

Internal Monitoring Report

Policy #: EL-2B Treatment of Staff

Monitoring Frequency: Annual

Date: June 26, 2018

Policy Language:

With respect to interactions with staff, the General Manager shall not cause or allow conditions, procedures, or decisions that:

1. Violate the City's staff treatment policies.
2. Fail to periodically assess the organizational climate.
3. Fail to promote activities that enhance the organizational climate.
4. Discourage staff members from communicating with the board at a scheduled board meeting.

General Manager's interpretation and its justification:

"Violate the City's staff treatment policies" means a violation of Mayoral Administrative Procedure Memorandum (APM) 3-5, Prohibited Harassment and/or Discrimination Policy. "Periodically assess the organizational climate" means conduct an Employee Engagement Survey and Internal Communication Survey. It also means support and sustain an Employee Steering Team, whose charter contains the following:

Madison Water Utility strives to create a culture of continuous improvement where all employees are able to make contribution to the direction of the organization within a context of accountability.

The Steering Team is not an alternative management structure, but rather a vehicle for employees to communicate, innovate, and collaborate with Management on a variety of strategic and tactical improvement initiatives.

The Team consists of a cross-functional representation of utility staff and includes both supervisory and non-supervisory personnel.

A very important aspect of the Steering Team is that it provides opportunities for employees to grow and develop organizational and leadership skills.

"Promote activities that enhance the organizational climate" means analyzing the results of the aforementioned surveys and implementing, when necessary, initiatives for improvement. It also means continuing existing practices which promote a positive work climate.

“Discourage staff members from communicating with the board at scheduled board meetings” means conveying, explicitly or implicitly, directly or subtly, that they are not welcome to do so.

Data directly addressing the General Manager’s interpretation:

1. Violate the City’s staff treatment policies.

There was one complaint filed under APM 3-5 during this reporting period (June 2016-June 2017). Per this policy, all reported incidents of discrimination are fully investigated and proven violations are met with appropriate sanctions. A high degree of confidentiality is necessary to foster effective resolutions to complaints filed under this policy. The City of Madison’s Department of Civil Rights is the lead administrative unit for promoting the protections guaranteed under this policy.

I report compliance.

2. Fail to periodically assess the organizational climate.

The Steering Team administers an Employee Engagement and Internal Communication survey every two years. A summary of the results of the most recent survey is attached.

I report compliance.

3. Fail to promote activities that enhance the organization climate

The following activities enhance and promote a positive work environment:

- Quarterly potlucks
- Quarterly All Employee Meetings
- Steering Team
- Cross-functional project teams
- Standard Operating Procedures (SOP)
- Safety Committee
- Section meetings
- Recognizing anniversaries and retirements
- “Shout Outs” at section and all employee meetings
- Utility wide sharing of positive customer feedback
- Supporting professional development and training of staff at all levels of the organization.
- AWWA – Conference attendance and competition (Meter Madness, Tapping Team) involvement
- Annual supervisor-employee “touchbase” meetings developed by the Steering Team and Leadership Team (managers).

I report compliance.

4. *Discourage staff members from communicating with the board at a scheduled board meeting.*

- The WUB agenda is electronically distributed to all employees prior to the meeting.
- A WUB meeting summary is electronically distributed to all employees following the meeting.
- The WUB meeting is open to all employees and the public.

I report compliance.

Attachments:

Summary of 2016 Employee Survey Results

SUMMARY

2016 EMPLOYEE ENGAGEMENT & COMMUNICATION SURVEY RESULTS

INTRODUCTION

Since 2010, the Steering Team administered an annual Employee Engagement and Internal Communications survey to all employees. After 2014, the Steering Team decided to administer the survey every two years instead of annually. The results are not intended to be a definitive report of employee engagement; rather, they are a tool meant to 'take the pulse' of our organization and identify areas that may need improvement.

The following is a summary report of the employee engagement and internal communication sections of the survey.

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2016 Employee Engagement & Internal Communication Survey Results Summary

Madison Water Utility

HIGHLIGHTS

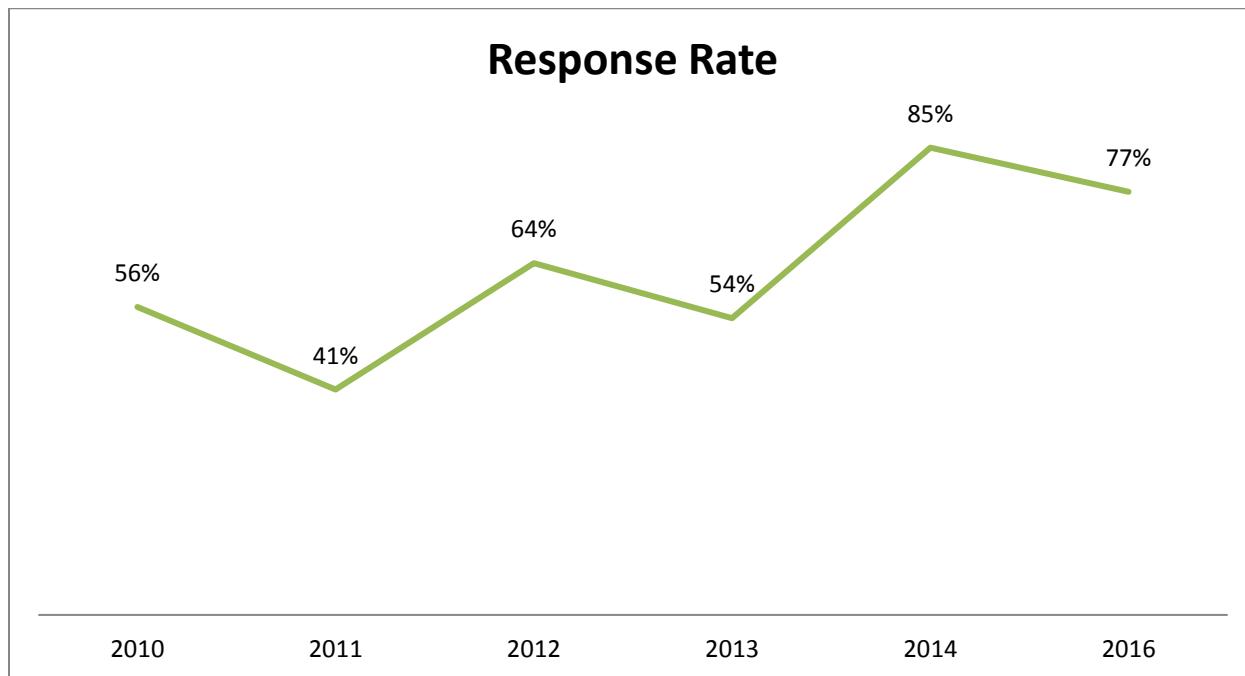
According to the survey, over three-fourths of Madison Water Utility's workforce is engaged.

Compared to 2014, both employee engagement and internal communication have improved at Madison Water Utility.

- There was a 20% increase in employees who thought their supervisor or someone at work cared about them as a person.
- There was a 9% increase in employees who had opportunities to learn and grow over the last year.
- There was a 29% increase in respondents who thought all employees are treated with respect.
- There was a 14% increase in employees who considered internal communication to be "good" or "excellent."

SURVEY DISTRIBUTION AND RESPONSE RATES

The survey was introduced at All-Employee meeting on October 19, 2016 and was available to take online or in paper form for three weeks. There were 96 respondents for an overall response rate of 77%, down from 85% in 2014. Most of the respondents took the survey online.



EMPLOYEE ENGAGEMENT

Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.

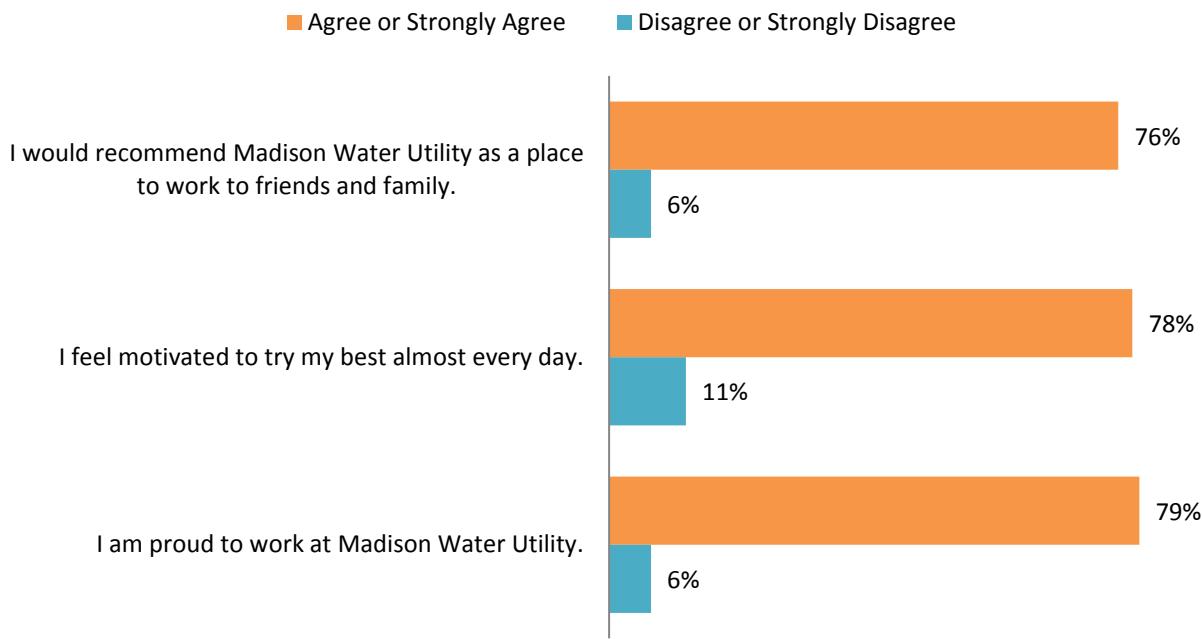
OVERALL ENGAGEMENT

In previous years, the survey opened with the question “Do you consider yourself an engaged employee?” This year, that question was replaced with a series of three questions designed to measure overall engagement. Employees were asked to indicate how strongly they agree or disagreed with the following statements on a 5-point scale:

- I would recommend Madison Water Utility as a place to work to friends and family.
Average score: 4.1 out of 5
- I feel motivated to try my best almost every day.
Average score: 4.0 out of 5
- I am proud to work at Madison Water Utility.
Average score: 4.22 out of 5

Combining and averaging the scores for these three questions gives an overall engagement score of 12.3 out of a possible 15. Going forward, this score will be used as the snapshot to compare engagement from year to year and across sections and different demographic groups.

Overall Engagement Score Questions

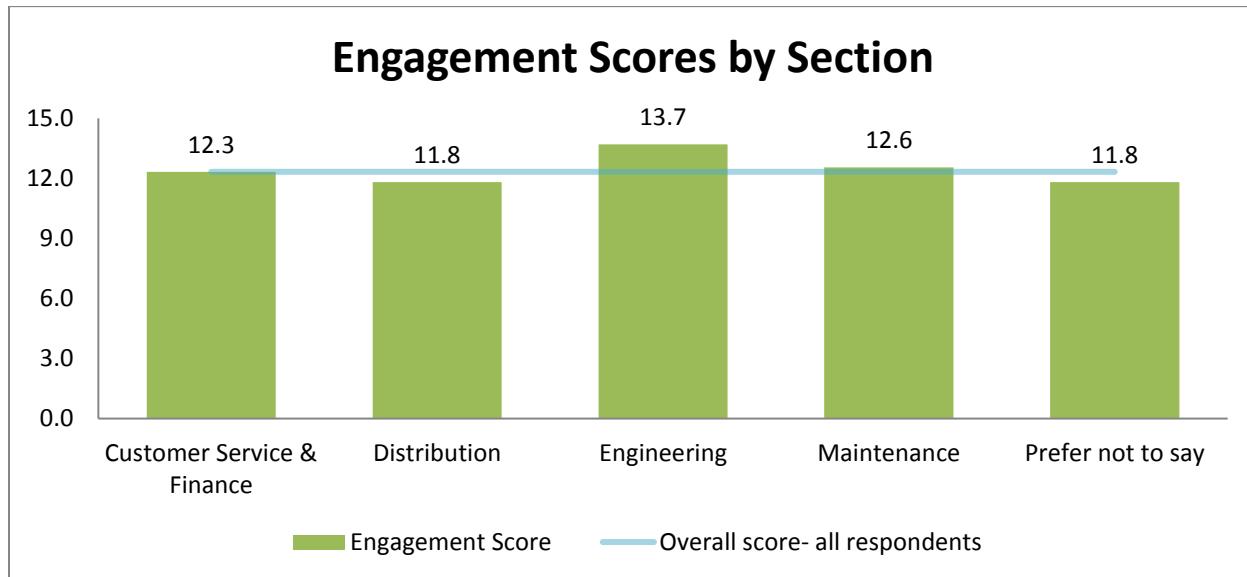


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COMPARISON BY SECTION

Note: 23% of the survey respondents preferred not to say [which section](#) they primarily work in. Sections with fewer than 5 respondents (Outreach & Communication, Water Quality, and Water Supply) have been omitted from the chart below to preserve the anonymity of respondents.

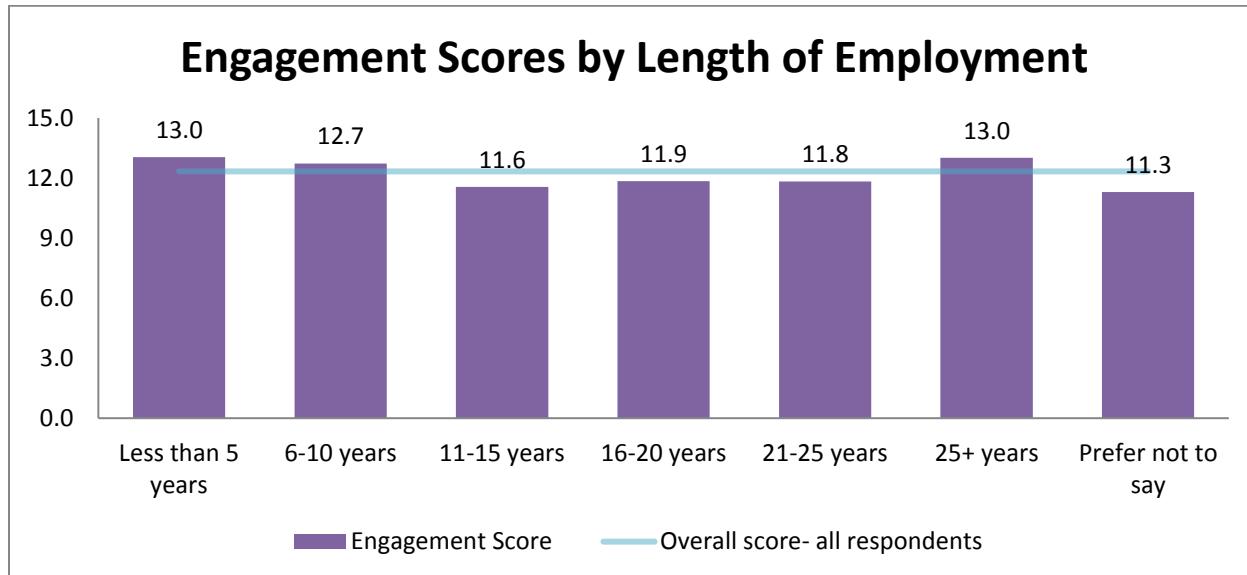
The Engineering and Maintenance Sections had the highest overall engagement scores in the utility.



COMPARISON BY LENGTH OF EMPLOYMENT

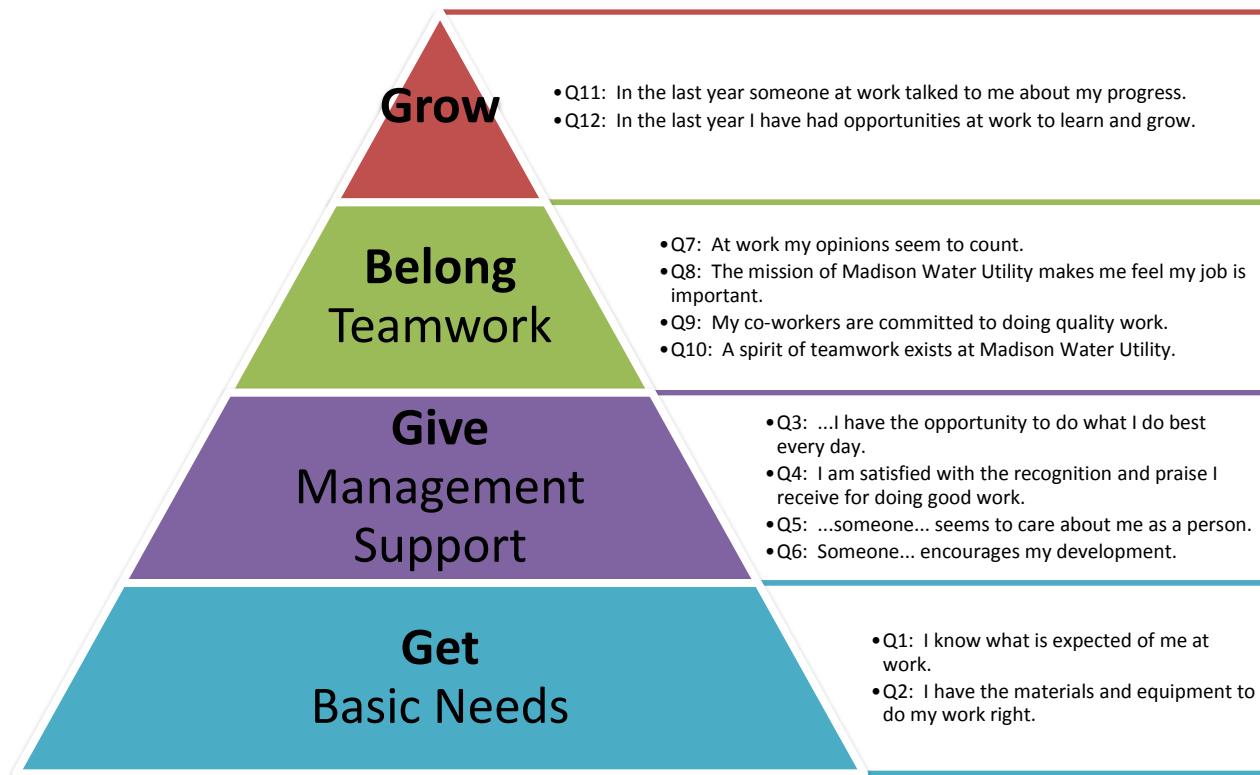
Note: 18% of survey respondents preferred not to say [how many years](#) they had worked at Madison Water Utility.

Madison Water Utility's newest employees (less than 5 years) and longest-tenured employees (25+) had the highest engagement scores on average.



ENGAGEMENT AND GALLUP'S Q12©

Most of the engagement questions on the survey are based on Gallup's Q12. The Q12 is intended to measure actionable issues for managers and workplace leaders and are designed to be predictive of other positive outcomes such as satisfaction, productivity, loyalty, etc.



OVERALL RESULTS: ENGAGEMENT

The questions with the highest number of positive responses (defined as a 4 or 5 on the 5-point scale) were about **Basic Needs** and **Management Support**:

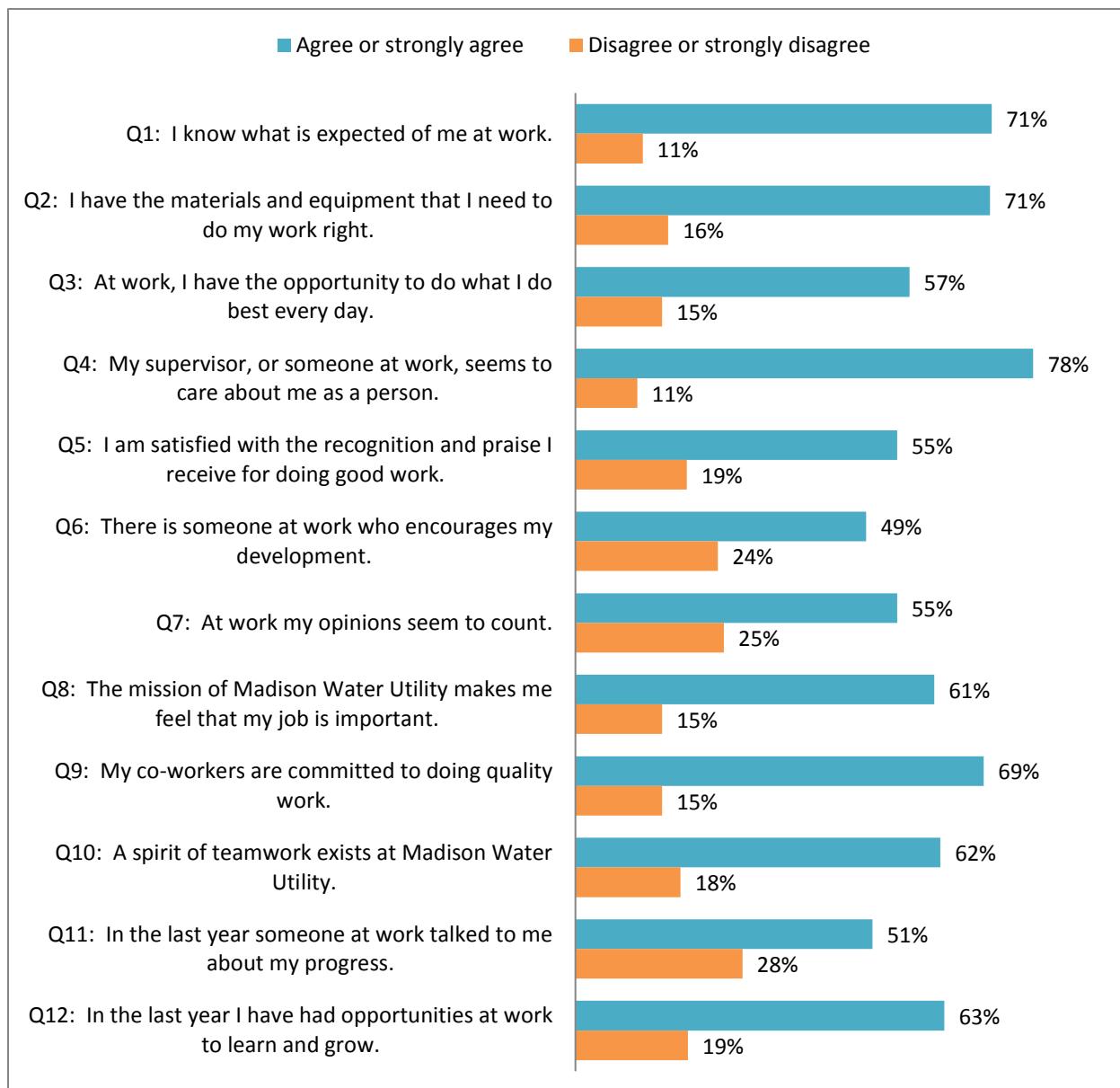
- 78% of respondents agreed with the Q5 statement: My supervisor, or someone at work, seems to care about me as a person.
- 71% of respondents agreed with the Q1 statement: I know what is expected of me at work.
- 71% of respondents agreed with the Q2 statement: I have the materials and equipment that I need to do my work right.

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The questions with the lowest positive responses (defined as a 4 or 5 on the 5-point scale) were about **Management Support, Teamwork and Growth & Development**:

- Only 49% of respondents agreed with Q6: There is someone at work who encourages my development
- Only 51% of respondents agreed with Q11: In the last year, someone at work talked to me about my progress
- Only 55% of respondents agreed with Q5 (I am satisfied with the recognition and praise I receive for doing good work) and Q7 (At work my opinions seem to count).

Q12 RESULTS SUMMARY CHART



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COMPARISON TO 2014

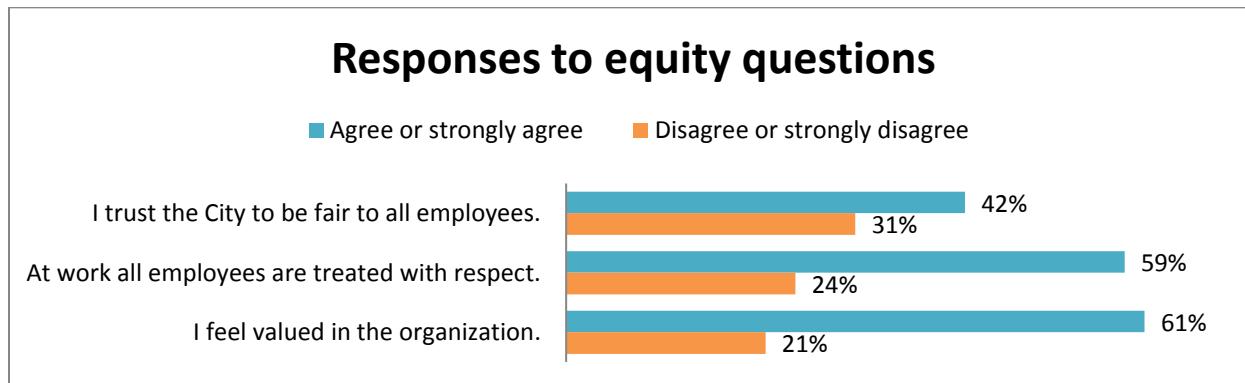
Note: Questions that had a change in wording from 2014 were omitted from this comparison.

Q12 Statement	Percentage change-positive responses
Q1: I know what is expected of me at work.	-3%
Q2: I have the materials and equipment that I need to do my work right.	No change
Q3: At work, I have the opportunity to do what I do best every day.	-4%
Q4: My supervisor, or someone at work, seems to care about me as a person.	+20%
Q6: There is someone at work who encourages my development.	+4%
Q7: At work my opinions seem to count.	+8%
Q8: The mission of Madison Water Utility makes me feel that my job is important.	+4%
Q9: My co-workers are committed to doing quality work.	+2%
Q12: In the last year I have had opportunities at work to learn and grow.	+9%

EQUITY

This section of the survey was developed by the City of Madison's Employee Engagement and Equity Initiative.

- Fewer than half of all respondents trust the City to be fair to all employees.
- Female respondents were half as likely as men to trust the City to be fair to all.
- There was a 27% increase from 2014 to 2016 in those who thought the workplace was respectful.



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DEMOGRAPHIC COMPARISON

COMPARISON BY GENDER

Note: 23% of respondents preferred not to [disclose gender](#).



COMPARISON TO 2014

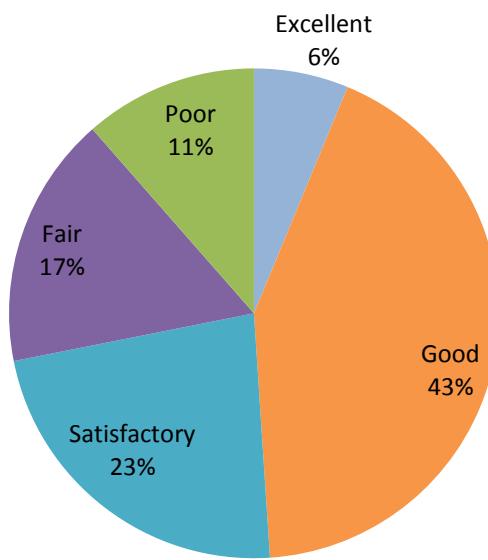
Statement	Percentage change-positive responses
I trust the City to be fair to all employees.	+5%
At work all employees are treated with respect.	+27%
I feel valued in the organization.	-5%

INTERNAL COMMUNICATION

OVERALL COMMUNICATION

Nearly half of respondents consider overall communication at the Water Utility to be “good” or “excellent.” This is a 14% increase over 2014.

How would you rate overall communication at the Water Utility?



2014 RESPONSE

2014: How would you rate overall communication?

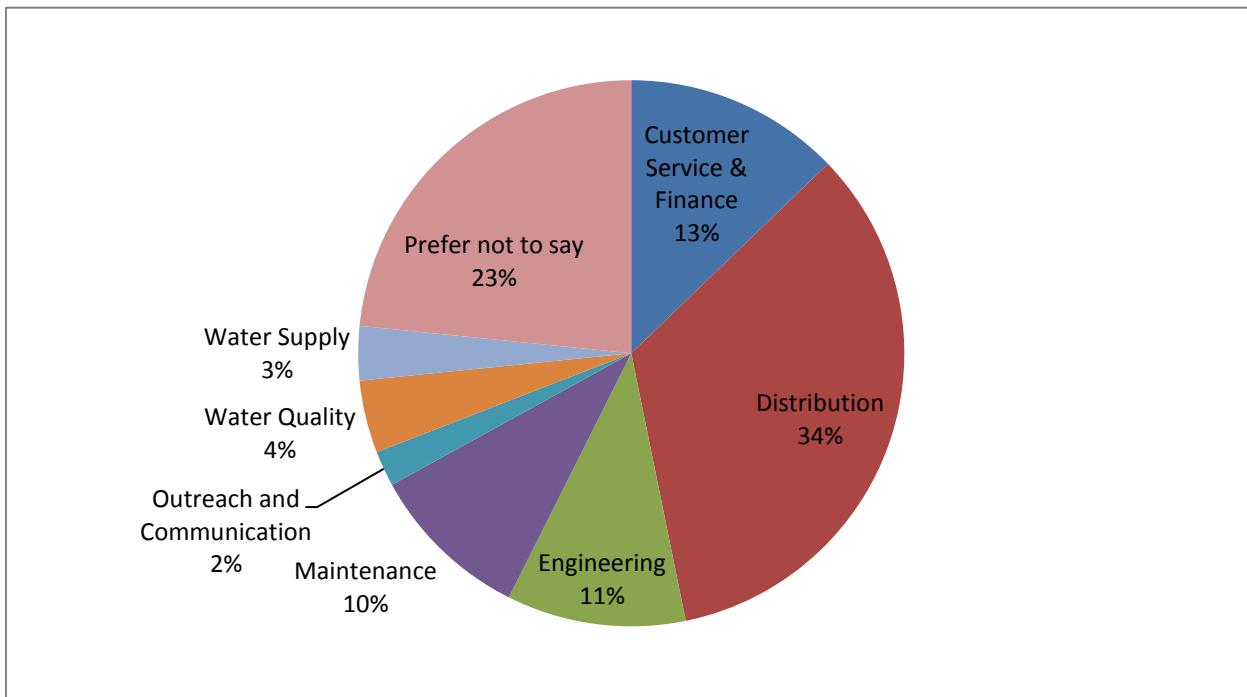
■ Poor ■ Fair ■ Satisfactory ■ Good ■ Excellent



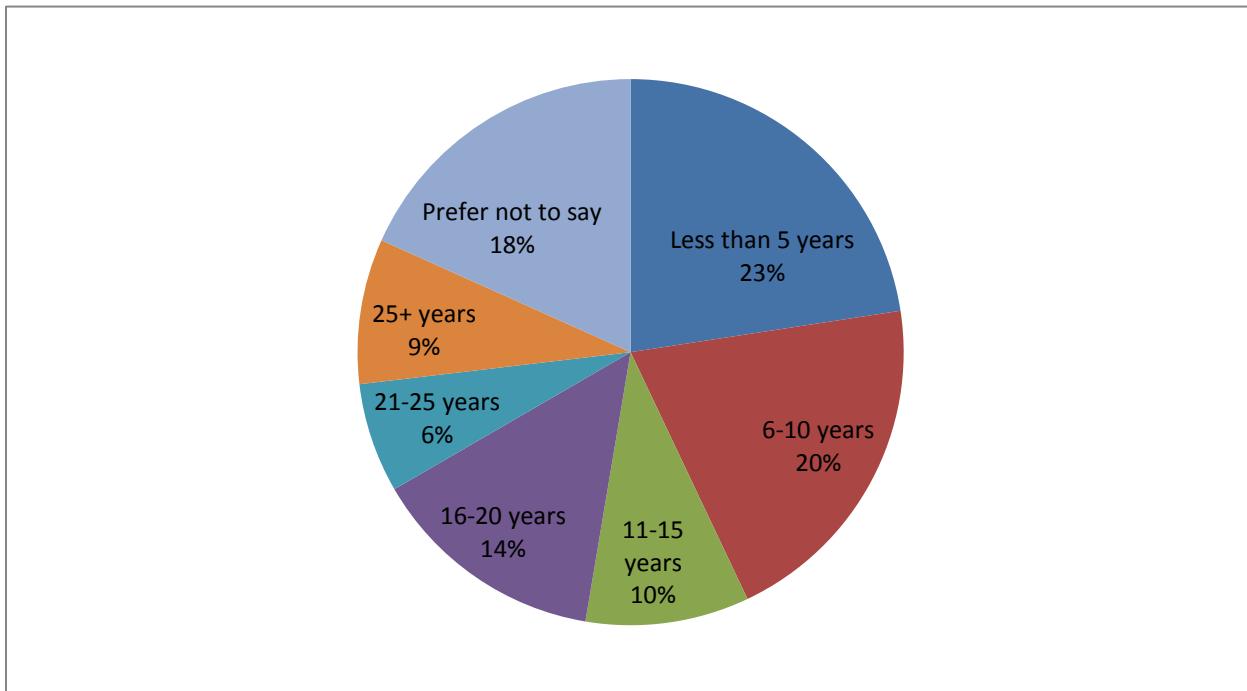
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DEMOGRAPHICS

MADISON WATER UTILITY SECTIONS



LENGTH OF EMPLOYMENT



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GENDER

