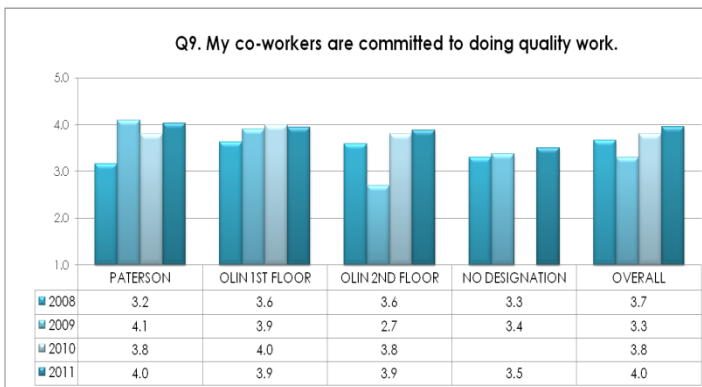
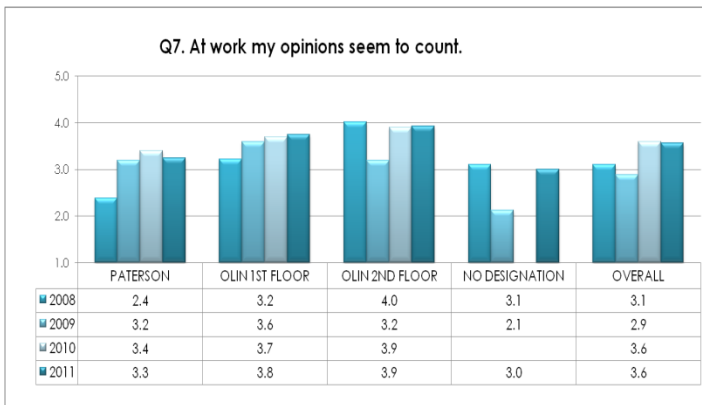
	Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12
0-9 years	0.0	0.1	-0.4	-0.8	-0.4	-0.1	-0.1	-0.2	0.1	-0.2	-0.1	-0.2
10-19 years	0.2	0.1	-0.4	-0.1	0.1	0.3	0.1	-0.3	0.0	-0.2	0.2	0.2
20+ years	0.3	0.1	0.5	-0.3	0.3	0.1	-0.3	0.0	0.2	-0.2	0.0	-0.1
<b>OVERALL</b>	0.2	0.1	-0.1	-0.5	-0.1	0.0	-0.1	-0.2	0.1	-0.1	0.0	-0.1

To give additional perspective to the 2011 survey results, the current 2011 impression rankings were compared to the actual 2010 impression survey scores. The results were presented as 2011 – 2010 with a negative number shaded red/pink and a positive number shaded blue. By section or tenure, overall, about one third of the questions were above, one-third below, and one-third equal to the 2010 results. These results suggest although the impressions of 2011 were slightly more favorable than 2010, using strictly numerical data from the same questions may not portray an employee's interpretation of improvement.

### Historical Survey Responses:

This section displays each question with responses from 2008 through 2011.





**Conclusion:**

2011 presents a strongly favorable response amongst the best of all years surveyed. The results suggest both perceived and numerical attitudes that foster a positive and engaged work environment. With the increased survey response in 2011, this year's results should be considered a good representation of the overall atmosphere at the Water Utility. Continuing to increase the response rate will be a goal for 2012.

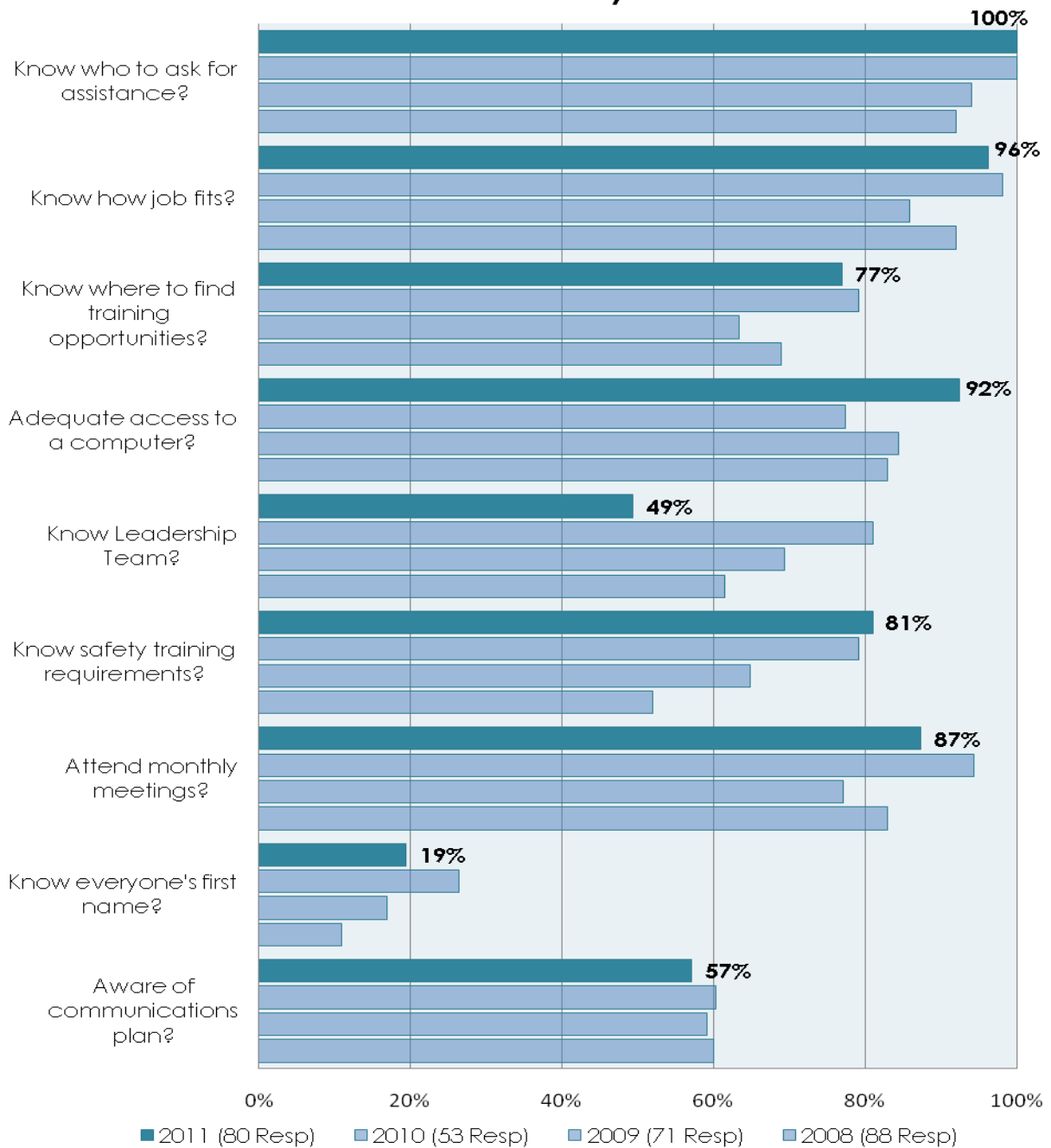
- Additional data analysis is available by request from the Steering Team.
- The Steering Team welcomes any comments & suggestions regarding staff surveys and reporting.

**PART 1 – INTERNAL COMMUNICATION SURVEY:**

**Introduction:**

The Internal Communication survey was drafted by the Water Utility Internal Communication Design Team in 2008. It is designed to estimate the overall effectiveness and applicability of various internal communication techniques utilized by the Water Utility. It also collects employee feedback on the overall impression of internal communication through rating scales and written answer responses.

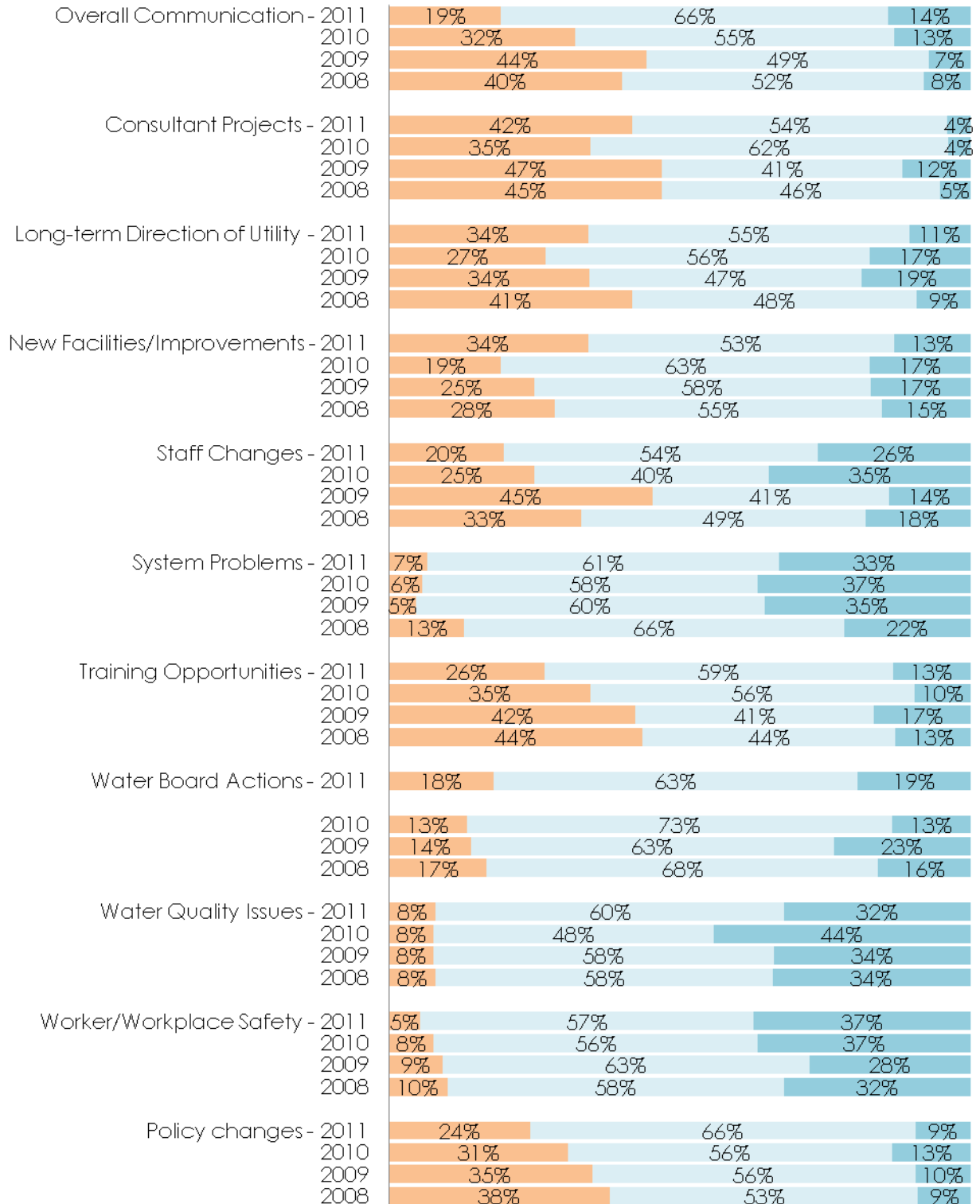
**Internal Communication Survey 2011vs. Past Data**



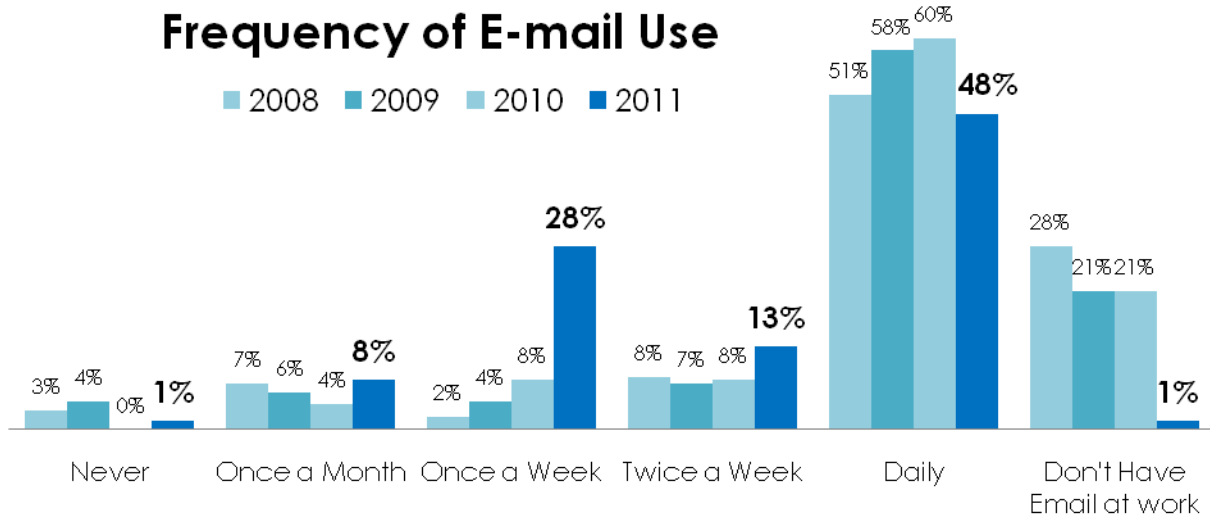


**Rate Communication In Regard to... 2011 vs Past Data**

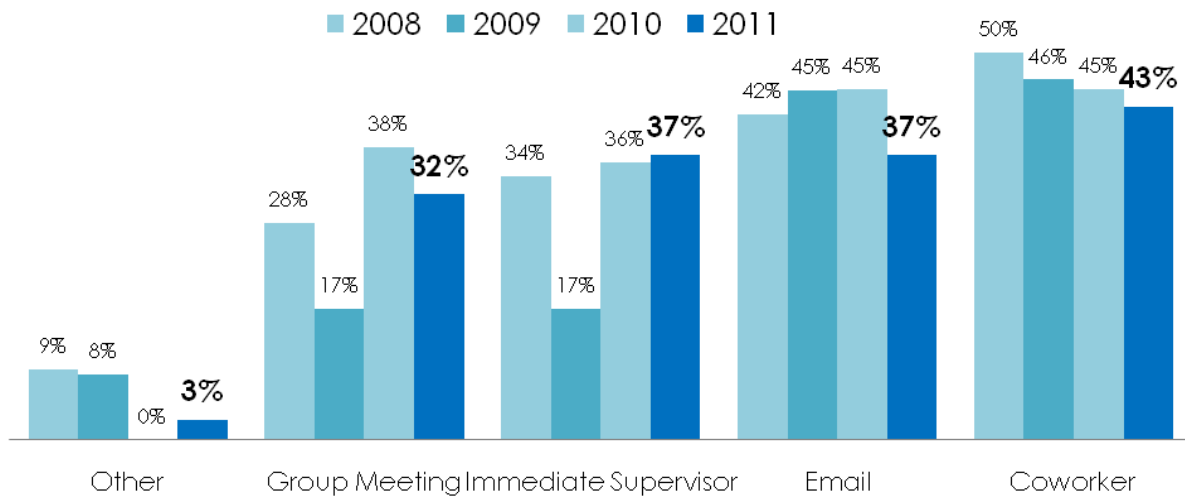
Needs Improvement Satisfactory Excellent



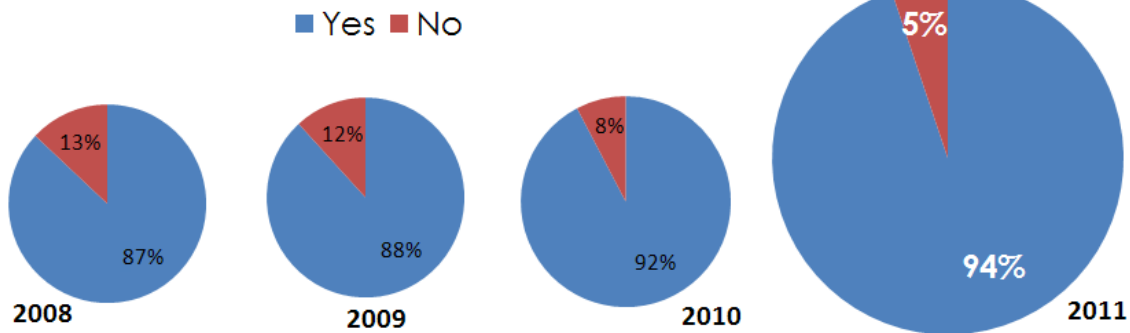
### Frequency of E-mail Use



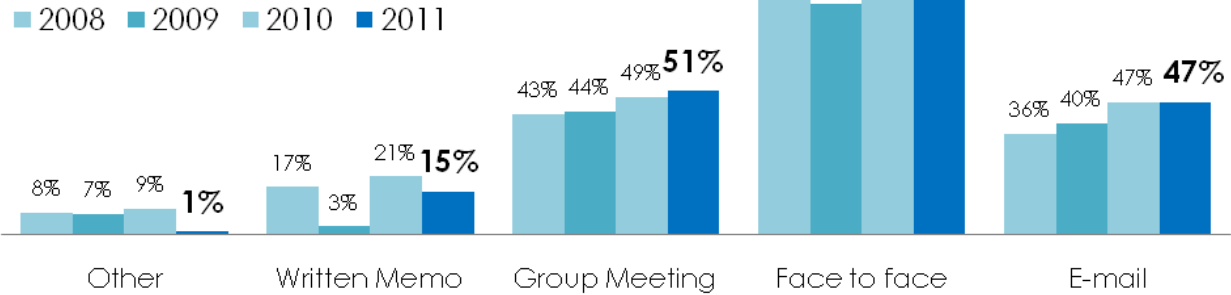
### Main Source for Information



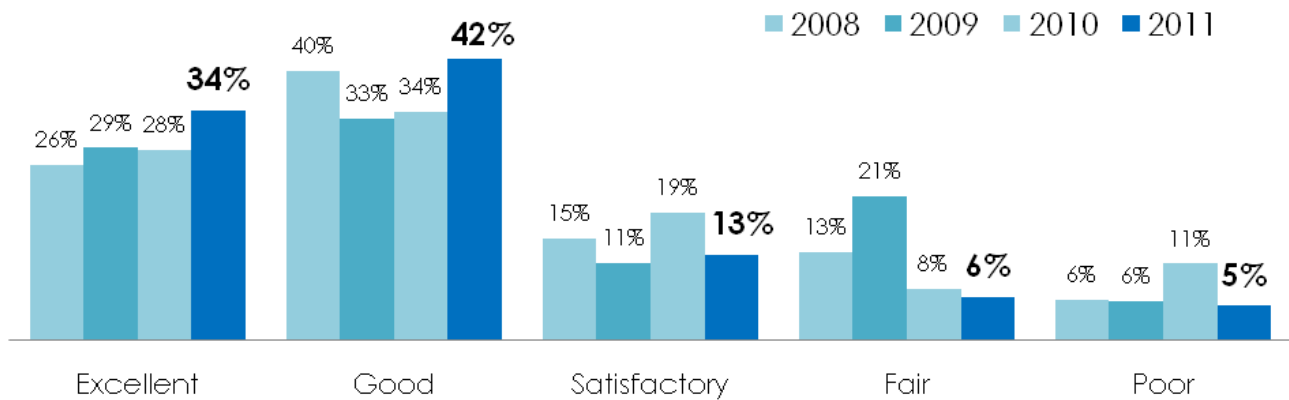
### Comfortable Communicating with Supervisor?



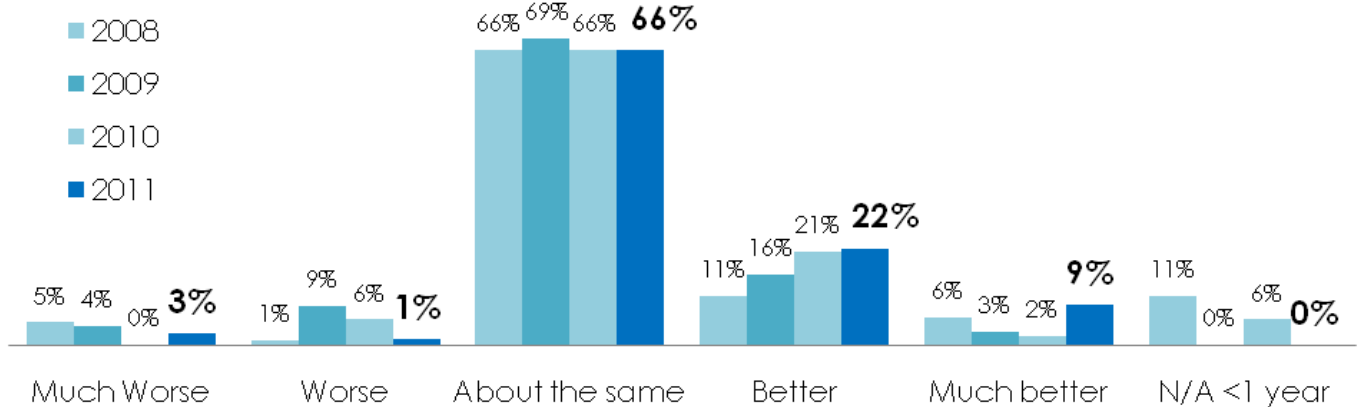
### How Supervisor Communicates



### Communication with Supervisor Is...



### How Communication with Supervisor has Changed over the Last Year



### **Internal Communication Survey Feedback Summary:**

#### Ways communication has improved in the last year:

- All-Employee & Section meetings (13)
- Committee/general info emails sent to wugroup (8)
- On the Waterfront monthly newsletter (3)
- Intranet website (5)
- External Website / Project H2O website (2)
- More casual conversations with coworkers, morale seems better (2)
- Added email at Paterson St. building (2)
- Face-to-face communication with management (2)
- Internal Project H2O updates
- Water Board action summary emails
- Management valuing and accepting staff opinions
- More time and opinion spent on work rather than personal matters
- Citizen Advisory Panels
- More familiar with expectations
- Continuous improvement efforts have had meaningful discussions on how to improve recurring Utility communication issues
- More cell-phone availability
- Supervisors who seek, get, and give feedback
- Steering Committee
- Convey the Utility-wide mission as it relates to a meeting's topic
- Daily updates

#### Suggestions for improving communication:

- More public outreach, networking & education (3)
- Improve communication between Paterson/Olin staff as well as among sections
- Encourage more open dialogues / training opportunities
- Sub-section meetings within Utility sections
- More use of email from staff who do not regularly use it
- More face-to-face communication
- Clearly state the who, what, why, and when communicating information
- Update webpage at least on a weekly basis
- More Steering Team updates on the vision & goals and how they apply
- Establish a communication order/structure of events to keep it running smoothly
- Expectations are clearly stated & re-stated
- More group project reviews (before/during/after)
- More frequent All-Employee meetings
- More time in section meetings focusing on Utility happenings
- Social events outside of work hours
- Group trips to conferences/conventions/trainings
- Multi-section teams working together on projects/process improvements
- Getting more people to engage
- Restore the original group meetings schedule
- Include all people affected by your actions and be accountable
- Let people know about changes, improvements and ideas
- More supervisor-employee progress reports
- More feedback from supervisors
- Getting rid of the "it has been done that way for years" thought process
- Listen to the workers