

# City of Madison Workplace Climate Survey Report

Prepared by the Multicultural Affairs Committee and the  
Women's Initiatives Committee



2019



# 2019 WORKPLACE CLIMATE SURVEY REPORT

## CONTENTS

Executive Summary.....	5
Introduction.....	7
Focal Issues and Major Findings.....	11
MAC & WIC Recommendations.....	30
Conclusion.....	33
Appendices.....	34
Resources.....	34



## EXECUTIVE SUMMARY

In the summer of 2019, the Multicultural Affairs Committee (MAC) and Women's Initiatives Committee (WIC) administered a survey to all City of Madison employees to evaluate the workplace culture and climate, particularly in areas of concern to women and employees of color. A total of 913 employees responded to the survey.

After reviewing and analyzing the results, MAC and WIC identified the following themes:

### **Safe/Respectful Workplace Concerns**

- One out of four survey respondents (25%) said they had experienced workplace harassment, bullying, or discrimination in the past year.
- Less than half of respondents reported their experience with harassment, bullying or discrimination. The main reasons these respondents didn't report is because of the fear of social retaliation (being ostracized or shunned at work), closely followed by not trusting the complaint process or outcome.
- Respondents said most of the harassment and bullying was instigated by peers (40% of incidents), supervisors (33% of incidents), and patrons/members of the public (18% of incidents). Multiple employees in frontline positions described a hostile work environment where patrons/members of the public harass and verbally abuse staff with impunity. Some employees reported being stalked or physically assaulted.

### **Employee Development**

- Less than half of respondents had a clear understanding of how to move their career forward or had received mentoring to help them grow in their job.
- Only 57 percent of respondents believe employees have equal access to learning and development opportunities.
- Of survey respondents who participated in the position study process, only half (49%) had a clear understanding of the process and even fewer (44%) were satisfied with the outcome.

## **Recommended Actions**

- 1. Ensure a safe and respectful workplace environment for all employees.**
  - a.) Review and improve policies, procedures, and work rules (including APMs 3-5, 2-25, and 2-33) as they relate to workplace harassment, discrimination, bullying, and violence.
  - b.) Evaluate and improve harassment prevention and response training for supervisors and all staff.
  - c.) Develop and implement clear, proactive policies to protect employees in frontline and service positions from harassment and abuse by patrons, customers, and members of the public.
  - d.) Review rules of conduct and training for elected officials and committee members to ensure they include provisions for appropriate treatment of staff.
  - e.) Develop a reporting process for employees who wish to maintain anonymity to share concerns about their workplace. (Employees would continue to have the right to make formal complaint at any time.)
  - f.) Plan for continuous communication and outreach to ensure employees understand their rights, how to report incidents, and who can offer them support.
  - g.) Increase communication with individuals who file reports to ensure they understand the process, are aware of timelines, and are not experiencing retaliation.
- 2. Equitable access to professional development opportunities and mentoring.**
  - a.) Use data and metrics to identify risk areas, set targets and goals, and measure the impact of initiatives.
  - b.) Review and update training policies (including APM 2-10) to include provisions and measures for equity, and inclusion. All City employees should have fair and equal access to learning and development opportunities regardless of their job classification, department, and social circumstances.
  - c.) Support and expand targeted training programs such as Women's Leadership Conference that are designed to eliminate barriers and underrepresentation in all levels of leadership.
- 3. Assess and support pay equity within our organization, specifically as it relates to race and gender**
  - a.) Conduct regular citywide pay analyses to determine and track any disparities.
  - b.) Address any gender and race/ethnicity gaps analyzed by involving those who are impacted and collaborating with MAC, WIC, and other Citywide initiatives.
  - c.) Analyze the City's position study process through an equity lens.

## INTRODUCTION

As established in the City of Madison General Ordinance sec. 33.27(2), the Multicultural Affairs Committee (MAC) is composed of employees of the City of Madison and charged with addressing issues of concern to racial and ethnic people of color employed by the City.

As established in the City of Madison General Ordinance sec. 33.27 (2), the Women's Initiatives Committee (WIC) is composed of employees of the City of Madison and is charged with addressing issues of concern to women employed by the City.

The purpose of the survey is to gather the perspectives of City staff to inform our committees' goals, work plans, and recommendations.

### Survey Distribution and Methodology

This survey was open to all City employees and distributed via email on June 25, 2019. Some paper surveys were also distributed and collected from work sites where employees had limited computer access. A total of 913 employees responded to the survey.

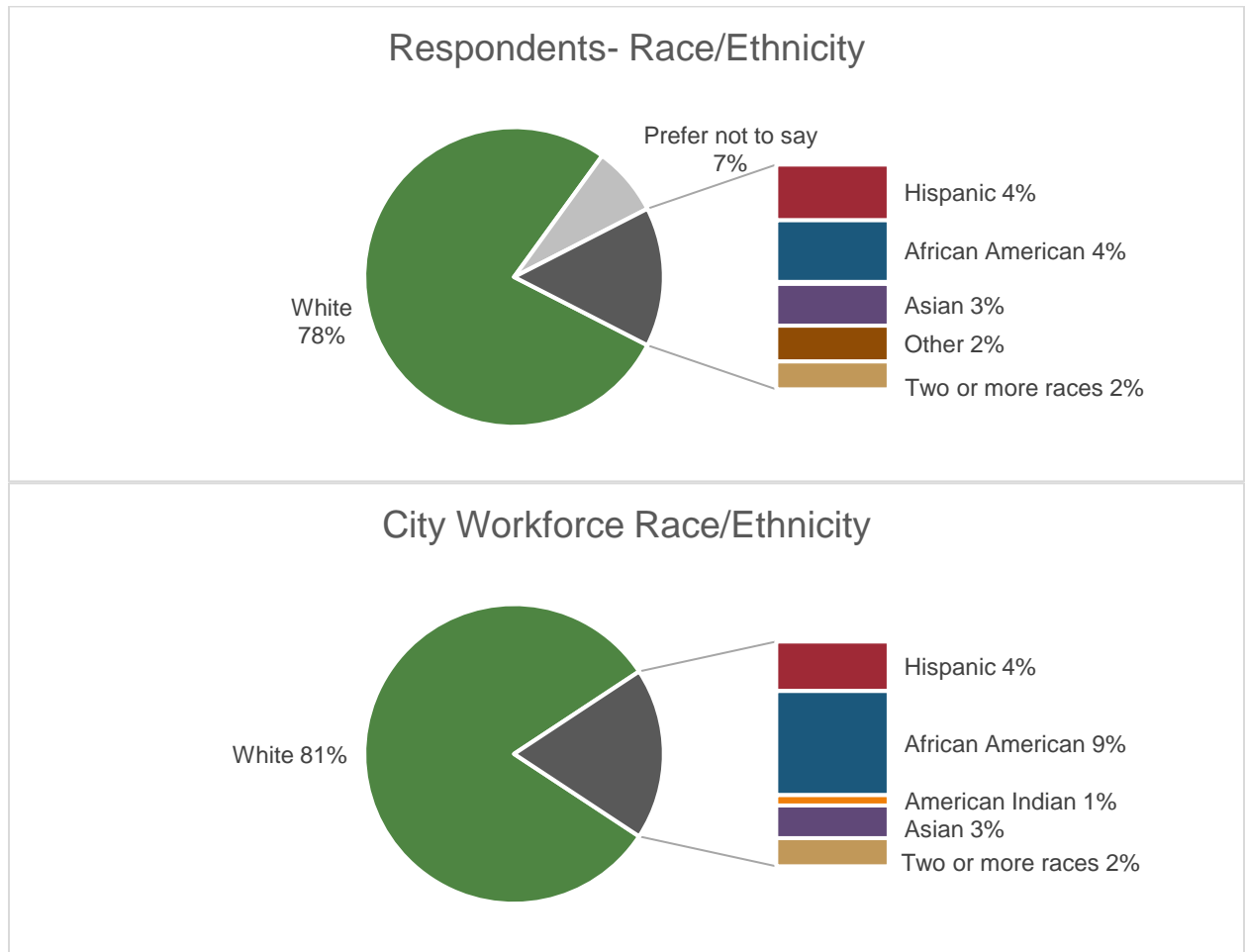
This survey is intended to be a snapshot of the organization. Like any employee survey that is open to all, the results are only representative of the employees who participated.

This document details major findings, summarizes the feedback received in open-ended questions, and provides recommendations to address focal issues identified in the survey response. Additional survey data and open-ended responses are included as an appendix to the survey.

## Demographics of Respondents

### Race/Ethnicity

18% of respondents skipped the question about race/ethnicity. Below is a breakdown of those who did respond, and the City of Madison workforce as a whole.

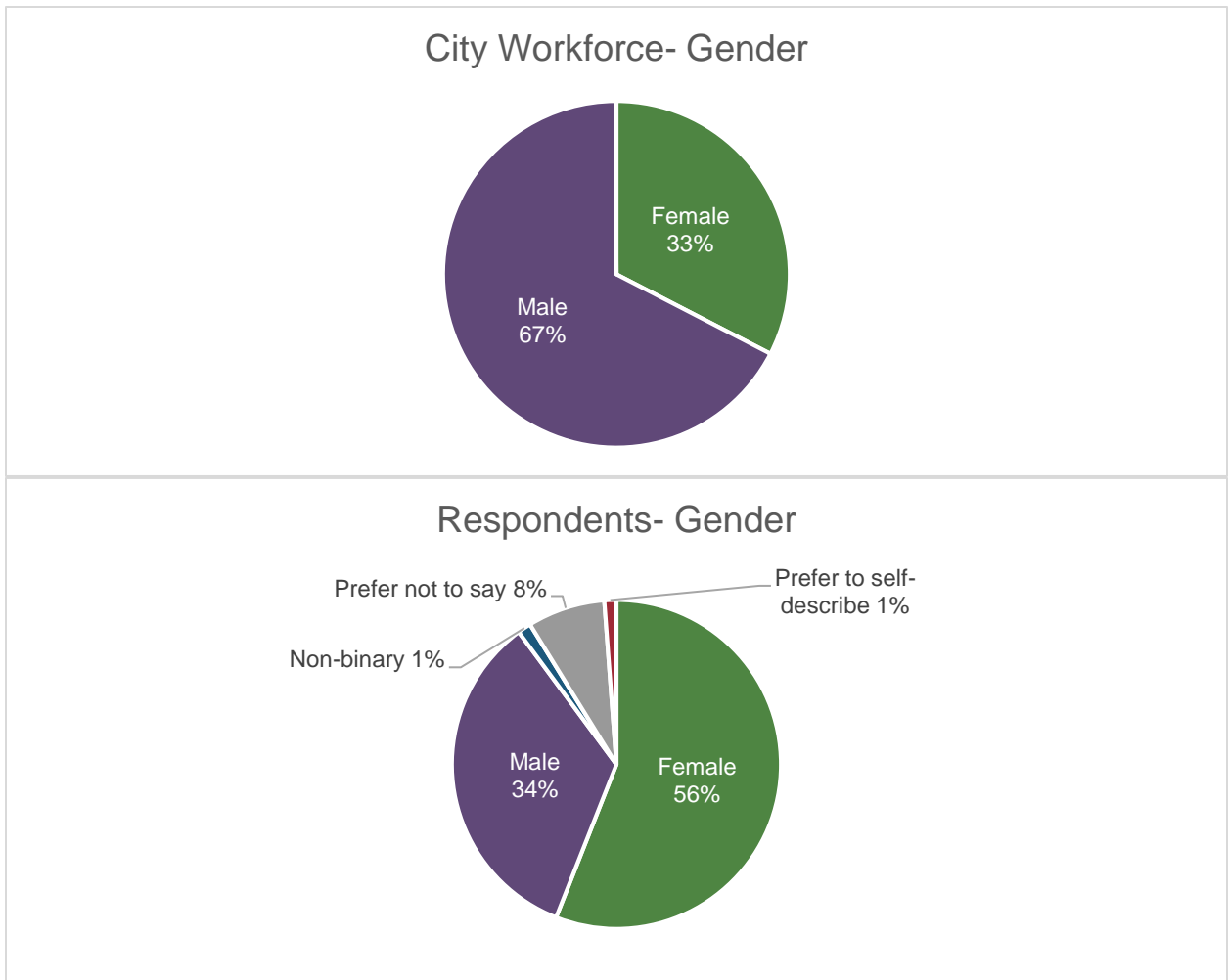


In order to have this comparative data, MAC and WIC used the City of Madison's categories in this multiple-choice question. The survey also included an open-ended question about race and ethnicity. Please refer to the appendices for a summary of those results. This information about how employees self-identify could be used to inform future data policies and practices.



## Gender

17% of respondents skipped the gender question. There was a higher representation of female respondents than there are females in the City workforce as a whole. Currently the City only provides two options for gender, male and female, so it is not known how many City employees are non-binary or genderqueer. One percent of respondents identified as transgender—this was a separate question on the survey.



In addition to including "Non-binary/third gender" as an option respondents were given the option to self-describe. Most of the respondents who self-described used the term "genderqueer".

### Department/Division

Below is a breakdown of response rates by Department/Division. Some smaller departments were combined to preserve anonymity of respondents.

<b>Department</b> (Those with * are combined)	<b>Number of Respondents</b>	<b>Total Employees</b>	<b>Response Rate</b>
<i>Skipped Question/ Preferred not to Say</i>	240	<i>Not applicable</i>	<i>Not applicable</i>
Assessor's Office	5	24	21%
Attorney's Office	12	26	46%
Building Inspection	17	43	40%
Civil Rights	9	19	47%
*Clerk/Court/Treasurer's Office	12	22	55%
*Common Council/Mayor's Office	1	37	3%
Community Development	24	43	56%
Economic Development	10	18	56%
*Human Resources/EAP	14	21	67%
Engineering	32	148	22%
Fleet Services	27	44	61%
Finance	24	40	60%
Fire	26	414	6%
Housing Authority	11	47	23%
Information Technology	15	66	23%
Madison Public Library	80	289	28%
Metro Transit	28	454	6%
Monona Terrace	19	287	7%
Parking	27	92	29%
Parks	58	348	17%
*Planning/PCED	21	34	62%
*Transportation/Traffic	14	71	20%
Police	88	685	13%
Public Health	47	140	34%
Streets & Recycling	11	202	5%
Madison Water Utility	36	135	27%

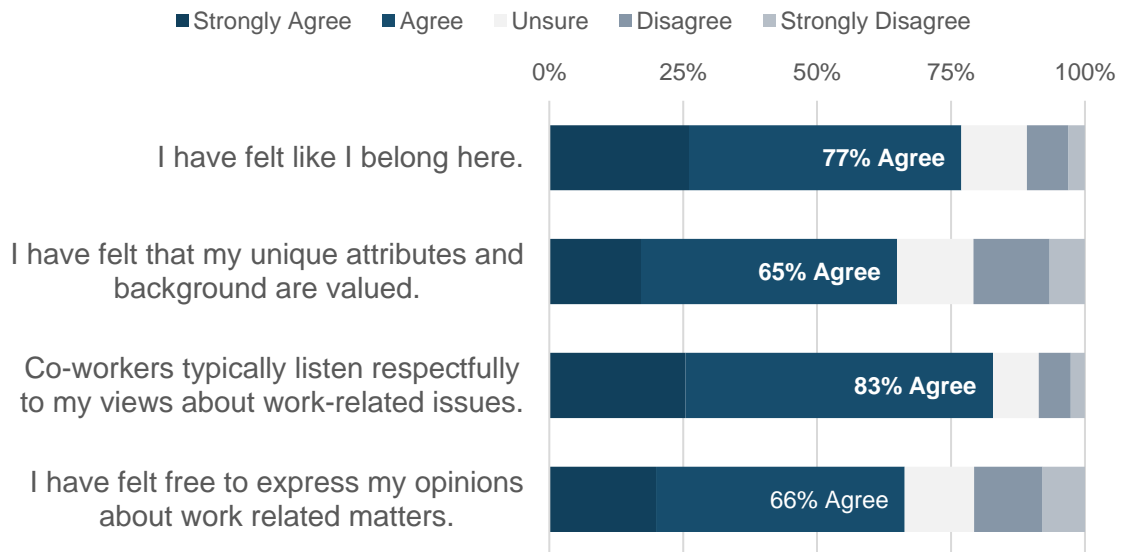
## FOCAL ISSUES AND MAJOR FINDINGS

### Safe and Respectful Workplace

#### Culture and Inclusion

Over three-fourths of respondents had a sense of belonging at work and felt heard by their co-workers. But fewer respondents (approximately two-thirds) felt valued as individuals or free to share work-related opinions.

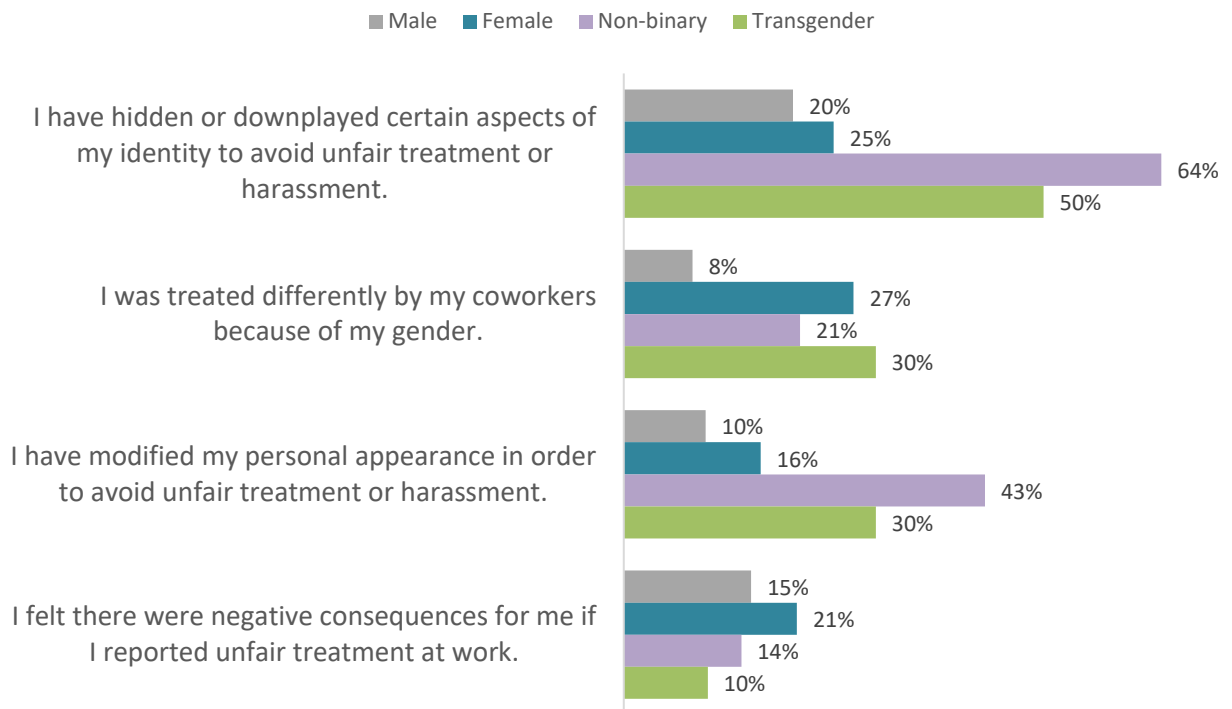
### "In the past year, as a City of Madison employee..."



## Gender and inclusion

Female, non-binary, and transgender respondents were more likely to experience workplace marginalization.

### "In the past year, as a City of Madison employee..."




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*"I fear that if were to be open about my gender identity in the workplace, I would face discrimination. People would treat me differently."*

*"The city should provide better training and support regarding transgender employees. Many city employees are under educated in regards to the LGBT community and it should not be up to employees from that community to educate them."*

*"We NEVER talk about trans and non-binary issues."*

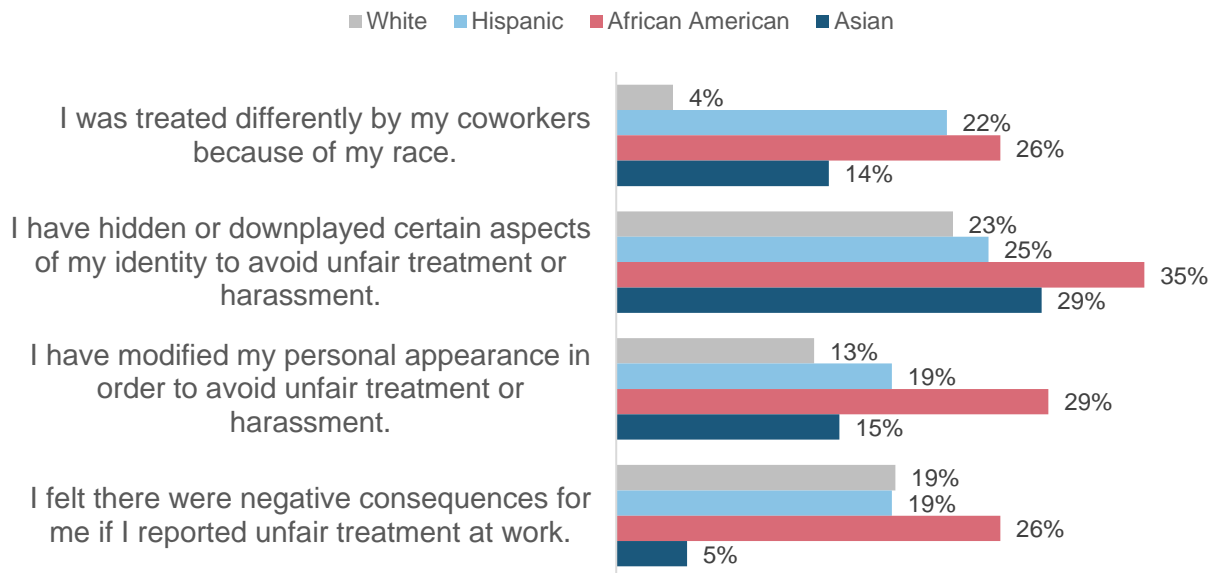
*"There is a culture of treating female, long-term employees in my organization as 'legacy staff' which is coded for language meaning that their opinions and experiences are not recognized as valuable."*

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### Race/ethnicity and inclusion

In terms of race and ethnicity, African American respondents were most likely to hide or downplay aspects of their identity and modify their personal appearance in order to avoid unfair treatment or harassment.

## "In the past year, as a City of Madison employee..."



*"Overt bullying is rare in my experience but microaggressions abound towards black employees especially and take a significant toll. Black women in particular have told me they have been downgraded in performance appraisals for aggressive behavior' for asking questions or speaking up. Black women have had work rules selectively enforced against them or interpreted differently towards them."*

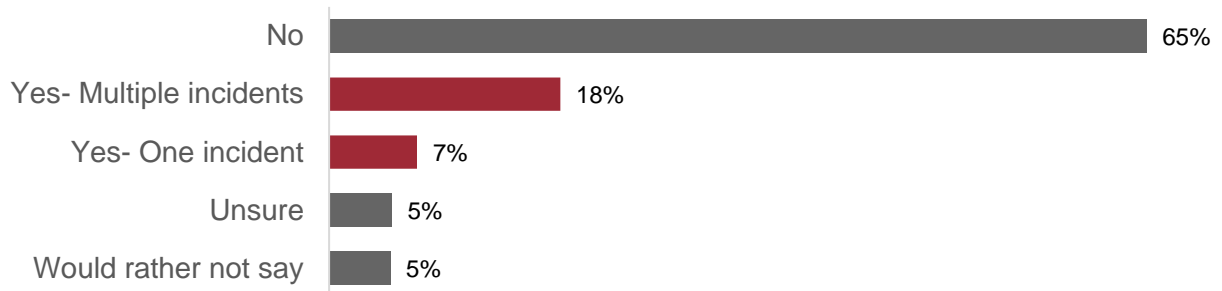
*"...in the world of #metoo and #timesup who advocates for the heterosexual Black Male, and other people of color. This question will never be answered because the answer is simple and no one wants to admit it. However I will attempt to answer it for myself by stating 'no one'."*

*"...what I have experienced and witnessed has been at the level of micro-aggressions, stereotypes perpetuated verbally and in writing on a performance evaluation, etc. These are not legally "prosecutable" or whatever violations, but they are significant perpetrators of a racist and sexist environment. And therefore worth mentioning."*

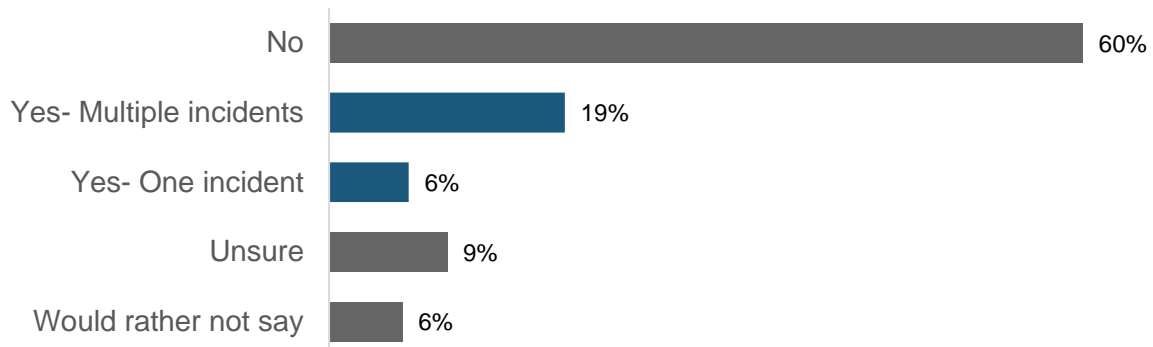
### Bullying, Harassment, and Discrimination

One in four respondents said they had personally experienced one or more incidents of workplace harassment, bullying, or discrimination in the last year. Nearly the same percentage of respondents said they had witnessed one or more incidents.

**"In the past year, have you personally experienced workplace harassment, bullying, or discrimination as a City of Madison employee?"**

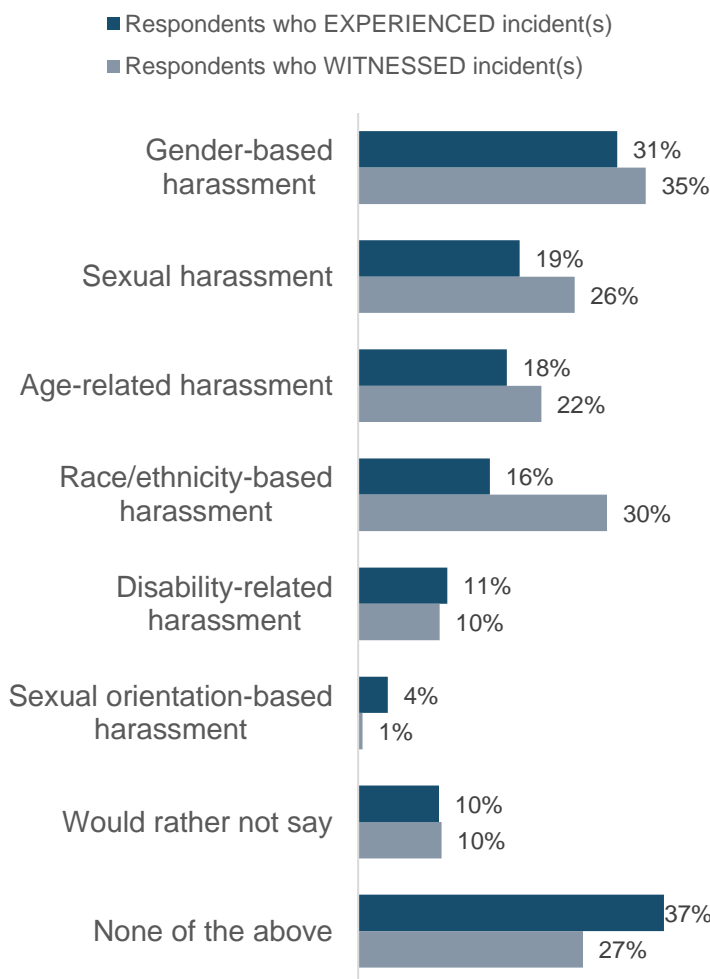


**"In the past year, have you personally witnessed any workplace harassment, bullying, or discrimination as a City of Madison employee?"**



Gender-based and sexual harassment were among the most frequent incidents, and 30% of witnessed incidents were race/ethnicity-based. However, a significant number of incidents did not pertain to the options presented in the survey. Some described incidents related to other protected classes (physical appearance, weight, religion, etc.). Other respondents described bullying and workplace violence that was unrelated to legally protected classes.

### "What was the nature of the incident(s)"



Behaviors included yelling, verbal abuse, microaggressions, discrimination, condescension, theft, destruction of personal property, stalking, and even physical assault.

### WHAT WAS THE NATURE OF THE INCIDENT?

"Bullying the intersection of race, gender, and hierarchy"

"Offender harasses all types of people"

"Some bullying behavior via mass email"

"Direct and public disparagement of work performed."

"Employee verbally attacked and accused; client physically assaulted me."

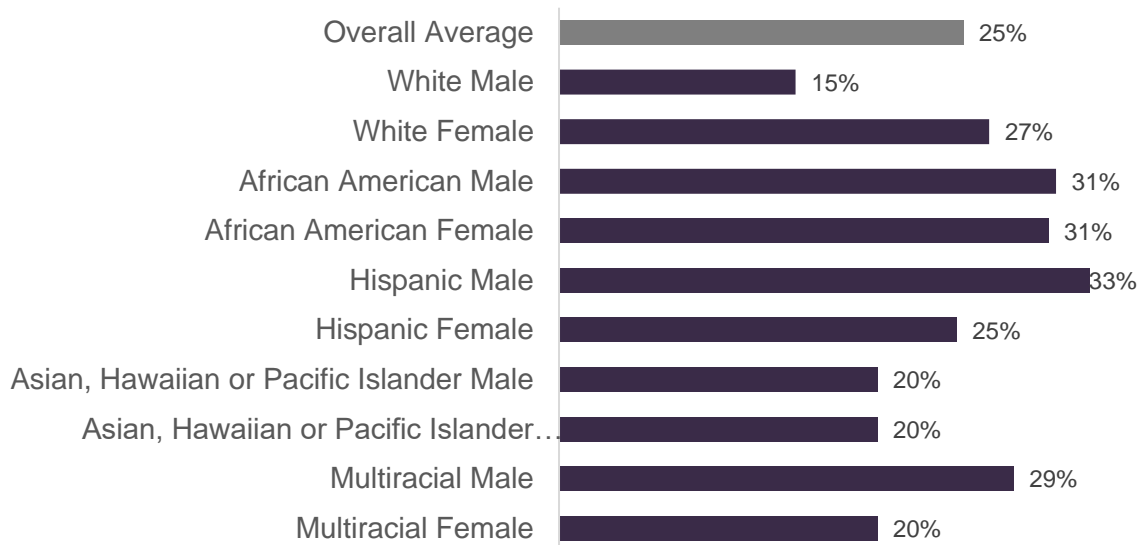
"Assaulted by a customer"

"I get called fat a lot."

"No overt gender-based language was used, but it appeared I was targeted because I am a woman and of lower rank..."

Though the nature of incidents varied, women and respondents of color were more likely to experience harassment, bullying, and discrimination.

**Percent of demographic that experienced one or more incidents of harassment, bullying, or discrimination in the past year**




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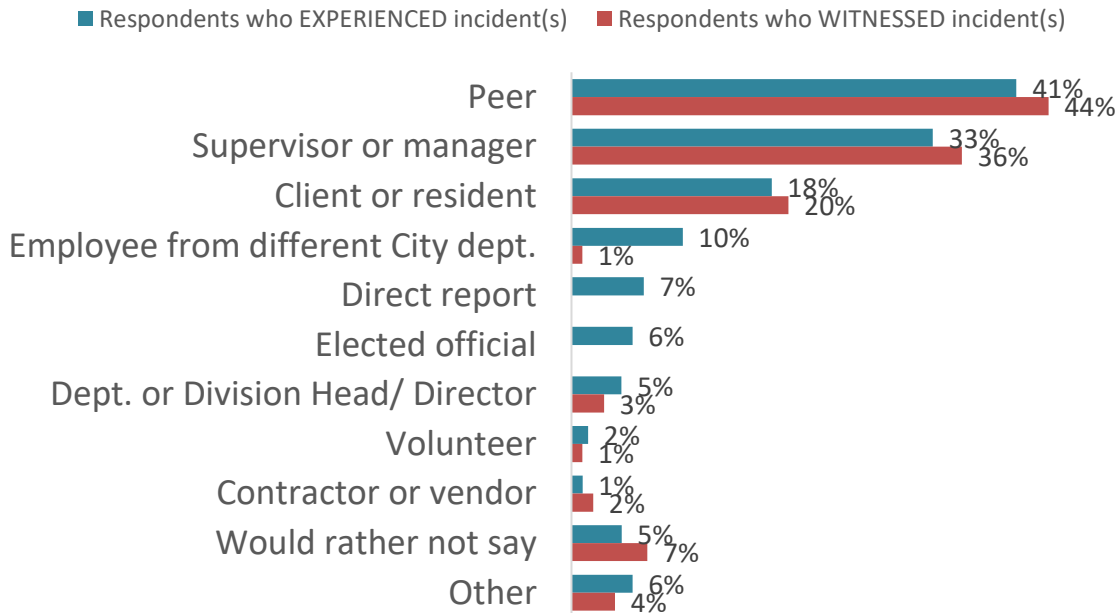
*"I would like to know how to respond to someone when they say something sexist or racist. Decades of being "polite" is having a negative impact on my health and having private sideline conversations to address the issue is proving ineffective. Please create a manual on how to address Xenophobia during the meeting/office party/lunch/etc.not after. I am so tired of people feeling so free to say whatever they please, but I have to be delicate about addressing it?!?! Why doesn't HR do something about these people?"*

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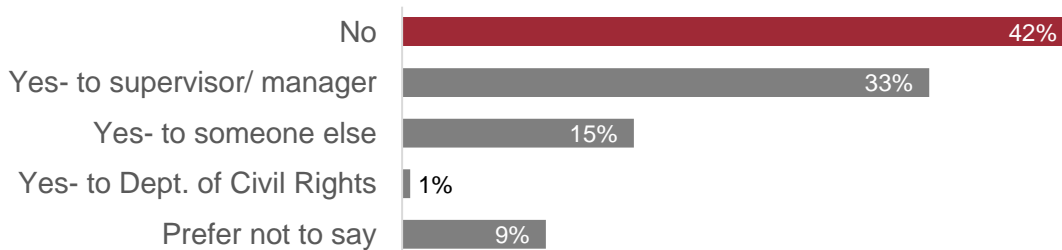
Most of the harassment, bullying and discrimination was instigated by peers. However, over one-third of incidents were committed by supervisors or managers. Department/ Division Head was not included as a choice on the survey, but was a write-in for enough respondents to be included in the chart below.

### "What was the job level of the person(s) responsible for the harassment, bullying, or discrimination?"



Many incidents were not reported. One-third of those who reported the incident went their supervisor or manager. Others talked to someone else such as a colleague, the Employee Assistance Program, Human Resources, the Police Department, or a personal attorney. Only 1% of incidents were reported to the Department of Civil Rights.

### "Did you report any of the incidents you experienced?"



Top reasons employees did not report incidents were concern about social retaliation, a lack of trust in the process, and concern that it could hurt their career.

**"What is the main reason you did not report the incident(s)?"**




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*"When larger complaints do not result in discipline or change, it's not worth reporting smaller ones."*

*"It's unclear how we should report bullying behavior from an elected official..."*

*"When I have reported issues in the past I was told to make more of an effort to work with the person."*

*"Working in a uniform with the public, I am harassed daily for my gender. I don't see the need to report every single instance."*

*"When another female employee told me of a similar incident with the same harasser I suggested she not report it because of the negative experience I had."*

*"No real recourse if it isn't based on gender or race."*

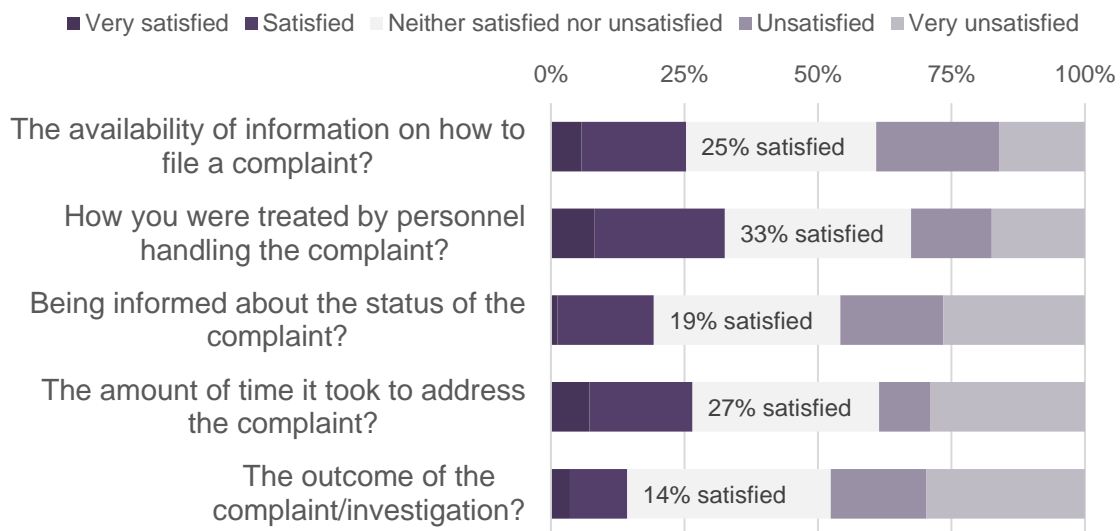
*"I don't want to be seen as a big baby or as too sensitive..."*

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### Feedback from respondents who reported incidents

Few respondents who reported incident(s) were satisfied with the process or the outcome. Since most of these incidents were reported to a supervisor or manager, these results point to a significant need for supervisor training.

### "How satisfied were you with..."




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*"I don't know how to make a formal complaint. I shared my concerns with my supervisor."*

*"Lack of communication on timeline and outcome was disappointing."*

*"With no follow up on the complaints or positive changes in the behavior of the person who committed the discrimination and harassment, it does not seem helpful to report incidents. Reporting has only made matters worse for me as an employee within the organization."*

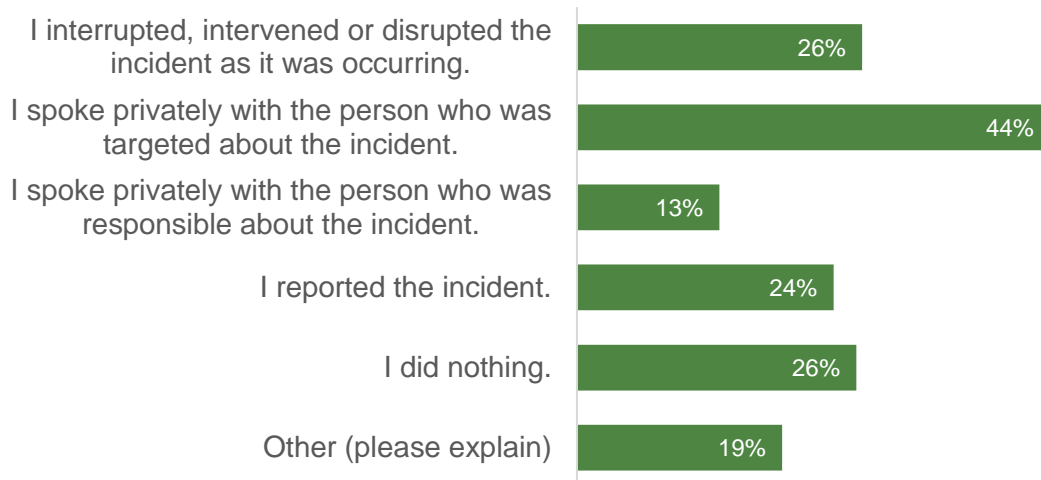
*"Because the offender has been here longer than I have, the issue was not taken seriously."*

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## Bystander response

In instances where employees witnessed incidents, one-fourth did nothing in response and one-fourth interrupted, intervened, or disrupted the incident and/or reported the incident. The most common response was to speak privately with the person targeted after the incident.

### "How did you respond to the incident(s) you witnessed?"




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*"I was asked by the person not to intervene."*

*"I do try to stick up for people as these things occur because my career is already damaged by my reporting of ongoing issues with this person..."*

*"I tried to change the conversation, rather than directly confront this individual making the inappropriate comments."*

*"I would never report without the consent of the victim."*

*"The jokes, non-constructive criticism, nicknames of non-present people, and overall shaming are very hard to deal with. However, I'm not sure any of it rises to the level of harassment. And how would I ever prove it anyway. Especially when I'm the only one that doesn't seem to like it and/or participate."*

*"I have witnessed micro-aggression but not necessarily anything that rises to the level of harassment."*

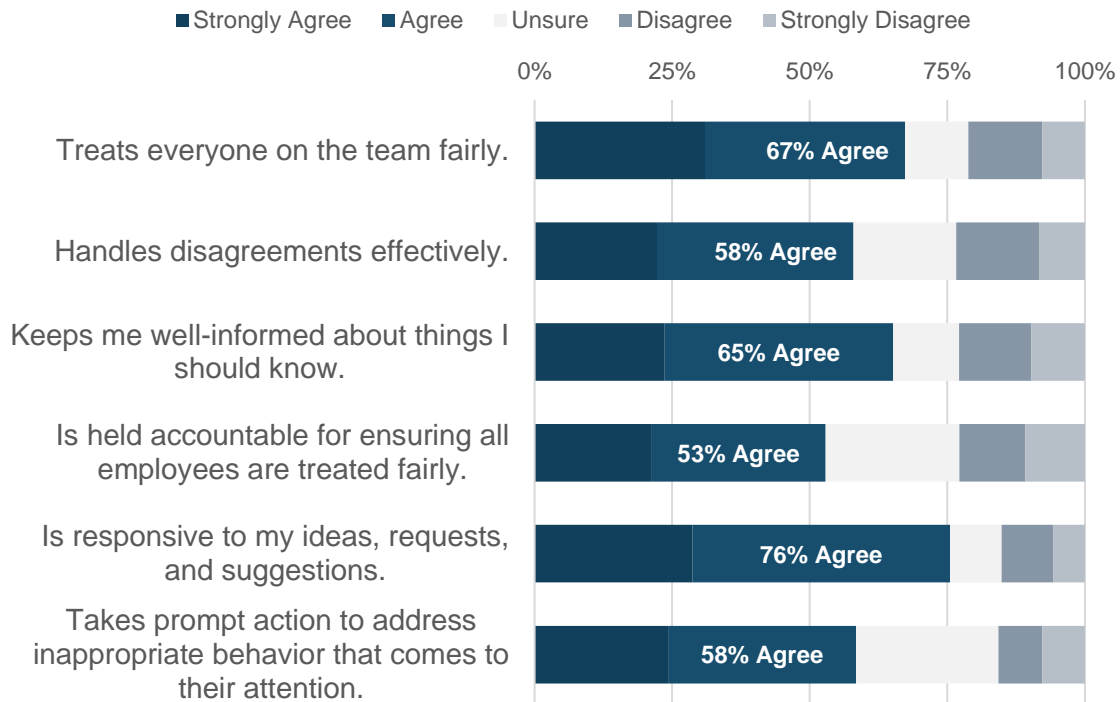
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## Management and Leadership's Contributions to Workplace Culture

### Culture and Inclusion

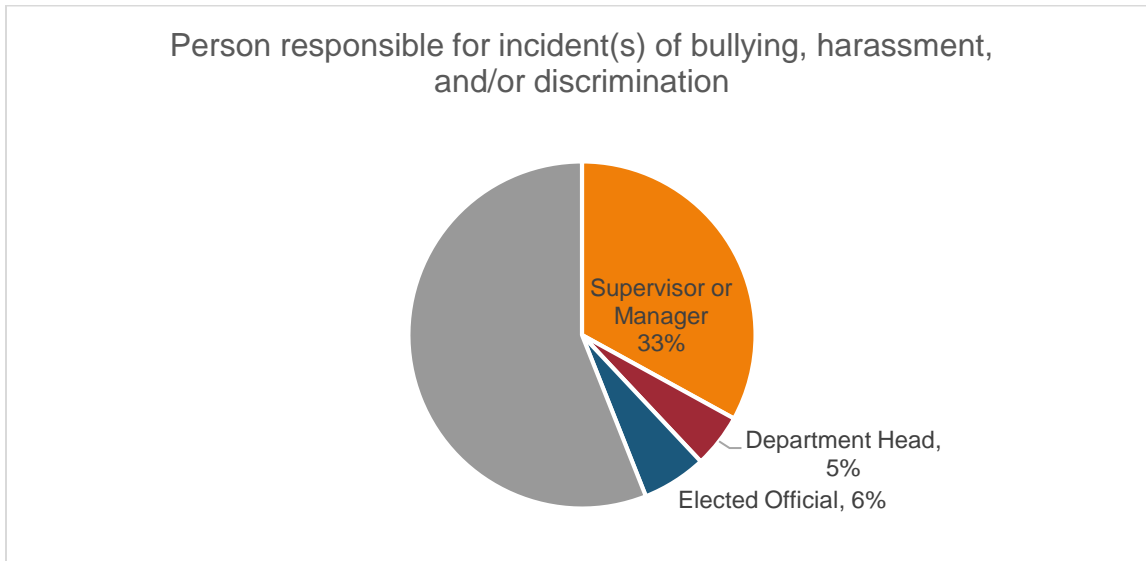
In terms of inclusion, three-fourths of respondents said supervisors and managers were responsive to them. However, nearly one-fourth of respondents did not think their supervisor or manager treated everyone on the team fairly or handled disagreements effectively.

### "My current supervisor or manager..."



### Safe and Respectful Workplace

One-third of respondents who had experienced one or more incidents of bullying, harassment or discrimination in the past year said their supervisor or manager was responsible. Department/Division Heads and Elected Officials were also named as instigators.



*"While this was not textbook harassment or discrimination, I find that many white male department heads behavior is rude, male-dominated, and dismissive of female leadership."*

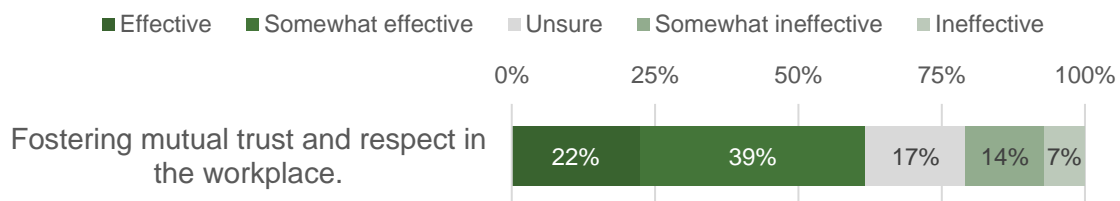
*"When this supervisor is not happy she subtly bullies the people who report to her, especially the women."*

*"I did not file a formal complaint because this was a director of a department."*

One-third of the survey respondents who chose to report an incident of bullying, harassment, or discrimination went to a supervisor or manager in their department. In these cases, only 36% of them were satisfied with how they were treated by the person handling the complaint, and only 17% were satisfied with the outcome.

Citywide, 61% of respondents thought the City of Madison was effective in fostering mutual trust and respect in the workplace.

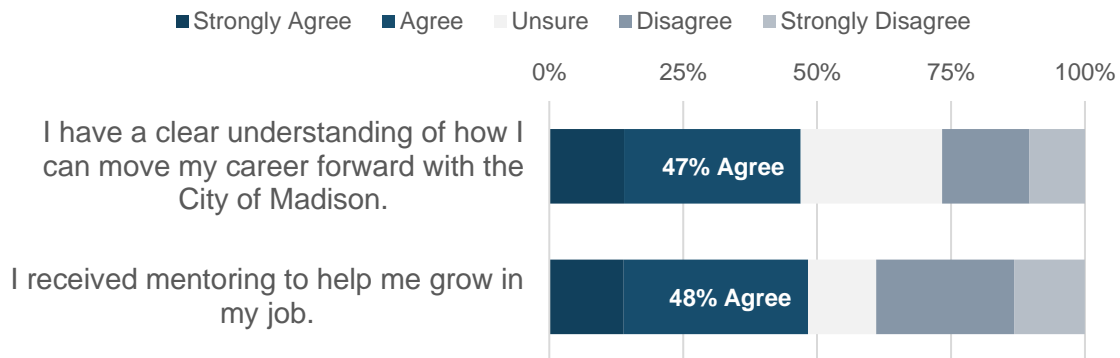
### How would rate the overall effectiveness of the City of Madison in...



## Employee Development

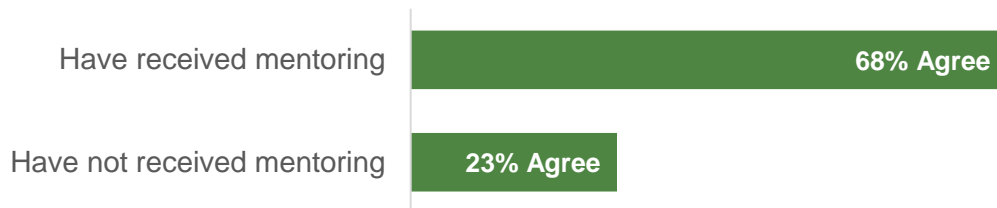
Less than half of respondents had a clear understanding of how to move their career forward or had received mentoring to help them grow in their jobs.

### "In the past year, as a City of Madison Employee..."



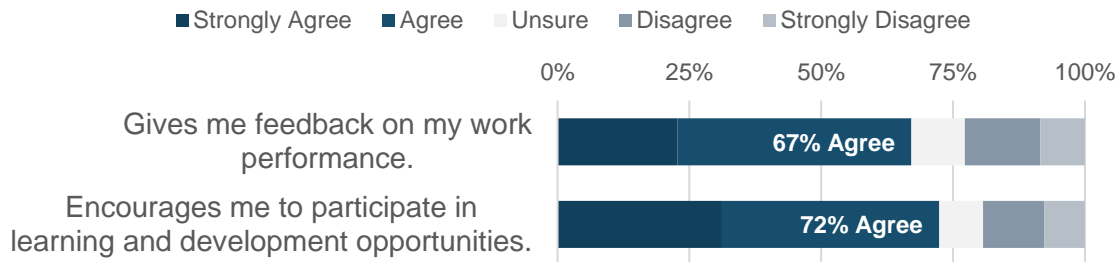
Respondents who received mentoring were more likely to have an understanding of how to move their careers forward.

### "I have a clear understanding of how I can move my career forward with the City of Madison"

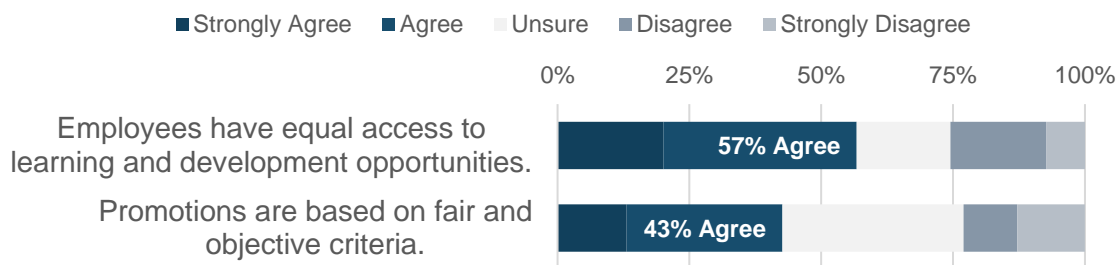


A majority of respondents felt their supervisor and department encourages them to participate in learning and development opportunities, but only 43% thought that promotions in their department were based on fair and objective criteria, and only 39% believed the City of Madison effectively encourages professional growth of all employees.

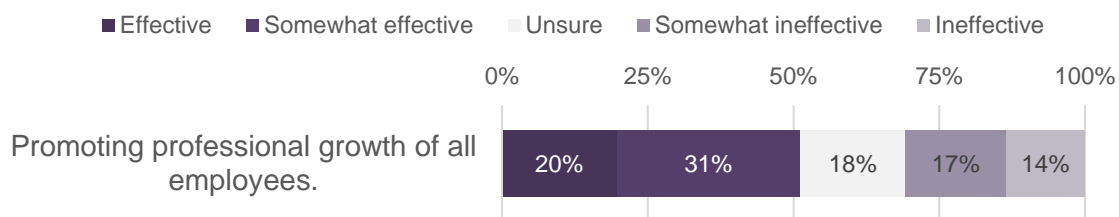
### My current supervisor or manager...



### In my current department...



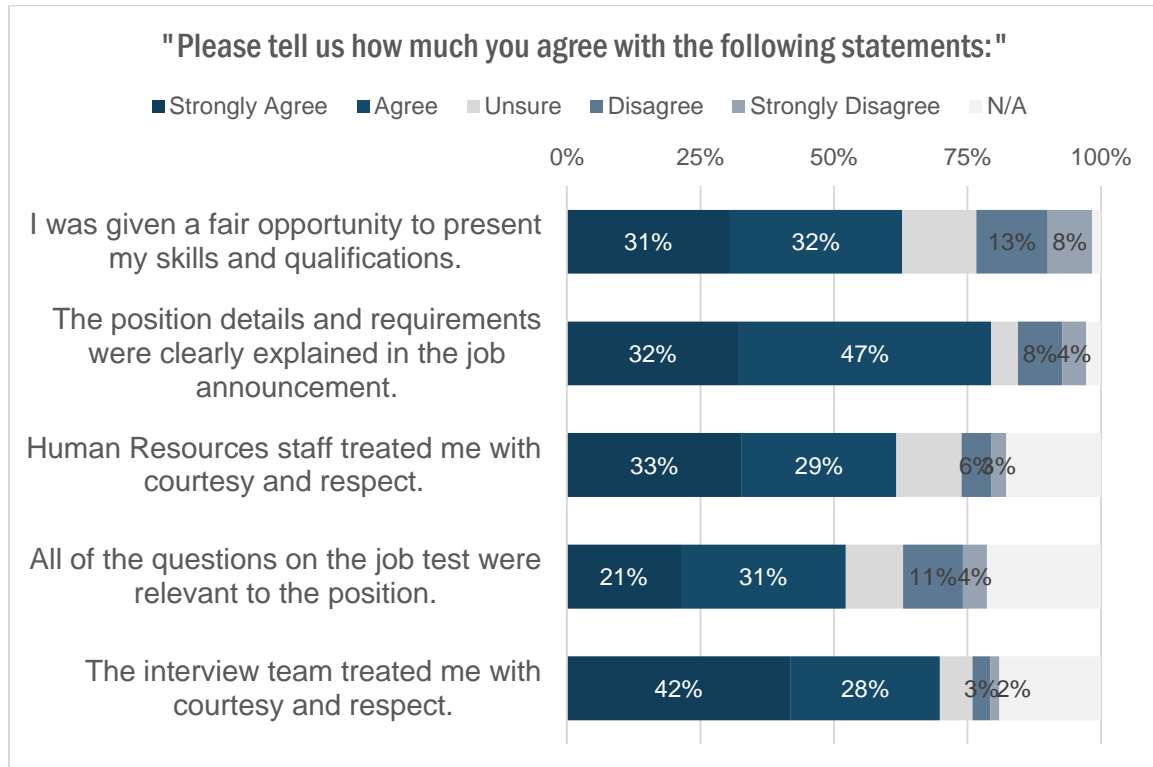
### How would rate the overall effectiveness of the City of Madison in...





## Feedback on hiring process from respondents who applied for a promotion

23% of survey respondents had applied for a promotion with the City of Madison through a competitive hiring process within the last year. Summarized feedback is below.



## Suggestions to improve the hiring process for promotions

*"As someone who has applied for several recruitment processes, I feel transparency is often lacking. I get a wealth of positive statements about my work and character, but never seem to get any critical feedback or job offers, which doesn't seem to add up."*

*"More outreach to communities of color; prepare them for testing/interview process."*

*"Sometimes when you have testing, it would be helpful if you kind of knew what to expect."*

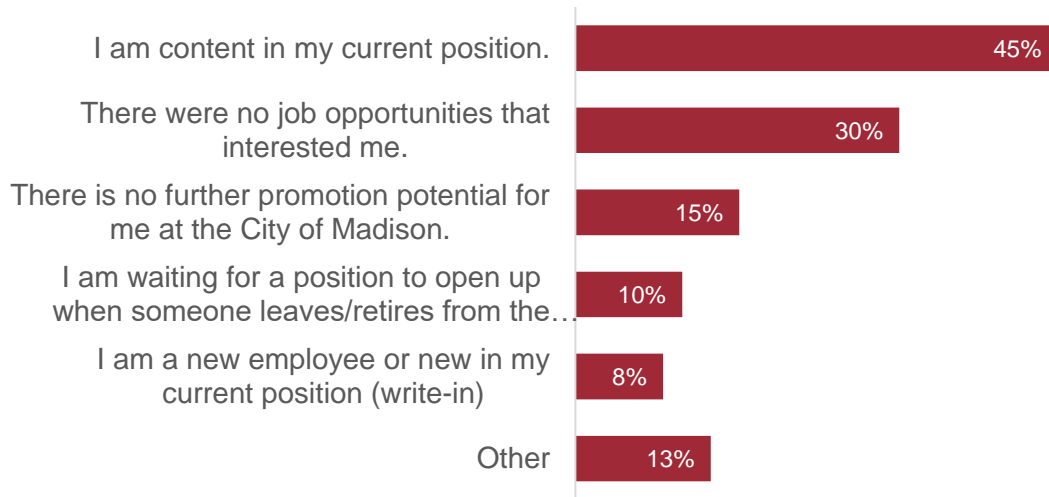
*"Testing is not always an indicator of the capability of being able to succeed in a job. Testing can bring on anxiety and fear resulting in lower test scores."*

*"Remove names from job applications when they are reviewed."*

### Reasons respondents did not apply for a promotion

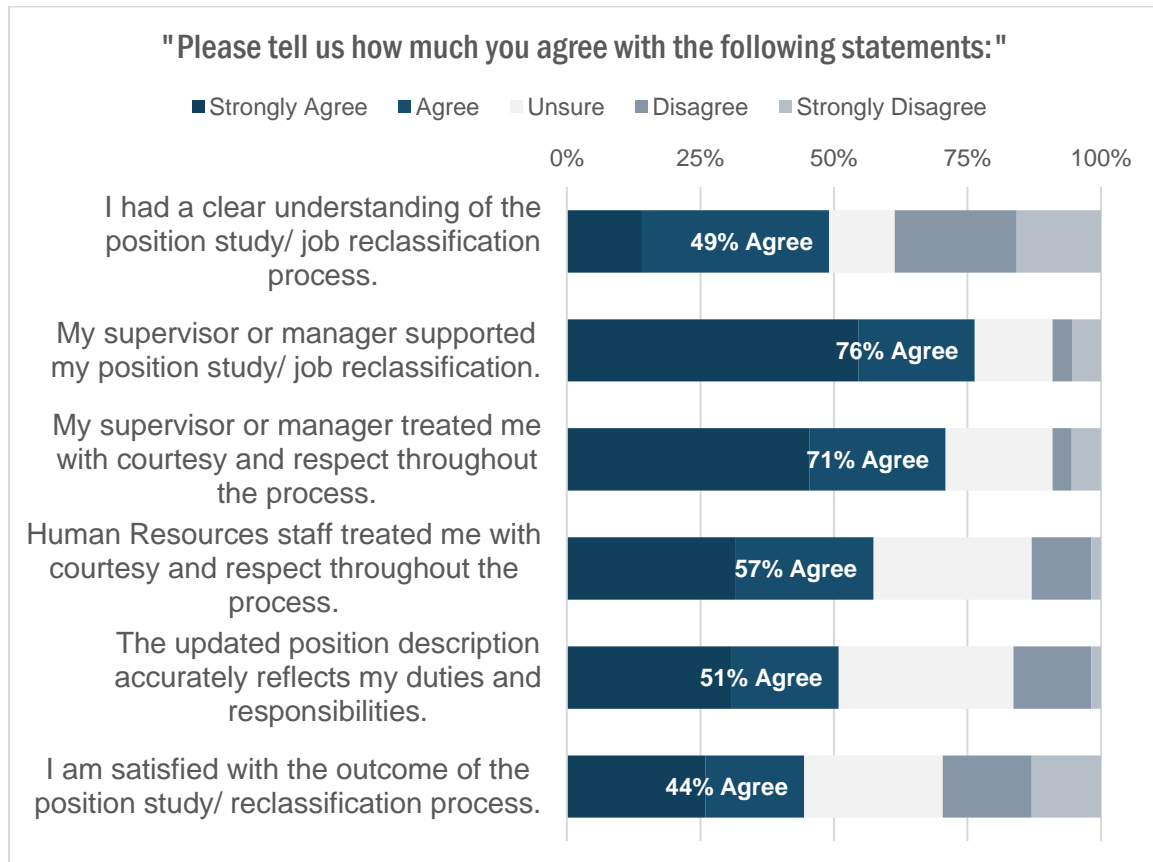
Most of the survey respondents who had not applied for a promotion were either content in their current position, or had not seen any job opportunities that interested them.

### "What is the main reason(s) you did not apply for a promotion in the last year?"



## Position Studies

For 7% of respondents (58 people), a position study or reclassification process had taken place within the last year. Less than half had a clear understanding of the process, or were satisfied with the outcome.



### Comments regarding position study process:

*"It took over 2 years. It was ridiculous. And even if it didn't change much within the city, it is not in line with my industry as a whole..."*

*"We were not notified of the new classification study process... Discovered it after the fact when it went before the Personnel Board."*

*"HR did not explain the process to me, and the result was what that they updated the position description but did not recognize the significant increase in responsibilities. They still don't know what I do."*

*"The outcome didn't increase my level nor my salary and it result in toking away the unique position and duty I was hired for."*

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*"I find it horrible to re-class a job for a person, but open it to others, giving false hope to many and leaving resentment in the path..."*

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Suggestions to improve the position study process:

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*"More engagement with the employee. This was a yearlong process and I had one meeting with HR and none with my supervisor."*

*"Should be based on an objective study of the position as it is now, and on comparison to other positions. Should not be related to the position history."*

*"It would be helpful to receive an outline of the process from HR once the information is submitted. This way, I know what to expect in what timeframes instead of wondering if it has been dropped during a communication gap."*

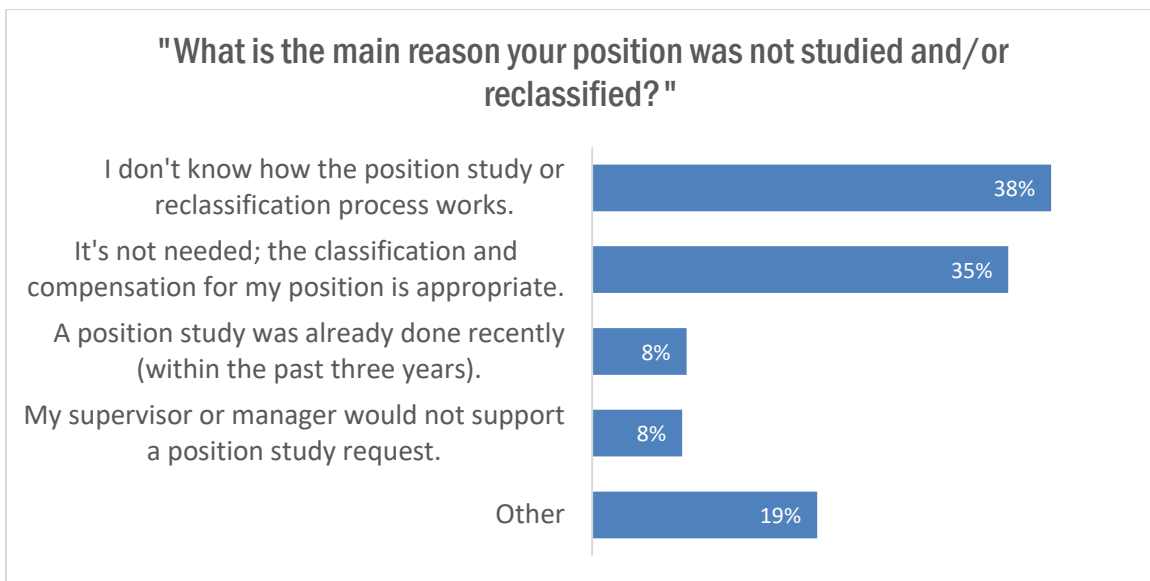
*"We should look at the rest of the organization and not just that job at the time of the study, some jobs get reclassified higher or equal to jobs with more responsibility."*

*"Get as much information as possible from the general job market, not just other city positions."*

*"I am in the process of this... It would be helpful to have a written document to explain it... I am not confident I am producing information that will help my case for reclassification."*

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Respondents who had not had a position study were asked the main reason this had not taken place.



**Additional comments:**

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*"Citywide gender pay inequity is a serious problem. There are many female supervisors/managers who are being classified as Coordinators to keep their pay down even though they are doing the work of their male counterparts who are paid as managers."*

*"We are told there is NO MONEY in the budget for this!"*

*"There is a gender pay gap in the city because of outdated classifications and salary ranges."*

*Local 6000 has been pushing for a reclassification study of administrative positions for many years but HR... have not been willing to work on it. If gender equity and womans issues are a priority of the mayor this study should be prioritized.*

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## MAC & WIC RECOMMENDATIONS

### **Ensure a safe and respectful workplace environment for all employees.**

- A. Review and improve policies, procedures, and work rules (including APMs 3-5, 2-25, and 2-33) as they relate to workplace harassment, discrimination, bullying, and violence.
- B. Develop and implement clear, proactive policies to protect employees in frontline and service positions from harassment and abuse by patrons, customers, and members of the public.
- C. Evaluate and improve harassment prevention and response training for supervisors.
- D. Review rules of conduct and training for elected officials and committee members to ensure they include provisions for appropriate treatment of staff.
- E. Develop a reporting process for employees who wish to maintain anonymity to share concerns about their workplace. (Employees would continue to have the right to make formal complaint at any time.)
- F. Plan for continuous communication and outreach to ensure employees understand their rights, how to report incidents, and who can offer them support.
- G. Increase communication with individuals who file reports to ensure they understand the process, are aware of timelines, and are not experiencing retaliation.

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*"A better understanding on how harassment claims are handled internally and why its so hard to discipline harassers without penalizing the victim. It seems solutions are to avoid having the two parties work together which often means one of them, the victim, is reducing their ability to grow in a position as a result of a negative action they had no control over. As these problems are difficult for managers to handle through the HR system the end result is both employees being labeled "problem" employees when it is clear that there is often one bad actor."*

*"To be an effective policy it MUST have the ability to discipline, follow up and continue to monitor the attackers behavior. Too many complaints have been 'swept under the carpet' by department heads."*

*"Have management do something about the toxic employees, instead of leaving me feeling like I have to fend for myself. I have no way to protect myself...I have exhausted the management, HR and EAP channels. I am feeling I am being forced to leave to keep my sanity, work ethic and retain any chance for improving my position."*

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*"More support against sexual harassment from members of the public as this leads to turnover and discourages qualified employees from continuing to work."*

*"I wish there was an alternative way to address harassment in the workplace. I do not know the answer but if making a formal complaint is the only option I think a lot of harassment will continue to go unreported..."*

*"I believe the city as a whole is doing a great job trying to mitigate these issues. But it needs to follow up, and maybe make the reporting process a little more private or anonymous."*

*"Every single training and resource revolves around internal bullying and harassment.... Staff is harassed on a near daily basis with the rights of the public always trumping the safety of staff."*

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### **Equitable access to professional development opportunities and mentoring.**

- A. Use data and metrics to identify risk areas, set targets and goals, and measure the impact of initiatives.
- B. Review and update training policies (including APM 2-10) to include provisions and measures for equity, and inclusion. All City employees should have fair and equal access to learning and development opportunities regardless of their job classification, department, and social circumstances.
- C. Support and expand targeted training programs such as Women's Leadership Conference that are designed to address barriers and underrepresentation in all levels of leadership.

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*"I would prefer to have a clearer path to doing more for my career. Opportunities for advancement seem to be few and far between. Additional information about qualifications and resources for obtaining ongoing training & education would be helpful. It's not always clear which ones we're eligible for."*

*"The opportunity for growth! I would love to see the city actually invest in employees. We should be able to take classes/course outside of the city's training offerings so that we can work toward getting the certification/degree that better suits our talents, with either a tuition reimbursement or grant from the city."*

*"We need a more formal mentorship program for professional development."*

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*"Sadly, most discrimination happens behind closed doors/quietly. It happens in lack of mentoring and opportunities for people of color and women, it happens in the under-representation of these groups in promotions."*

*"As we are short staffed, the department CAN NOT support professional development/growth because we do not have staff available to allow our staff to go to training that will not only benefit them, but will benefit the community, the department and the city as a whole..."*

*"I've found that as an employee with a disability, the City's training efforts are woefully inaccessible and trainers don't understand their obligation to provide accessible services."*

*"In many departments there are males in top ranking positions with females in supporting roles. How does this continue to happen? If women are in the supporting roles, how are they not achieving the top ranking jobs? ...when you look across the board there seems to be a tilt to the table on each job level. Hopefully, there is a way it can be evened out a little more."*

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**Assess and support pay equity within our organization, specifically as it relates to race/ethnicity and gender.**

- A. Conduct regular citywide pay analyses to determine and track any disparities.
  - B. Address any gender and race/ethnicity gaps analyzed by involving those who are impacted and collaborating with MAC, WIC, and other Citywide initiatives.
  - C. Analyze the City's position study process through an equity lens.
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*"Review positions & assign pay equal to work being produced. Rename positions to reflect the department not typical women's labels like assistant, clerk, & customer service."*

*"Examine job duties and compare all positions with gender equity in mind."*

*"We should request the Equal Opportunities Commission create an amendment to the Equal Opportunities Ordinance to include protections for "salary history" or "wage history" in employment. This would essentially ban employers from utilizing previous wages to determine new wages in hiring employees..."*

*"Counting maternity leave as work time for the purposes of seniority (as military leave time currently is.)"*

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## CONCLUSION

The Multicultural Affairs Committee and Women's Initiatives Committee would like to thank everyone who took the time to participate in the survey.

We plan to share these results with all City employees and will be meeting with key leadership in order to discuss these results and advocate for our proposed recommendations.

While our survey data outlines there is much work to be done, our committees are hopeful that the City of Madison will take positive strides towards creating a workplace that is truly inclusive, innovative, and thriving.

### **Multicultural Affairs Committee Members**

Chair: Carla Garces

Vice Chair: Mahanth Joishy

Secretary: Neeyati Shah

Active Members: Deon Carruthers, Amy Deming, Michael Miller, Angela Puerta, Nancy Saiz, Tariq Saqqaf, Siera Garcia

Associate Members: Lindsay Bessick, Binta Ceesay, Garfield Cunningham, Norman Davis, Melissa Gombar, Jerrett Jones, Hailey Krueger, Tracy Lomax, Alia Stevenson

### **Women's initiatives Committee Members**

Chair: Victoria Larson

Vice Chair: Lisa Banks

Treasurer: Mary Richards

Active Members: Erin Hillson, Aleta Klicko, Brittany O'Donnell, Jen Roman, Hailey Krueger, Bill Wick, Rachel Darken, Alia Stevenson, Hannah Mohelnitzky, Laurel Franklin, Rachel Kelly, LaQuella Etchin

Associate Members: Lisa Becher, Donna Collingwood, Melissa Gombar, Liza Tatar, Rebecca LeBeau, Kristine Omen

## APPENDICES

### [Appendix I: Survey Questions](#)

### [Appendix II: MAC/WIC Survey Summary Data](#)

### [Appendix III: MAC/WIC Survey Qualitative Data](#)

## RESOURCES

### [Multicultural Affairs Committee](#)

### [Women's Initiatives Committee](#)

### [Employee Assistance Program](#)

The City of Madison Employee Assistance Program (EAP) provides 24-hour personalized counseling, management consultation, resource referral, education and trauma response for both work and personal problems. The services are free and always voluntary for staff, their family members and significant others, as well as retirees.

### [Prohibited Harassment and Discrimination \(Department of Civil Rights\)](#)

Harassment, discrimination, and retaliation are prohibited conduct. The Department of Civil Rights has the responsibility of investigating all potential violations of the City of Madison's prohibited harassment and discrimination policy (APM 3-5).

### [WI Department of Workforce Development—Equal Rights Division](#)

The Equal Rights Division investigates discrimination and enforces workplace protections.