

# Internal Monitoring Report

**Policy #:** EL-2B Treatment of Staff

**Monitoring Frequency:** Annual

**Date:** June 22, 2021

## **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.*

Per the City of Madison’s Prohibited Harassment and Discrimination Policy (APM 3-5), 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 the employee protections 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 done in 2018 is attached.

Due to Covid related developments and changes, there has been a delay in conducting a follow up survey in 2020. The Utility plans to complete that survey later this year.

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.

- WI AWWA – Conference attendance and competition (Meter Madness, Tapping Team, Hydrant Hysteria) 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.
  - The WUB meeting is open to all employees and the public.

I report compliance.

**Attachments:**

- 2018 Summary Madison Water Utility Employee Survey Results

# 2018 SUMMARY

## EMPLOYEE ENGAGEMENT & INTERNAL COMMUNICATION SURVEY RESULTS

### INTRODUCTION

Since 2007, an employee engagement and internal communication survey has been administered at Madison Water Utility (MWU). The first survey was a Gallup Q12 questionnaire administered by a consultant (EMA) during a team-building exercise. Since then, Madison Water Utility’s Steering Team has conducted a survey every 1-2 years. 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 Steering Team and Leadership Team have used survey results to develop plans and take action, including developing an All-Employee Meeting schedule/structure, regular section meetings, Anniversary 1-on-1 meetings, and providing email accounts for all staff.

The Steering Team would like to thank everyone who participated in the survey.

### CONTENTS

Introduction .....	1
Contents .....	1
Highlights .....	2
Survey Distribution and Response Rates .....	2
Employee Engagement .....	2
Equity .....	8
Internal Communication .....	10
Demographics .....	14
Next Steps .....	17

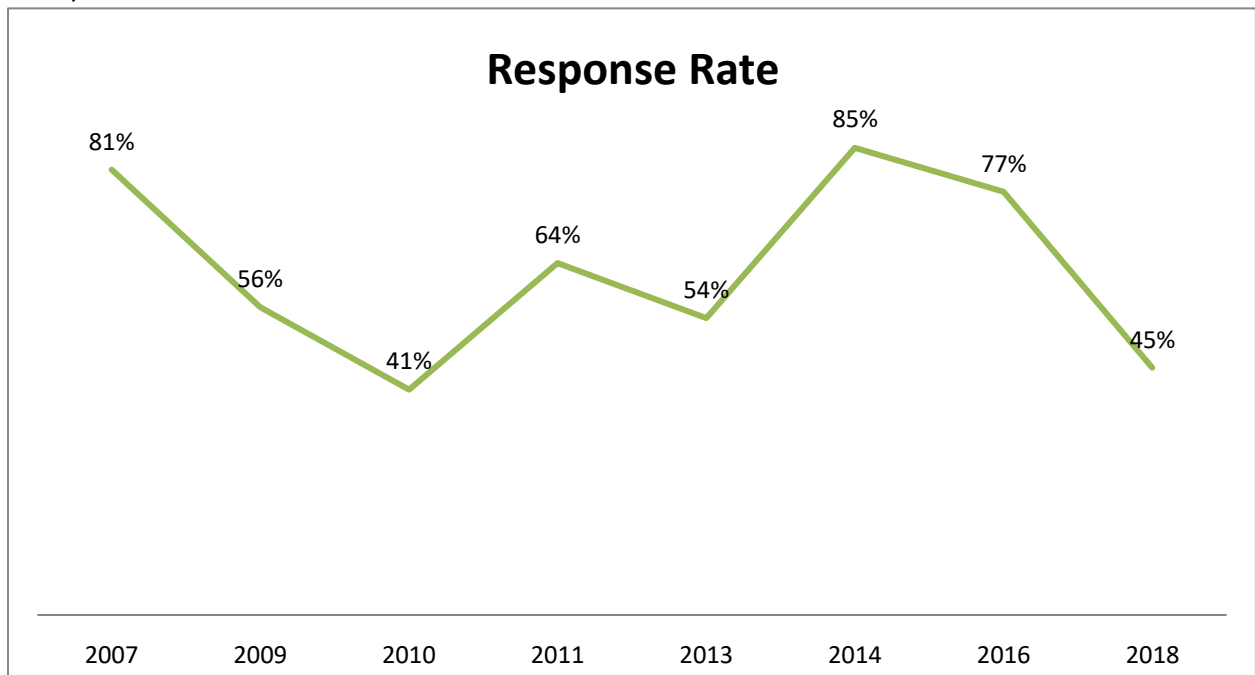


## HIGHLIGHTS

- The response rate of 45% was significantly lower than 2016 or 2014.
- Overall engagement scores were very high—four out of every five respondents was an engaged employee.
- For nearly every engagement measure, there was improvement over 2016.
- Internal communication could be improved, especially concerning MWU’s long-term direction, policy changes, and financial/budget issues.

## SURVEY DISTRIBUTION AND RESPONSE RATES

The survey was introduced at an All-Employee meeting on September 20, 2018 and was available to take online or in paper form until November 5. There were 58 respondents for an overall response rate of 45%, down from 77% in 2016. Seven employees completed paper surveys and everyone else took the survey online.



## EMPLOYEE ENGAGEMENT

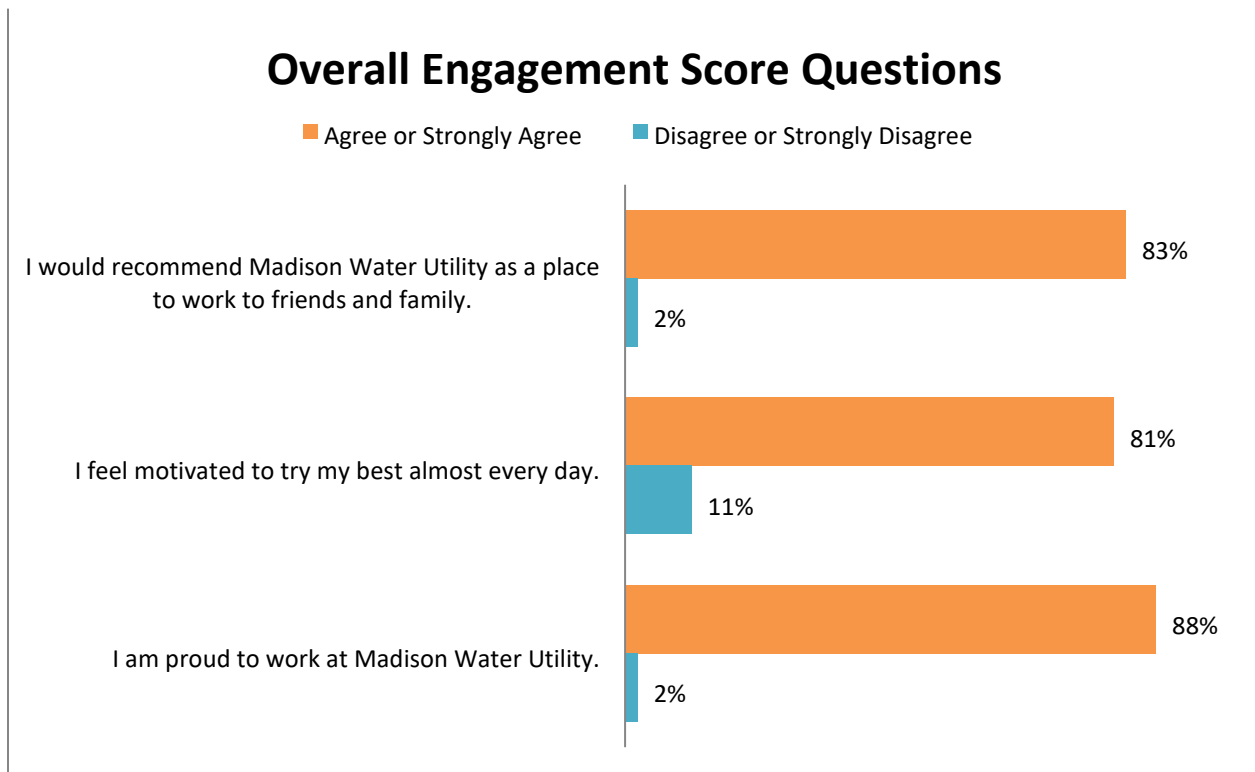
Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.

## OVERALL ENGAGEMENT

The survey opens with 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: 4.2 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: 4.2 out of 5*

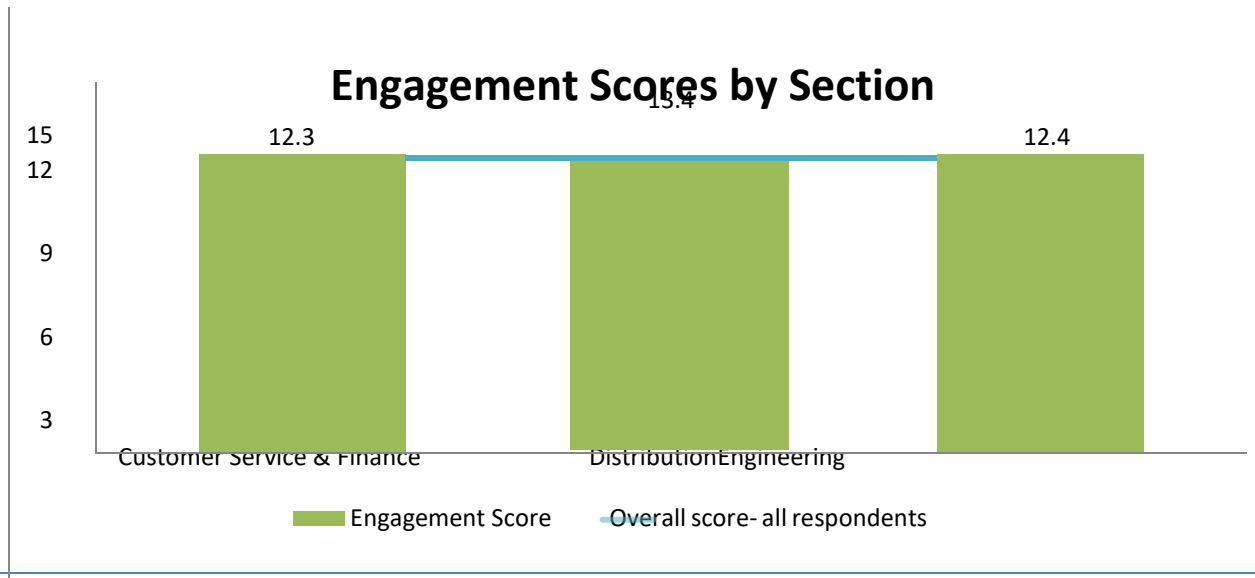
Combining and averaging the scores for these three questions gives an overall engagement score of 12.4 out of a possible 15. This is not a significant difference from 2016, when the overall engagement score was 12.3.



## COMPARISON BY SECTION

*Note: 29% of the survey respondents preferred not to say which section they primarily work in. Sections with fewer than 5 respondents (Maintenance, Outreach & Communication, Water Quality, and Water Supply) have been omitted from the chart below to preserve the anonymity of respondents.*

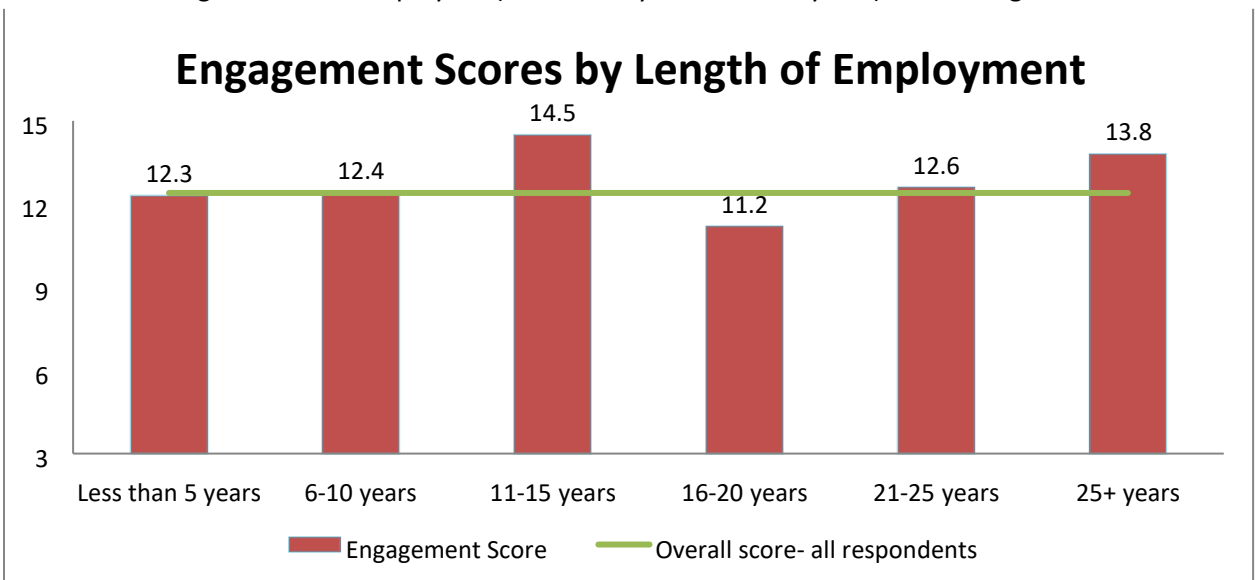
The Distribution Section had the highest overall engagement scores. In 2016, Engineering and Maintenance had the highest overall scores with 13.7 and 12.6, respectively.



#### COMPARISON BY LENGTH OF EMPLOYMENT

Note: 17% of survey respondents preferred not to say how many years they had worked at Madison Water Utility.

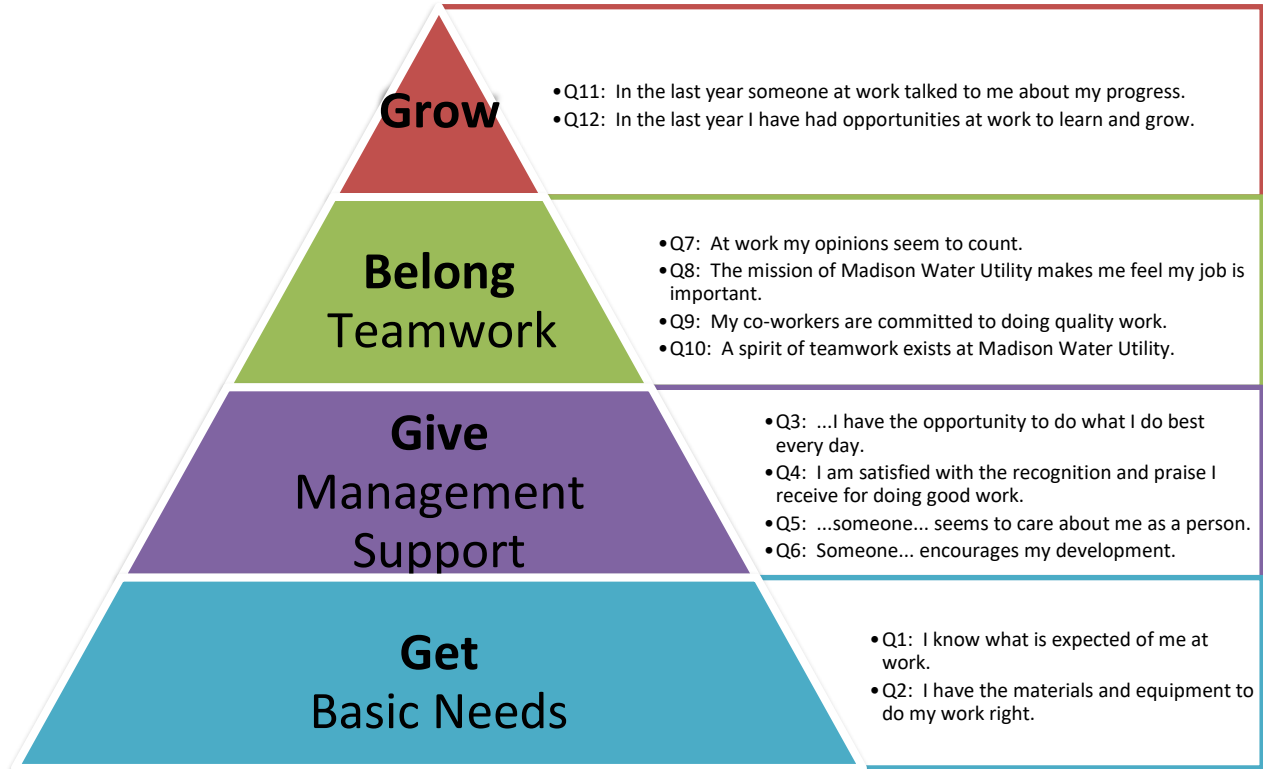
Those who have worked at MWU for 11-15 years had the highest engagement scores. In 2016, the shortest and longest-tenured employees (less than 5 years and 25+ years) had the highest scores.



#### 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. It is also predictive of other positive outcomes such as satisfaction, productivity, loyalty, etc. The Q12 has been part of every MWU employee survey since 2007, though after a 2015 focus group initiative the Steering Team changed three questions (Q4, Q10, and Q11).





OVERALL RESULTS : ENGAGEMENT

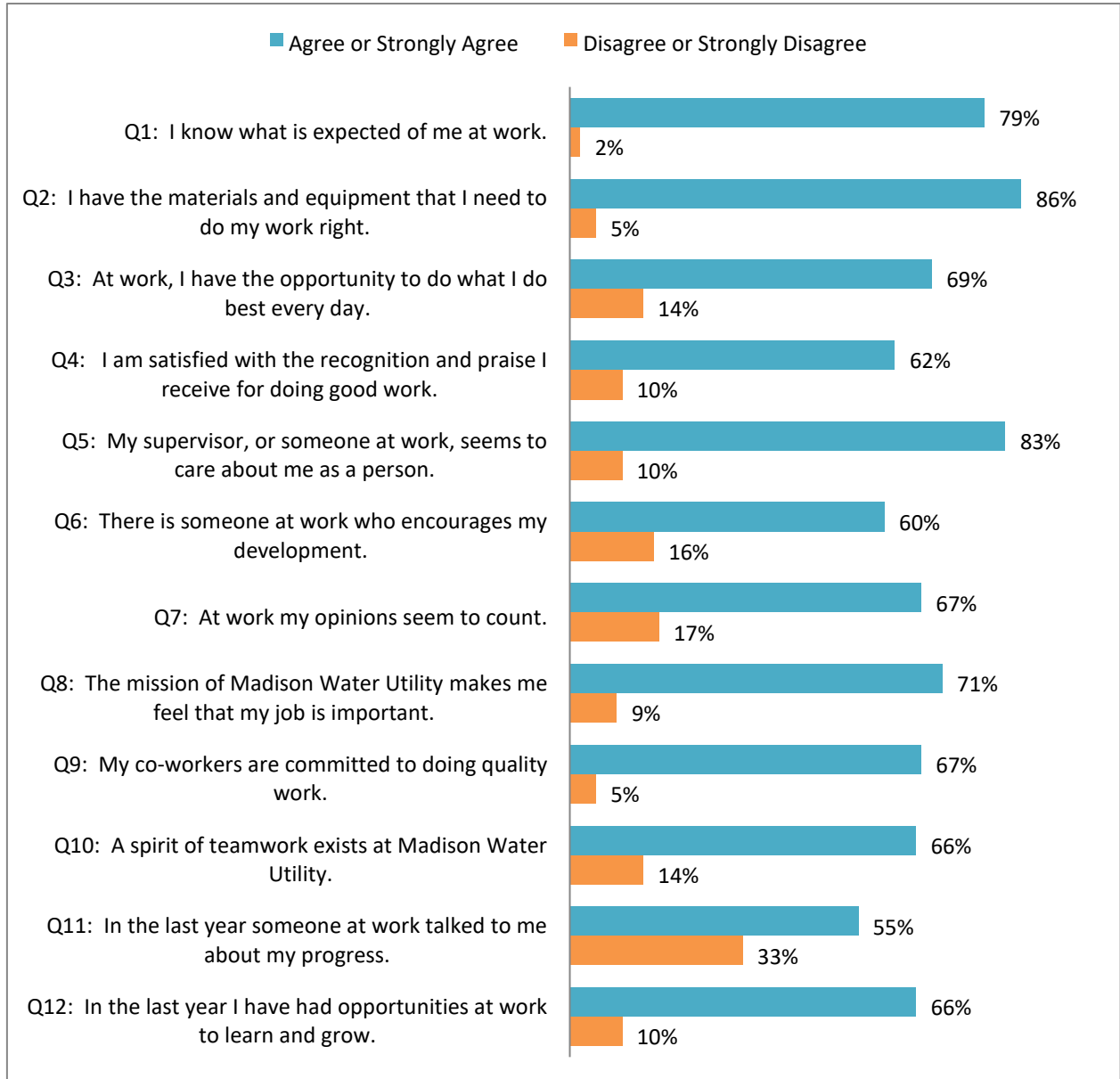
The questions with the highest scores were about **Basic Needs** and **Management Support**:

- 86% of respondents agreed with the Q2 statement: “I have the materials and equipment to do my work right.”
- 83% of respondents agreed with the Q5 statement: “My supervisor or someone at work seems to care about me as a person.”
- 79% of respondents agreed with the Q1 statement: “I know what is expected of me at work.”

The questions with the lowest scores were about **Teamwork** and **Growth & Development**:

- Only 55% of respondents agreed with the Q11 statement: “In the last year someone at work talked to me about my progress.”
- 60% of respondents agreed with the Q6 statement: “There is someone at work who encourages my development.”
- 62% of respondents agreed with the Q5 statement: “I am satisfied with the recognition and praise I receive for doing good work.”

Q12 RESULTS SUMMARY CHART



2018 Employee Engagement & Internal Communication Survey Results Madison Water Utility

COMPARISON TO 2016

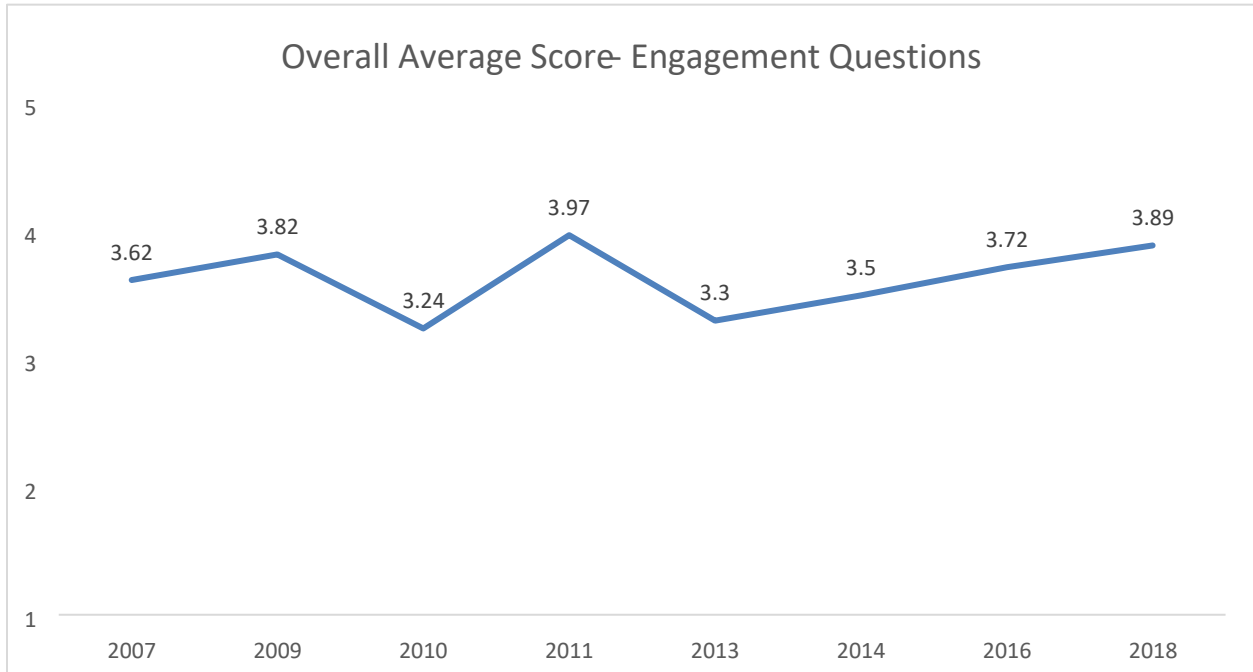
- Question scores are on a 1 to 5 scale (1= Strongly Disagree, 5=Strongly Agree).
- Scores improved on every question.
- The questions with the most improvement were Q2, “I have the materials and equipment I need to do my work right” and Q7, “At work my opinions seem to count.”

Q12 Statement	2016 Average	2018 Average	% Change
Q1: I know what is expected of me at work.	3.98	4.17	+5%
Q2: I have the materials and equipment that I need to do my work right.	3.84	4.19	+9%
Q3: At work, I have the opportunity to do what I do best every day.	3.67	3.79	+3%
Q4: I am satisfied with the recognition and praise I receive for doing good work.	3.51	3.67	+5%
Q5: My supervisor, or someone at work, seems to care about me as a person.	3.98	4.19	+5%
Q6: There is someone at work who encourages my development.	3.40	3.59	+6%
Q7: At work my opinions seem to count.	3.36	3.62	+8%
Q8: The mission of Madison Water Utility makes me feel that my job is important.	3.76	3.88	+3%
Q9: My co-workers are committed to doing quality work.	3.76	3.81	+1%
Q10: A spirit of teamwork exists at Madison Water Utility.	3.54	3.69	+4%
Q11: In the last year someone at work talked to me about my progress.	3.27	3.29	+1%
Q12: In the last year I have had opportunities at work to learn and grow.	3.70	3.76	+2%

COMPARISON TO PREVIOUS YEARS

- Questions that changed (Q4, Q10, and Q11) were not averaged into this comparison.

- For the past five years, engagement scores have been improving.

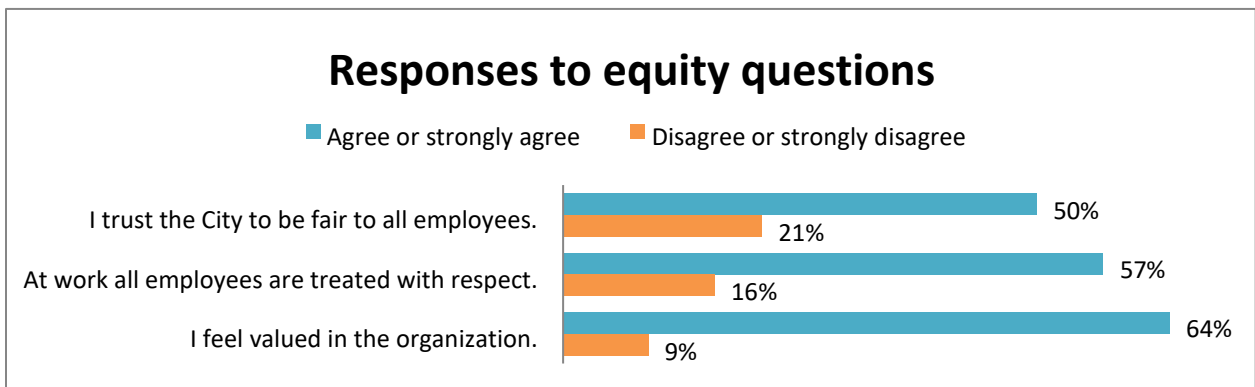


## EQUITY

These three questions were developed by the City of Madison’s Engagement and Equity Initiative to measure fairness, respect, and inclusion. They have been part of the survey since 2014.

- Only half of all respondents trust the City to be fair to all employees.
- There was some difference between male and female responses.
- Overall scores on equity questions have been improving since 2014.

### COMPARISON BY GENDER



2018 Employee Engagement & Internal Communication Survey Results Madison Water Utility

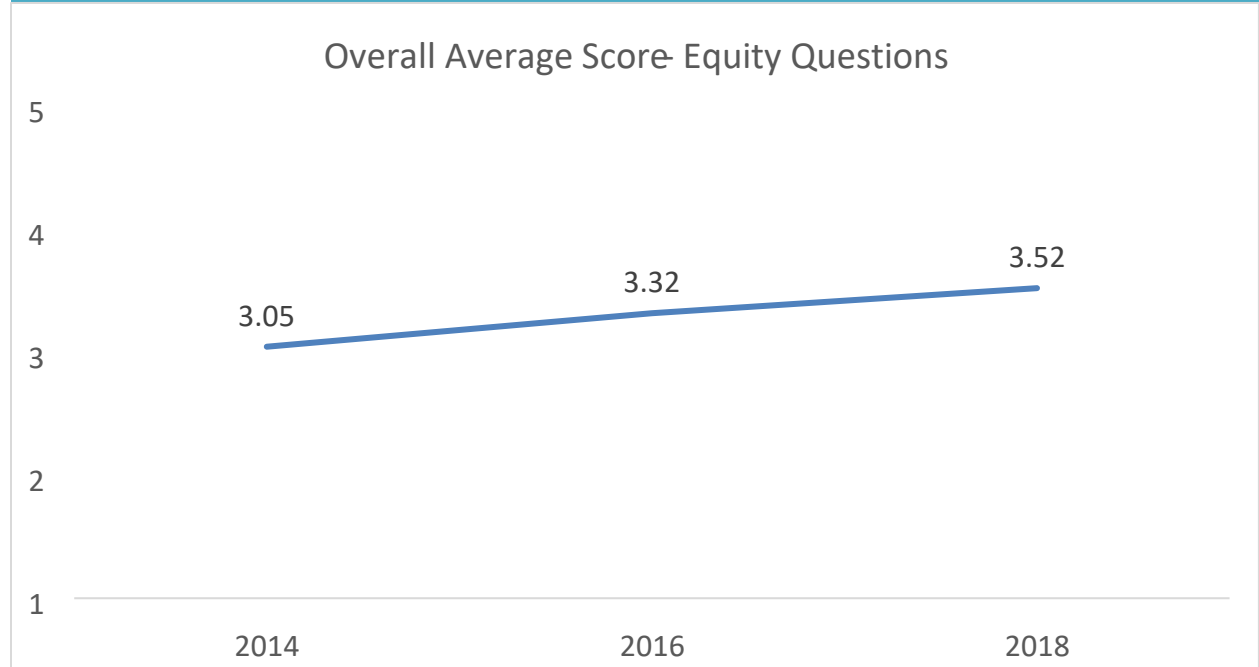
Note: Question scores are on a 1 to 5 scale (1=Strongly Disagree, 5=Strongly Agree). 27% of respondents preferred not to disclose their gender.



COMPARISON TO PREVIOUS YEARS

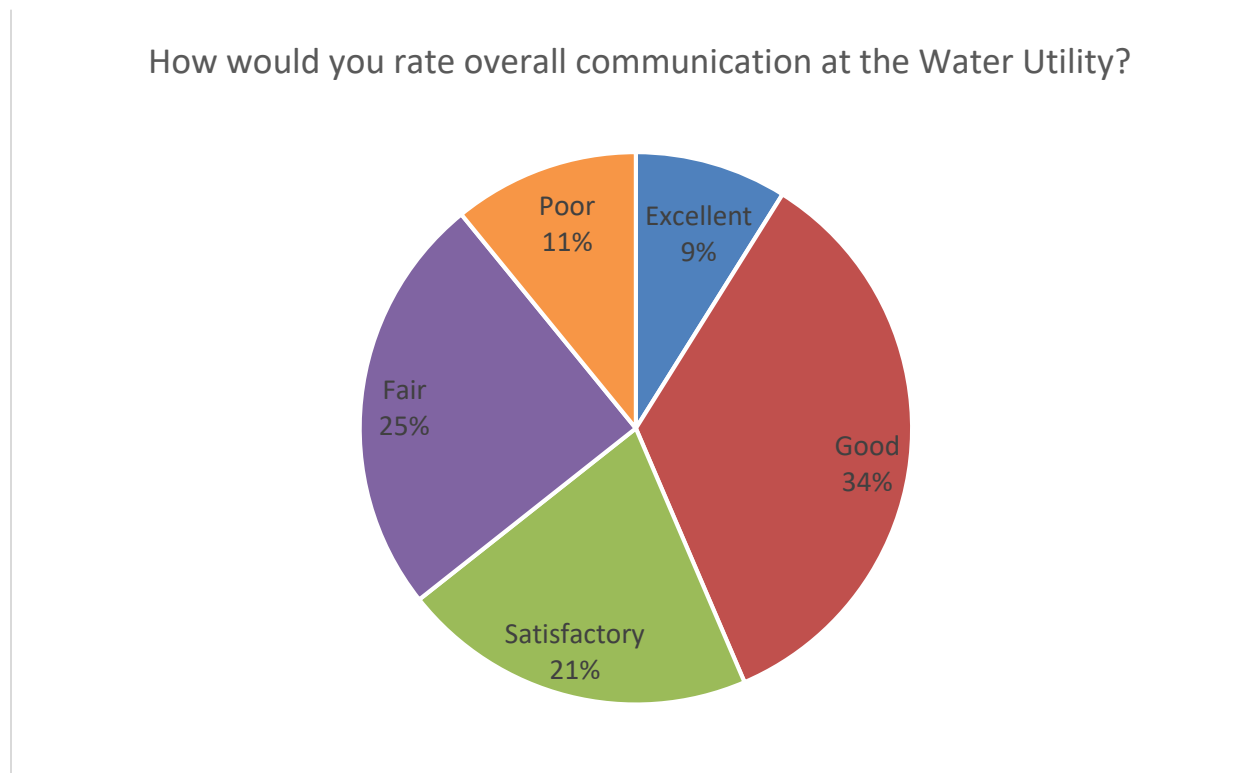
Question scores are on a 1 to 5 scale (1= Strongly Disagree, 5=Strongly Agree).

Statement	2016 Average	2018 Average	% Change
I trust the City to be fair to all employees.	3.09	3.36	+9%
At work all employees are treated with respect.	3.34	3.52	+5%
I feel valued in the organization.	3.53	3.69	+5%



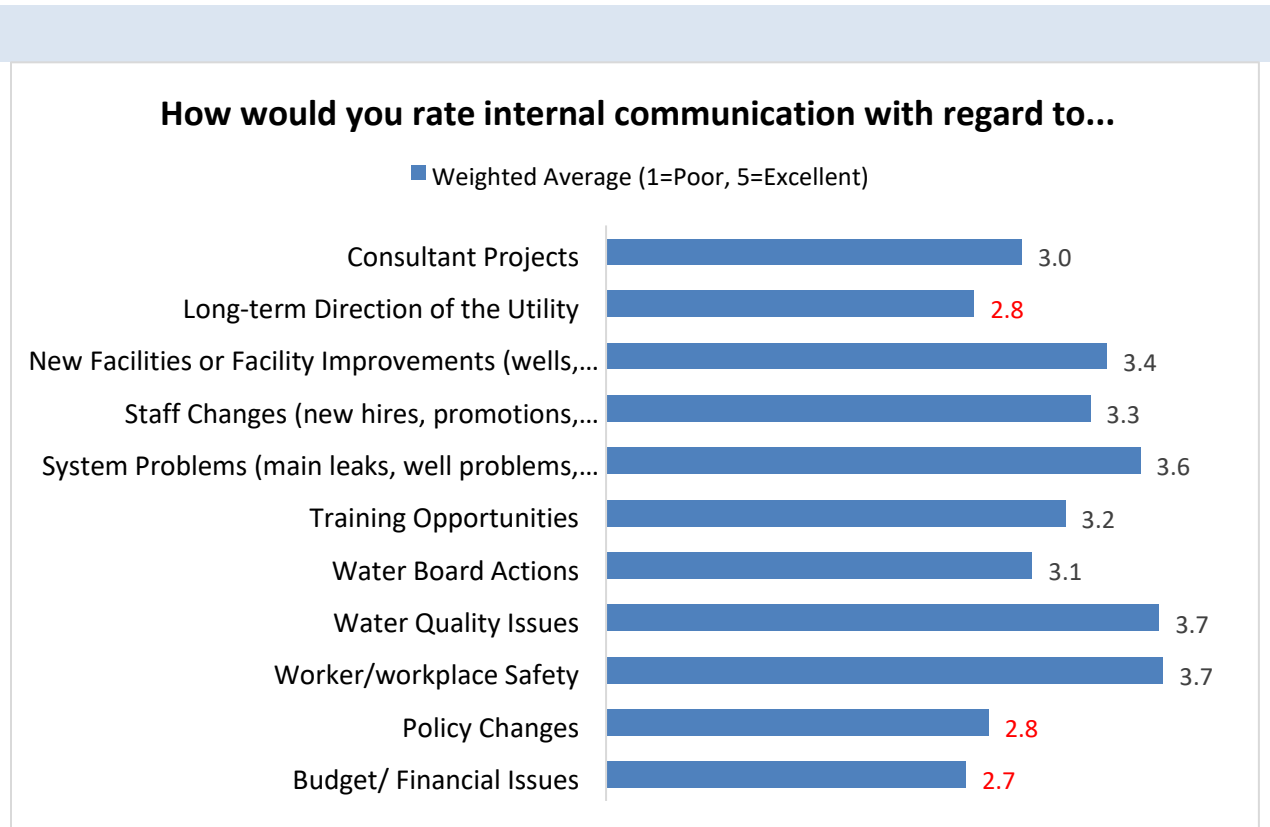
## OVERALL COMMUNICATION

44% of respondents consider overall communication at the Water Utility to be “good” or “excellent.” This is a 3% decrease from 2016.



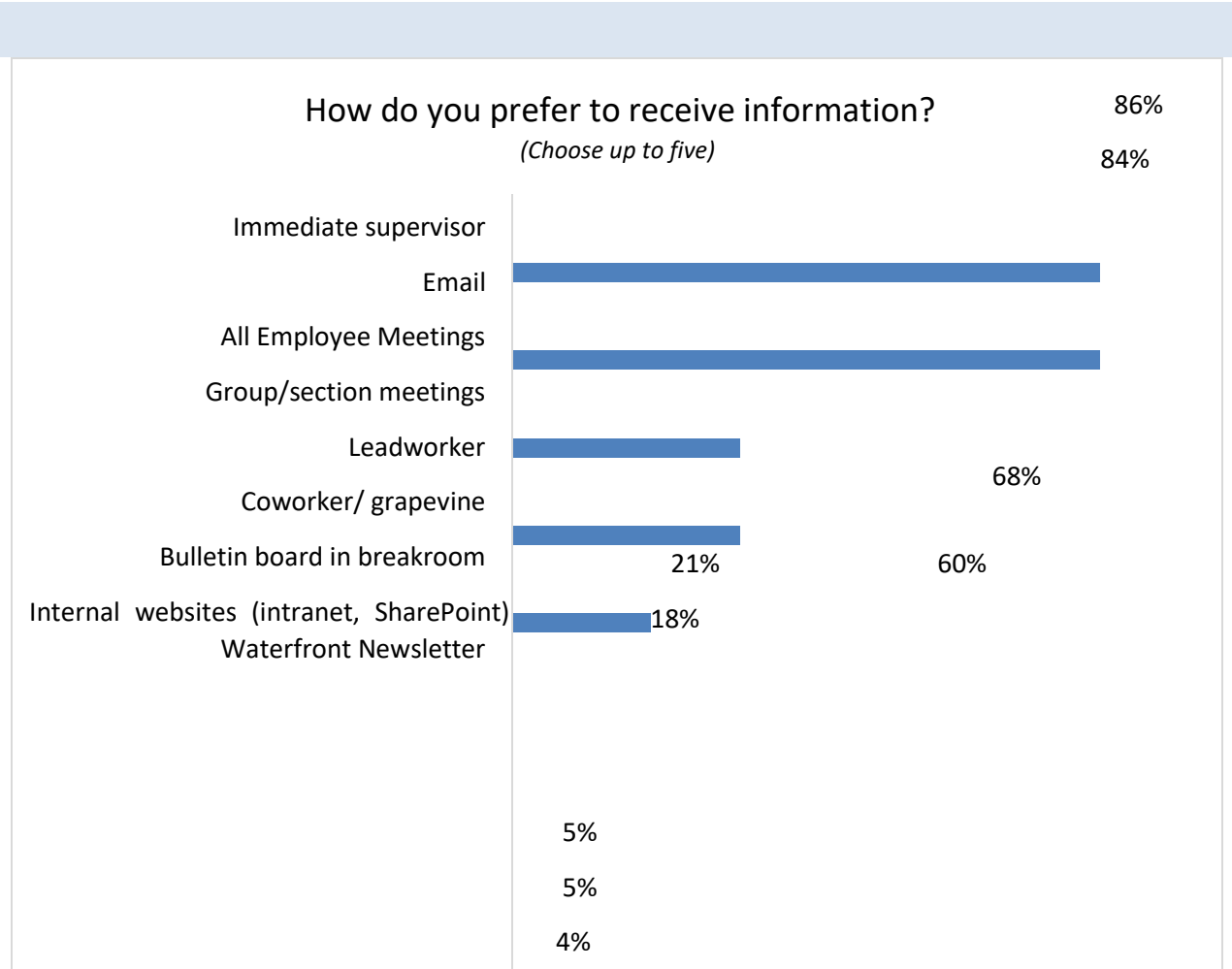
## INTERNAL COMMUNICATION TOPICS

- Questions are on a 1 to 5 scale (1=Poor, 5=Excellent). Any scores below 3 should be considered a negative score.
- The topics with the highest-rated internal communication were Water Quality Issues and Worker/Workplace Safety.
- The topics with the lowest-rated internal communication were the Long-term Direction of the Utility, Policy Changes, and Budget/Financial Issues.

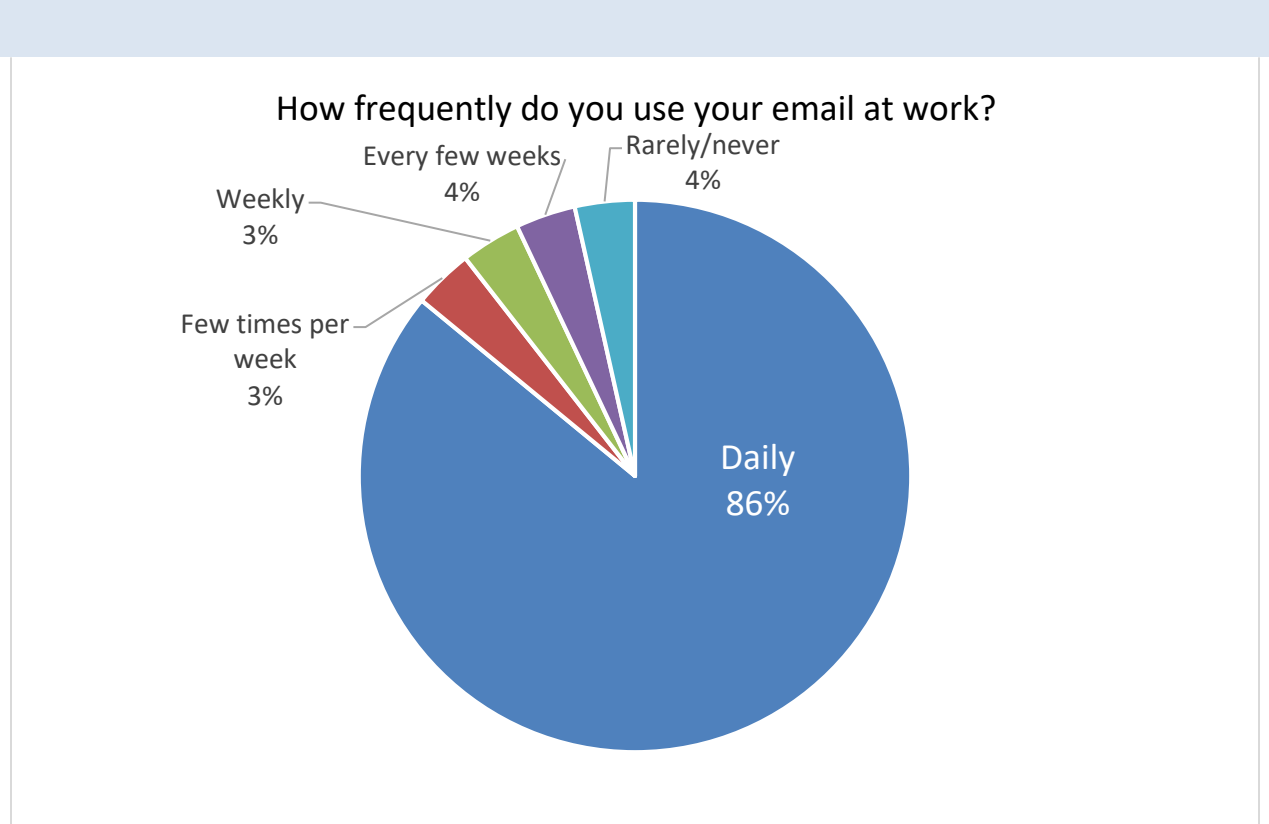


#### COMMUNICATION PREFERENCES

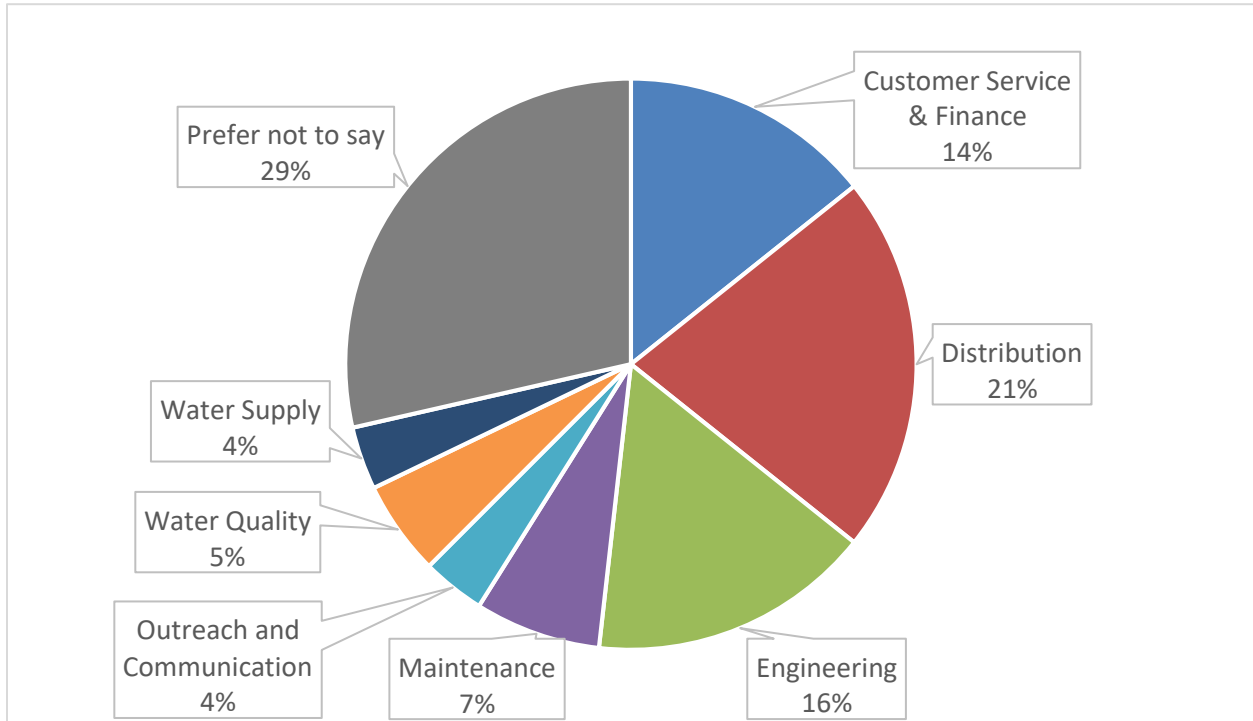
- Most employees preferred to receive information directly from their supervisor, or by email. □  
92% of respondents check their email at least once a week.



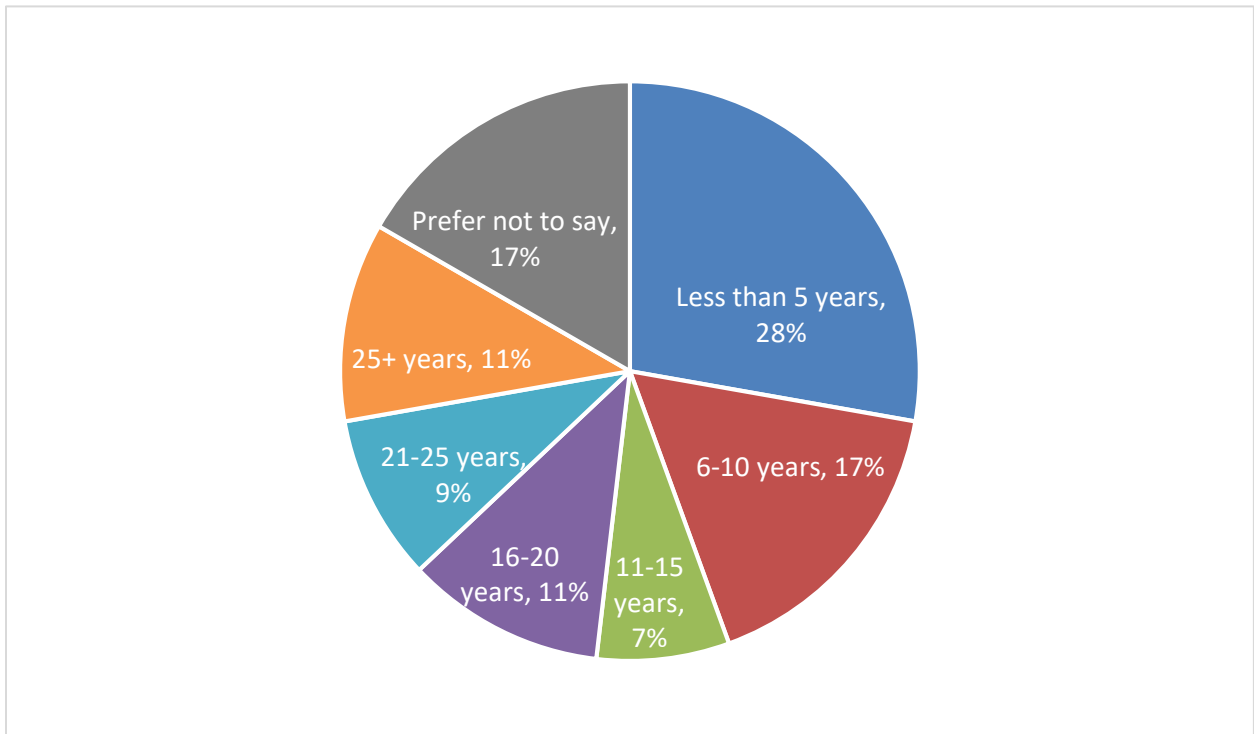




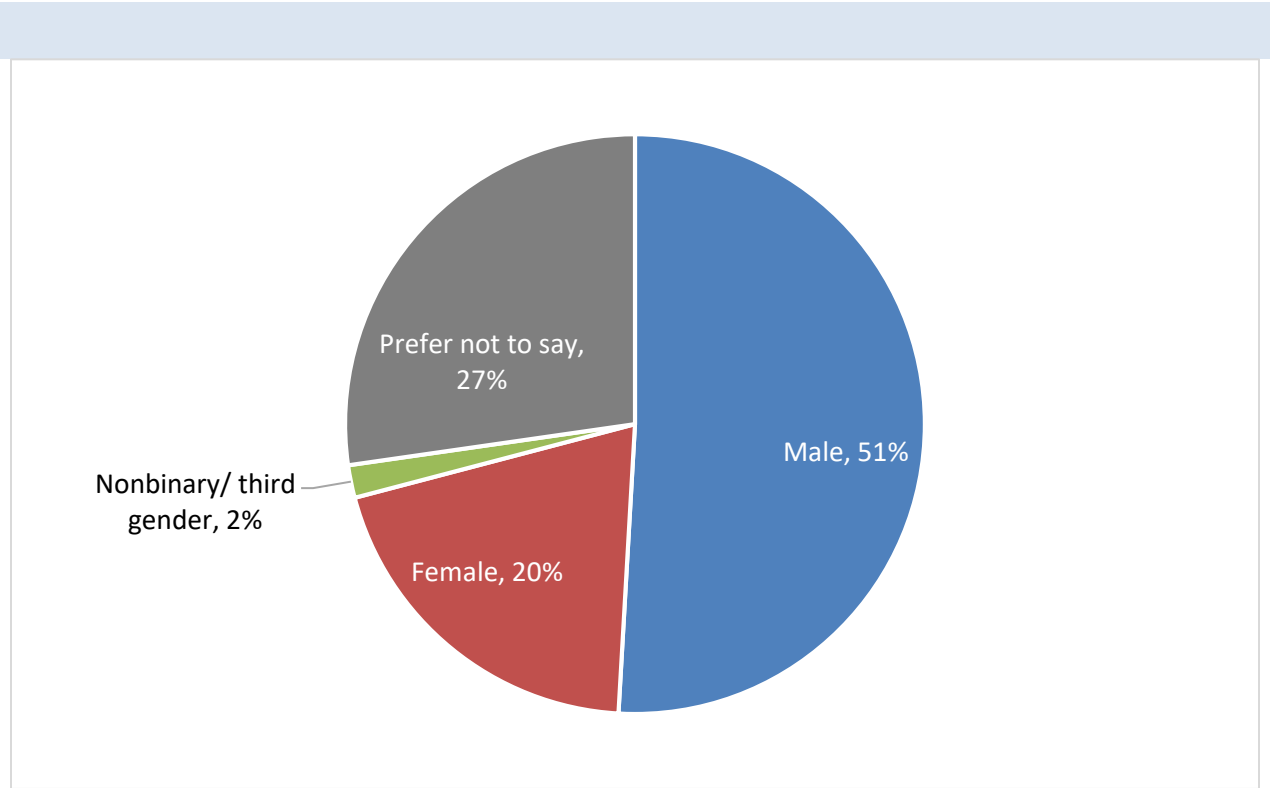
MADISON WATER UTILITY SECTIONS



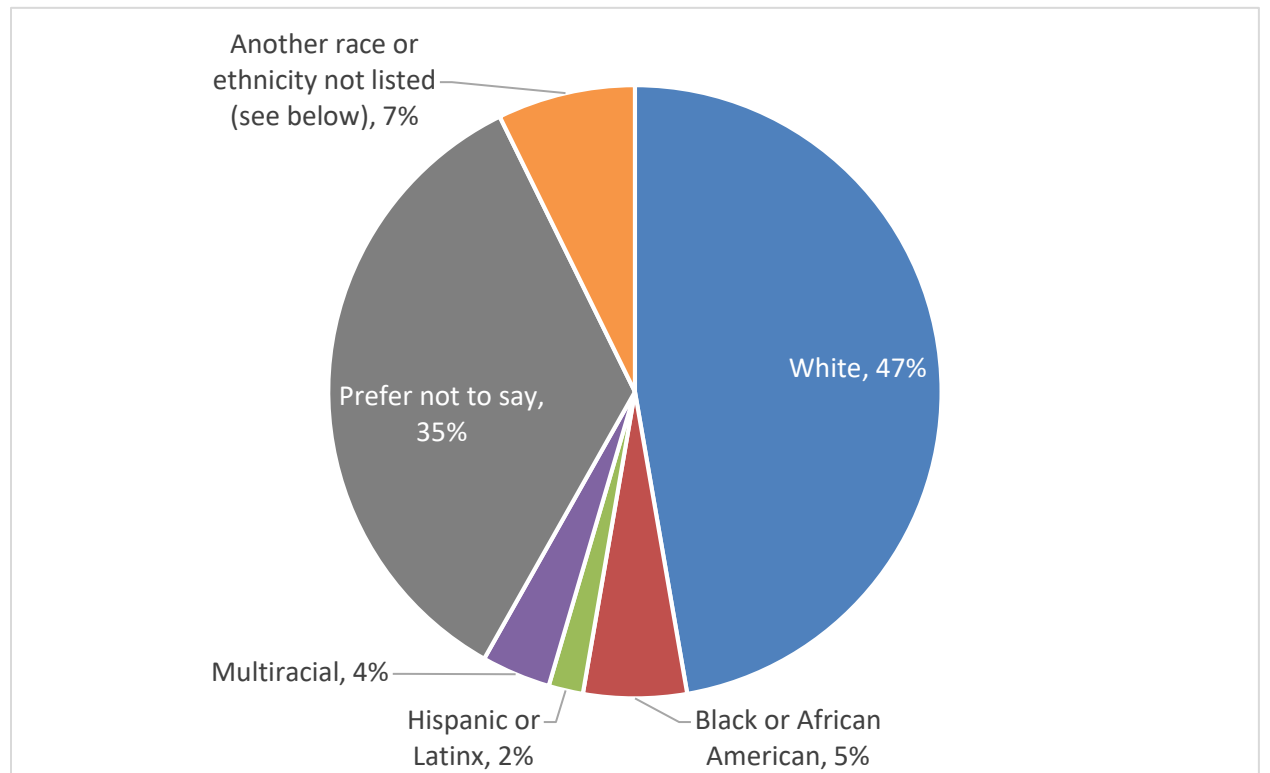
LENGTH OF EMPLOYMENT



GENDER



RACE/ ETHNICITY



## NEXT STEPS

After sharing the survey results with all employees, the Steering Team's first priority will be to develop an Internal Communication Plan. There will be opportunities for all staff to provide input on the plan before it is finalized.

The Steering Team will also continue to coordinate and support current initiatives (All-Employee meetings, potlucks/social events, etc.) and serve as Madison Water Utility's "equity team" for the City's Racial Equity and Social Justice Initiative.

For future surveys, the Steering Team will also consider strategies and incentives to increase participation.

