



# City of Madison Workplace Climate Report Update

# Who are we?



# MAC/WIC Workplace Climate Survey

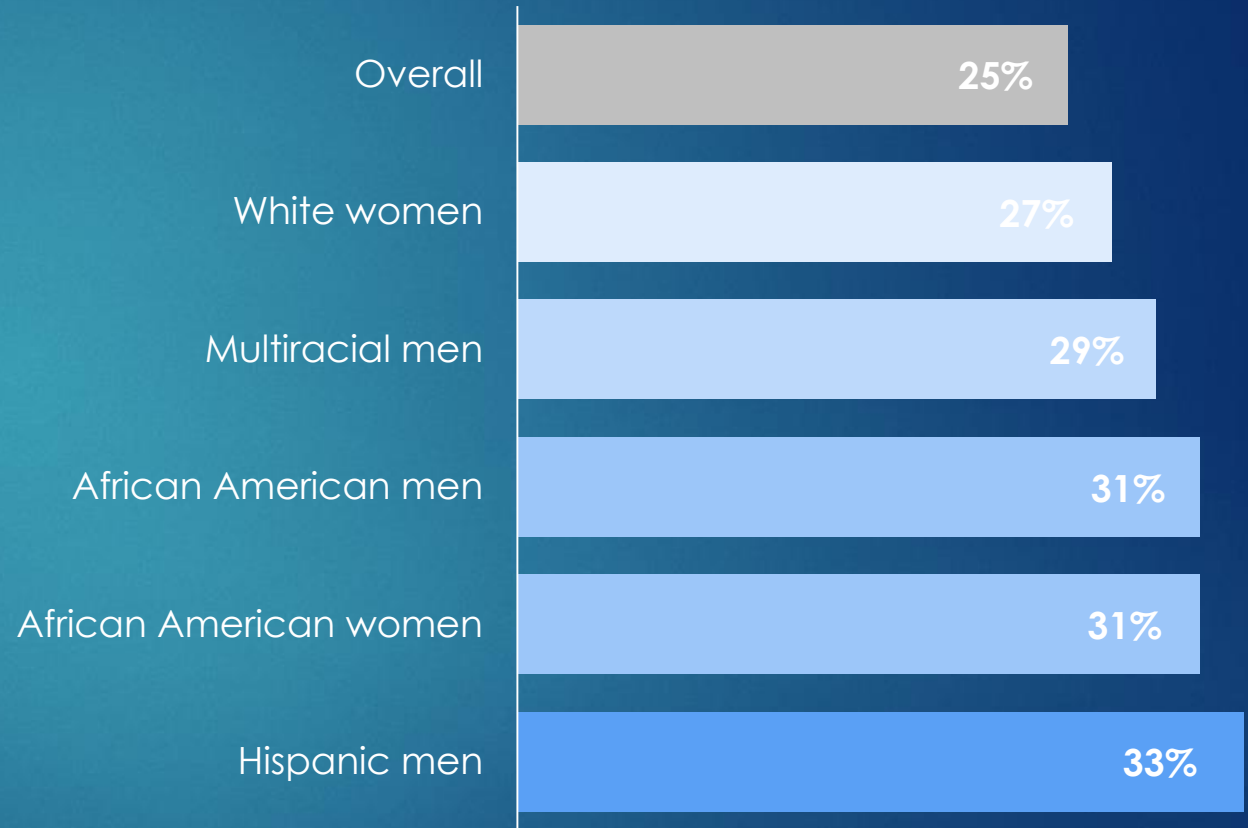
- ▶ The **purpose** of the Workplace Climate Report is to take a snapshot of the current workplace climate and inform the work of the committees and the City's priorities. The survey asked questions relating to workplace culture centered on concerns of **women**, other **marginalized genders**, and **employees of color**.

## Timeline

- ▶ Summer 2019 – Administered survey
- ▶ Fall 2019- Analyzed data and drafted report
- ▶ January 2020 Published report
- ▶ Spring & Summer 2020- Met with 12 stakeholder groups\* to discuss survey results and recommended actions.
- ▶ Fall 2020- Progress Report on Recommendations
- ▶ 2021 Track Recommendations

Concerns around employee **development** and **safe, respectful workplaces** emerged as the two major findings of the report.

Women and  
people of color  
are **more likely**  
than average to  
experience  
harassment





**One out of four**  
survey respondent  
experienced or  
witnessed  
harassment, bullying,  
or discrimination.



42% of respondents  
who experienced  
harassment **never**  
**reported it.**

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

-- an anonymous employee



“ “ 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.**”

-- an anonymous employee





**One out of four white**  
respondents reported  
receiving career  
mentoring.



But only, **one out of eight**  
**African American**  
respondents reported  
receiving career  
mentoring.



# Recommendations

1. Ensure a **safe** and **respectful** workplace environment **for all** employees.
2. Provide **equitable access** to professional development opportunities and **mentoring**.
3. Assess and support **pay equity** within our organization, specifically as it relates to **race** and **gender**.

# Accountability and Progress

- ▶ 75% (9 out of 12) of our recommendations have active or stated support
- ▶ 4 items no Progress
- ▶ Committed to tracking progress 2021

MAC/WIC Recommendations		Progress	What Agency is Responsible?	Contact	Related Progress
<b>Ensure a safe and respectful workplace environment for all employees.</b>					
1. 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.	✓	Active Support	DCR	Norman Davis, Melissa Gombar	APM 3-5 Revision on-track
	⚠	Stated Support	HR	Harper Donahue IV, Erin Hillson	Plan to complete APM 2-25, 2-33 in 2020 or spring 2021
2. Evaluate and improve harassment prevention and response training for supervisors and all staff.	✓	Active Support	DCR	Tracy Lomax	Supervisor training should be prioritized
3. 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.	✗	NoProgress			MAC/WIC created civility posters and distributed to public facing agencies Oct 2020. Kudos to departments like Libraries Consequence Chart & Civility Guidelines
4. Review rules of conduct and training for elected officials and committee members to ensure they include provisions for appropriate treatment of staff.	✗	NoProgress	Common Council Office	VACANT CC Director	
5. 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.)	✓	Active Support	DCR	Melissa Gombar	Complainant anonymity/increased communication is coded into new software- implementation scheduled late 2020
6. Plan for continuous communication and outreach to ensure employees understand their rights, how to report incidents, and who can offer them support.	✓	Active Support	DCR/HR Orientation	Bill Wick/ Sherry Severson	In planning: will incorporate into Employee Orientation & Onboarding & Subtle Acts of Exclusion Training
7. Increase communication with individuals who file reports to ensure they understand the process, are aware of timelines, and are not experiencing retaliation.	✓	Active Support		Tracy Lomax	MAC/WIC Peer Advisor Pilot
<b>Equitable access to professional development opportunities and mentoring.</b>					
8. Use data and metrics to identify risk areas, set targets and goals, and measure the impact of initiatives.	✓	Active Support	HR	Brad Wollmann	Exit Survey & plan to implement Exit Interviews 2021 & Pulse Surveys
9. 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	✓	Active Support	HR/ Departments	Lindsay Bessick	Goal to have revised APM 2-10 to the Mayor for review by Q2 2021
10. 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	✓	Active Support	HR	Carla Garces-Redd	Virtual Conference executed Sept 2020
<b>Assess and support pay equity within our organization, specifically as it relates to race and gender</b>					
11. Conduct regular citywide pay analyses to determine and track any disparities.	✗	NoProgress	Mayor's Office	Mayor Rhodes-Conway	
12. Address any gender and race/ethnicity gaps analyzed by involving those who are impacted and collaborating with MAC, WIC, and other Citywide initiatives					
13. Analyze the City's position study process through an equity lens.	✗	NoProgress	HR	Vacant HR Services Manager	Equity Analysis on position study scheduled for Q4

# Advocacy

- ▶ Policy Changes
  - ▶ APM 3-5 Anti-Discrimination
  - ▶ APM 2-52 Inclusive Workplace
  - ▶ APM 2-10 Trainings (pending)
- ▶ Memo Call to Action Black Lives Matter
- ▶ WIC Memo Alder Investigation
- ▶ Thank you



June 15, 2020

From: City of Madison Staff Members Engaged in Racial Equity Work

To: Mayor Satya Rhodes-Conway

Re: A Call to Action to Make Black Lives Matter in Madison

Dear Mayor Rhodes-Conway:

Thank you, Mayor, for your leadership over the past several months of the coronavirus pandemic. We recognize that it has been an extraordinary and stressful time even before the murder of George Floyd brought the deep-seated pandemic of racial injustice and anti-blackness to the forefront of our nation's attention.

We are a group of City employees committed to the City's stated vision of an inclusive, innovative, and thriving Madison and to upholding our values of equity, civic engagement, well-being, shared prosperity and stewardship. We write to you today to offer our support and our recommendations and to urge you to lead us boldly in taking every opportunity to tear down the systems of racial oppression that are woven into the fabric of government and into our society as a whole – systems that consistently fail our Black residents and colleagues.

On Monday, June 8, 2020, a group of 49 employees committed to racial equity, inclusion and social justice convened to co-create a space for City staff members which would allow for outspokenness, creativity, innovation and visioning of the kind of city in which we want to work and live.

Members of that group are participants in a number of City efforts and initiatives, including the Racial Equity and Social Justice Initiative (RESJI); the Multicultural Affairs Committee (MAC); Neighborhood Resource Teams (NRTs); and civil rights coordinators.

After discussion and elevating a number of ideas, a formal poll ranking people's top two to three choices revealed broad consensus in two thematic areas: Internal recommendations addressing racial equity and safety in the workplace and external recommendations regarding racial equity and safety in the community. We believe we must make concrete change in these areas over the next six months:

#### Racial Equity Calls to Action

1. Internal recommendations to make our workplace anti-racist and safe for staff of color:
  - a. Hire (2) Equity Coordinators and Supporting Staff Members (top choice in poll at 71% of participants choosing among their top three recommended actions).



# Civility Posters

- ▶ Addressing recommendation: 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.
- ▶ Currently departments have their own policies and we found inconsistencies with employee expectations or recourse



**We are Kind.  
We are Respectful.  
We are MADISON.**



- We are committed to providing excellent customer service and finding solutions for all.
- We understand that sometimes you may find an issue or situation to be challenging.
- At all times let's keep the conversation respectful in tone, and work together to resolve any issues productively.

Most importantly, *have a great day!*

**OUR SERVICE PROMISE**

I have the highest expectations for myself and my fellow employees. Every day, I will:

- Serve coworkers and members of the public in a kind and friendly manner.
- Listen actively and communicate clearly.
- Involve those who are impacted before making decisions.
- Collaborate with others to learn, improve, and solve problems.
- Treat everyone as they would like to be treated.









## Meet your MAC WIC Peer Advisors



[Binta Ceesay](#)

Library  
608-288-6160

[Abigail Ferguson](#)

IT  
(608) 261-9649

[Laurel Franklin](#)

Parks  
(608) 320-7123

[Mike Miller](#)

Economic Dev  
(608) 267-8721

[Nancy Saiz](#)

Community Dev  
(608) 266-6433

**What is a Peer Advisor?** Peer Advisors are a trusted contact for City employees, available for advice and support on a wide spectrum of issues in the workplace, from disrespectful or unkind behaviors to harassment and discrimination as outlined in City of Madison policies. The MAC/WIC Peer Advisors program was created in response to the 2019 MAC/WIC Workplace Climate Report and especially centers on the experiences and concerns of employees of color and marginalized genders. Advisors are available to all City employees.

# We hope for continued support of MAC WIC survey recommendations

- **Keeping on our radar & no progress in 2020**
  1. harassment from the public
  2. staff treatment by elected officials- training and code of conduct
  3. pay equity study
  4. position study racial equity analysis

Questions? Comments?

# Definitions

- **Harassment and bullying** may include, but is not limited to, offensive jokes, slurs, epithets or name calling, physical assaults or threats, intimidation, ridicule or mockery, insults or put-downs, offensive objects or pictures, and interference with work performance.
- **Sexual harassment** may include, but is not limited to, unwanted sexual attention, advances or coercion and other verbal or physical harassment of a sexual nature.
- **Discrimination** is the unjust or prejudicial treatment of different categories of people, such as on the grounds of race, age, gender, or ability/disability.