

Madison Metropolitan Sewerage District



2023 Employee Engagement Survey Update

Commission Meeting - Thursday, July 27, 2023

Why an Employee Engagement Survey?

- Strategic Plan - Workforce Development
- Understand and improve the employee experience
- Actionable data
- 70% of the variance in team engagement is determined *solely by the manager*



Engagement Survey Core Team



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Key Takeaways – 2023 is a BASELINE year

- Employee response was outstanding (**91%** - 110 employees)
- **2 out of 3** employees rated overall satisfaction a 4 or 5 out of 5 (5 = Extremely Satisfied)
- District scores ***meaningfully*** surpass national engagement figures with an engaged to actively disengaged ration of 4:1 (vs 1.8:1 nationally)
- Highest Scores: Mission/Purpose, Learn & Grow; “Lowest” Scores: Know What’s Expected, Materials & Equipment – neither score is truly “low”, they’re just the District’s *lowest*
- Areas of development opportunity include safety, equity, & leadership



Engaged, Not Engaged, Actively Disengaged

Actively Disengaged

- unhappy at work
- resentful their needs aren't being met
- acting out their unhappiness
- potentially undermine what their engaged coworkers accomplish

Engaged

- highly involved in and enthusiastic about their work and workplace
- psychological “owners”
- drive performance and innovation
- move the organization forward

National Ratio = 1.8:1
District Ratio = 4:1

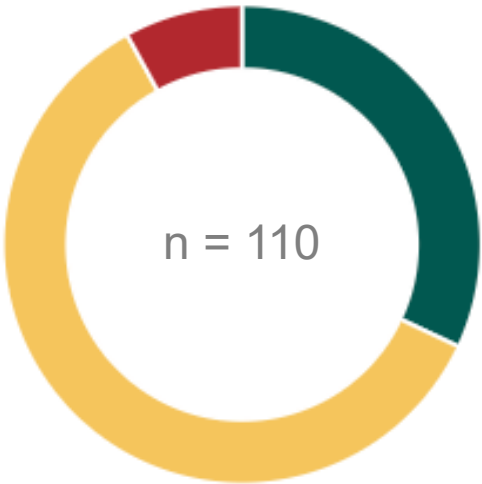
Not Engaged

- psychologically unattached to their work and company
- engagement needs are not being fully met
- putting time, but not energy or passion, into their work

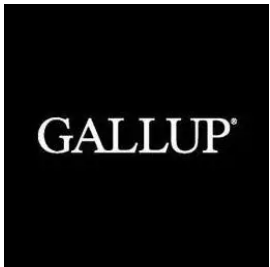


District vs National Engagement

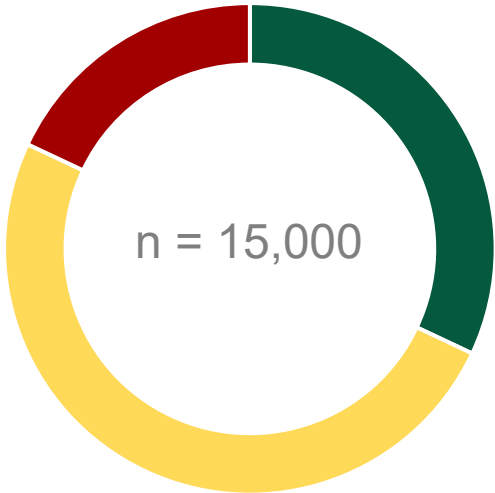
Madison Metropolitan Sewerage District



- 32% engaged (n=35)
- 60% not engaged (n=66)
- 8% actively disengaged (n=9)

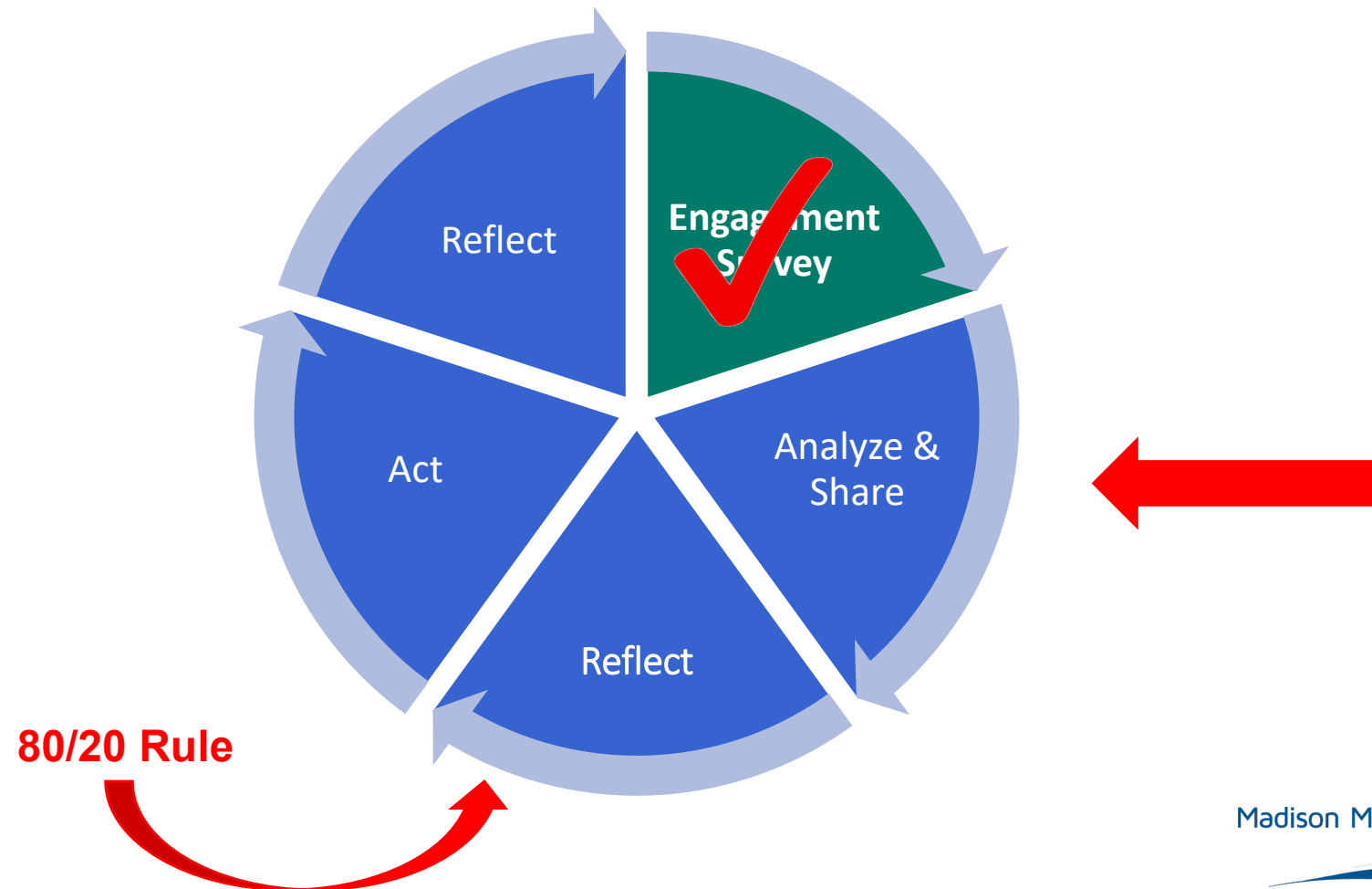


U.S. Employee
Engagement Index



- 32% engaged
- 50% not engaged
- 18% actively disengaged

The survey is Step One



Overall Score & Rank

Mean



Percentile Rank

50th



The mean is greater than 50% of those in the Industry by
Administration - Utilities - 1st Administration database.

Respondents

110

Response Rate = 91%



District Highest & Lowest Items

Highest Q¹² Items

Q08. Mission/Purpose



Q12. Learn and Grow



Lowest Q¹² Items

Q01. Know What's Expected

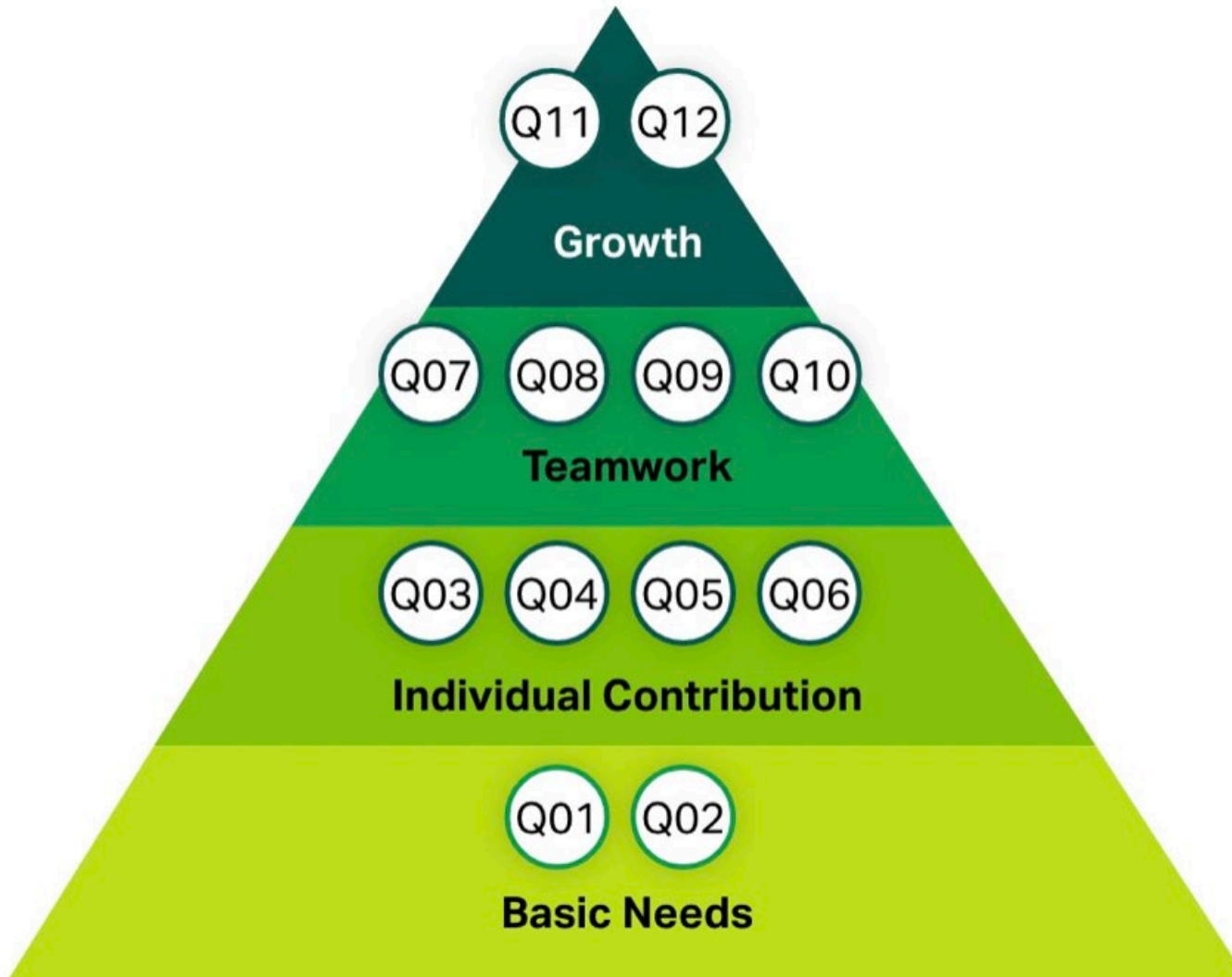


Q02. Materials and Equipment



	Current Mean	Frequency Distribution 1 2 3 4 5	Mean Percentile Rank - Industry by Administration - Utilities - 1st Administration	Mean Percentile Rank - Industry by Administration - Government - Local (City/ County/State) - 1st Administration
Q00: On a five-point scale, where 5 means extremely satisfied and 1 means extremely dissatisfied, how satisfied are you with your company as a place to work?	3.82	1:1% 2:2% 3:29% 4:51% 5:17%	52	57
Q01: I know what is expected of me at work.	4.13	1:2% 2:3% 3:16% 4:40% 5:39%	30	33
Q02: I have the materials and equipment I need to do my work right.	3.97	1:1% 2:5% 3:21% 4:44% 5:30%	41	43
Q03: At work, I have the opportunity to do what I do best every day.	3.81	1:1% 2:7% 3:32% 4:32% 5:29%	41	44
Q04: In the last seven days, I have received recognition or praise for doing good work.	3.32	1:6% 2:22% 3:23% 4:29% 5:19%	52	52
Q05: My manager, or someone at work, seems to care about me as a person.	4.12	1:2% 2:6% 3:16% 4:31% 5:45%	48	49
Q06: There is someone at work who encourages my development.	3.64	1:5% 2:14% 3:26% 4:24% 5:31%	42	44
Q07: At work, my opinions seem to count.	3.55	1:5% 2:13% 3:27% 4:35% 5:21%	47	51
Q08: The mission or purpose of my company makes me feel my job is important.	4.15	1:2% 2:3% 3:15% 4:39% 5:41%	58	65
Q09: My coworkers are committed to doing quality work.	4.00	1:2% 2:2% 3:19% 4:49% 5:28%	54	57
Q10: I have a best friend at work.	2.97	1:16% 2:22% 3:29% 4:17% 5:17%	33	38
Q11: In the last six months, someone at work has talked to me about my progress.	3.76	1:5% 2:14% 3:17% 4:26% 5:37%	54	61
Q12: This last year, I have had opportunities at work to learn and grow.	4.00	1:1% 2:8% 3:18% 4:35% 5:37%	63	64

The Engagement Hierarchy



Growth - How can I grow?

Employees need to be challenged to learn something new and find better ways to do their jobs. They need to feel a sense of movement and progress as they mature in their roles.

Teamwork - Do I belong here?

Employees need to feel like they belong and are a good fit with their team. They need to know they are part of something bigger than themselves. As a manager, encourage opportunities for teamwork and a sense of belonging.

Individual - What do I give?

Employees want to know about their individual contributions and their worth to the organization. Manager support is especially important during this stage because managers typically define and reinforce value.

Basic Needs - What do I get?

Employees need to have a clear understanding of what excellence in their role looks like so they can be successful. Groups with high scores on the first element are more productive, cost-effective, creative and adaptive.

Engagement Hierarchy Item Groups

Basic Needs - What do I get?

Employees need to have a clear understanding of what excellence in their role looks like so they can be successful. Groups with high scores on the first element are more productive, cost-effective, creative and adaptive.



Percentile Rank

39th

The mean is greater than 39% of those in the Industry by Administration - Utilities - 1st Administration database.



Individual - What do I give?

Employees want to know about their individual contributions and their worth to the organization. Manager support is especially important during this stage because managers typically define and reinforce value.



Percentile Rank

47th

The mean is greater than 47% of those in the Industry by Administration - Utilities - 1st Administration database.



Teamwork - Do I belong here?

Employees need to feel like they belong and are a good fit with their team. They need to know they are part of something bigger than themselves. As a manager, encourage opportunities for teamwork and a sense of belonging.



Percentile Rank

47th

The mean is greater than 47% of those in the Industry by Administration - Utilities - 1st Administration database.



Growth - How can I grow?

Employees need to be challenged to learn something new and find better ways to do their jobs. They need to feel a sense of movement and progress as they mature in their roles.



Percentile Rank

54th

The mean is greater than 54% of those in the Industry by Administration - Utilities - 1st Administration database.



Additional Items: Safety

I know how to proactively address risks in my work environment.

Current Mean	Frequency Distribution 1 2 3 4 5	Mean Percentile Rank - Industry by Administration - Utilities - 1st Administration	Mean Percentile Rank - Industry by Administration - Government - Local (City/ County/State) - 1st Administration
3.88	1:0% 2:8% 3:24% 4:42% 5:26%	*	*


My coworkers report errors, near misses, and unsafe acts when they occur.

Current Mean	Frequency Distribution 1 2 3 4 5	Mean Percentile Rank - Industry by Administration - Utilities - 1st Administration	Mean Percentile Rank - Industry by Administration - Government - Local (City/ County/State) - 1st Administration
3.75	1:0% 2:5% 3:31% 4:48% 5:16%	*	*




Additional Items: Diversity, Equity, Inclusion


At work, I am treated with respect.

Current Mean	Frequency Distribution ■ 1 ■ 2 ■ 3 ■ 4 ■ 5	Mean Percentile Rank - Industry by Administration - Utilities - 1st Administration	Mean Percentile Rank - Industry by Administration - Government - Local (City/ County/State) - 1st Administration
3.90	1:2% 2:5% 3:21% 4:47% 5:26% 	*	*

At work, I feel comfortable being myself.

Current Mean	Frequency Distribution ■ 1 ■ 2 ■ 3 ■ 4 ■ 5	Mean Percentile Rank - Industry by Administration - Utilities - 1st Administration	Mean Percentile Rank - Industry by Administration - Government - Local (City/ County/State) - 1st Administration
3.74	1:4% 2:11% 3:17% 4:45% 5:24% 	*	*

I have the same opportunities for advancement as other coworkers in my organization.

Current Mean	Frequency Distribution ■ 1 ■ 2 ■ 3 ■ 4 ■ 5	Mean Percentile Rank - Industry by Administration - Utilities - 1st Administration	Mean Percentile Rank - Industry by Administration - Government - Local (City/ County/State) - 1st Administration
3.24	1:13% 2:15% 3:24% 4:31% 5:17% 	*	*

Additional Items: Leadership

I trust the leadership of my team.

Current Mean	Frequency Distribution 1 2 3 4 5	Mean Percentile Rank - Industry by Administration - Utilities - 1st Administration	Mean Percentile Rank - Industry by Administration - Government - Local (City/ County/State) - 1st Administration
3.91	1:4% 2:7% 3:19% 4:35% 5:35%	*	*

I trust the leadership of my organization.

Current Mean	Frequency Distribution 1 2 3 4 5	Mean Percentile Rank - Industry by Administration - Utilities - 1st Administration	Mean Percentile Rank - Industry by Administration - Government - Local (City/ County/State) - 1st Administration
2.81	1:18% 2:21% 3:28% 4:27% 5:5%	*	*

Leaders help me see how changes made today will affect my organization's future.

Current Mean	Frequency Distribution 1 2 3 4 5	Mean Percentile Rank - Industry by Administration - Utilities - 1st Administration	Mean Percentile Rank - Industry by Administration - Government - Local (City/ County/State) - 1st Administration
3.04	1:9% 2:19% 3:37% 4:28% 5:6%	*	*

Next Steps

- Manager training on Gallup Access Platform
- Manager support for “State of the Team” meetings
- Action Planning Team-Level, District-Level
- Action Plan Progress Check-Ins
- Likely “Pulse” Survey(s)
- Q12: Year 2 (June 2024)

