

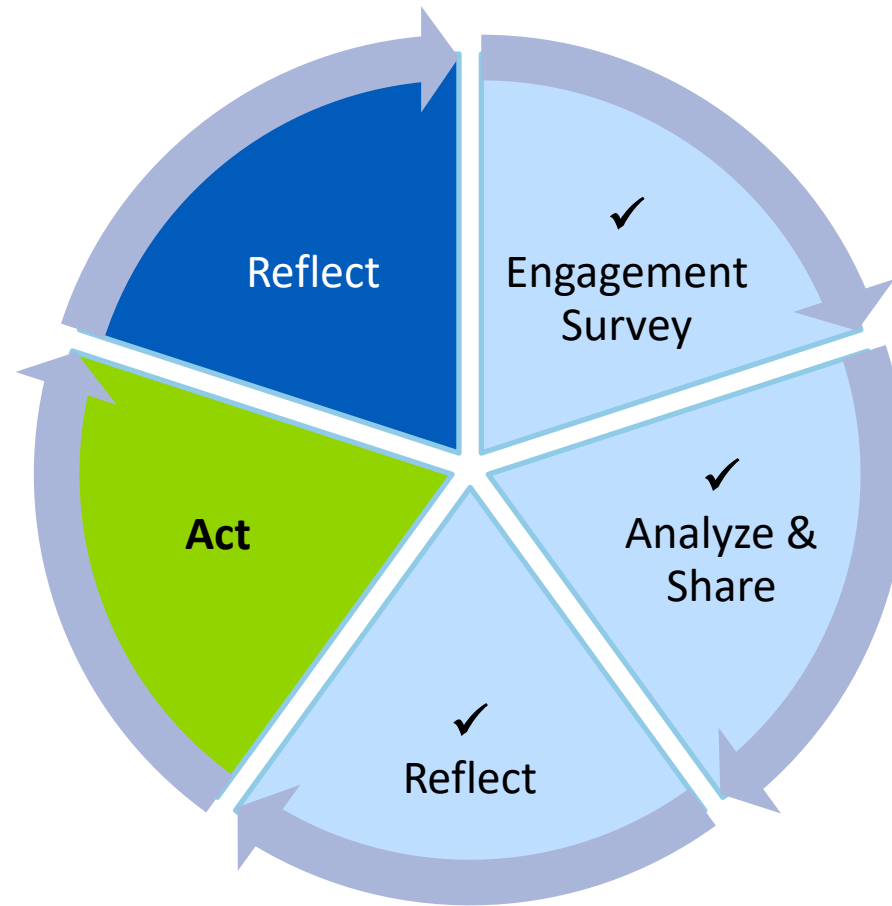
Employee Engagement Update

January 25, 2024

Madison Metropolitan Sewerage District



Our process



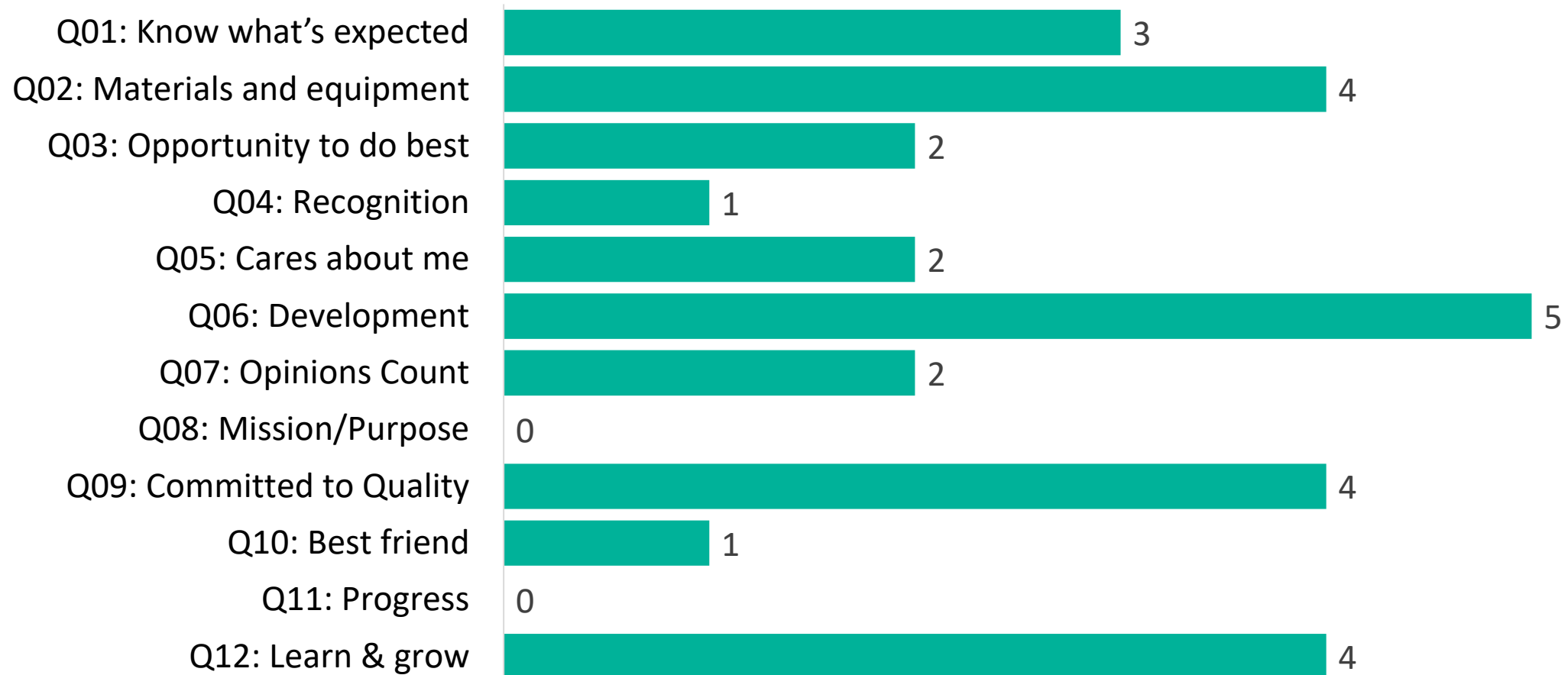
District-wide Focus

- Trust in organizational leadership was chosen by the Executive Team as an area of District-wide focus.
- Improved trust is an intended outcome of the District leadership restructuring.
- The Executive Office will continue to explore opportunities for improving organizational trust.



19 team action plans

Number of plans for each survey question



Examples: Plans related to Basic Needs



“Process for long and short-term work planning that incorporates job roles.”



“Assure every truck has the necessary tools.”



Examples: Plans related to Growth



“Optimize an existing meeting to further support learning...”



“Job shadow other work units.”



RCM
Standard
Process
Steps

Identify

Plan

Schedule

Execute

Close

Analyze

What we do/priority

Ops

1. Regulatory Compliance
2. Efficient & Safe operation of plant
3. SME for all things (Projects, Planning, Scheduling, Inventory, Chemistry, specs, SCADA, paper records, reports, data,
4. Process Improvement & Research

KPIs

Permit Violations → NPDES parameters
TFO
KWH/MG treated
As of O₂/M of demand
Turns of Capital Gran
Operator Shifts Coverage
Ops project time change

Maintenance

1. Maintenance of assets (PM, Reliability) → Planning Scheduling
4. Equipment Replacement Schedules
3. SME (Projects, Inventory, ...)
2. Efficient & safe operation of Collection System/Plants

KPI

Schedule Compliance
Back-Sos
'5'/'3' Metric
Bulky Metric → W/O & H/O
Estimate vs Actual L&L H/O
Is RCM Working?
MTBF/MTTR
SSOs

Metabolic metric → equipment
gallons loaded

KPI
vs.
Activity

RP

1. Process
2. Execution
3. SME (

KPI

In

Com

Plan

Proc

Team Spotlight

Team

Operations & Reliability Leadership

Goal

Support leadership engagement and development by building alignment on performance expectations

Tasks

- November Alignment Meeting
- 2024 Q1 Alignment Progress meeting

Related Questions

- Q01: Know what's expected
- Q09: Committed to quality

Team Spotlight: Alignment Outcomes

Priority	Operations	Maintenance	Reliability Process
1	Regulatory compliance	Maintenance of assets	Process definition and Health of process
2	Efficient and safe operation of the plant	Efficient and safe operation of collection system and Metrogro	Execution of inventory, purchasing, work order management, asset register, and maintenance strategy
3	Subject matter experts	Subject matter experts	Subject matter experts
4	Process improvement and research	Equipment replacement schedules	



Demographic Data Analysis Takeaways

- Findings should be interpreted with caution.
- Tentative takeaways:
 - No glaring “red flags.”
 - It is likely that a higher percentage of women are engaged than men.
 - It is likely that newer employees are more engaged than longer-tenured (5+ year) employees.
 - Comparative data for race/ethnicity is inconclusive.



Next Steps

1. Action plan implementation
2. Progress check-ins
3. Updated strategy and work plan for inclusion & diversity
4. Next survey in June!

