

# 2015 CITY OF MADISON EMPLOYEE ENGAGEMENT EXECUTIVE SUMMARY



## Creating a Culture of Employee Engagement and Equity

### Vision and Mission Statement:

**VISION:** The City of Madison will be an organization that serves a community in which everyone can live, learn, work, play and prosper, and where engagement and equity are visible core practices.

**MISSION:** The Culture and Engagement Team supports the City's efforts toward creating and enhancing a culture where equity and engagement are visible core practices. This support is provided by engaged employees and teams working within each agency to:

- build organizational trust and respect
- ensure employees are adequately equipped
- provide employees with equitable opportunities to develop skills and talents
- ensure we are dedicated to our mission to serve the community



# EMPLOYEE ENGAGEMENT EXECUTIVE SUMMARY

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City of Madison

## Background and Summary Information

In June of 2012, Human Resources Staff began discussing the Human Resources Leadership Model and the need to modify the current Performance Management Process to encourage high levels of employee engagement. This led to the creation of an [Employee Engagement and Equity Model](#), intended to be inclusive of overall City of Madison HR Services in 2013. Since that time, a city-wide workgroup comprised of supervisors and front-line employees from throughout City Government has met to review, revise and implement the process. This first annual report is intended to apprise all employees of the status of ongoing implementation.

## Background and Definition of Engagement

Employee engagement is a critical factor in turning an adequately functioning department into a unit which can provide exemplary service for the City of Madison. An engaged employee is one who is willing to take on the identity and mission of the organization, recognizing a connection between their own work and the organizational goals:

- *Engaged employees* are those who work with passion. Because they feel a strong connection to the organization, they work hard to innovate and improve.
- *Not-engaged employees* are those who do the work expected of them, but do not put in extra effort. They are putting in time, but not as much energy or passion into their work.
- *Actively disengaged employees* are those who aren't just unhappy, but are spreading their unhappiness to other staff and undermining the work their engaged co-workers accomplish.

“Engagement” is not a permanent status. Rather, employees can move from one category to another at various times. It is important to keep engagement as a continual focus in any agency or organization. Engaged employees provide the community with the highest level of service within each agency’s mission to make Madison a safe and healthy place to live, work, and play.

## Promoting Racial Equity

After the initial creation of the engagement model, Culture and Engagement Team members recognized that the promotion of racial equity is an integral component to improving engagement. Equity is just and fair inclusion into a society in which all, including all racial and ethnic groups, can participate, prosper, and reach their full potential. Equity gives all people a just and fair shot in life despite historic patterns of racial and economic exclusion.

Racial equity concepts and strategies can be applied both externally and internally. Externally, equity is about ensuring the City's vision for Madison is fulfilled in a way that allows all members of the community the opportunity to participate, prosper and reach their full potential. Internally, equity means solid hiring practices, providing opportunities for growth and development for all staff, assuring a fair and just workplace, and ultimately creating an environment where all employees can be engaged in their work.

For more information on the City's vision for infusing racial equity into City decision making, please see the attached [Racial Equity and Social Justice Initiative information](#).

### **Integration of Equity and Engagement**

Equity is a prerequisite to employee engagement: employees cannot be engaged while they are being excluded. In order to properly infuse equity into the engagement process, each focus area in the employee engagement model (Building Trust, Equipping Employees, Developing Employees, and Connecting to Purpose) will require incorporation of equity into the discussion. However, equity is not just a means; it is also an end goal. Thus, any discussion of City or agency purpose must include a focus on equity itself.

Over the past year, the Culture and Engagement Team has reexamined each aspect of the employee engagement model through a racial equity lens. The City's Equity Team is also creating an introduction, definition, purpose, and implementation of equity strategies included as a stand-alone segment of the Connection to Purpose focus area under Building Equity. Finally, the Employee Assistance Program staff and other Culture and Engagement Team members are creating an adjunct to the EAP's Cultural Respect and Civility Training focused exclusively on issues of equity and its intersection with cultural respect and civility.

### **Culture and Engagement Team**

In order to fully integrate the model into a City of Madison HR Services Model, tailor the model to organizational needs, and provide adequate outreach into each of the agencies, a Culture and Engagement Team was created in August of 2013. The team is intended to represent a cross-section of organizational levels and departments. Building a cross-section allows a variety of perspectives to influence the model, provide for more effective implementation, and get buy-in from various parts of the organization.

The initial charge of the Culture and Engagement Team was to meet, review and modify the model, create an implementation plan, and create a communication. The model was subsequently modified to include equity as a central focus, integrate equity into the model, and include a segment on building equity under Connecting to Purpose. [The initial assessment survey](#) was modified to include inclusivity related questions and demographic information, as well as to tailor the existing questions to City employment.

## Achievements in 2014

As discussed in the introduction, a major project in 2014 was refining and implementing the Equity and Engagement Model. Over the course of the year, the project has evolved from a Human Resources initiative to an interdepartmental program with participation and direction from across the organization.

### Initiating Engagement Processes at the Department and Division Level

Building on the initial outreach conducted in 2013, 21 departments and divisions have completed the initial culture and engagement survey. Of these, 14 have completed initial feedback meetings to review the results. 8 new department and division-level engagement teams have begun to meet. In all, over 100 department and division-level staff meetings have been conducted. For a breakdown of initial survey results for the entire organization, please see [Appendix E](#).

Each work group has adapted the model in different ways to fit their own situations. A detailed overview of suggested implementation steps is available in [Appendix D](#). In some small departments, like the Clerk's Office, the entire staff is the de facto engagement team. In several large departments the engagement model has been incorporated into existing programs and initiatives. The Parking Utility and the Streets Division hosted "listening sessions" for staff feedback as well as trainings for managers on Building Trust. At the Parking Utility, this led to the return of an employee newsletter to better connect workers who have isolated worksites and varied shifts. The Streets Division is adapting an Interest-Based Problem Solving model for use in increasing efficiencies and building organizational trust.

At Metro Transit, the team created focus groups discussing issues related to Administration, Operations and Shop Issues as well as one examining racial equity in the hiring and promotion process. They hosted engagement presentations for employees at various times to match variable shifts and worksites that move throughout the city and reached 385 employees. Their work has benefited from significant buy-in at all levels of the organization.

One particular example of an agency-level engagement team exercising leadership in the workplace is the Library's all-staff meeting in September 2014. In preparation for the in-service, the Library Engagement team surveyed staff needs, developed a list of core issues for Management to speak on and compiled Library "success stories" to incorporate throughout the day. The engagement team worked with the management team on the overall structure of the in-service, including the incorporation of racial equity informational sessions.

### Institution-level Implementation

In addition to the work done at the department and division level, the Human Resources and Civil Rights Departments and the Culture and Engagement and Racial Equity and Social Justice Teams have been collaborating on broader, structural-level implementation. Most notably, these two initiatives have influenced each other to assure a unified vision for the City.

HR Analysts have been working with supervisors through the hiring process to revise position descriptions and interview procedures to improve hiring for fit, as well as applying an equity

lens to the overall process. Staff reviewed qualifications for positions and reevaluated what was necessary for success, eliminating outdated or superfluous requirements. For instance, all previous seasonal Parks employees were automatically deemed “qualified” for entry-level positions, by virtue of their previous work.

At Metro Transit, helpful information about the promotion process was posted on bulletin boards and Operations Supervisor qualifications were revised to include at-work training. In 2012, 50% of applicants were eliminated on the basis of the written qualifications; in 2014, only 18% were automatically excluded. These changes increased both the number and diversity of applicants and improved the perception of fairness among non-supervisory employees.

Another new practice in 2014 saw HR encouraging more diversity on panels for interviews and the review of application materials. This broader makeup included demographics (sex and race) as well as including panelists from other agencies to provide perspective on qualifications and operational needs.

HR staff and members of the Culture and Engagement Team collaborated on major revisions to the Supervisor’s Manual: not just adding a chapter or appendix on Engagement, but entirely rewriting the document to include a focus on Engagement and Equity throughout. Additionally, the Supervisor Academy was completely restructured and new trainings were presented at Department and Division Head meetings related to the four focus areas as well as reports on progress made. Moving forward, these structural changes will continue to shape the overall culture and practice of City government.

### **1st Annual Leadership Conference**

In November 2014, the City of Madison hosted a conference on Employee Engagement which was attended by over 200 managers and employees from the City of Madison as well as Dane County and other government agencies.

The focus of the conference was the importance of Equity and Engagement to supervisory skills. After a keynote speech by UW-Madison Vice Chancellor Darrell Bazzell, various topics were presented including the City’s post-Act 10 labor relations model. 70% of surveyed attendees rated the conference overall as “very good” or “excellent” and 96% reported that they would be able to apply conference material in their own workplaces.

As the title implies, the City of Madison plans to offer a Leadership Conference focusing on public employment issues each year.

## Moving Forward: 2014/15 Work Plan

In order to continue to make progress at all levels of the organization in implementing engagement strategies and improving organizational work culture, the following goal areas have been developed by the Culture and Engagement Team, with 2015 initiatives to be completed in each area, including:

### Leadership and Stakeholder Engagement

- Working with the Racial Equity and Social Justice Group toward creation of a Compensation Group 21 Retreat and Update
- Participation, discussion, and presentations at Department/Division Head (Agency Leadership) meetings
- Development of an Executive Workgroup to assist with implementation at the agency level.
- Development of a public works supervisor training and tools related to engagement and interest based problem solving.

### Implementation

- Initial overview and survey for non-protective service employees in all remaining departments
- Development of a list of recommendations to assist agencies with protective service employees
- Revise and update CE Team Structure and representation
- Collaborate with RESJ's work within each agency
- Update of training and strategy tools for each agency

### Communication and Outreach

- Website update
- Creation of an annual report documenting progress of efforts
- Publication of updated of Supervisor Manual with Engagement focus
- Review and adapt use of Engagement Spotlight as recognition tool.

### Racial Equity

- Utilize equity concepts in every engagement presentation given and ensure adequate training and staff support
- Assist RESJ with review and piloting of equity tools
- Have an equity subcommittee on the engagement team
- Perform equity analysis on the work plan for year two.

For more information on the initiatives and implementation of the Employee Engagement and Equity Model, please contact Erin Stenson, Organizational Health and Development Manager.