

# Internal Monitoring Report

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

**Monitoring Frequency:** Annual

**Date:** June 23, 2020

## 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 is attached.

In 2018, Madison Water Utility staff also took the Employee Voice Survey, conducted on the City of Madison’s behalf by the National Research Center. Those results are also 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.
- 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 City of Madison Employee Voice 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

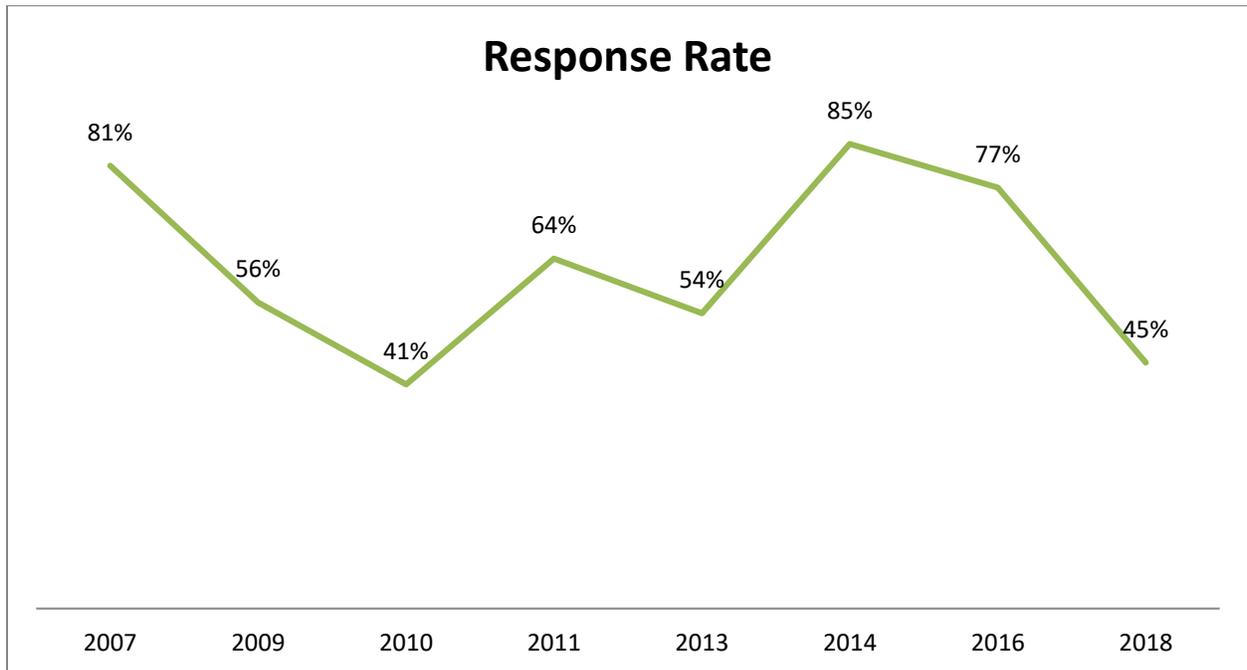
- Introduction ..... 1
- Contents ..... 1
- Highlights ..... 2
- Survey Distribution and Response Rates ..... 2
- Employee Engagement ..... 3
- Equity ..... 8
- Internal Communication ..... 10
- Demographics ..... 13
- Next Steps ..... 15

## 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

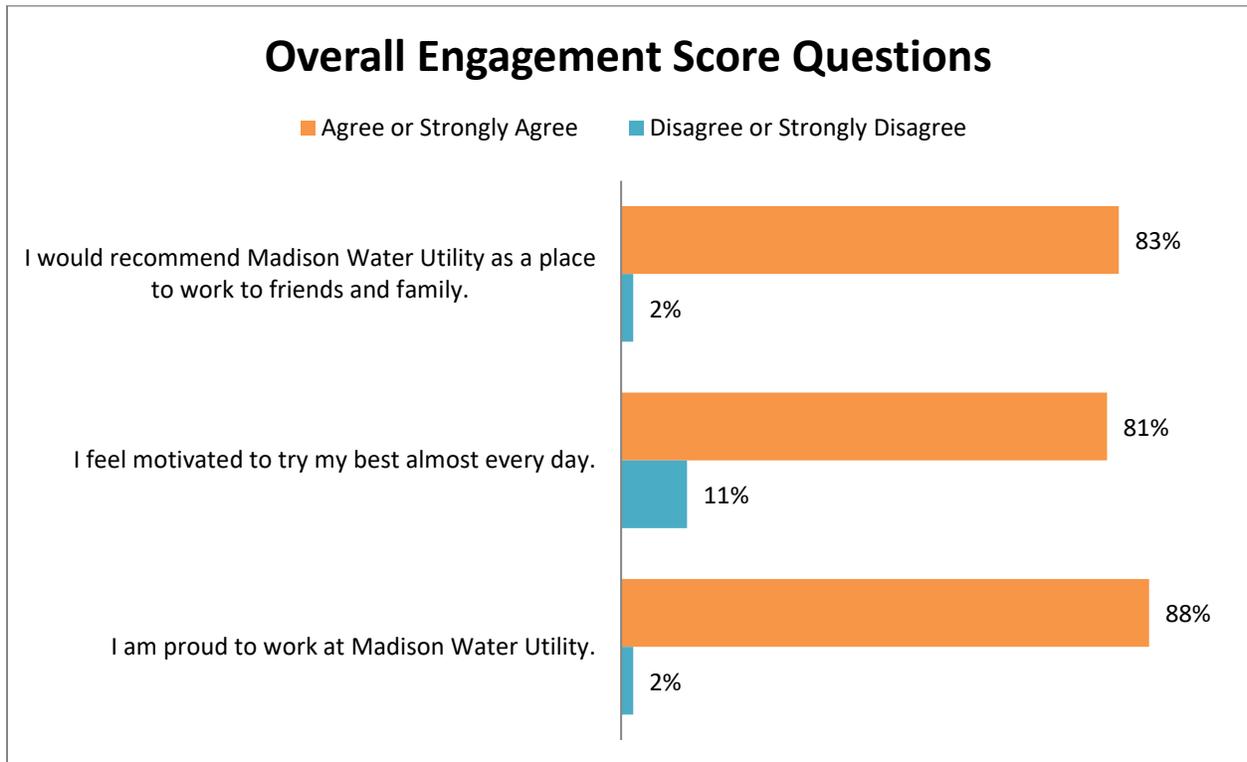
Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.

### 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.

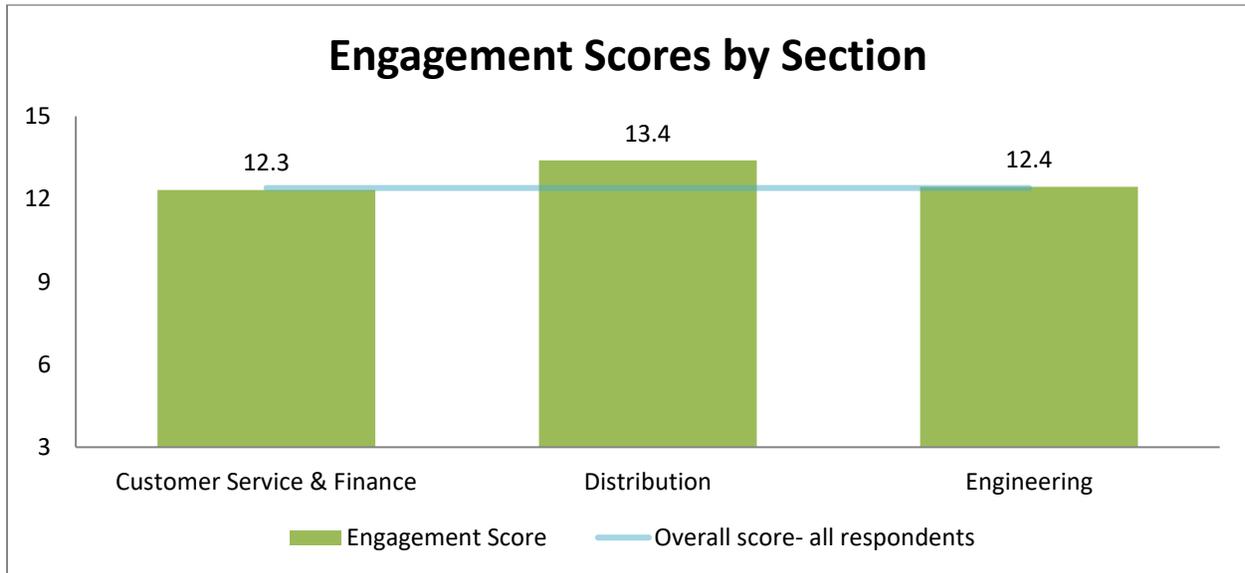


# 2018 Employee Engagement & Internal Communication Survey Results Madison Water Utility

## 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.

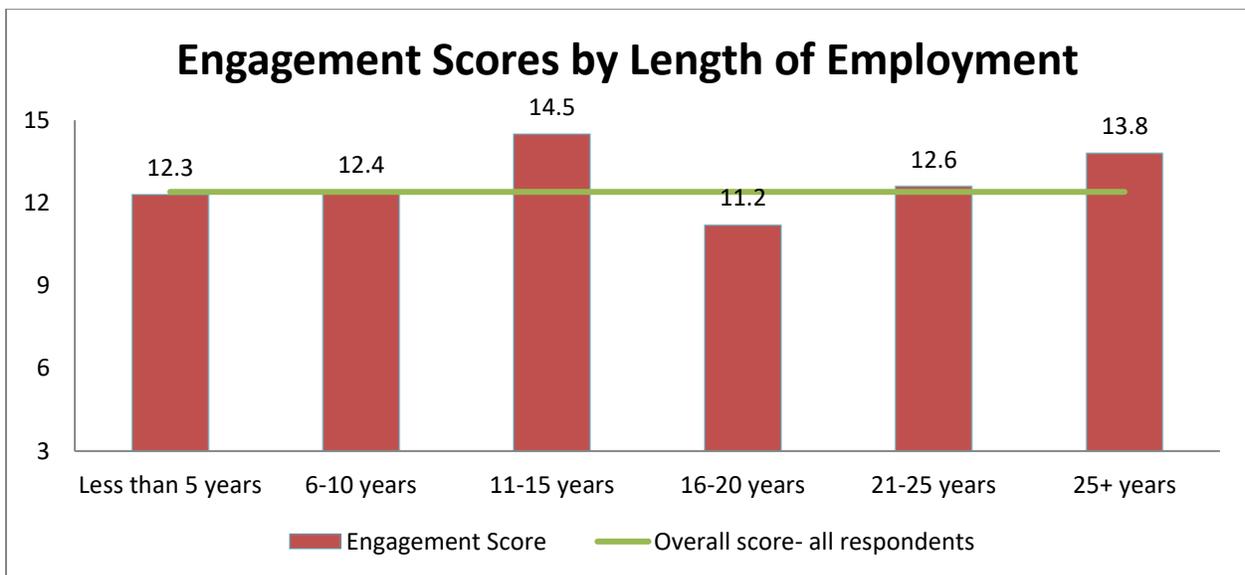
The Distribution Section had the highest overall engagement scores. In 2016, Engineering and Maintenance had the highest overall scores with 13.7 and 12.6, respectively.



## COMPARISON BY LENGTH OF EMPLOYMENT

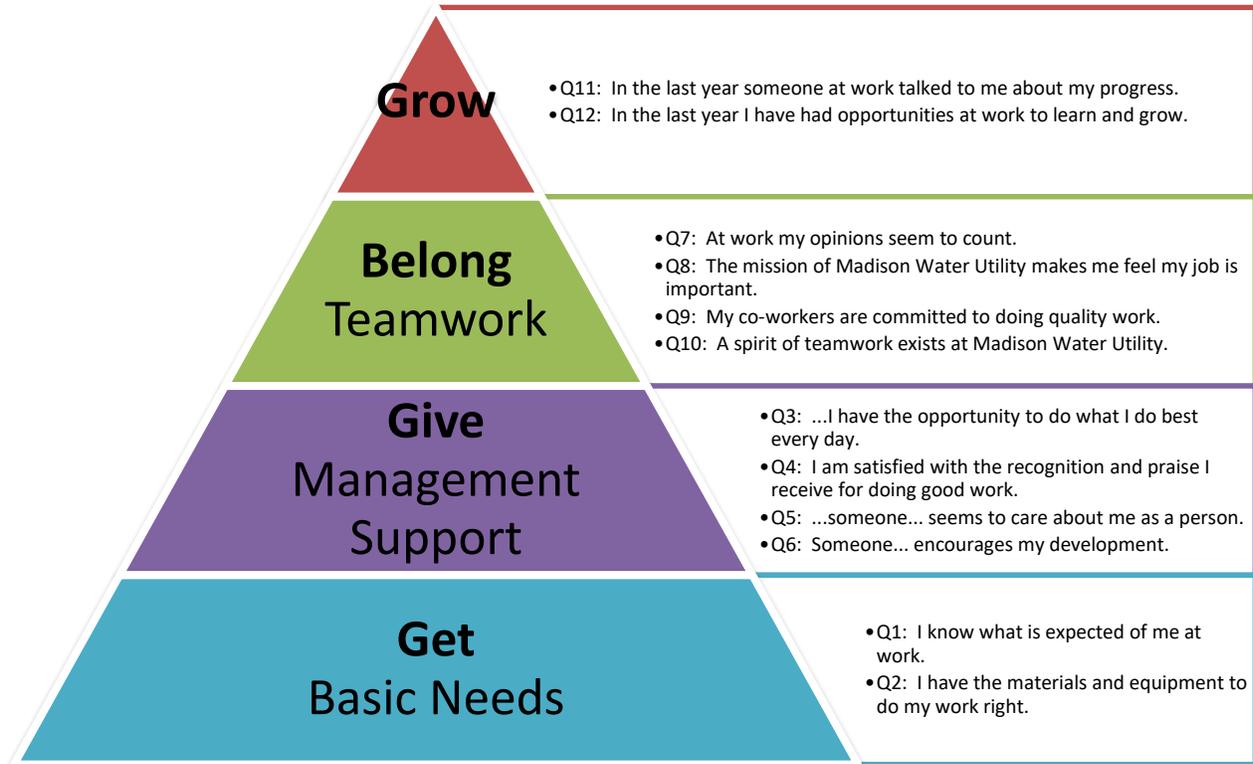
Note: 17% of survey respondents preferred not to say how many years they had worked at Madison Water Utility.

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**:

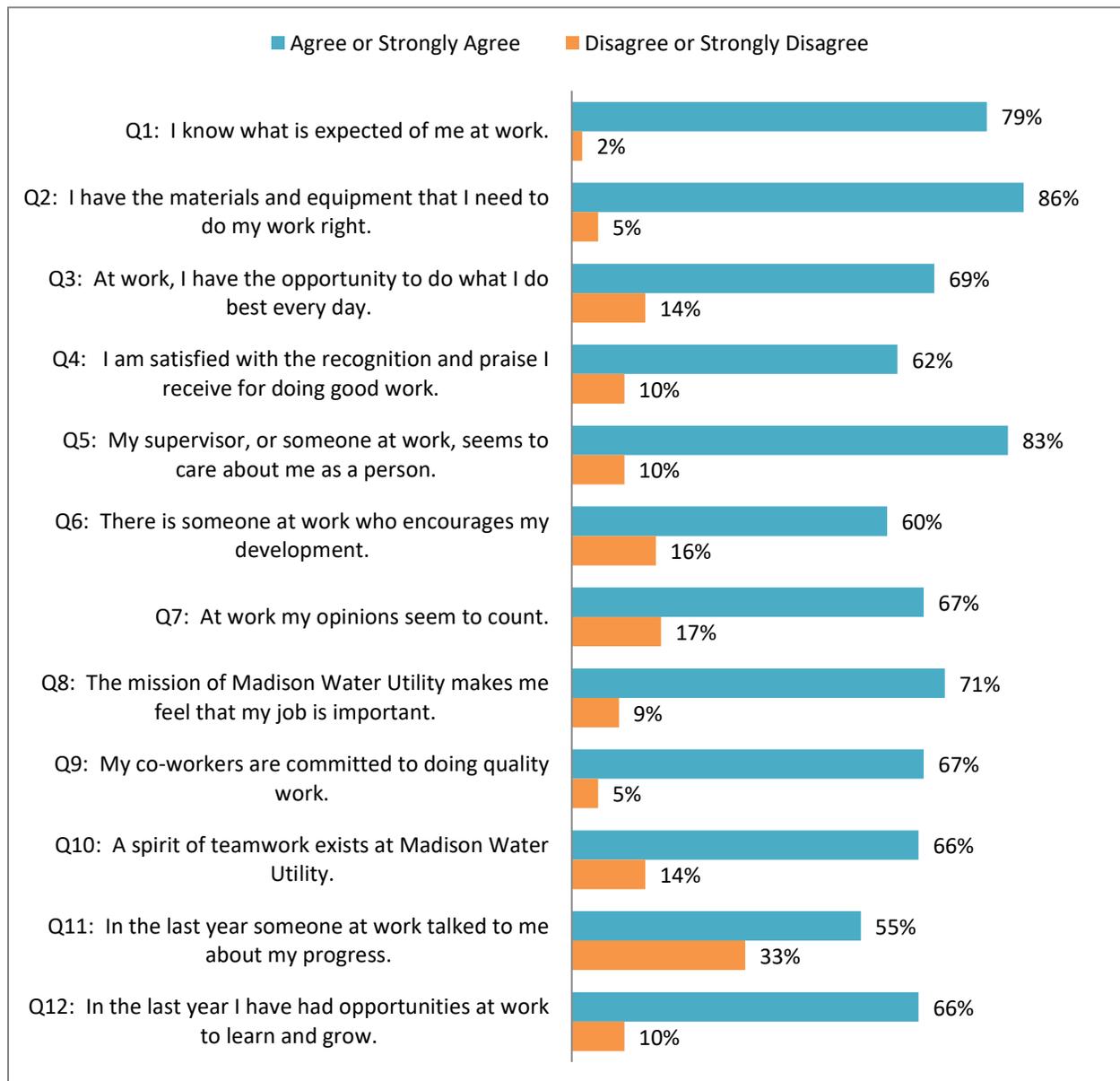
- 86% of respondents agreed with the Q2 statement: "I have the materials and equipment to do my work right."
- 83% of respondents agreed with the Q5 statement: "My supervisor or someone at work seems to care about me as a person."
- 79% of respondents agreed with the Q1 statement: "I know what is expected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

2018 Employee Engagement & Internal Communication Survey Results  
Madison Water Utility

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

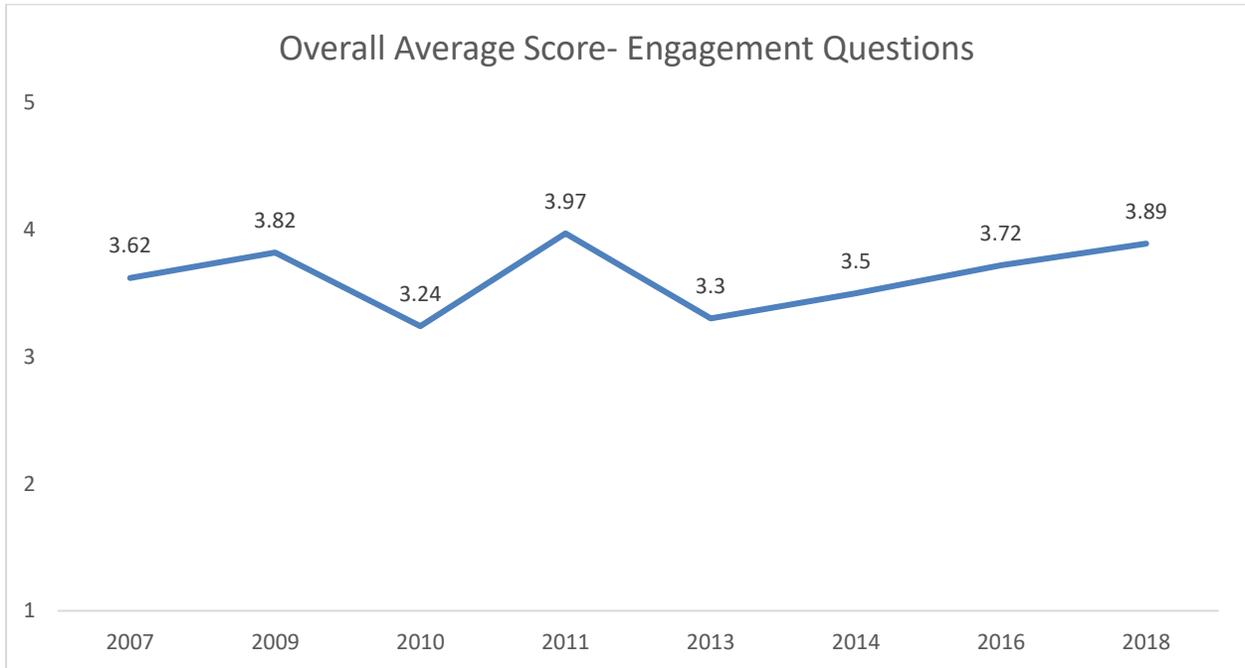
COMPARISON TO 2016

- 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

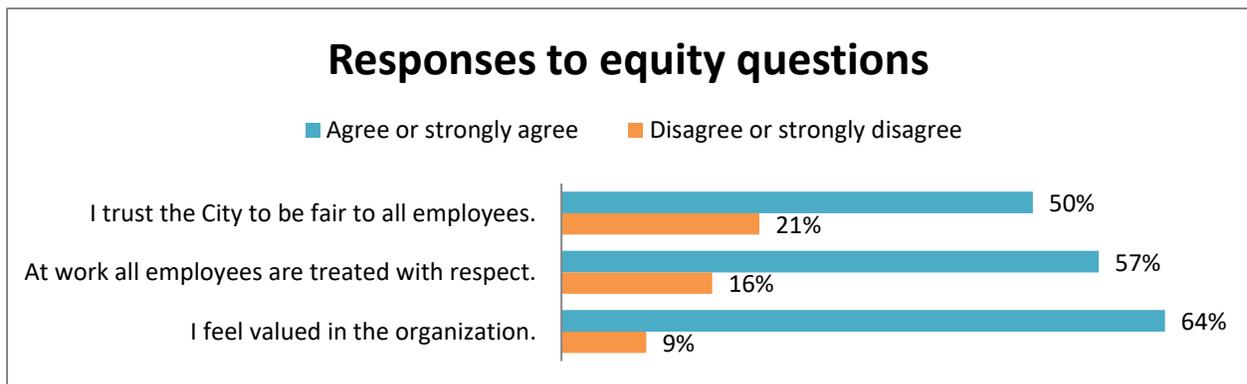
- Questions that changed (Q4, Q10, and Q11) were not averaged into this comparison.
- For the past five years, engagement scores have been improving.



## 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.



2018 Employee Engagement & Internal Communication Survey Results  
Madison Water Utility

COMPARISON BY GENDER

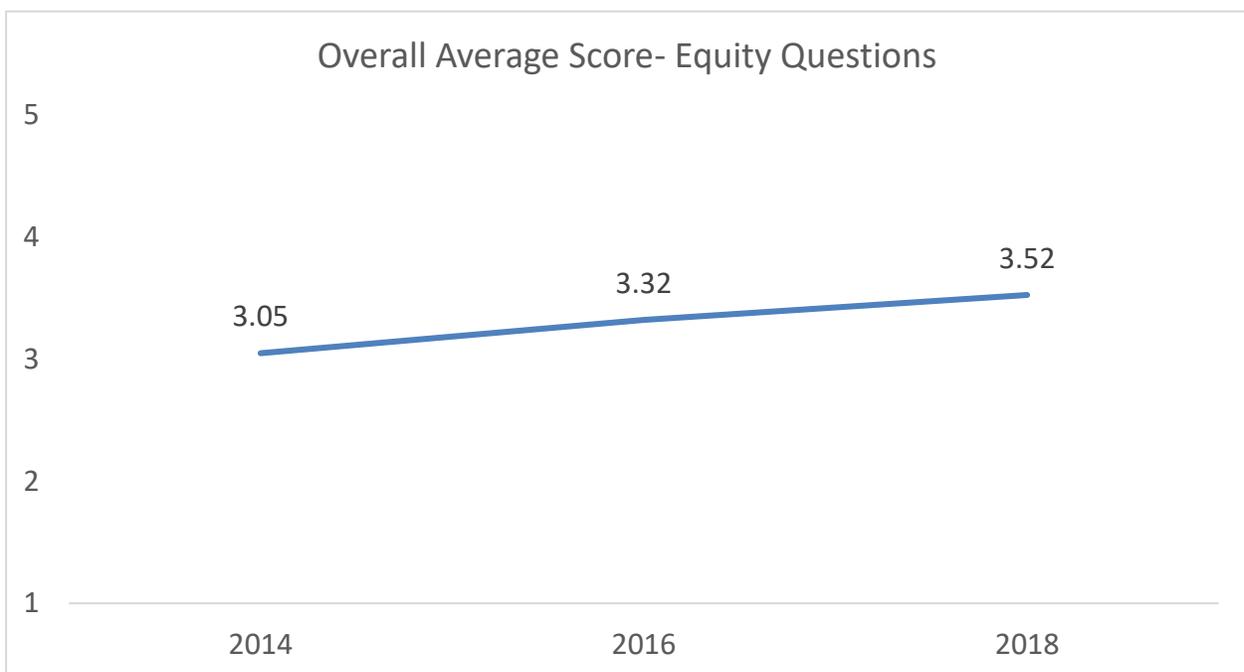
Note: Question scores are on a 1 to 5 scale (1=Strongly Disagree, 5=Strongly Agree). 27% of respondents preferred not to disclose their gender.



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%

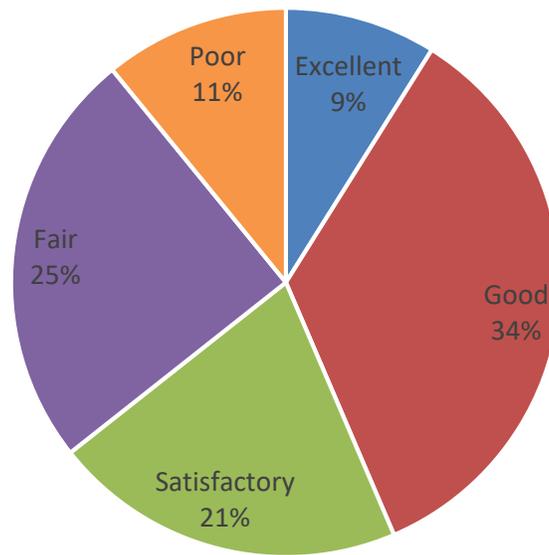


**INTERNAL COMMUNICATION**

**OVERALL COMMUNICATION**

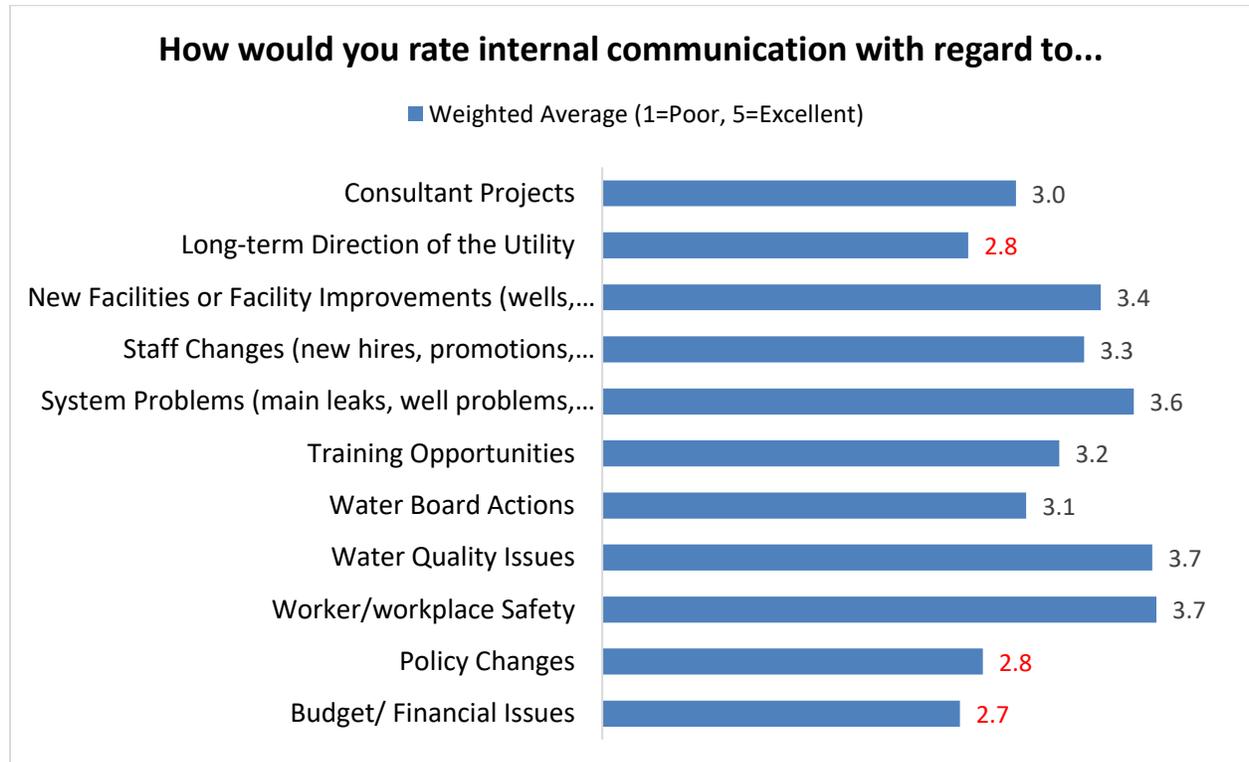
44% of respondents consider overall communication at the Water Utility to be “good” or “excellent.”  
This is a 3% decrease from 2016.

How would you rate overall communication at the Water Utility?



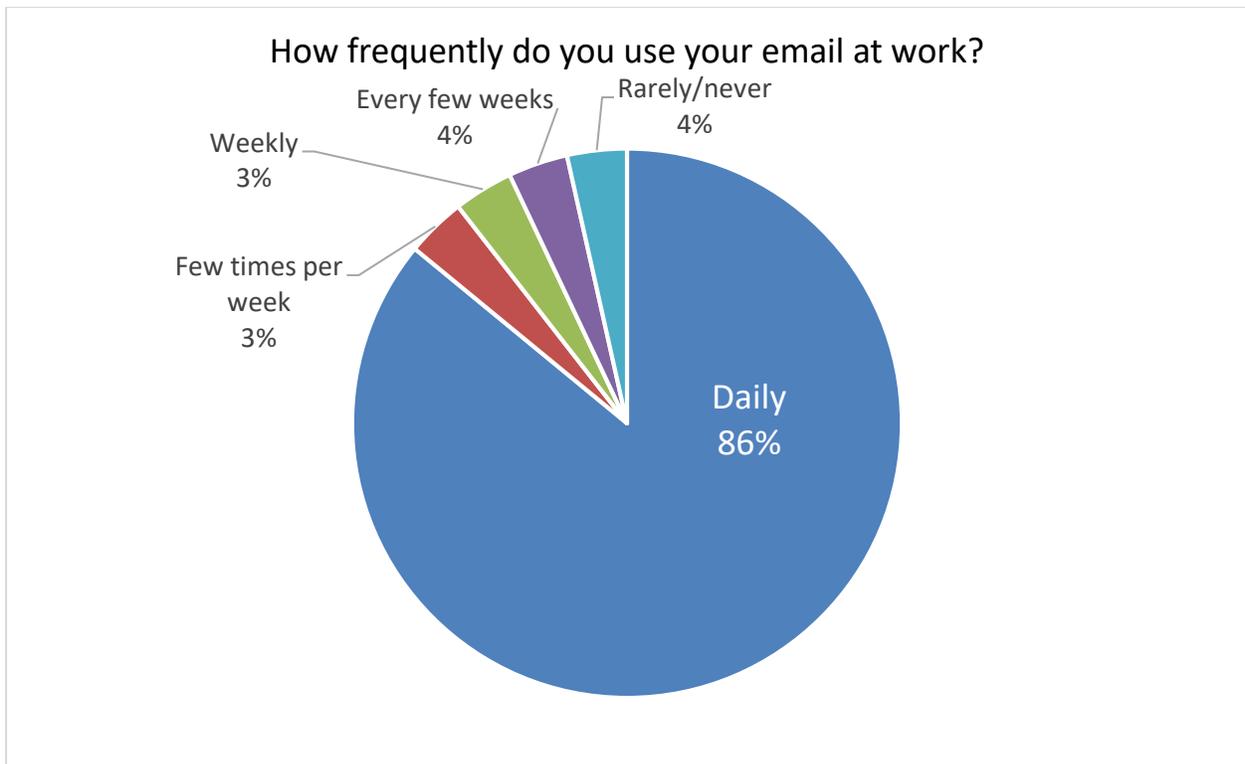
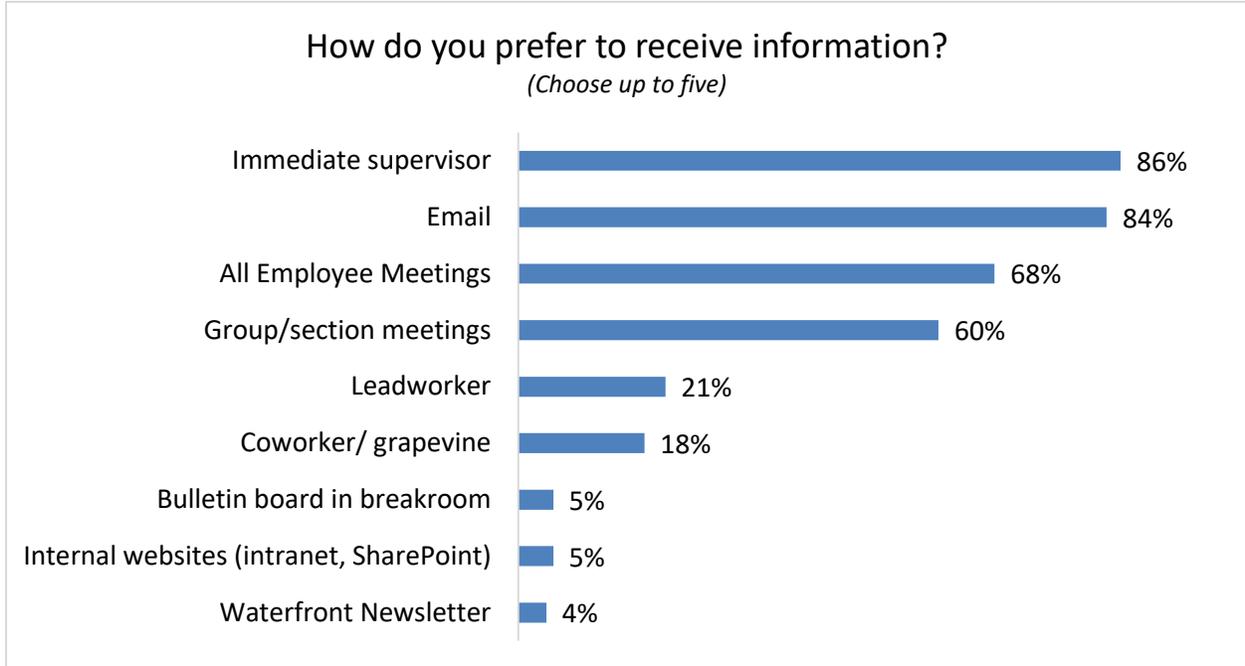
## INTERNAL COMMUNICATION TOPICS

- 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.



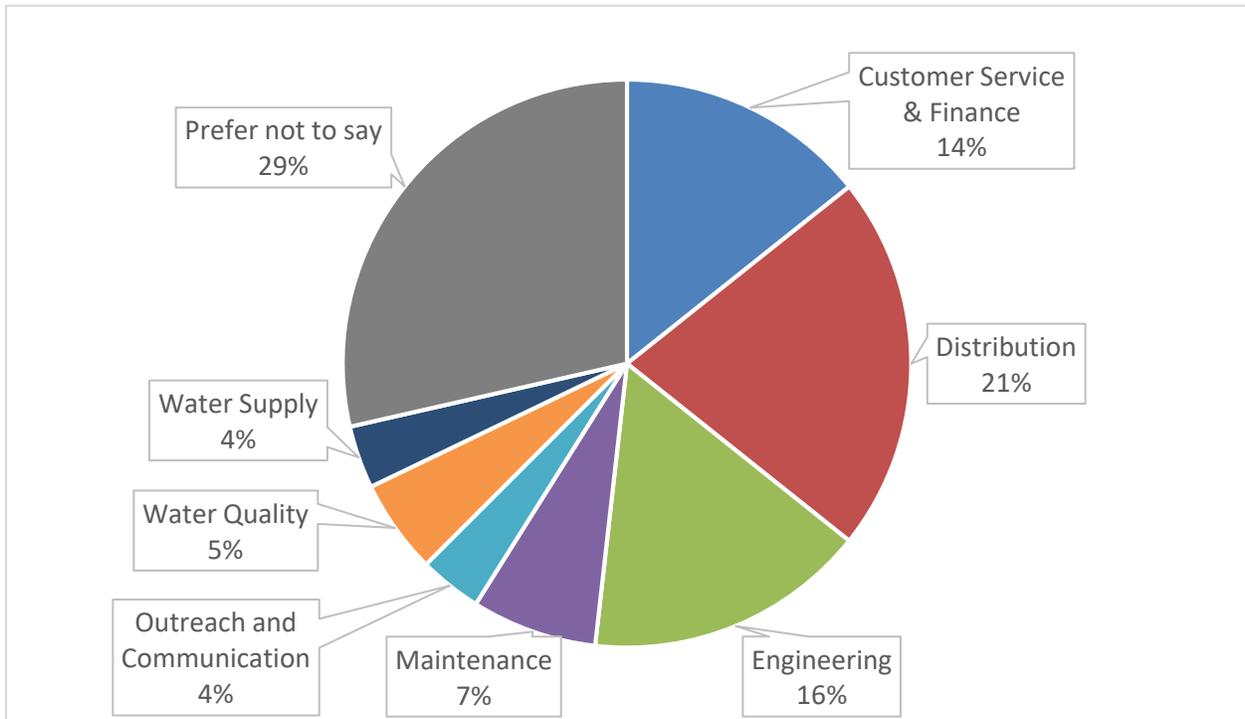
## COMMUNICATION PREFERENCES

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

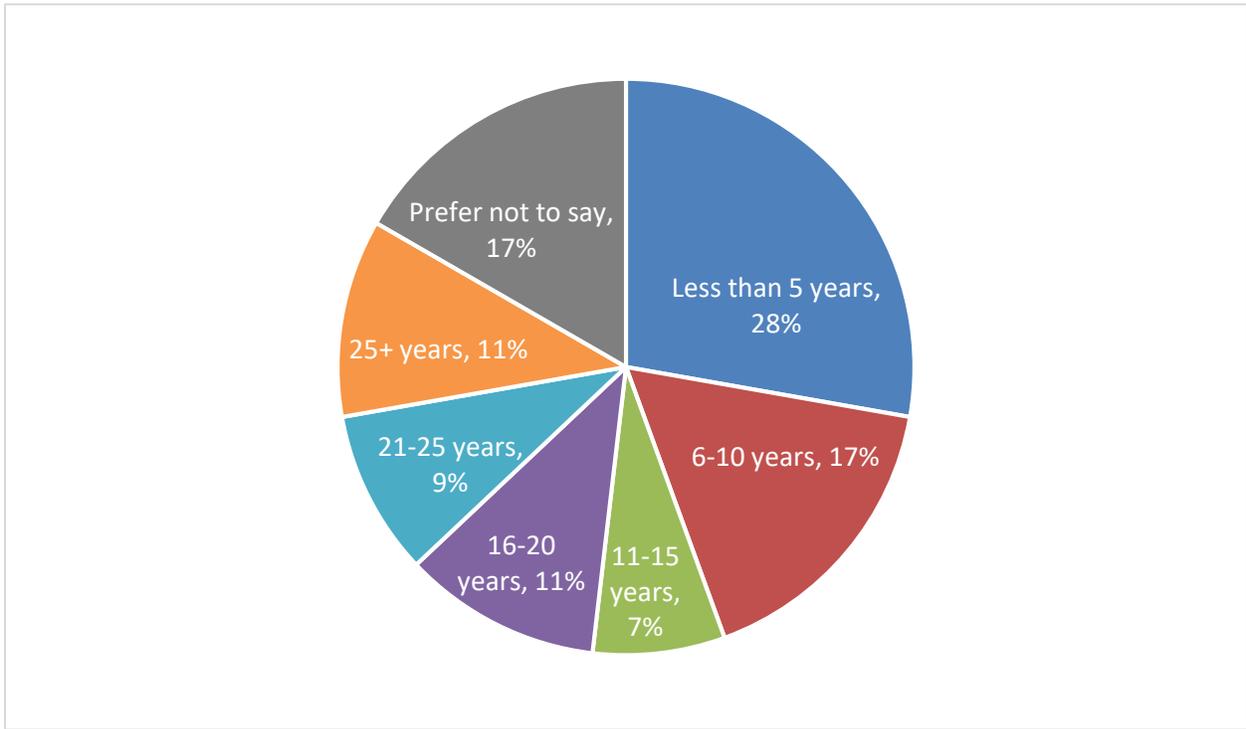


DEMOGRAPHICS

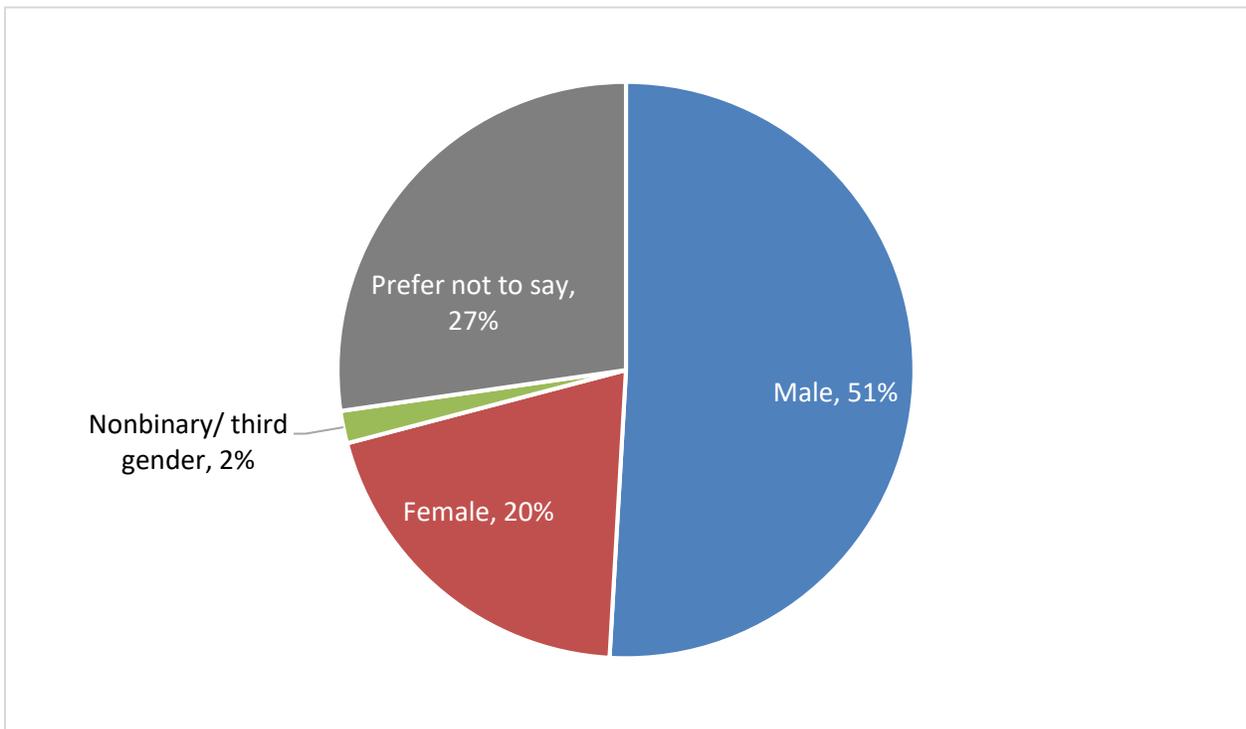
MADISON WATER UTILITY SECTIONS



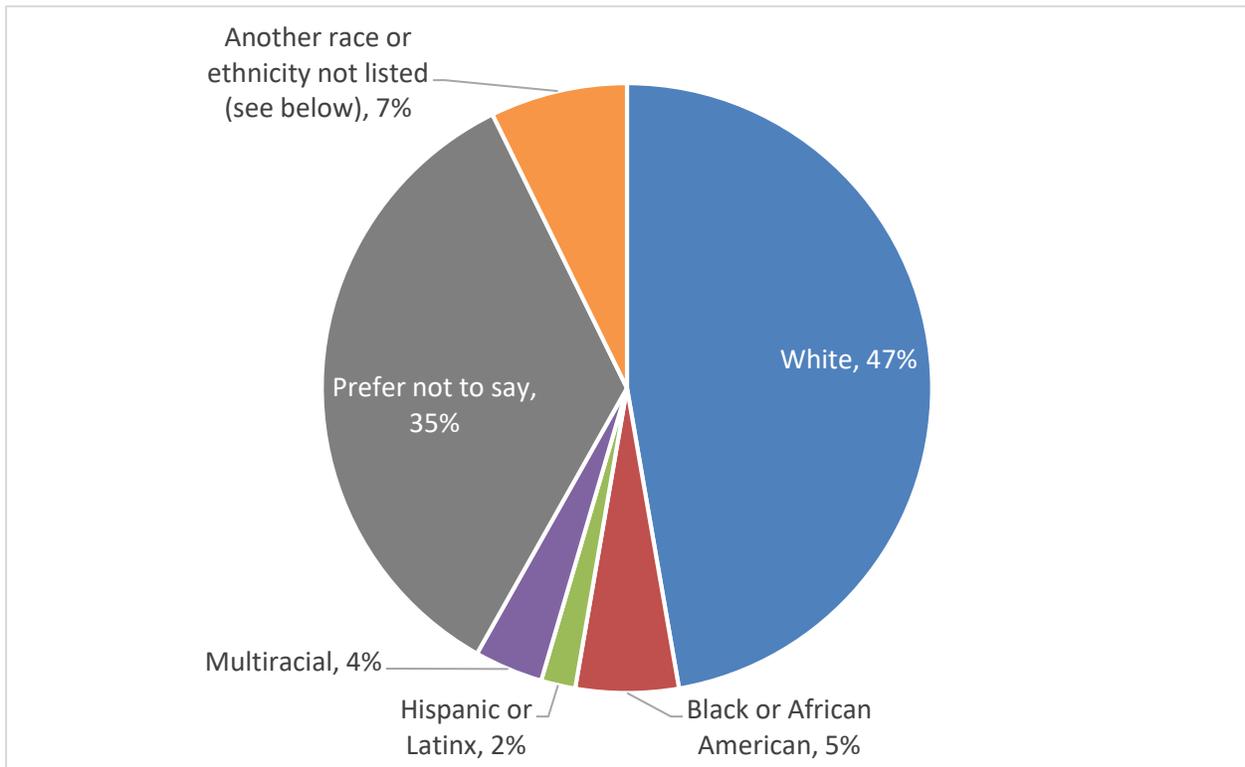
LENGTH OF EMPLOYMENT



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.

# Water Utility

## Employee Voice Survey Report

### Section 4: Water Utility Data (n=58)

#### GOAL 1: EMPLOYEE ENGAGEMENT

Percent "very" or "somewhat" likely	Water Overall	City Overall	Questions, Thoughts, Ideas, Impressions on: <i>Employee Engagement</i>
How likely or unlikely you are to recommend working for the City of Madison to someone who asks?	89%	88%	
<b>Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Madison. (Percent "strongly" or "somewhat" agree)</b>	<b>Water Overall</b>	<b>City Overall</b>	
Overall, I am satisfied with my job	91%	85%	
Overall, I feel positive about working for the City of Madison	93%	87%	
Overall, I think the City of Madison is a good employer	93%	90%	
I plan on working for this organization a year from now	98%	94%	
I gain satisfaction from my current job responsibilities	88%	87%	
My co-workers are committed to doing quality work	84%	85%	
<b>What other initiatives and activities are already underway in the department related to Employee Engagement?</b> (e.g., Equity Teams and Plans, Results Madison work, Budgeting activities, Process Improvements, Engagement Teams)			



# Water Utility

## Employee Voice Survey Report

<b>GOAL 2: EMPLOYEE DEVELOPMENT</b>				
<b>Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Madison. (Percent "strongly" or "somewhat" agree)</b>	<b>Water Overall</b>	<b>City Overall</b>	<b>Questions, Thoughts, Ideas, Impressions on: <i>Employee Development</i></b>	
I have received recognition or praise for doing good work in the last seven days	54%	58%		
In the last six months, someone at work has talked to me about my progress	52%	50%		
<b>Please rate the quality of each of the following aspects of the City of Madison. (Percent "excellent" or "good")</b>	<b>Water Overall</b>	<b>City Overall</b>		
Dealing with low-performing employees	19%	24%		
Recognizing high-performing employees	27%	36%		
<b>Please rate the quality of each of the following aspects of the City of Madison. (Percent "excellent" or "good")</b>	<b>Water Overall</b>	<b>City Overall</b>		
Supporting continual learning and development	59%	58%		
Availability of opportunities for employees to develop knowledge and skills	68%	56%		
Coaching or mentoring employees	47%	42%		
Opportunities for promotion	39%	40%		
Opportunities to develop a career path	46%	50%		
<b>Please rate each of the following aspects of your SUPERVISOR'S performance. (Percent "excellent" or "good")</b>	<b>Water Overall</b>	<b>City Overall</b>		
Providing specific, constructive feedback that helps improve performance	59%	58%		
Working together with employees to set goals	62%	55%		
Providing recognition for doing good work	64%	56%		
<b>Please rate the quality of each of the following aspects of the City of Madison's leadership including Department and Division Heads. (Percent "excellent" or "good")</b>	<b>Water Overall</b>	<b>City Overall</b>		
Encouraging employees to come up with innovative solutions to problems	44%	53%		
<b>What other initiatives and activities are already underway in the department related to Employee Development?</b> (e.g., Equity Teams and Plans, Results Madison work, Budgeting activities, Process Improvements, Engagement Teams)				



# Water Utility

## Employee Voice Survey Report

### GOAL 3: COMMUNICATION

Please rate the quality of each of the following aspects of the City of Madison. (Percent "excellent" or "good")	Water Overall	City Overall	Questions, Thoughts, Ideas, Impressions on: <i>Communication</i>
Collaboration among all staff overall	56%	48%	
Please rate the quality of each of the following aspects of your work group. (Percent "excellent" or "good")	Water Overall	City Overall	
Collaboration among all staff in my work group overall	76%	71%	
Please rate each of the following aspects of your SUPERVISOR'S performance. (Percent "excellent" or "good")	Water Overall	City Overall	
Informing employees about decisions that impact work	72%	61%	
Please rate the quality of each of the following aspects of the City of Madison's leadership including Department and Division Heads. (Percent "excellent" or "good")	Water Overall	City Overall	
Communicating an inspiring vision	38%	56%	
Clarity of strategic direction, goals and objectives	43%	54%	
Communicating information in a timely manner	46%	55%	
Communicating information that helps employees to understand the problems and issues facing the City	36%	49%	
<p><b>What other initiatives and activities are already underway in the department related to Communication?</b> (e.g., Equity Teams and Plans, Results Madison work, Budgeting activities, Process Improvements, Engagement Teams)</p>			



# Water Utility

## Employee Voice Survey Report

### OTHER, Madison as an employer

Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Madison. (Percent "strongly" or "somewhat" agree)	Water Overall	City Overall	Questions, Thoughts, Ideas, Impressions on: <i>Madison as an employer</i>
I feel that my workload is manageable most of the time	84%	78%	
On average, I could take on a heavier workload than I currently have	39%	32%	
I feel positively challenged in my current job	77%	81%	
The mission and vision of the City of Madison make me feel my job is important	72%	74%	
I have good friends at work	83%	86%	
I know what is expected of me at work	88%	89%	
I have the opportunity to do what I do best every day at work	76%	77%	
My values match or fit with the values of this organization	83%	86%	
I would benefit from additional training in ways to foster diversity and inclusivity in the workplace	67%	54%	
Please rate the quality of each of the following aspects of the City of Madison. (Percent "excellent" or "good")	Water Overall	City Overall	
The working relationships at the City of Madison overall	79%	71%	
Communication among all staff overall	63%	46%	
The work being done at the City of Madison overall	82%	77%	
Overall staff morale	71%	52%	
The City of Madison's reputation among staff	71%	61%	
A respectful atmosphere	76%	73%	
Communicating standards of ethical behavior	67%	73%	
Modeling standards of ethical behavior	60%	70%	
Maintaining a work environment that is free of violence or harassment	72%	79%	
Maintaining a work environment that is free of drug or alcohol abuse	91%	92%	
Work-life balance for staff	79%	65%	
Clarity of staff roles and responsibilities	68%	64%	
Employee appreciation	59%	46%	
Effectiveness of meetings and meeting schedule	49%	46%	
The overall skill set of staff	85%	79%	
Defining performance objectives	51%	51%	
Applying discipline fairly and consistently	34%	42%	



# Water Utility

## Employee Voice Survey Report

### OTHER, Madison as an employer

Please rate the quality of each of the following aspects of the City of Madison. (Percent "excellent" or "good")	Water Overall	City Overall	Questions, Thoughts, Ideas, Impressions on: <i>Madison as an employer</i>
Work schedule flexibility	75%	62%	
Availability of necessary materials, resources and equipment to do the job effectively	79%	68%	
Providing individual and group work spaces to do the job effectively	81%	64%	
Please rate the quality of each of the following aspects of your work group. (Percent "excellent" or "good")	Water Overall	City Overall	
The working relationships in my work group overall	90%	79%	
Communication among all staff in my work group overall	79%	68%	
The quality of work being done in my work group overall	88%	86%	
Overall staff morale in my work group	83%	64%	
Please rate each of the following aspects of your SUPERVISOR'S performance. (Percent "excellent" or "good")	Water Overall	City Overall	
Fostering an atmosphere of mutual trust and confidence	71%	68%	
Promoting a positive working relationship among work group members	72%	69%	
Communicating expectations of employees	67%	60%	
Treating employees with respect	83%	77%	
Welcoming employee involvement in decision-making	64%	62%	
Taking actions that support diversity and inclusion	75%	74%	
Please rate the quality of each of the following aspects of the City of Madison's leadership including Department and Division Heads. (Percent "excellent" or "good")	Water Overall	City Overall	
Strength of shared understanding among employees of what the organization is supposed to do	63%	60%	
Welcoming employee involvement in decision-making	37%	47%	
Listening to employee opinions	39%	52%	
Speed of response to important issues or change	39%	46%	
Modeling a high standard	48%	63%	
Managing costs responsibly and logically	46%	61%	
Process for making important decisions	43%	55%	
Overall level of confidence in the leadership of the City of Madison	55%	58%	
Commitment to increasing workforce diversity	63%	73%	
Supporting racial equity	65%	77%	



# Water Utility

## Employee Voice Survey Report

### OTHER, Madison as an employer

Please rate the job your agency, department or division does at each of the following:	Water Overall	City Overall	Questions, Thoughts, Ideas, Impressions on: <i>Madison as an employer</i>
Seeking feedback from the community to make decisions about how to improve services	77%	68%	
Implementing process improvement activities based on community feedback to help improve services	71%	65%	
Seeking feedback from the front line employees to make decisions about how to improve processes and services to residents and community	57%	49%	
Implementing process improvement activities based on front line employee feedback to help improve services	57%	48%	
Please rate the QUALITY of each of the following support services in Madison. (Percent "excellent" or "good")	Water Overall	City Overall	
Facilities management services overall	74%	76%	
Fleet maintenance services overall	75%	76%	
Human resources services overall	62%	64%	
General information technology (IT) services overall	63%	69%	
Purchasing services overall	54%	72%	
Finance services overall (which could include payroll, budgeting, etc.)	63%	74%	
Risk management services overall	61%	74%	
Attorney's Office services overall	84%	79%	
Civil Rights services overall	49%	61%	
Mayor's Office services overall	79%	67%	
Common Council Office services overall	71%	60%	
Employee Assistance services overall	79%	84%	
Overall City internal services	72%	70%	



# Water Utility

## Employee Voice Survey Report

### OTHER, Madison as a place to live

Please rate each of the following aspects of quality of life in Madison. (Percent "excellent" or "good")	Water Overall	City Overall	Questions, Thoughts, Ideas, Impressions on: <i>Madison as a place to live</i>
Madison as a place to live	83%	82%	
Madison as a place to work	86%	84%	
The overall quality of life in Madison	86%	86%	
Please rate each of the following characteristics as they relate to Madison as a whole. (Percent "excellent" or "good")	Water Overall	City Overall	
Overall feeling of safety in Madison	69%	67%	
Overall ease of getting to the places you usually have to visit	70%	68%	
Quality of overall natural environment in Madison	90%	84%	
Overall "built environment" of Madison (including overall design, buildings, parks and transportation systems)	76%	70%	
Health and wellness opportunities in Madison	88%	87%	
Overall opportunities for education and enrichment	82%	86%	
Overall economic health of Madison	81%	77%	
Sense of community	61%	60%	
Overall image or reputation of Madison	81%	79%	
Percent "very" or "somewhat" likely	Water Overall	City Overall	
How likely or unlikely you are to recommend living in Madison to someone who asks?	84%	84%	
Percent "excellent" or "good"	Water Overall	City Overall	
Overall, how would you rate the quality of the services provided by the City of Madison?	86%	87%	
Please rate each of the following categories of Madison government performance. (Percent "excellent" or "good")	Water Overall	City Overall	
The value of services for the taxes paid to Madison	76%	69%	
The overall direction that Madison is taking	75%	61%	
The job Madison government does at welcoming citizen involvement	75%	66%	
Overall confidence in Madison government	61%	54%	
Generally acting in the best interest of the community	70%	59%	
Being honest	59%	57%	
Treating all residents fairly	53%	50%	



# Water Utility

## Employee Voice Survey Report

### OTHER, Madison as a place to live

Please rate how important, if at all, you think it is for the Madison community to focus on each of the following in the coming two years. (Percent "essential" or "very important")	Water Overall	City Overall	Questions, Thoughts, Ideas, Impressions on: <i>Madison as a place to live</i>
Overall feeling of safety in Madison	89%	92%	
Overall ease of getting to the places you usually have to visit	62%	77%	
Quality of overall natural environment in Madison	74%	74%	
Overall "built environment" of Madison (including overall design, buildings, parks and transportation systems)	63%	67%	
Health and wellness opportunities in Madison	68%	68%	
Overall opportunities for education and enrichment	79%	80%	
Overall economic health of Madison	89%	89%	
Sense of community	63%	71%	

Additional notes:

