

2013 Annual Employee Survey Summary Report: Employee Engagement Survey / Internal Communication Survey

PART 1 – EMPLOYEE ENGAGEMENT SURVEY

Introduction:

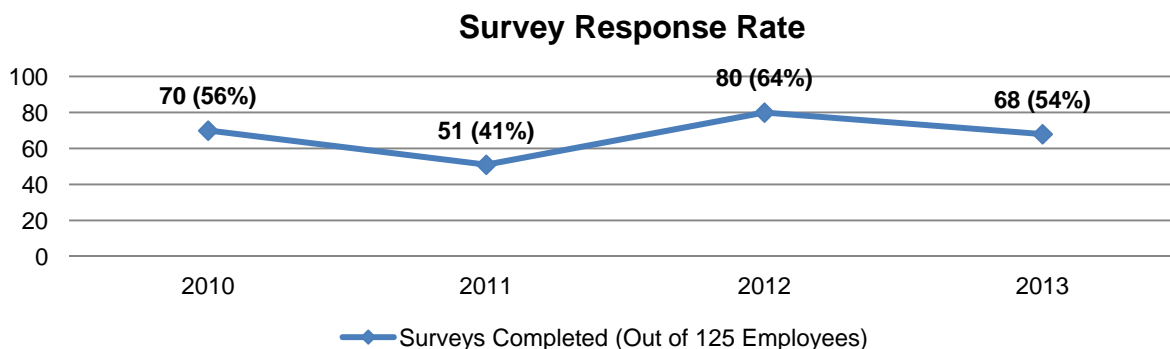
Annually, the Madison Water Utility Steering Team administers a variation of the Gallup Q12 Employee Engagement survey to all Utility employees to take a periodic look at employee perceptions and monitor the results over time. The results are not intended to be a definitive report of employee satisfaction; rather, it's a tool meant to 'take the pulse' of our organization and look for indicators of success and identify areas that may need improvement.

This report summarizes the Employee Engagement survey and the Internal Communication survey administered in June 2013. The surveys are based on the employee's impressions of this year, as well as their impression of how 2013 compared to 2012. 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 2013 all-employee surveys were completed by 68 employees, which is approximately 54% of the Water Utility's staff of 125. The 2013 response rate is consistent with participation rates roughly between 40% and 65%. The 2013 surveys were delivered to supervisors who were requested to allocate a portion of a monthly section meeting, or other setting, to allow for completing the voluntary surveys. Past practice was to distribute the surveys at an All-Employee meeting with additional copies in break-rooms and via email.

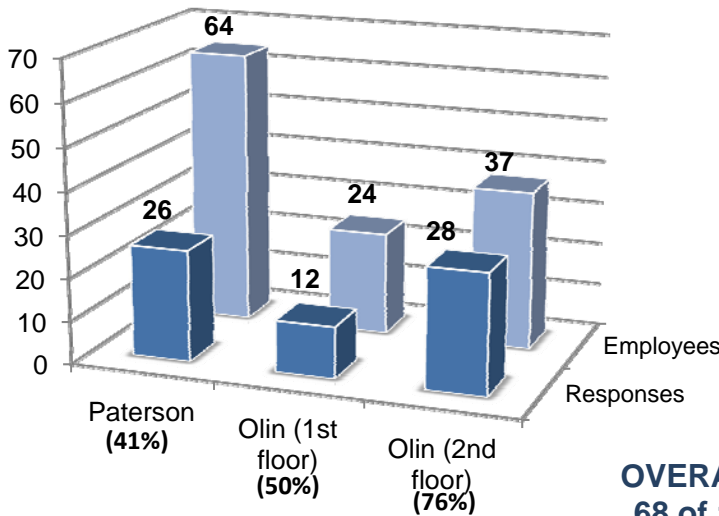


The survey results are presented as an overall Utility-wide average and are also split into two groupings. One grouping is by general Water Utility location (Paterson, Olin 1st floor, Olin 2nd floor). The other grouping is by tenure (0-9 yrs, 10-19 yrs, 20+ yrs). These three-segment groupings allow for more depth than just looking at the overall results while protecting response anonymity which could be jeopardized due to several departments having few staff members.

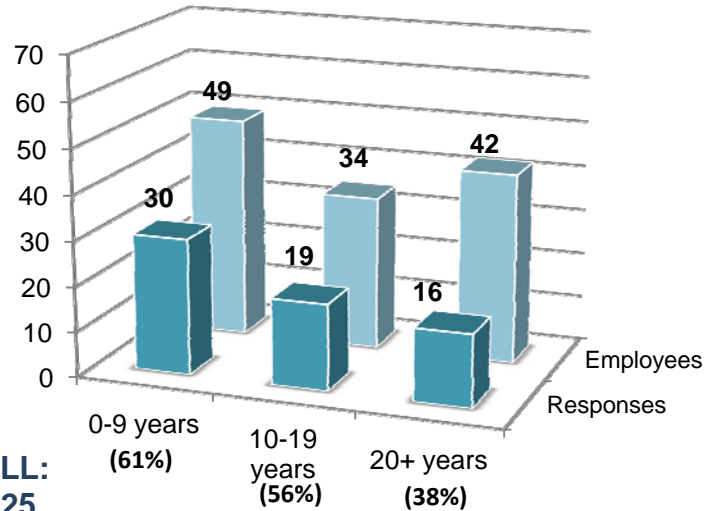
Summary of Participation:

The two charts below present the response rate for the six groupings described above. Three groups exceeded the overall response rate of 54%, with the highest being Olin 2nd floor at 76% (up from 70% last year), followed by 0-9 yr employees at 61%, and 10-19 yr employees at 61%. Of the remaining three groups with below-average response, the 20+ yr employees were at 38% (down from 57% last year), Paterson St was at 41% and Olin 1st floor at 50%. The 54% overall response rate for 2013 was less than the 2012 rate of 64% but higher than the 2011 rate of 41%.

Participation by MWU Location



Participation by Tenure

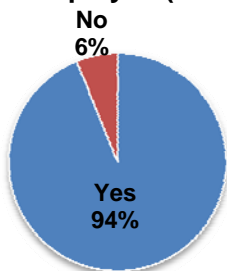


OVERALL:
68 of 125
(54%)

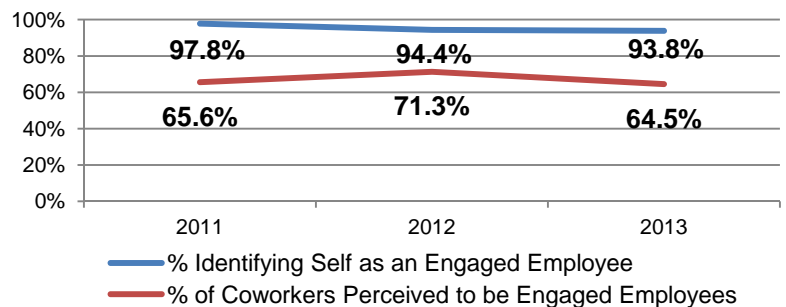
Introductory Questions:

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 (2013 results)



Employee Engagement Perceptions



- Of the yes/no responses, 94% of Water Utility employees consider themselves to be engaged employees (highest response was 98% in 2011).
- The averaged response to the second question (estimating percentage of engaged employees at the Water utility) was 65% (it was down from 71% in 2012).

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 2013 work environment. Next, the same questions were asked for the respondents' impression of 2013 in comparison to how they felt about 2012. The rating was 1 (much worse) to 5 (much better), with 3 meaning things are exactly the same as they were in 2012.

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 of Current Year (2013)

	Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12	#	%
OVERALL:	4.4	4.2	3.9	3.0	3.9	3.4	3.5	3.8	3.9	3.0	2.7	3.6	68	100%

Results Categorized by Steering Team Section:

<i>Paterson</i>	4.6	4.3	3.7	2.6	3.8	3.2	3.3	3.9	4.0	2.8	2.2	3.2	26	38%
<i>Olin (1st floor)</i>	4.6	4.7	4.0	2.7	4.1	3.7	3.8	3.9	3.9	3.3	2.7	3.8	12	18%
<i>Olin (2nd floor)</i>	4.6	4.4	4.2	3.2	4.2	4.0	3.9	4.3	3.9	3.0	3.8	4.1	28	41%

Results Categorized by Tenure:

<i>0-9 years</i>	3.6	3.7	3.4	3.0	3.5	3.5	3.3	3.5	3.6	2.9	3.2	3.5	30	44%
<i>10-19 years</i>	3.3	3.4	3.3	3.0	3.4	3.3	3.2	3.2	3.4	3.1	2.8	3.3	19	28%
<i>20+ years</i>	3.9	4.0	4.0	2.9	3.5	3.2	3.4	3.6	3.3	2.9	2.7	3.4	16	24%

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 this year, the highest ranked questions were numbers one (4.4) and two (4.2). Questions one and two were also the highest ranked in 2012. No other questions scored above 4.0. All other questions except for number eleven (2.7) scored at or above the neutral response of 3.0. When analyzed by Water Utility location, the results trend similarly with the Olin Ave 2nd floor being the only location grouping with all questions scoring at or above the neutral response. The Paterson section grouping had the least favorable average response to question eleven (2.2) which scored the same in 2012. When analyzed by tenure, results are similar except 0-9 year employees rated questions four and ten lowest, rather than four and eleven.

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.
- 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 of 2013 Compared to 2012

	Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12	#	%
OVERALL:	3.5	3.5	3.3	2.9	3.3	3.1	3.2	3.3	3.3	2.9	2.9	3.2	68	100%

Results Categorized by Steering Team 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	#	%
<i>Paterson</i>	3.5	3.5	3.3	2.8	3.2	2.9	2.9	3.2	3.5	3.0	2.7	3.1	26	38%
<i>Olin (1st floor)</i>	3.4	3.7	3.6	3.0	3.5	3.1	3.4	3.6	3.3	2.8	2.9	3.5	12	18%
<i>Olin (2nd floor)</i>	3.4	3.3	3.1	2.9	3.3	3.1	3.3	3.2	3.2	2.9	3.0	3.2	28	41%

Results Categorized 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	#	%
<i>0-9 years</i>	3.5	3.4	3.4	3.1	3.5	3.3	3.3	3.5	3.3	2.9	3.1	3.3	30	44%
<i>10-19 years</i>	3.4	3.4	3.1	2.5	3.1	2.8	3.0	3.1	3.4	2.9	2.5	3.1	19	28%
<i>20+ years</i>	3.6	3.8	3.5	3.1	3.5	2.9	3.1	3.2	3.3	2.9	2.8	3.3	16	24%

When respondents were asked to compare their impression of 2013 as it compared to their impression of 2012 the results for the Water Utility as a whole suggested that nine out of the twelve questions suggest a perceived improvement over 2012. Questions four (2.9), ten (2.9), and eleven (2.9) indicate slightly less favorable impressions of 2013 compared to 2012. Results by individual groupings mirrored the overall results within a few tenths of a point.

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".
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- 12: In the last year I have had opportunities at work to learn and grow.

2013 Compared to 2012 (Actual Results)

	Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12	#	%
OVERALL:	-0.2	-0.2	0.0	0.1	0.0	-0.2	-0.1	-0.2	0.0	0.0	-0.1	0.0	68	100%

Results Categorized by Steering Team Section:

Paterson	-0.2	-0.2	0.0	-0.1	-0.2	-0.2	-0.3	-0.3	0.2	0.0	-0.1	0.0	26	38%
Olin (1st floor)	-0.4	-0.4	0.3	0.1	-0.1	0.1	0.0	0.3	0.1	0.0	0.0	0.3	12	18%
Olin (2nd floor)	-0.1	-0.3	-0.3	0.3	0.0	-0.4	0.0	-0.5	-0.2	0.0	-0.5	-0.4	28	41%

Results Categorized by Tenure:

0-9 years	0.0	0.0	0.5	0.7	0.3	-0.2	0.0	0.0	0.0	0.1	-0.1	0.1	30	44%
10-19 years	-0.4	-0.3	-0.1	-0.8	-0.7	-0.3	-0.4	-0.2	0.3	0.0	-0.2	-0.2	19	28%
20+ years	-0.2	-0.4	-0.6	0.3	0.3	-0.1	0.2	-0.4	-0.2	0.1	0.0	0.1	16	24%

To give additional perspective, the current 2013 impression rankings were compared to the actual 2012 impression rankings. The results were presented as 2013 (-) 2012 with a negative number shaded red/pink and a positive number shaded blue. Numerically the difference in scores suggest that 2013 was ranked lower than 2012 on several questions, however the 2013 vs. 2012 Q12 impression survey indicated that 2013 was broadly perceived by employees to be more favorable than 2012. Using strictly numerical data comparisons from year-to-year may not effectively portray an employee's interpretation of improvement.

Conclusion:

The 2013 Employee Engagement survey suggests a favorable overall response which remains consistent with results from past surveys. The results suggest that employee impressions of 2013 are generally perceived to be an improvement over their impressions of 2012, although numerically the results were scattered. The survey response rate declined in 2013, although this year's results should be considered a good representation of the atmosphere at the Water Utility, increasing the response rate should be a goal for 2014.

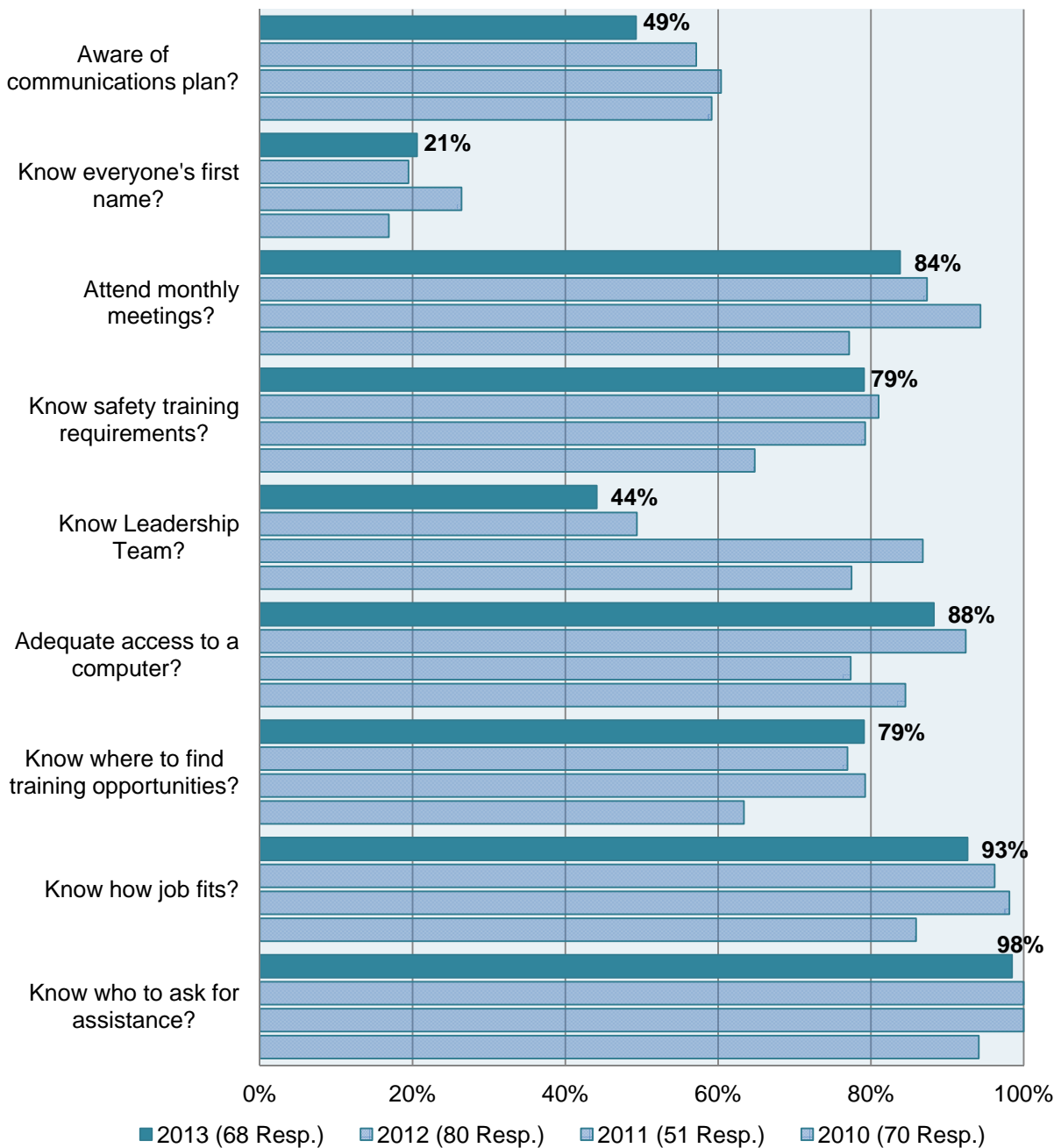
- Additional data analysis is available by request from the Steering Team.
- The Steering Team welcomes any comments & suggestions regarding staff surveys and reporting.

PART 2 – INTERNAL COMMUNICATION SURVEY

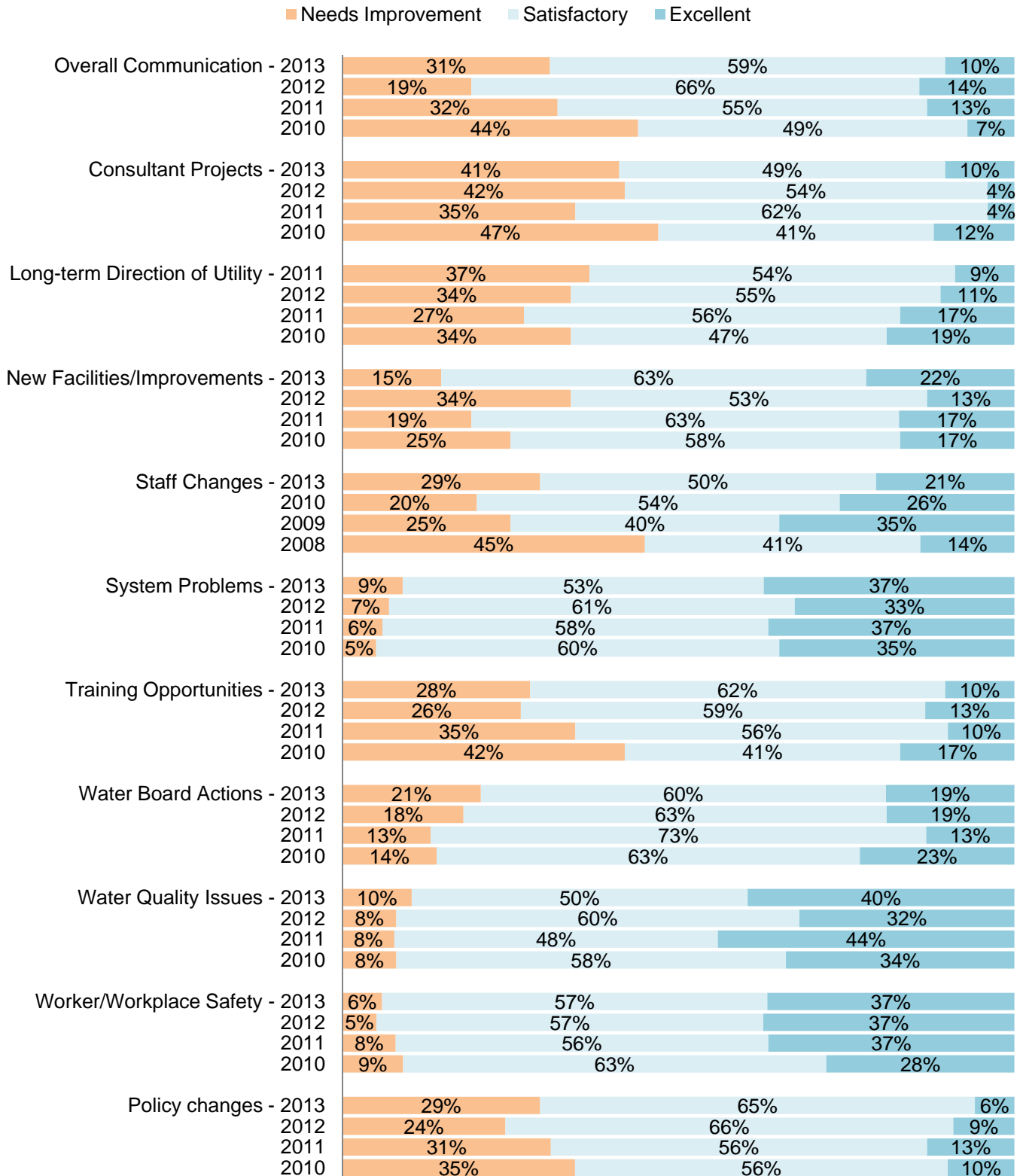
Introduction:

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 ratings and written answer responses. The following charts represent the results over the last four years.

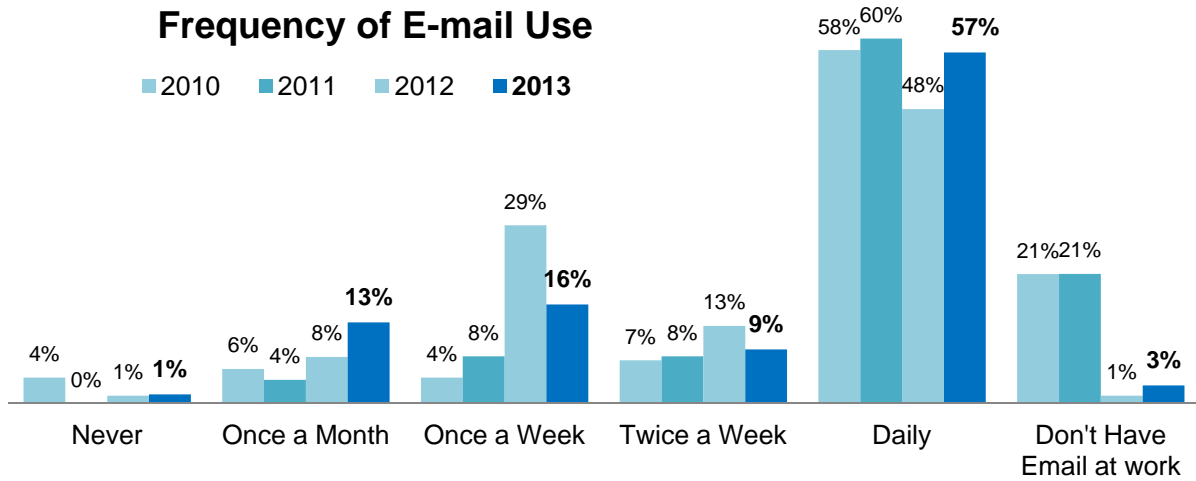
Internal Communication Survey - 2013 vs. Past Data



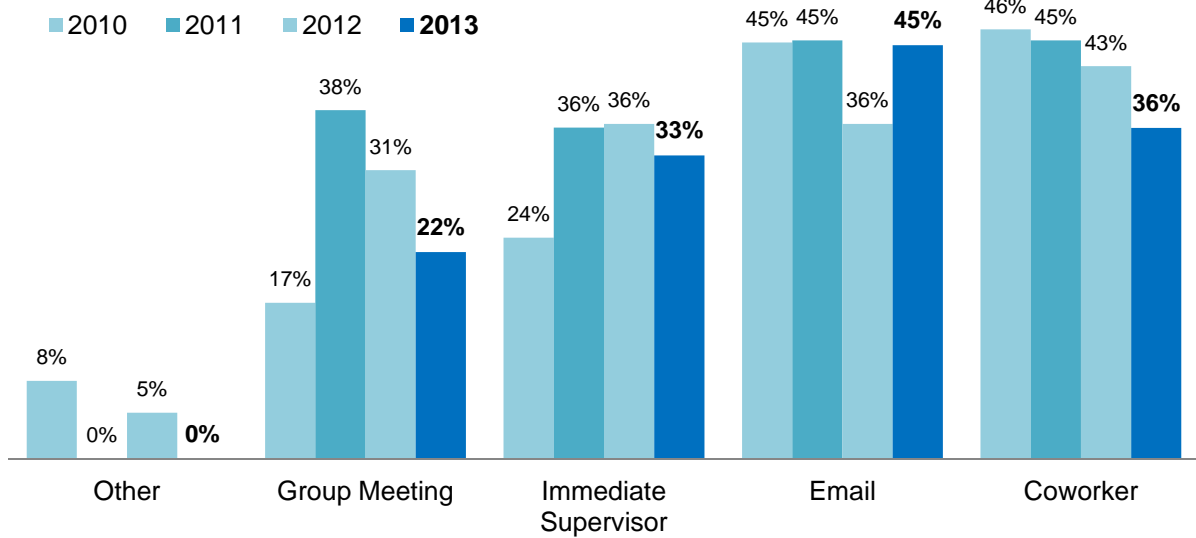
Rate Communication In Regard to... 2013 vs. Past Data



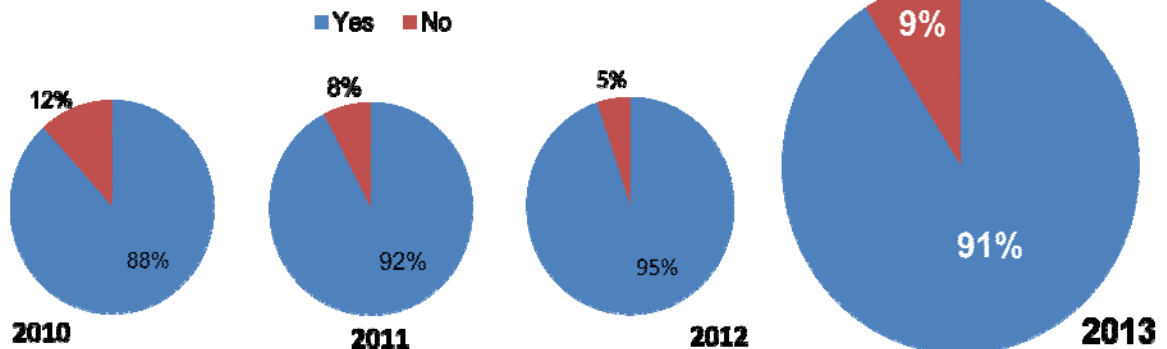
Frequency of E-mail Use



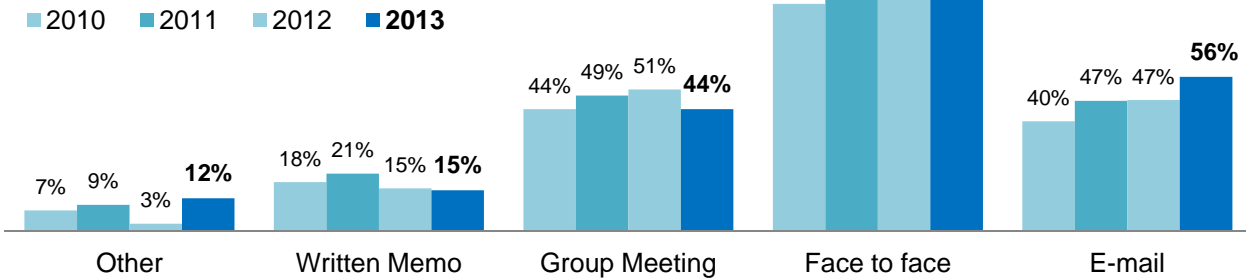
Main Source for Information



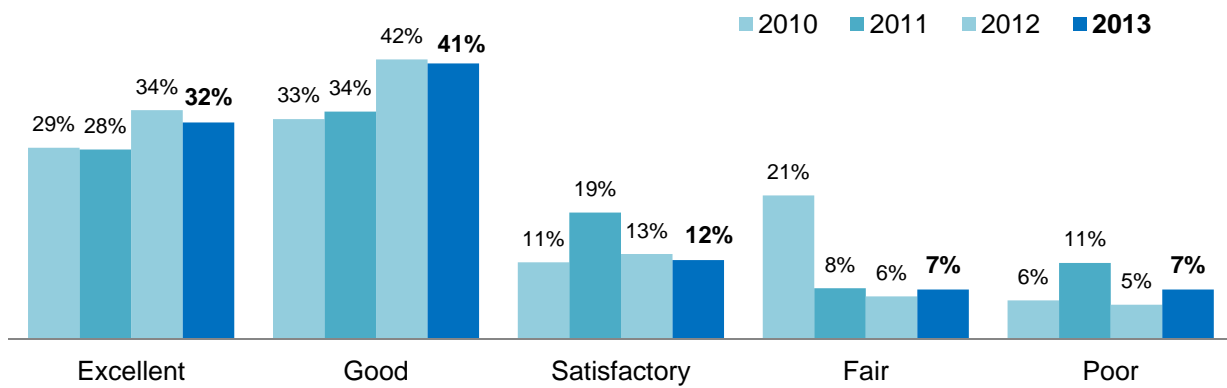
Comfortable Communicating with Supervisor?



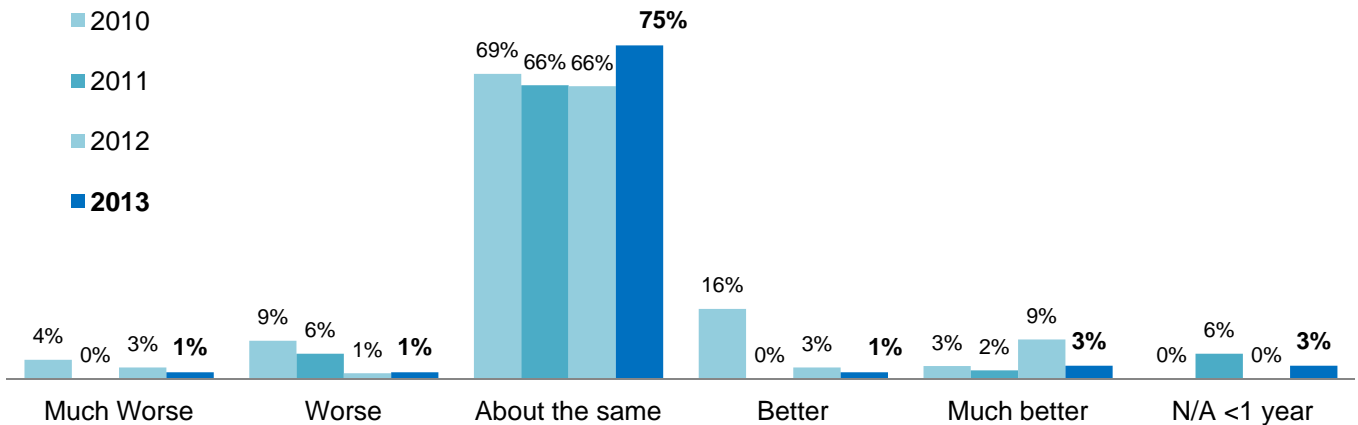
How Supervisor Communicates



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:

- Hiring a new Public Information Officer (14)
- Email notifications (7)
- No change since last year (7)
- All-Employee & Section meetings (6)
- Creating the Community Outreach Specialist position (2)
- Facebook/Twitter (2)
- It was already good (2)
- Waterfront newsletter
- More frequent/pertinent website updates
- Morning lunchroom announcements
- More people are involved
- It has gotten worse

Suggestions for improving communication:

- Wi-Fi at Op Center and Unit Wells
- More cell phones / cell phones instead of radios
- More daily access to email
- Email policy changes so information is not missed while away from work
- Re-implement former Team/Group meeting
- More informal gatherings
- Weekly updates from Utility Sections
- Leadership team needs to “walk the halls”
- Job shadowing with people you don’t normally work with
- Long term goals for the organization to aim for, beyond the mission statement
- Continue developing project teams
- Communicate concerns, issues, etc. to all parties it applies to
- Follow the chain-of-command
- Break sections into smaller groups, then discuss changes or ideas
- More involvement by front-line staff during meetings
- More management updates in-person or in all-staff meetings rather than emails
- Monthly meetings
- Better communicate material, fuel and operating costs with employees to raise awareness
- More intra-department teams and/or team-building exercises
- More education materials & links for water related topics/projects
- More “getting to know your peers” activities
- Share information rather than guard it
- Having a better internal site through sharepoint for announcements, documents, etc.