

Employee Engagement Survey / Internal Communication Survey
2010 Summary Report:

Prepared by the Madison Water Utility Steering Team
 March 2011

Part 1 -
Summary of the Employee Engagement Survey:

Introduction:

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

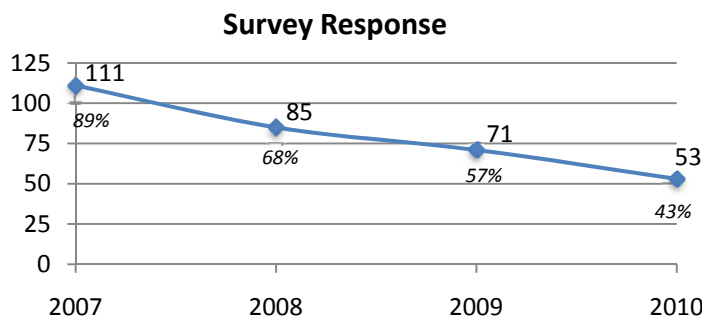
This report summarizes the Employee Engagement survey and Internal Communication survey administered in December of 2010. Please use this information wherever you see appropriate, however any indications presented are representative of the responses we received in December 2010 and may not represent the overall Water Utility accurately.

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

Survey Response:

The survey response rate continued to decline. In an effort to bolster participation, the Steering Team donated gift cards to randomly award to survey participants. An idea for 2011 is to allocate time for completing surveys in a monthly section meeting.

Congratulations to the prize winners: Harley Lemkuil, Kelvin Jackson, Dave Laux, Zack Bessac, and Tony Mazzara.



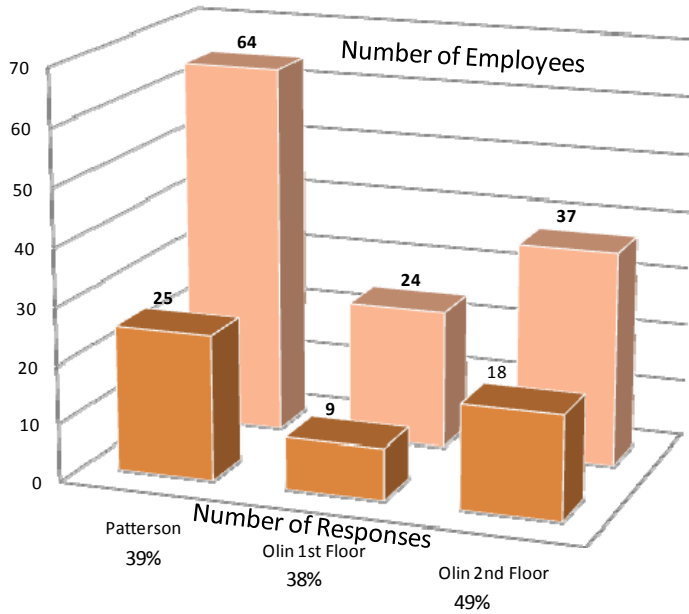
At the time of the survey there were 125 Water Utility employees, our 53 responses represent 43% of the Utility. The response rate is lower than preferred, but is still considered a valid representation for a survey. Previously we had large numbers of no-designation surveys, with only a handful this year the designated-department responses is approximately equal to last year.

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

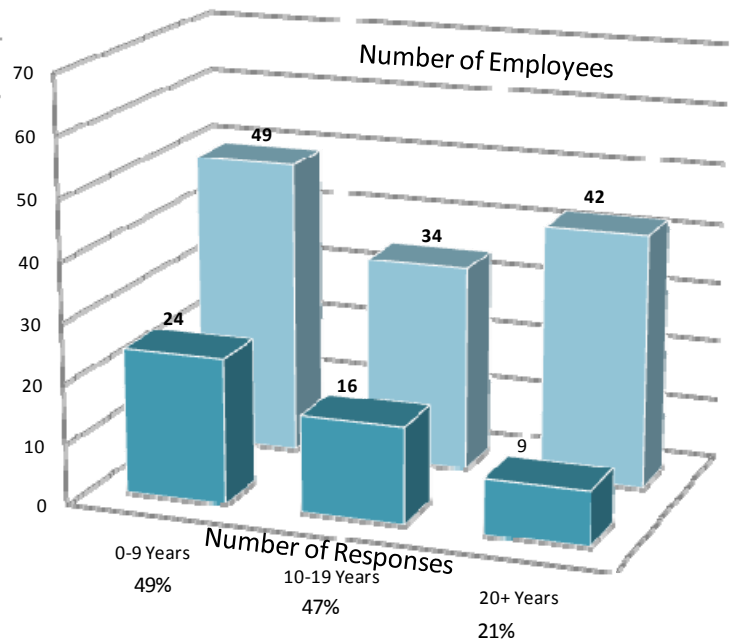
Summary of participation:

The charts below present the response rate for the six groupings described above. Three groups exceeded the overall response rate of 43%, with the highest being a tie between 0-9 yr employees and Olin 2nd floor. Of the remaining groups with below average response, the lowest was 20+ year employees with 21% participation.

Participation by MWU Section



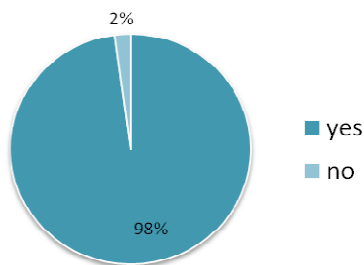
Participation by Tenure



Introductory Questions:

The 2010 survey was introduced with two new questions. Do you consider yourself an engaged employee? And, what percentage of the Water Utility’s employees are engaged employees?

Do you consider yourself to be an engaged employee?



- Of the yes/no responses, 98% of Water Utility employees consider themselves to be engaged as defined on the front of the survey.
- The averaged response to the second question (estimating percentage of engaged employees at the Water utility) was 66%.

Q12 Survey:

This year the Q12 survey was presented in two ways. The first was our traditional 12 question survey with a 1 (strongly disagree) to 5 (strongly agree) response based on the current employee impression of their work environment. Second, we listed the same questions but asked for the respondents' impression compared to how they felt last year. The rating was 1 (much worse) to 5 (much better), with 3 meaning exactly the same as last year.

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.

2010 Q12 Response – Employee's Current Impression:

Current Employee Impression															
	Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12	#	%	
PATTERSON	4.3	4.1	3.9	3.0	3.7	3.1	3.4	3.9	3.8	3.3	2.3	3.2	25	39%	
OLIN 1ST FLOOR	4.7	4.4	3.8	2.8	4.3	3.1	3.7	4.3	4.0	3.3	1.9	3.9	9	38%	
OLIN 2ND FLOOR	4.6	4.3	4.3	4.0	4.3	4.2	3.9	4.3	3.8	2.8	4.0	4.1	18	49%	
OVERALL	4.5	4.2	4.0	3.4	4.0	3.5	3.6	4.1	3.8	3.1	2.8	3.6	53	42%	
(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 Yrs	4.5	4.3	4.0	3.5	4.4	4.0	3.8	4.3	3.9	2.9	3.3	4.0	24	39%	
10-19 Yrs	4.3	4.2	4.0	3.1	3.9	3.1	3.3	3.9	3.9	3.3	2.3	3.3	9	38%	
20+ Yrs	4.4	4.4	4.0	3.2	3.7	3.2	3.8	4.1	3.7	3.4	2.6	3.6	16	49%	
OVERALL	4.5	4.3	4.0	3.3	4.1	3.6	3.6	4.2	3.9	3.1	2.9	3.7	49	42%	

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.

All groupings trend similarly, with a few exceptions. Questions four, ten and eleven have mixed responses between groups. Question one had the most favorable response overall, and question eleven had the least favorable response overall. Overall, every question except 11 received favorable response.

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.

2010 Q12 Response – Employee’s Impression Compared to Last Year:

Impression Compared to Last Year (baseline = 3.0)															
	Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12	#	%	
PATTERSON	3.5	3.6	3.4	2.8	3.1	2.9	3.1	3.2	3.6	3.3	2.5	2.9	25	39%	
OLIN 1ST FLOOR	3.4	3.3	3.4	3.2	3.4	3.0	3.6	3.6	3.4	3.3	2.7	3.4	9	38%	
OLIN 2ND FLOOR	3.4	3.7	3.3	3.5	3.6	3.6	3.4	3.5	3.5	2.8	3.6	3.7	18	49%	
OVERALL	3.5	3.6	3.4	3.2	3.4	3.2	3.3	3.4	3.5	3.1	2.9	3.3	53	42%	
(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 Yrs	3.3	3.6	3.3	3.3	3.5	3.5	3.4	3.6	3.4	3.0	3.4	3.5	24	39%	
10-19 Yrs	3.6	3.5	3.6	2.9	3.4	2.9	3.3	3.3	3.7	3.1	2.5	3.1	9	38%	
20+ Yrs	3.7	3.7	3.3	2.9	3.1	2.8	3.2	3.3	3.6	3.4	2.6	3.1	16	49%	
OVERALL	3.5	3.6	3.4	3.1	3.4	3.2	3.3	3.5	3.5	3.1	3.0	3.3	49	42%	

When asked to compare the employee’s impression of 2010 compared to 2009, there was a broad indication of perceived improvement amongst the participants. Questions four, six, ten, eleven, and twelve had mixed responses between groups; the remaining seven questions had indicated improvement between all groupings. Overall, all questions suggested an impression of improvement throughout the Water Utility.

The question which indicated the most perceived improvement since last year was question two. The lowest response was from question eleven, indicating no overall change from last year, or a minimal decline. Although overall results suggest no change, question 11 had the most variance between groups and was not near the baseline for any individual group.

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.
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- 7: At work my opinions seem to count.
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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.

Overall 2010 Q12 Response Compared to 2009: (Tenure was not surveyed in 2009)

Last year's Numbers															
	Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
PATTERSON	4.3	3.6	3.3	2.5	3.3	3.1	3.2	3.3	4.1	2.8	2.0	2.8	27	42%	
OLIN 1ST FLOOR	4.8	4.6	4.0	2.1	4.2	2.9	3.6	3.9	3.9	2.4	2.9	3.5	14	58%	
OLIN 2ND FLOOR	4.1	3.9	3.5	2.5	3.7	3.0	3.2	3.6	2.7	2.9	2.7	3.2	21	57%	
NO DESIGNATION	3.6	3.5	3.3	2.5	3.3	2.1	2.1	2.6	3.4	3.5	1.9	2.1	8	-	
OVERALL	4.0	3.6	3.2	2.2	3.4	2.7	2.9	3.2	3.3	2.7	2.1	2.7	71	57%	
This Year's Numbers Compared to Last Year															
	Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12	#	%	
PATTERSON	0.0	0.4	0.5	0.6	0.4	0.0	0.2	0.5	-0.3	0.4	0.3	0.4	25	39%	
OLIN 1ST FLOOR	-0.1	-0.1	-0.2	0.6	0.1	0.2	0.1	0.5	0.1	0.9	-1.0	0.4	9	38%	
OLIN 2ND FLOOR	0.5	0.4	0.8	1.5	0.6	1.2	0.7	0.7	1.2	-0.1	1.3	0.9	18	49%	
OVERALL	0.5	0.6	0.8	1.1	0.7	0.8	0.7	0.9	0.5	0.4	0.7	0.9	53	42%	
Impression Compared to Last Year (baseline shifted from 3 to 0)															
	Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12	#	%	
PATTERSON	0.5	0.6	0.4	-0.2	0.1	-0.1	0.1	0.2	0.6	0.3	-0.5	-0.1	25	39%	
OLIN 1ST FLOOR	0.4	0.3	0.4	0.2	0.4	0.0	0.6	0.6	0.4	0.3	-0.3	0.4	9	38%	
OLIN 2ND FLOOR	0.4	0.7	0.3	0.5	0.6	0.6	0.4	0.5	0.5	-0.2	0.6	0.7	18	49%	
OVERALL	0.5	0.6	0.4	0.2	0.4	0.2	0.3	0.4	0.5	0.1	-0.1	0.3	53	42%	

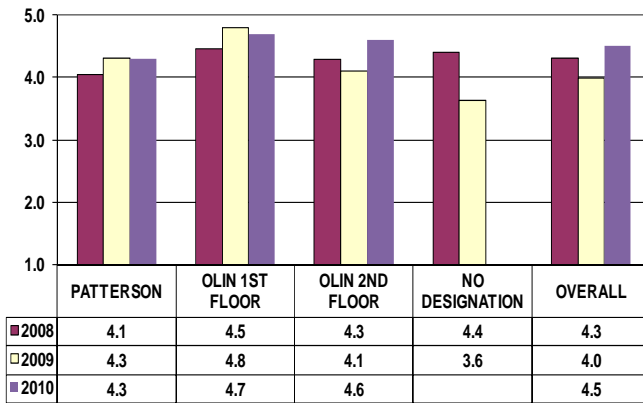
The first chart is the 2009 response to the Q12 survey. The second chart is the 2010 response minus the 2009 response to show the numerical difference. Positive numbers indicate a more favorable 2010 response; negative indicates 2009 had a more favorable response. The third chart is the same as chart one from the previous page indicating the employee's impression of the year's change without seeing last year's results. However, the baseline of 3=0 (no change) has been shifted to 0 to match chart two.

Overall all numbers indicate improvement with all questions. The numbers correspond fairly well with the perceived improvement results, with the only exception being question 11. The numbers indicated a stronger tone of improvement compared to the impression survey results.

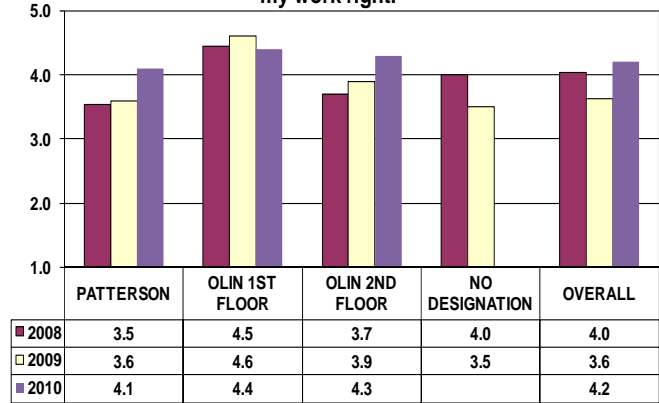
Historical Survey Responses:

This section examines each question with responses from 2008, 2009, and 2010. 2010 had the highest overall response for every question. 2009 had the lowest overall response for every question.

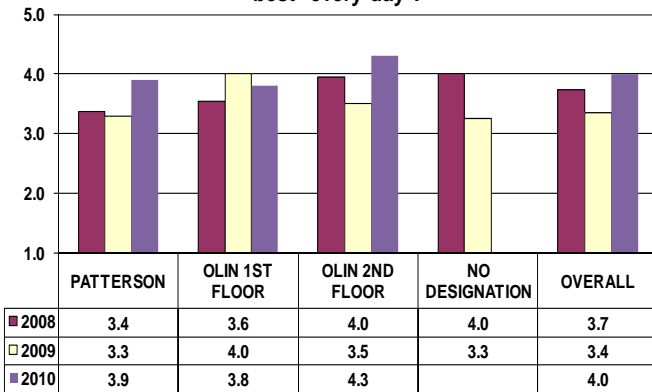
Q1. I Know what is expected of me at work.



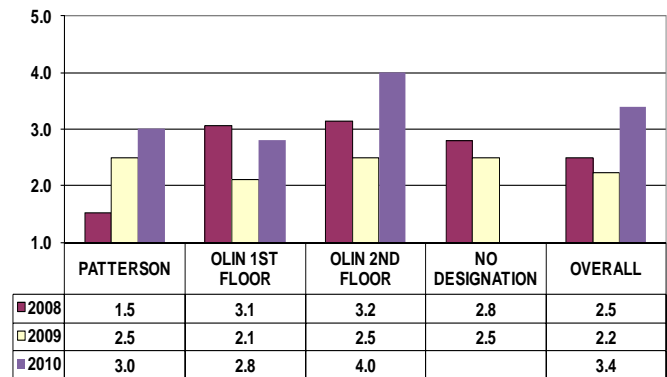
Q2. I have the materials and equipment that I need to my work right.



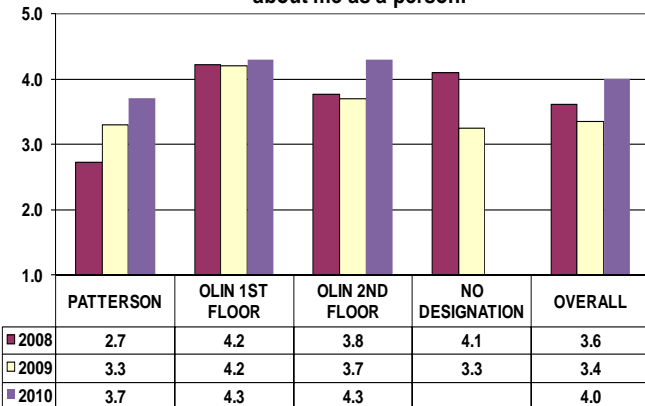
Q3. At work I have the opportunity to do what I do best "every day".



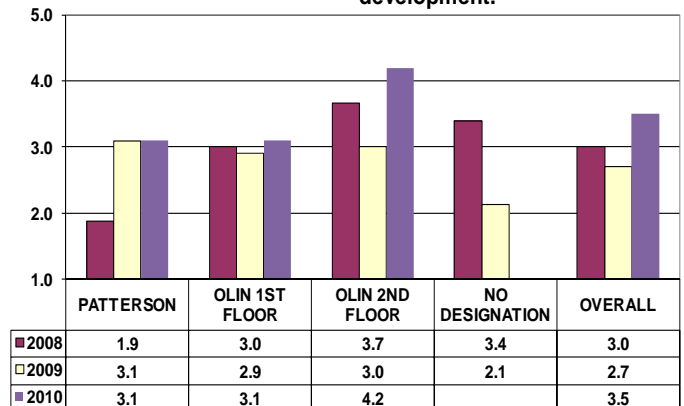
Q4. In the last 7 days, I have received recognition or praise for doing good work.



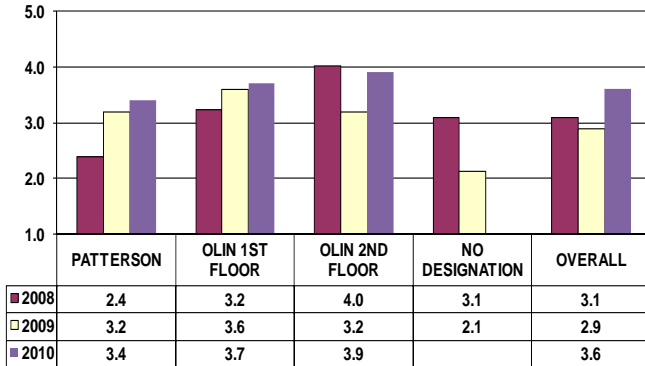
Q5. My supervisor, or someone at work, seems to care about me as a person.



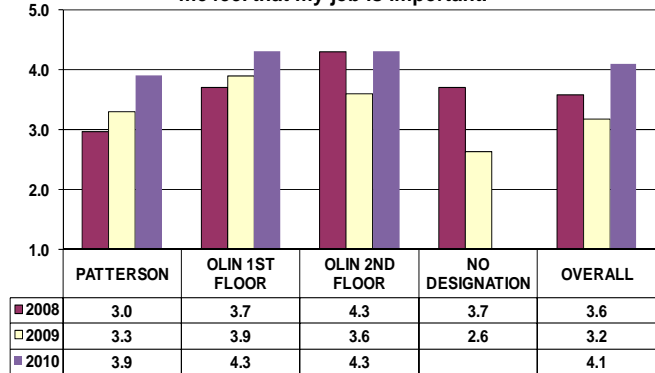
Q6. There is someone at work who encourages my development.



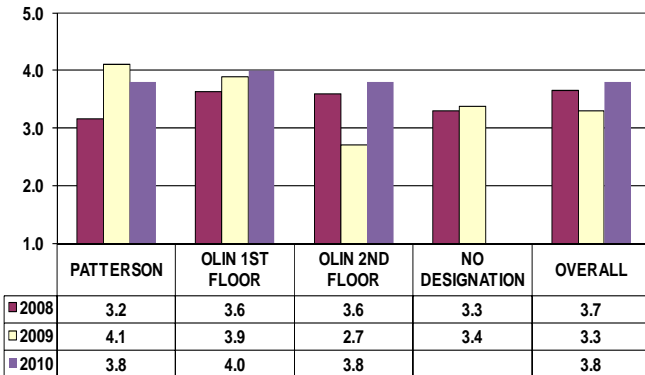
Q7. At work my opinions seem to count.



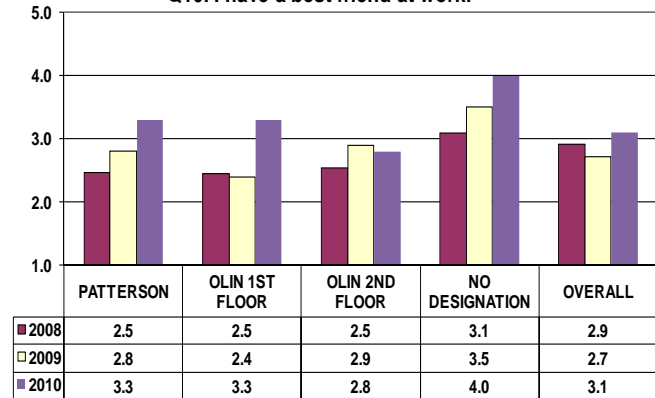
Q8. The mission/purpose of the organization makes me feel that my job is important.



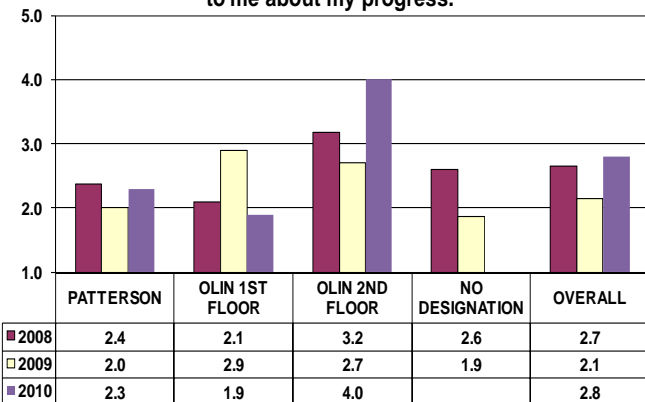
Q9. My co-workers are committed to doing quality work.



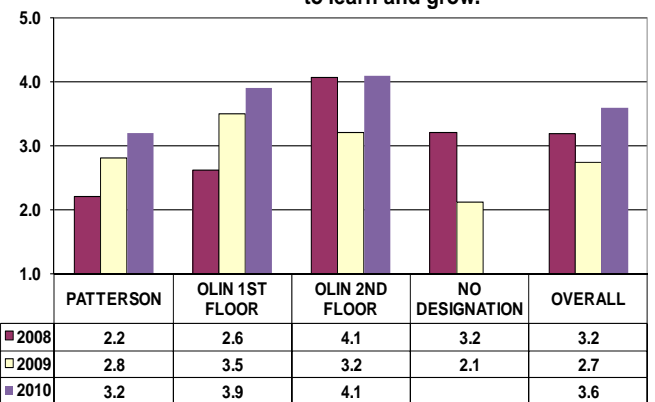
Q10. I have a best friend at work.



Q11. In the "last six months" someone at work talked to me about my progress.



Q12. In the last year I have had opportunities at work to learn and grow.



Conclusion:

The 2010 Employee Engagement survey indicates a broadly favorable response amongst respondents, including both perceived and numerical improvements compared to 2009. It should be noted that the number of participants had decreased so the information may not be representative of the overall atmosphere of the Water Utility. Increasing response rate will be a goal for 2011.

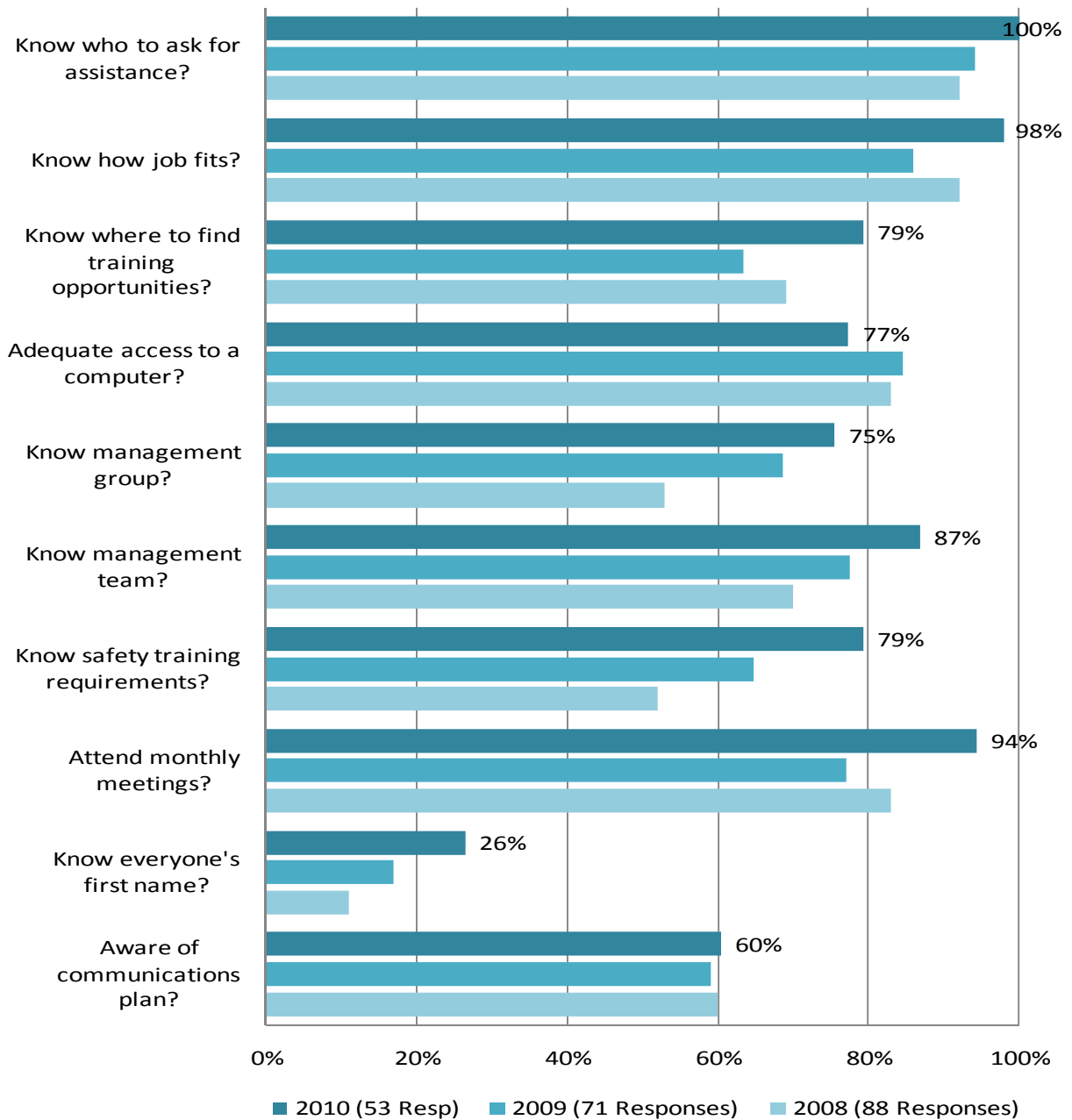
- Full sized graphs or additional data analysis is available by request from the Steering Team.
- The Steering Team welcomes any comments or suggestions regarding staff surveys and reporting.

**Part 2 -
 Summary of the Internal Communication Survey:**

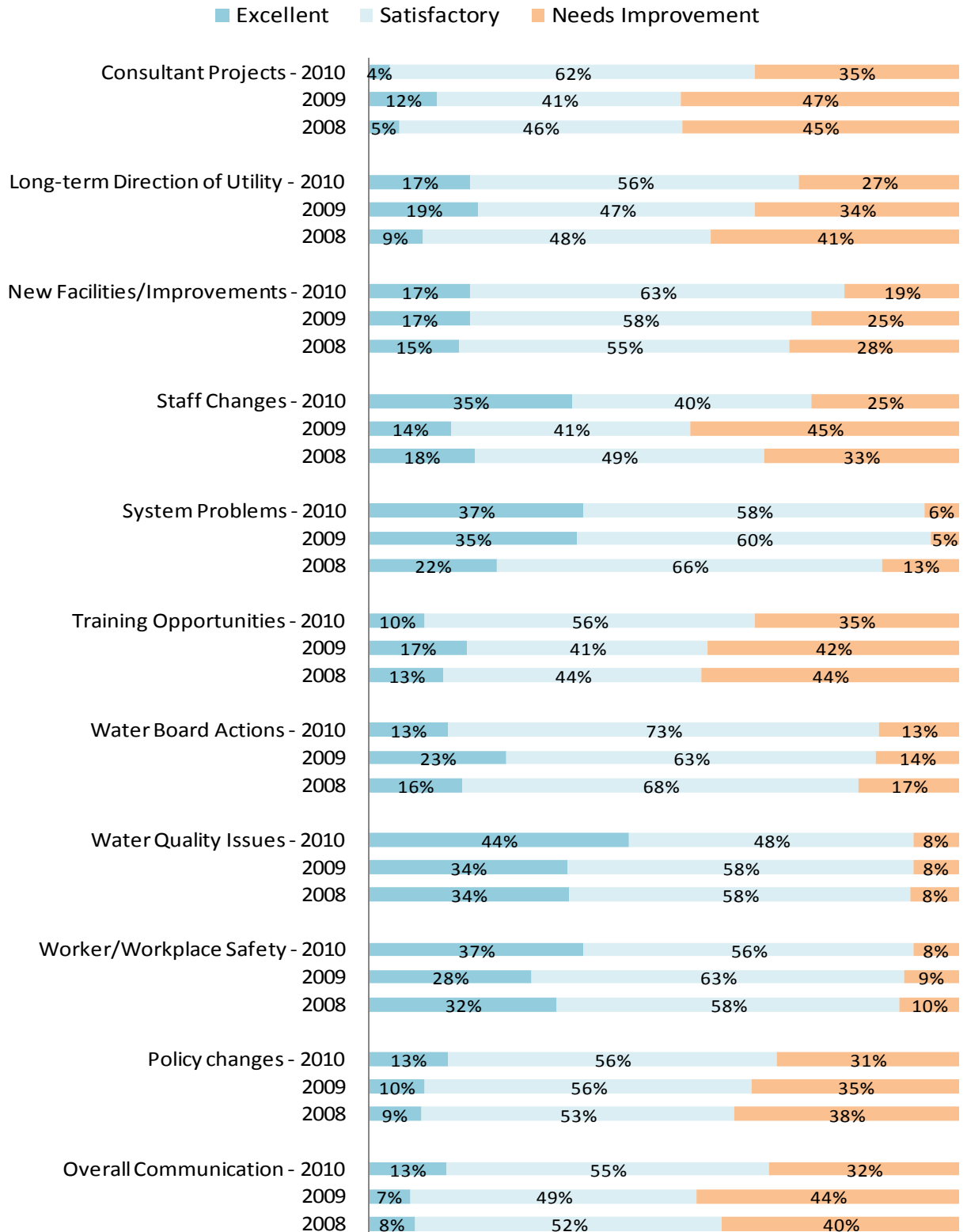
Introduction:

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.

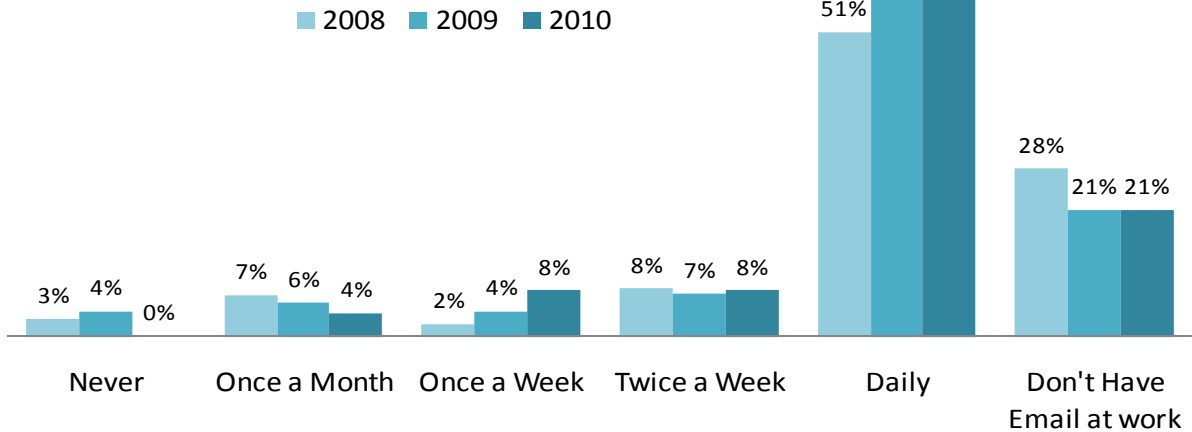
Internal Communication Survey 2010 vs. Past Data



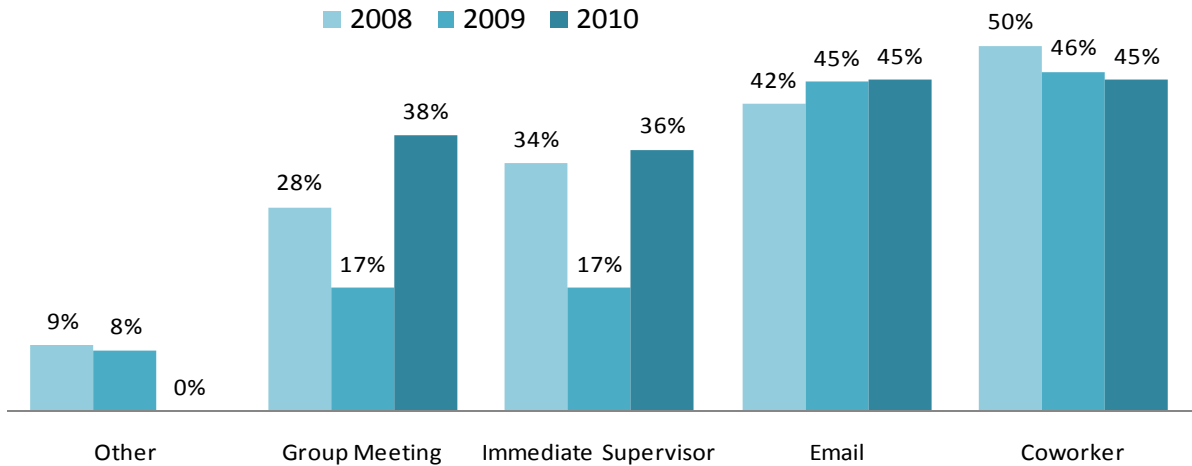
Rate Communication In Regard to... 2010 vs Past Data



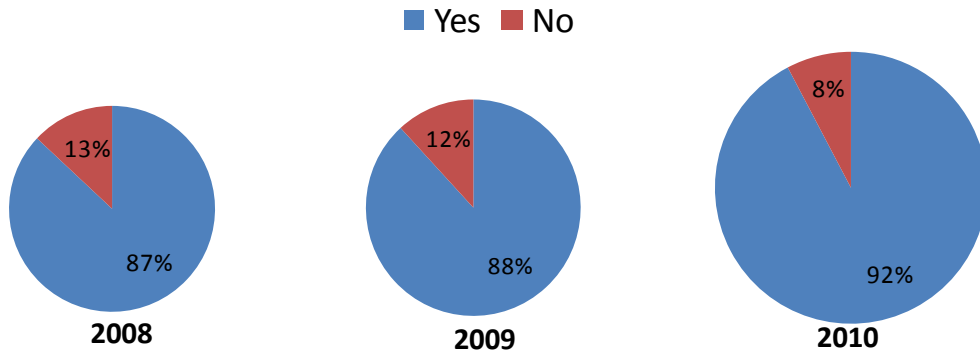
Frequency of E-mail Use



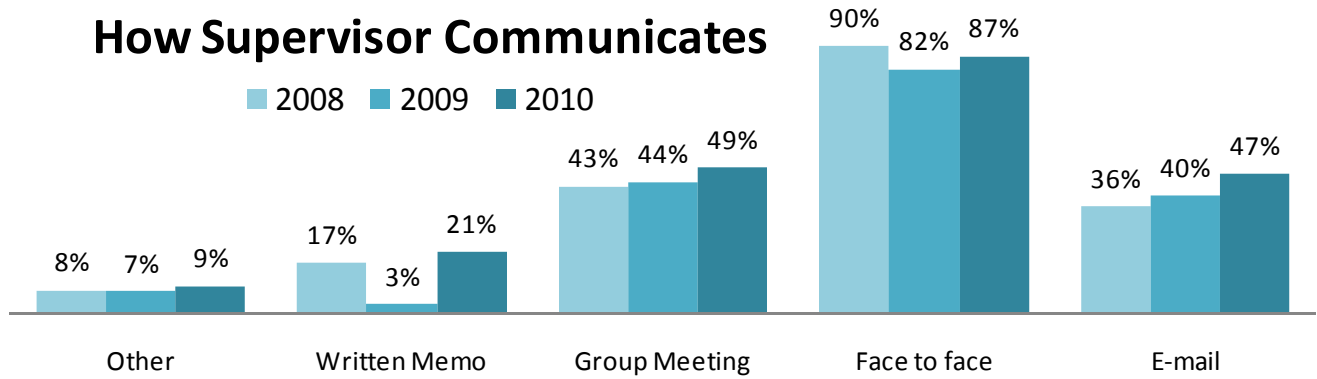
Main Source for Information



Comfortable Communicating with Supervisor?



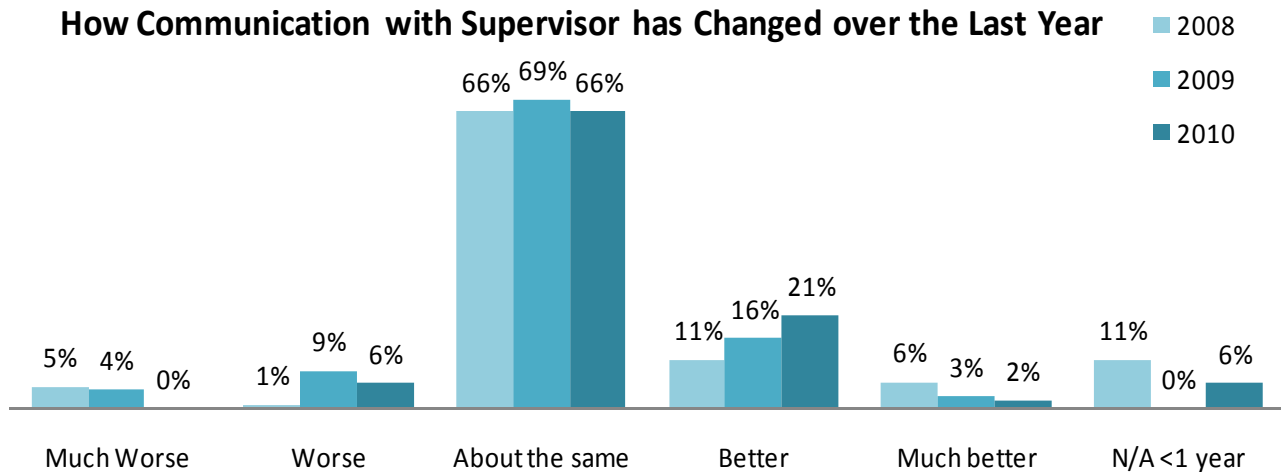
How Supervisor Communicates



Communication with Supervisor Is...



How Communication with Supervisor has Changed over the Last Year



Internal Communication Survey Comment Summary:

Ways communication has improved in the last year:

- Small group and section meetings (11)
- The combined All-Employee meetings (10)
- Email distributions and the employee intranet (7)
- Main break email notices (3)
- The 'Understanding Us' segment of the All-Employee meetings (2)
- Making the All-Employee meetings mandatory (2)
- Better communication regarding Water Utility policies and projects (2)
- Improved face-to-face/one-on-one conversations (2)
- Supervisors seem to show more effort to listen and discuss issues
- Getting information faster compared to past years
- Water quality reporting
- Socialization at potlucks
- Response time to requests
- Goal setting and defining position descriptions

Suggestions for improving communication:

- More internal/external promotion of the Utility, training, conservation, and communication (5)
- Weekly or bi-weekly general Water Utility announcements (2)
- Too much delay with "I'll get back to you..." responses (2)
- Treating staff with equality (2)
- More listening to other people's point of view (2)
- Improve communication between sections (2)
- More frequent intranet updates and remove outdated information (2)
- Too much unnecessary dialogue during 'open comment' portion of the All Employee meetings
- Avoid responding defensively to questions
- Have the General Manager periodically check in with staff or attend their meetings
- Supervisors should request more ideas and input from staff
- Have information more accessible to the night crews
- More flexibility with training opportunities
- Monthly All-Employee meetings were better than the quarterly meetings
- Getting information/announcements to absent staff
- Bridge the info gap between daily job specific info and the quarterly meetings for overall info
- Difficult for field staff to schedule time with office staff
- More communication between buildings
- Have more computer access at the Operation Center and for field staff in general
- Wucommon is too unorganized
- There is too much negativity
- Too much emphasis on mistakes or errors instead of positive performance
- Management appears to be working hard at improving engagement and communication
- Continued and improving transparency