

THE NESTM

The National Employee SurveyTM

Madison, WI

Technical Appendices

2018



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The NES is presented by NRC in collaboration with ICMA.

NRC is a charter member of the AAPOR Transparency Initiative, providing clear disclosure of our sound and ethical survey research practices.

Appendix A: Complete Survey Responses

Responses excluding “don’t know”

The following pages contain a complete set of responses to each question on the survey, excluding the “don’t know” responses. The percent of respondents giving a particular response is shown followed by the number of respondents (denoted with “N=”).

Table 1: Question 1

Please rate each of the following aspects of quality of life in Madison:	Excellent		Good		Fair		Poor		Total	
Madison as a place to live	32%	626	50%	995	15%	298	3%	54	100%	1,973
Madison as a place to work	31%	655	53%	1,099	13%	279	2%	50	100%	2,083
The overall quality of life in Madison	26%	537	60%	1,222	13%	256	1%	24	100%	2,039

Table 2: Question 2

Please rate each of the following characteristics as they relate to Madison as a whole:	Excellent		Good		Fair		Poor		Total	
Overall feeling of safety in Madison	12%	253	54%	1,098	28%	564	6%	116	100%	2,031
Overall ease of getting to the places you usually have to visit	14%	281	54%	1,089	27%	537	6%	119	100%	2,026
Quality of overall natural environment in Madison	27%	540	57%	1,157	14%	283	2%	37	100%	2,017
Overall "built environment" of Madison (including overall design, buildings, parks and transportation systems)	13%	253	57%	1,162	25%	497	5%	109	100%	2,021
Health and wellness opportunities in Madison	36%	710	52%	1,026	11%	220	2%	35	100%	1,991
Overall opportunities for education and enrichment	40%	785	47%	928	11%	220	3%	52	100%	1,985
Overall economic health of Madison	21%	407	56%	1,103	20%	390	4%	71	100%	1,971
Sense of community	11%	227	49%	967	32%	633	8%	156	100%	1,983
Overall image or reputation of Madison	22%	436	58%	1,156	17%	338	4%	74	100%	2,004

Table 3: Question 3

How likely or unlikely you are to recommend living in Madison to someone who asks?	Percent	Number
Very likely	42%	826
Somewhat likely	42%	828
Somewhat unlikely	9%	177
Very unlikely	7%	145
Total	100%	1,976

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Table 4: Question 4

Overall, how would you rate the quality of the services provided by the City of Madison?	Percent	Number
Excellent	35%	694
Good	52%	1,046
Fair	11%	220
Poor	2%	33
Total	100%	1,993

Table 5: Question 5

Please rate each of the following categories of Madison government performance:	Excellent		Good		Fair		Poor		Total	
The value of services for the taxes paid to Madison	21%	378	48%	862	22%	402	8%	147	100%	1,789
The overall direction that Madison is taking	10%	200	51%	976	28%	530	11%	221	100%	1,927
The job Madison government does at welcoming citizen involvement	16%	297	49%	899	27%	496	7%	130	100%	1,822
Overall confidence in Madison government	9%	180	45%	864	31%	600	15%	292	100%	1,936
Generally acting in the best interest of the community	12%	242	47%	904	29%	561	12%	231	100%	1,938
Being honest	14%	255	43%	817	30%	569	13%	244	100%	1,885
Treating all residents fairly	10%	197	39%	746	34%	635	17%	314	100%	1,892

Table 6: Question 6

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:	Essential		Very important		Somewhat important		Not at all important		Total	
Overall feeling of safety in Madison	55%	1,081	37%	723	8%	151	1%	12	100%	1,967
Overall ease of getting to the places you usually have to visit	26%	503	52%	1,010	22%	423	1%	23	100%	1,959
Quality of overall natural environment in Madison	28%	555	46%	899	23%	458	2%	48	100%	1,960
Overall "built environment" of Madison (including overall design, buildings, parks and transportation systems)	22%	436	45%	883	30%	592	3%	54	100%	1,965
Health and wellness opportunities in Madison	24%	466	44%	873	28%	552	4%	71	100%	1,962
Overall opportunities for education and enrichment	35%	676	46%	893	18%	351	2%	34	100%	1,954
Overall economic health of Madison	41%	811	47%	929	11%	209	1%	13	100%	1,962
Sense of community	27%	527	44%	869	26%	514	3%	50	100%	1,960

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Table 7: Question 7

How likely or unlikely you are to recommend working for the City of Madison to someone who asks?	Percent	Number
Very likely	50%	956
Somewhat likely	38%	716
Somewhat unlikely	7%	143
Very unlikely	5%	93
Total	100%	1,908

Table 8: Question 8

Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Madison.	Strongly agree		Somewhat agree		Somewhat disagree		Strongly disagree		Total	
Overall, I am satisfied with my job	45%	874	40%	769	10%	192	5%	98	100%	1,933
Overall, I feel positive about working for the City of Madison	51%	971	37%	703	8%	152	5%	89	100%	1,915
Overall, I think the City of Madison is a good employer	51%	973	39%	757	7%	125	3%	62	100%	1,917
I plan on working for this organization a year from now	74%	1,349	20%	368	3%	51	3%	50	100%	1,818
I feel that my workload is manageable most of the time	41%	781	38%	722	14%	270	8%	145	100%	1,918
On average, I could take on a heavier workload than I currently have	10%	183	22%	417	35%	647	33%	619	100%	1,866
I gain satisfaction from my current job responsibilities	46%	891	41%	783	8%	159	5%	100	100%	1,933
I feel positively challenged in my current job	42%	802	39%	749	13%	242	7%	129	100%	1,922
The mission and vision of the City of Madison make me feel my job is important	34%	619	41%	744	17%	304	9%	170	100%	1,837
I have good friends at work	46%	865	40%	761	10%	195	4%	74	100%	1,895
I know what is expected of me at work	53%	1,026	35%	683	8%	156	3%	63	100%	1,928
I have the opportunity to do what I do best every day at work	36%	693	40%	771	16%	309	7%	139	100%	1,912
My values match or fit with the values of this organization	46%	868	40%	770	10%	184	4%	82	100%	1,904
My co-workers are committed to doing quality work	45%	866	40%	761	10%	198	5%	93	100%	1,918
I have received recognition or praise for doing good work in the last seven days	29%	544	29%	540	17%	314	25%	461	100%	1,859
In the last six months, someone at work has talked to me about my progress	24%	443	26%	476	19%	353	31%	580	100%	1,852
I would benefit from additional training in ways to foster diversity and inclusivity in the workplace	20%	357	34%	605	25%	455	21%	377	100%	1,794

Table 9: Question 9

Please rate the quality of each of the following aspects of the City of Madison.	Excellent		Good		Fair		Poor		Total	
The working relationships at the City of Madison overall	15%	265	56%	1,027	22%	407	7%	119	100%	1,818
Communication among all staff overall	7%	133	39%	718	34%	627	19%	354	100%	1,832
Collaboration among all staff overall	8%	137	40%	734	36%	659	16%	285	100%	1,815
The work being done at the City of Madison overall	17%	305	60%	1,095	20%	367	3%	57	100%	1,824
Overall staff morale	7%	128	45%	807	31%	562	17%	311	100%	1,808

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Please rate the quality of each of the following aspects of the City of Madison.	Excellent		Good		Fair		Poor		Total	
The City of Madison's reputation among staff	9%	166	51%	914	29%	512	11%	189	100%	1,781
A respectful atmosphere	24%	442	50%	930	19%	351	8%	145	100%	1,868
Communicating standards of ethical behavior	24%	450	49%	907	18%	335	8%	157	100%	1,849
Modeling standards of ethical behavior	23%	421	47%	851	20%	366	10%	191	100%	1,829
Maintaining a work environment that is free of violence or harassment	35%	647	44%	815	13%	244	8%	151	100%	1,857
Maintaining a work environment that is free of drug or alcohol abuse	50%	901	42%	771	6%	110	2%	35	100%	1,817
Work-life balance for staff	19%	352	46%	837	25%	452	11%	197	100%	1,838
Clarity of staff roles and responsibilities	15%	279	49%	899	24%	441	12%	231	100%	1,850
Employee appreciation	11%	202	35%	655	31%	577	22%	414	100%	1,848
Effectiveness of meetings and meeting schedule	8%	144	37%	643	34%	576	21%	356	100%	1,719
The overall skill set of staff	25%	462	53%	970	16%	287	5%	96	100%	1,815
Dealing with low-performing employees	4%	65	20%	332	30%	491	45%	738	100%	1,626
Recognizing high-performing employees	7%	125	28%	491	32%	554	32%	555	100%	1,725
Defining performance objectives	8%	147	43%	764	31%	552	18%	320	100%	1,783
Applying discipline fairly and consistently	10%	153	33%	527	29%	465	29%	458	100%	1,603
Supporting continual learning and development	16%	292	42%	759	26%	465	16%	297	100%	1,813
Availability of opportunities for employees to develop knowledge and skills	15%	267	41%	752	27%	491	17%	318	100%	1,828
Coaching or mentoring employees	9%	158	33%	574	32%	547	26%	450	100%	1,729
Opportunities for promotion	9%	162	31%	548	32%	563	28%	484	100%	1,757
Opportunities to develop a career path	12%	205	38%	675	29%	511	21%	372	100%	1,763
Work schedule flexibility	26%	479	35%	652	21%	388	17%	319	100%	1,838
Availability of necessary materials, resources and equipment to do the job effectively	23%	429	45%	828	22%	409	10%	190	100%	1,856
Providing individual and group work spaces to do the job effectively	18%	328	46%	836	24%	437	12%	209	100%	1,810

Table 10: Question 10

Please rate the quality of each of the following aspects of your work group.	Excellent		Good		Fair		Poor		Total	
The working relationships in my work group overall	30%	544	50%	903	16%	288	5%	88	100%	1,823
Communication among all staff in my work group overall	22%	404	45%	826	23%	411	10%	178	100%	1,819
Collaboration among all staff in my work group overall	25%	460	45%	817	21%	378	9%	156	100%	1,811
The quality of work being done in my work group overall	38%	686	48%	861	12%	215	2%	40	100%	1,802
Overall staff morale in my work group	18%	328	46%	828	23%	420	12%	224	100%	1,800

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Table 11: Question 11

Please rate each of the following aspects of your SUPERVISOR'S performance.	Excellent		Good		Fair		Poor		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count
Fostering an atmosphere of mutual trust and confidence	32%	578	36%	649	18%	325	14%	262	100%	1,814
Promoting a positive working relationship among work group members	30%	549	38%	691	18%	329	13%	236	100%	1,805
Providing specific, constructive feedback that helps improve performance	24%	425	34%	609	23%	403	20%	354	100%	1,791
Working together with employees to set goals	23%	398	32%	562	24%	421	21%	374	100%	1,755
Communicating expectations of employees	25%	442	35%	631	23%	422	17%	307	100%	1,802
Informing employees about decisions that impact work	25%	449	36%	644	22%	395	17%	307	100%	1,795
Providing recognition for doing good work	22%	397	34%	604	23%	413	21%	385	100%	1,799
Treating employees with respect	43%	783	34%	613	14%	264	9%	161	100%	1,821
Welcoming employee involvement in decision-making	29%	519	33%	594	20%	365	18%	315	100%	1,793
Taking actions that support diversity and inclusion	33%	549	41%	691	16%	270	9%	158	100%	1,668

Table 12: Question 12

Please rate the quality of each of the following aspects of the City of Madison's leadership including Department and Division Heads.	Excellent		Good		Fair		Poor		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count
Communicating an inspiring vision	14%	244	42%	727	27%	465	17%	284	100%	1,720
Clarity of strategic direction, goals and objectives	13%	215	42%	720	29%	503	16%	279	100%	1,717
Strength of shared understanding among employees of what the organization is supposed to do	15%	261	45%	777	27%	460	13%	224	100%	1,722
Communicating information in a timely manner	14%	238	41%	706	28%	482	17%	295	100%	1,721
Communicating information that helps employees to understand the problems and issues facing the City	12%	201	37%	630	32%	539	19%	321	100%	1,691
Encouraging employees to come up with innovative solutions to problems	16%	263	37%	627	26%	447	21%	353	100%	1,690
Welcoming employee involvement in decision-making	14%	231	33%	561	29%	486	25%	419	100%	1,697
Listening to employee opinions	15%	255	37%	624	26%	437	23%	384	100%	1,700
Speed of response to important issues or change	12%	205	34%	565	31%	513	23%	390	100%	1,673
Modeling a high standard	21%	352	42%	715	23%	384	15%	249	100%	1,700
Managing costs responsibly and logically	16%	230	45%	669	24%	358	15%	223	100%	1,480
Process for making important decisions	12%	185	43%	644	29%	435	17%	251	100%	1,515
Overall level of confidence in the leadership of the City of Madison	14%	245	44%	760	25%	438	16%	279	100%	1,722
Commitment to increasing workforce diversity	29%	475	44%	721	19%	311	8%	124	100%	1,631
Supporting racial equity	32%	524	45%	744	17%	279	7%	110	100%	1,657

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Table 13: Question 13

Please rate the job your agency, department or division does at each of the following:	Excellent		Good		Fair		Poor		Total	
Seeking feedback from the community to make decisions about how to improve services	24%	368	44%	681	23%	348	10%	149	100%	1,546
Implementing process improvement activities based on community feedback to help improve services	20%	300	45%	656	23%	345	12%	173	100%	1,474
Seeking feedback from the front line employees to make decisions about how to improve processes and services to residents and community	14%	228	35%	572	27%	435	25%	404	100%	1,639
Implementing process improvement activities based on front line employee feedback to help improve services	13%	208	35%	548	27%	431	25%	397	100%	1,584

Table 14: Question 14

Please rate the QUALITY of each of the following support services in Madison.	Excellent		Good		Fair		Poor		Total	
Facilities management services overall	20%	296	56%	815	19%	275	5%	77	100%	1,463
Fleet maintenance services overall	23%	298	53%	697	19%	244	5%	72	100%	1,311
Human resources services overall	17%	271	46%	729	24%	384	12%	190	100%	1,574
General information technology (IT) services overall	21%	340	49%	800	23%	375	8%	131	100%	1,646
Purchasing services overall	17%	194	55%	620	22%	250	6%	71	100%	1,135
Finance services overall (which could include payroll, budgeting, etc.)	21%	301	53%	778	18%	264	8%	115	100%	1,458
Risk management services overall	20%	210	54%	553	18%	187	8%	80	100%	1,030
Attorney's Office services overall	25%	258	54%	556	16%	161	6%	61	100%	1,036
Civil Rights services overall	16%	171	45%	470	23%	246	16%	164	100%	1,051
Mayor's Office services overall	16%	173	52%	570	22%	247	10%	114	100%	1,104
Common Council Office services overall	13%	132	47%	476	24%	241	17%	171	100%	1,020
Employee Assistance services overall	36%	473	48%	618	12%	151	4%	56	100%	1,298
Overall City internal services	10%	149	59%	843	27%	378	4%	54	100%	1,424

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Table 15: Question D1

In which City agency or department do you work? (Please choose one.)	Percent	Number
Assessor's Office	1%	21
Attorney's Office	1%	20
Building Inspection	2%	36
Civil Rights	1%	14
Clerk's Office	2%	35
Common Council	0%	6
Community Development	2%	33
Economic Development	1%	14
Employee Assistance Program	0%	3
Engineering	5%	87
Finance	2%	35
Fire	9%	158
Housing Authority	2%	34
Human Resources	1%	20
Information Technology	2%	41
Madison Public Library	10%	166
Mayor's Office	1%	9
Metro Transit	9%	150
Monona Terrace Community & Convention Center	3%	49
Municipal Court	0%	3
Parking Utility	3%	45
Parks	9%	151
Planning	2%	29
Office of the Director: PCED	0%	6
Office of the Director: Department of Transportation	0%	3
Police	19%	324
Public Health Madison & Dane County	4%	68
Streets & Recycling	3%	46
Traffic Engineering	3%	49
Treasurer's Office	0%	6
Water Utility	3%	58
Fleet Services	1%	20
Total	100%	1,739

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Table 16: Question D2

What is your management status?	Percent	Number
Manager	16%	280
Non-manager	84%	1,426
Total	100%	1,706

Table 17: Question D3

What is your exemption status?	Percent	Number
Exempt (not eligible for overtime)	21%	332
Non-exempt (eligible for overtime)	79%	1,248
Total	100%	1,580

Table 18: Question D4

Are you employed full time or part time?	Percent	Number
Full time	88%	1,558
Part time	12%	203
Total	100%	1,761

Table 19: Question D5

If you do shift work, which is your predominant shift?	Percent	Number
Day	62%	1,092
Evening	7%	127
Night	4%	62
N/A	27%	471
Total	100%	1,752

Table 20: Question D6

Do you live in Madison?	Percent	Number
Yes	57%	997
No	43%	764
Total	100%	1,761

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Table 21: Question D7

What is your race? (Check all that apply.)	Percent	Number
White	86%	1,464
Hispanic	3%	56
African American	6%	96
American Indian or Alaskan native	1%	18
Asian, Hawaiian or Pacific Islander	3%	46
Other	5%	91

Total may exceed 100% as respondents could select more than one option.

Table 22: Question D8

What is your gender?	Percent	Number
Male	57%	977
Female	41%	714
Non-binary/other	2%	36
Total	100%	1,727

Table 23: Question D9

What is your age range?	Percent	Number
20 years or younger	0%	5
21 to 30 years	12%	198
31 to 40 years	25%	431
41 to 50 years	30%	523
51 to 60 years	25%	435
61 years or older	7%	129
Total	100%	1,721

Table 24: Question D10

How many years have you worked for the City of Madison?	Percent	Number
0 to 5 years	35%	607
6 to 10 years	17%	287
11 to 15 years	15%	265
16 to 20 years	13%	222
More than 20 years	20%	354
Total	100%	1,735

Responses including “don’t know”

The following pages contain a complete set of responses to each question on the survey, including the “don’t know” responses. The percent of respondents giving a particular response is shown followed by the number of respondents (denoted with “N=”).

Table 25: Question 1

Please rate each of the following aspects of quality of life in Madison:	Excellent		Good		Fair		Poor		Don't know		Total	
Madison as a place to live	30%	626	47%	995	14%	298	3%	54	6%	130	100%	2,103
Madison as a place to work	31%	655	53%	1,099	13%	279	2%	50	0%	8	100%	2,091
The overall quality of life in Madison	26%	537	59%	1,222	12%	256	1%	24	2%	38	100%	2,077

Table 26: Question 2

Please rate each of the following characteristics as they relate to Madison as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Overall feeling of safety in Madison	12%	253	54%	1,098	28%	564	6%	116	0%	7	100%	2,038
Overall ease of getting to the places you usually have to visit	14%	281	54%	1,089	26%	537	6%	119	0%	4	100%	2,030
Quality of overall natural environment in Madison	27%	540	57%	1,157	14%	283	2%	37	1%	12	100%	2,029
Overall "built environment" of Madison (including overall design, buildings, parks and transportation systems)	12%	253	57%	1,162	24%	497	5%	109	1%	15	100%	2,036
Health and wellness opportunities in Madison	35%	710	51%	1,026	11%	220	2%	35	2%	39	100%	2,030
Overall opportunities for education and enrichment	39%	785	46%	928	11%	220	3%	52	2%	49	100%	2,034
Overall economic health of Madison	20%	407	54%	1,103	19%	390	4%	71	3%	57	100%	2,028
Sense of community	11%	227	48%	967	31%	633	8%	156	2%	44	100%	2,027
Overall image or reputation of Madison	22%	436	57%	1,156	17%	338	4%	74	1%	22	100%	2,026

Table 27: Question 3

How likely or unlikely you are to recommend living in Madison to someone who asks?	Percent	Number
Very likely	41%	826
Somewhat likely	41%	828
Somewhat unlikely	9%	177
Very unlikely	7%	145
Don't know	2%	50
Total	100%	2,026

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Table 28: Question 4

Overall, how would you rate the quality of the services provided by the City of Madison?	Percent	Number
Excellent	34%	694
Good	52%	1,046
Fair	11%	220
Poor	2%	33
Don't know	2%	31
Total	100%	2,024

Table 29: Question 5

Please rate each of the following categories of Madison government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
The value of services for the taxes paid to Madison	19%	378	43%	862	20%	402	7%	147	11%	212	100%	2,001
The overall direction that Madison is taking	10%	200	49%	976	27%	530	11%	221	3%	66	100%	1,993
The job Madison government does at welcoming citizen involvement	15%	297	45%	899	25%	496	7%	130	9%	174	100%	1,996
Overall confidence in Madison government	9%	180	43%	864	30%	600	15%	292	3%	59	100%	1,995
Generally acting in the best interest of the community	12%	242	45%	904	28%	561	12%	231	3%	55	100%	1,993
Being honest	13%	255	41%	817	29%	569	12%	244	5%	107	100%	1,992
Treating all residents fairly	10%	197	37%	746	32%	635	16%	314	5%	103	100%	1,995

Table 30: Question 6

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:	Essential		Very important		Somewhat important		Not at all important		Total	
Overall feeling of safety in Madison	55%	1,081	37%	723	8%	151	1%	12	100%	1,967
Overall ease of getting to the places you usually have to visit	26%	503	52%	1,010	22%	423	1%	23	100%	1,959
Quality of overall natural environment in Madison	28%	555	46%	899	23%	458	2%	48	100%	1,960
Overall "built environment" of Madison (including overall design, buildings, parks and transportation systems)	22%	436	45%	883	30%	592	3%	54	100%	1,965
Health and wellness opportunities in Madison	24%	466	44%	873	28%	552	4%	71	100%	1,962
Overall opportunities for education and enrichment	35%	676	46%	893	18%	351	2%	34	100%	1,954
Overall economic health of Madison	41%	811	47%	929	11%	209	1%	13	100%	1,962
Sense of community	27%	527	44%	869	26%	514	3%	50	100%	1,960

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Table 31: Question 7

How likely or unlikely you are to recommend working for the City of Madison to someone who asks?	Percent	Number
Very likely	49%	956
Somewhat likely	37%	716
Somewhat unlikely	7%	143
Very unlikely	5%	93
Don't know	2%	32
Total	100%	1,940

Table 32: Question 8

Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Madison.	Strongly agree		Somewhat agree		Somewhat disagree		Strongly disagree		Don't know		Total	
Overall, I am satisfied with my job	45%	874	39%	769	10%	192	5%	98	1%	14	100%	1,947
Overall, I feel positive about working for the City of Madison	50%	971	36%	703	8%	152	5%	89	1%	28	100%	1,943
Overall, I think the City of Madison is a good employer	50%	973	39%	757	6%	125	3%	62	1%	28	100%	1,945
I plan on working for this organization a year from now	70%	1,349	19%	368	3%	51	3%	50	6%	123	100%	1,941
I feel that my workload is manageable most of the time	40%	781	37%	722	14%	270	7%	145	1%	22	100%	1,940
On average, I could take on a heavier workload than I currently have	9%	183	21%	417	33%	647	32%	619	4%	77	100%	1,943
I gain satisfaction from my current job responsibilities	46%	891	40%	783	8%	159	5%	100	1%	11	100%	1,944
I feel positively challenged in my current job	41%	802	39%	749	12%	242	7%	129	1%	20	100%	1,942
The mission and vision of the City of Madison make me feel my job is important	32%	619	38%	744	16%	304	9%	170	5%	104	100%	1,941
I have good friends at work	45%	865	39%	761	10%	195	4%	74	2%	42	100%	1,937
I know what is expected of me at work	53%	1,026	35%	683	8%	156	3%	63	1%	14	100%	1,942
I have the opportunity to do what I do best every day at work	36%	693	40%	771	16%	309	7%	139	1%	29	100%	1,941
My values match or fit with the values of this organization	45%	868	40%	770	9%	184	4%	82	2%	37	100%	1,941
My co-workers are committed to doing quality work	45%	866	39%	761	10%	198	5%	93	1%	25	100%	1,943
I have received recognition or praise for doing good work in the last seven days	28%	544	28%	540	16%	314	24%	461	4%	84	100%	1,943
In the last six months, someone at work has talked to me about my progress	23%	443	25%	476	18%	353	30%	580	5%	88	100%	1,940
I would benefit from additional training in ways to foster diversity and inclusivity in the workplace	18%	357	31%	605	23%	455	19%	377	8%	146	100%	1,940

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Table 33: Question 9

Please rate the quality of each of the following aspects of the City of Madison.	Excellent		Good		Fair		Poor		Don't know		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
The working relationships at the City of Madison overall	14%	265	54%	1,027	21%	407	6%	119	4%	80	100%	1,898
Communication among all staff overall	7%	133	38%	718	33%	627	19%	354	3%	66	100%	1,898
Collaboration among all staff overall	7%	137	39%	734	35%	659	15%	285	4%	77	100%	1,892
The work being done at the City of Madison overall	16%	305	58%	1,095	19%	367	3%	57	3%	66	100%	1,890
Overall staff morale	7%	128	43%	807	30%	562	16%	311	5%	87	100%	1,895
The City of Madison's reputation among staff	9%	166	48%	914	27%	512	10%	189	6%	106	100%	1,887
A respectful atmosphere	23%	442	49%	930	19%	351	8%	145	1%	27	100%	1,895
Communicating standards of ethical behavior	24%	450	48%	907	18%	335	8%	157	2%	47	100%	1,896
Modeling standards of ethical behavior	22%	421	45%	851	19%	366	10%	191	3%	62	100%	1,891
Maintaining a work environment that is free of violence or harassment	34%	647	43%	815	13%	244	8%	151	2%	38	100%	1,895
Maintaining a work environment that is free of drug or alcohol abuse	48%	901	41%	771	6%	110	2%	35	4%	79	100%	1,896
Work-life balance for staff	19%	352	44%	837	24%	452	10%	197	3%	57	100%	1,895
Clarity of staff roles and responsibilities	15%	279	48%	899	23%	441	12%	231	2%	41	100%	1,891
Employee appreciation	11%	202	35%	655	31%	577	22%	414	2%	37	100%	1,885
Effectiveness of meetings and meeting schedule	8%	144	34%	643	31%	576	19%	356	9%	168	100%	1,887
The overall skill set of staff	24%	462	51%	970	15%	287	5%	96	4%	72	100%	1,887
Dealing with low-performing employees	3%	65	18%	332	26%	491	39%	738	14%	260	100%	1,886
Recognizing high-performing employees	7%	125	26%	491	29%	554	29%	555	9%	161	100%	1,886
Defining performance objectives	8%	147	40%	764	29%	552	17%	320	6%	107	100%	1,890
Applying discipline fairly and consistently	8%	153	28%	527	25%	465	24%	458	15%	290	100%	1,893
Supporting continual learning and development	15%	292	40%	759	25%	465	16%	297	4%	76	100%	1,889
Availability of opportunities for employees to develop knowledge and skills	14%	267	40%	752	26%	491	17%	318	3%	66	100%	1,894
Coaching or mentoring employees	8%	158	30%	574	29%	547	24%	450	8%	156	100%	1,885
Opportunities for promotion	9%	162	29%	548	30%	563	26%	484	7%	131	100%	1,888
Opportunities to develop a career path	11%	205	36%	675	27%	511	20%	372	7%	125	100%	1,888
Work schedule flexibility	25%	479	34%	652	21%	388	17%	319	3%	53	100%	1,891
Availability of necessary materials, resources and equipment to do the job effectively	23%	429	44%	828	22%	409	10%	190	2%	33	100%	1,889
Providing individual and group work spaces to do the job effectively	17%	328	44%	836	23%	437	11%	209	4%	78	100%	1,888

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Table 34: Question 10

Please rate the quality of each of the following aspects of your work group.	Excellent		Good		Fair		Poor		Don't know		Total	
The working relationships in my work group overall	29%	544	49%	903	16%	288	5%	88	1%	23	100%	1,846
Communication among all staff in my work group overall	22%	404	45%	826	22%	411	10%	178	1%	25	100%	1,844
Collaboration among all staff in my work group overall	25%	460	44%	817	21%	378	8%	156	2%	32	100%	1,843
The quality of work being done in my work group overall	37%	686	47%	861	12%	215	2%	40	2%	34	100%	1,836
Overall staff morale in my work group	18%	328	45%	828	23%	420	12%	224	2%	40	100%	1,840

Table 35: Question 11

Please rate each of the following aspects of your SUPERVISOR'S performance.	Excellent		Good		Fair		Poor		Don't know		Total	
Fostering an atmosphere of mutual trust and confidence	31%	578	35%	649	18%	325	14%	262	2%	28	100%	1,842
Promoting a positive working relationship among work group members	30%	549	38%	691	18%	329	13%	236	2%	36	100%	1,841
Providing specific, constructive feedback that helps improve performance	23%	425	33%	609	22%	403	19%	354	3%	48	100%	1,839
Working together with employees to set goals	22%	398	30%	562	23%	421	20%	374	5%	88	100%	1,843
Communicating expectations of employees	24%	442	34%	631	23%	422	17%	307	2%	35	100%	1,837
Informing employees about decisions that impact work	24%	449	35%	644	21%	395	17%	307	3%	48	100%	1,843
Providing recognition for doing good work	22%	397	33%	604	22%	413	21%	385	2%	45	100%	1,844
Treating employees with respect	42%	783	33%	613	14%	264	9%	161	1%	23	100%	1,844
Welcoming employee involvement in decision-making	28%	519	32%	594	20%	365	17%	315	3%	49	100%	1,842
Taking actions that support diversity and inclusion	30%	549	37%	691	15%	270	9%	158	9%	175	100%	1,843

Table 36: Question 12

Please rate the quality of each of the following aspects of the City of Madison's leadership including Department and Division Heads.	Excellent		Good		Fair		Poor		Don't know		Total	
Communicating an inspiring vision	14%	244	40%	727	26%	465	16%	284	5%	83	100%	1,803
Clarity of strategic direction, goals and objectives	12%	215	40%	720	28%	503	15%	279	5%	85	100%	1,802
Strength of shared understanding among employees of what the organization is supposed to do	14%	261	43%	777	26%	460	12%	224	4%	79	100%	1,801
Communicating information in a timely manner	13%	238	39%	706	27%	482	16%	295	4%	75	100%	1,796
Communicating information that helps employees to understand the problems and issues facing the City	11%	201	35%	630	30%	539	18%	321	6%	103	100%	1,794
Encouraging employees to come up with innovative solutions to problems	15%	263	35%	627	25%	447	20%	353	6%	108	100%	1,798
Welcoming employee involvement in decision-making	13%	231	31%	561	27%	486	23%	419	6%	101	100%	1,798
Listening to employee opinions	14%	255	35%	624	24%	437	21%	384	5%	94	100%	1,794
Speed of response to important issues or change	11%	205	31%	565	29%	513	22%	390	7%	123	100%	1,796
Modeling a high standard	20%	352	40%	715	21%	384	14%	249	5%	91	100%	1,791
Managing costs responsibly and logically	13%	230	37%	669	20%	358	12%	223	18%	320	100%	1,800

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Please rate the quality of each of the following aspects of the City of Madison's leadership including Department and Division Heads.	Excellent		Good		Fair		Poor		Don't know		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
Process for making important decisions	10%	185	36%	644	24%	435	14%	251	15%	274	100%	1,789
Overall level of confidence in the leadership of the City of Madison	14%	245	42%	760	24%	438	16%	279	4%	77	100%	1,799
Commitment to increasing workforce diversity	26%	475	40%	721	17%	311	7%	124	9%	171	100%	1,802
Supporting racial equity	29%	524	41%	744	15%	279	6%	110	8%	146	100%	1,803

Table 37: Question 13

Please rate the job your agency, department or division does at each of the following:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
Seeking feedback from the community to make decisions about how to improve services	21%	368	38%	681	19%	348	8%	149	14%	247	100%	1,793
Implementing process improvement activities based on community feedback to help improve services	17%	300	37%	656	19%	345	10%	173	17%	310	100%	1,784
Seeking feedback from the front line employees to make decisions about how to improve processes and services to residents and community	13%	228	32%	572	24%	435	23%	404	9%	154	100%	1,793
Implementing process improvement activities based on front line employee feedback to help improve services	12%	208	31%	548	24%	431	22%	397	11%	201	100%	1,785

Table 38: Question 14

Please rate the QUALITY of each of the following support services in Madison.	Excellent		Good		Fair		Poor		Don't know		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
Facilities management services overall	17%	296	46%	815	15%	275	4%	77	18%	313	100%	1,776
Fleet maintenance services overall	17%	298	39%	697	14%	244	4%	72	26%	466	100%	1,777
Human resources services overall	15%	271	41%	729	22%	384	11%	190	11%	204	100%	1,778
General information technology (IT) services overall	19%	340	45%	800	21%	375	7%	131	7%	132	100%	1,778
Purchasing services overall	11%	194	35%	620	14%	250	4%	71	36%	638	100%	1,773
Finance services overall (which could include payroll, budgeting, etc.)	17%	301	44%	778	15%	264	6%	115	18%	319	100%	1,777
Risk management services overall	12%	210	31%	553	11%	187	5%	80	42%	742	100%	1,772
Attorney's Office services overall	15%	258	31%	556	9%	161	3%	61	41%	734	100%	1,770
Civil Rights services overall	10%	171	26%	470	14%	246	9%	164	41%	723	100%	1,774
Mayor's Office services overall	10%	173	32%	570	14%	247	6%	114	38%	668	100%	1,772
Common Council Office services overall	7%	132	27%	476	14%	241	10%	171	42%	748	100%	1,768
Employee Assistance services overall	27%	473	35%	618	9%	151	3%	56	27%	473	100%	1,771
Overall City internal services	9%	149	49%	843	22%	378	3%	54	18%	305	100%	1,729

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Table 39: Question D1

In which City agency or department do you work? (Please choose one.)	Percent	Number
Assessor's Office	1%	21
Attorney's Office	1%	20
Building Inspection	2%	36
Civil Rights	1%	14
Clerk's Office	2%	35
Common Council	0%	6
Community Development	2%	33
Economic Development	1%	14
Employee Assistance Program	0%	3
Engineering	5%	87
Finance	2%	35
Fire	9%	158
Housing Authority	2%	34
Human Resources	1%	20
Information Technology	2%	41
Madison Public Library	10%	166
Mayor's Office	1%	9
Metro Transit	9%	150
Monona Terrace Community & Convention Center	3%	49
Municipal Court	0%	3
Parking Utility	3%	45
Parks	9%	151
Planning	2%	29
Office of the Director: PCED	0%	6
Office of the Director: Department of Transportation	0%	3
Police	19%	324
Public Health Madison & Dane County	4%	68
Streets & Recycling	3%	46
Traffic Engineering	3%	49
Treasurer's Office	0%	6
Water Utility	3%	58
Fleet Services	1%	20
Total	100%	1,739

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Table 40: Question D2

What is your management status?	Percent	Number
Manager	16%	280
Non-manager	81%	1,426
Don't know	3%	48
Total	100%	1,754

Table 41: Question D3

What is your exemption status?	Percent	Number
Exempt (not eligible for overtime)	19%	332
Non-exempt (eligible for overtime)	71%	1,248
Don't know	10%	174
Total	100%	1,754

Table 42: Question D4

Are you employed full time or part time?	Percent	Number
Full time	88%	1,558
Part time	12%	203
Total	100%	1,761

Table 43: Question D5

If you do shift work, which is your predominant shift?	Percent	Number
Day	62%	1,092
Evening	7%	127
Night	4%	62
N/A	27%	471
Total	100%	1,752

Table 44: Question D6

Do you live in Madison?	Percent	Number
Yes	57%	997
No	43%	764
Total	100%	1,761

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Table 45: Question D7

What is your race? (Check all that apply.)	Percent	Number
White	86%	1,464
Hispanic	3%	56
African American	6%	96
American Indian or Alaskan native	1%	18
Asian, Hawaiian or Pacific Islander	3%	46
Other	5%	91

Total may exceed 100% as respondents could select more than one option.

Table 46: Question D8

What is your gender?	Percent	Number
Male	57%	977
Female	41%	714
Non-binary/other	2%	36
Total	100%	1,727

Table 47: Question D9

What is your age range?	Percent	Number
20 years or younger	0%	5
21 to 30 years	12%	198
31 to 40 years	25%	431
41 to 50 years	30%	523
51 to 60 years	25%	435
61 years or older	7%	129
Total	100%	1,721

Table 48: Question D10

How many years have you worked for the City of Madison?	Percent	Number
0 to 5 years	35%	607
6 to 10 years	17%	287
11 to 15 years	15%	265
16 to 20 years	13%	222
More than 20 years	20%	354
Total	100%	1,735

Appendix B: Benchmark Comparisons

NRC’s database of comparative employee opinion comprises the perspectives of more than 24,000 employees gathered from employee surveys from local governments across the U.S. Those employees evaluated the organization in which they work and gave their opinion about job satisfaction, supervisor relationships and other aspects of the employee experience. The City of Madison was compared to the entire database. A benchmark comparison (the average percent positive from all the comparison organizations where a question was asked, excluding Madison’s) has been provided when there were at least five organizations in which the question was asked. The percent positive response was created by combining the most favorable response options (i.e., “strongly agree” and “somewhat agree” or “excellent” and “good”).

Where comparisons are available, two columns are provided in the table. The first column is Madison’s percent positive. The second shows the comparison of Madison’s rating to the benchmark, where Madison’s results are noted as being “higher” than the benchmark, “lower” than the benchmark or “similar” to the benchmark. These labels come from a statistical comparison of Madison’s rating to the benchmark where a rating is considered “similar” if it is within the margin of error (five percentage points or less) and “higher” or “lower” if the difference between Madison’s rating and the benchmark is greater the margin of error (greater than five percentage points).

Table 49: Dimensions of Employee Experience Indices Benchmarks

	City of Madison rating	Comparison to benchmark
Job Satisfaction Index	87%	Similar
Employee Contribution and Fit Index	73%	Lower
Work Group Performance Index	76%	Similar
Employee-Supervisor Relationship Index	63%	Similar
Employee Performance Evaluation Index	45%	Similar
Employee Development Index	50%	Similar
Wages and Benefits Index	54%	Lower
Communication and Decision-making Index	50%	Similar
Respect and Ethics Index	62%	Similar
Physical Work Environment Index	75%	Similar

Table 50: Aspects of Job Satisfaction

	City of Madison rating	Comparison to benchmark	
Job Satisfaction	Overall, I am satisfied with my job	85%	Similar
	Overall, I feel positive about working for the City of Madison	87%	Similar
	Overall, I think the City of Madison is a good employer	90%	Similar
	I plan on working for this organization a year from now	94%	Similar
	I gain satisfaction from my current job responsibilities	87%	Similar
	I feel positively challenged in my current job	81%	Similar
Employee Contribution and Fit	I have the opportunity to do what I do best every day at work	77%	Similar
	My values match or fit with the values of this organization	86%	Similar
	I have good friends at work	86%	Similar
	I feel that my workload is manageable most of the time	78%	Similar
	On average, I could take on a heavier workload than I currently have	32%	Similar
	The mission and vision of the City of Madison make me feel my job is important	74%	Similar

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		City of Madison rating	Comparison to benchmark
	I know what is expected of me at work	89%	Similar
Work Group Performance	My co-workers are committed to doing quality work	85%	Similar
Employee Performance Evaluation	I have received recognition or praise for doing good work in the last seven days	58%	Similar
	In the last six months, someone at work has talked to me about my progress	50%	Lower

Table 51: Aspects of Supervisor and Work Group Relationships

		City of Madison rating	Comparison to benchmark
Employee-Supervisor Relationship	Fostering an atmosphere of mutual trust and confidence	68%	Similar
	Promoting a positive working relationship among work group members	69%	Similar
	Providing specific, constructive feedback that helps improve performance	58%	Lower
	Working together with employees to set goals	55%	Lower
	Communicating expectations of employees	60%	Similar
	Treating employees with respect	77%	Similar
	Informing employees about decisions that impact work	61%	Similar
	Providing recognition for doing good work	56%	Similar
	Welcoming employee involvement in decision-making	62%	Similar
Work Group Performance	The working relationships in my work group overall	79%	Similar
	The quality of work being done in my work group overall	86%	Similar
	Communication among all staff in my work group overall	68%	Similar
	Collaboration among all staff in my work group overall	71%	Similar
	Overall staff morale in my work group	64%	Similar

Table 52: Aspects of City's Executive Leadership

		City of Madison rating	Comparison to benchmark
Employee Development	Encouraging employees to come up with innovative solutions to problems	53%	Similar
Communication and Decision-making	Communicating an inspiring vision	56%	Similar
	Communicating information in a timely manner	55%	Similar
	Communicating information that helps employees to understand the problems and issues facing the City	49%	Similar
	Welcoming employee involvement in decision-making	47%	Similar
	Listening to employee opinions	52%	Similar
	Clarity of strategic direction, goals and objectives	54%	Lower
	Speed of response to important issues or change	46%	Lower
	Process for making important decisions	55%	Lower
Respect and Ethics	Strength of shared understanding among employees of what the organization is supposed to do	60%	Similar
	Modeling a high standard	63%	Similar
	Managing costs responsibly and logically	61%	Similar

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	City of Madison rating	Comparison to benchmark
Overall level of confidence in the leadership of the City of Madison	58%	Similar

Table 53: Aspects of City Workplace

	City of Madison rating	Comparison to benchmark	
Job Satisfaction	How likely or unlikely you are to recommend working for the City of Madison to someone who asks?	88%	Similar
Employee Contribution and Fit	Work-life balance for staff	65%	Similar
	Clarity of staff roles and responsibilities	64%	Similar
	The overall skill set of staff	79%	Similar
Employee Performance Evaluation	Defining performance objectives	51%	Similar
	Dealing with low-performing employees	24%	Similar
	Recognizing high-performing employees	36%	Similar
Employee Development	Supporting continual learning and development	58%	Lower
	Availability of opportunities for employees to develop knowledge and skills	56%	Lower
	Coaching or mentoring employees	42%	Lower
	Opportunities to develop a career path	50%	Higher
	Opportunities for promotion	40%	Similar
Wages and Benefits	Work schedule flexibility	62%	Lower
	Employee appreciation	46%	Lower
Communication and Decision-making	Communication among all staff overall	46%	Similar
	Effectiveness of meetings and meeting schedule	46%	Lower
Respect and Ethics	A respectful atmosphere	73%	Higher
	Applying discipline fairly and consistently	42%	Similar
	Communicating standards of ethical behavior	73%	Higher
	Modeling standards of ethical behavior	70%	Higher
	The working relationships at the City of Madison overall	71%	Similar
	Collaboration among all staff overall	48%	Lower
	The work being done at the City of Madison overall	77%	Similar
	Overall staff morale	52%	Similar
	The City of Madison's reputation among staff	61%	Similar
Physical Work Environment	Maintaining a work environment that is free of violence or harassment	79%	Similar
	Maintaining a work environment that is free of drug or alcohol abuse	92%	Similar
	Availability of necessary materials, resources and equipment to do the job effectively	68%	Lower
	Providing individual and group work spaces to do the job effectively	64%	Lower

Table 54: Aspects of City for Residents

	City of Madison rating	Comparison to benchmark	
Community Quality	Madison as a place to live	82%	Similar
	Madison as a place to work	84%	Higher
	The overall quality of life in Madison	86%	Similar
	Overall feeling of safety in Madison	67%	Lower

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		City of Madison rating	Comparison to benchmark
	Overall ease of getting to the places you usually have to visit	68%	Similar
	Quality of overall natural environment in Madison	84%	Similar
	Overall "built environment" of Madison (including overall design, buildings, parks and transportation systems)	70%	Similar
	Health and wellness opportunities in Madison	87%	Higher
	Overall opportunities for education and enrichment	86%	Higher
	Overall economic health of Madison	77%	Higher
	Sense of community	60%	Lower
	Overall image or reputation of Madison	79%	Higher
How likely or unlikely you are to recommend living in Madison to someone who asks?	84%	Similar	
Government Quality	Overall, how would you rate the quality of the services provided by the City of Madison?	87%	Similar
	The value of services for the taxes paid to Madison	69%	Similar
	The overall direction that Madison is taking	61%	Similar
	The job Madison government does at welcoming citizen involvement	66%	Similar
	Overall confidence in Madison government	54%	Lower
	Generally acting in the best interest of the community	59%	Lower
	Being honest	57%	Similar
	Treating all residents fairly	50%	Lower

Table 55: Support Services

		City of Madison rating	Comparison to benchmark
Quality of Support Services	Facilities management services overall	76%	Similar
	Fleet maintenance services overall	76%	Similar
	Human resources services overall	64%	Similar
	General information technology (IT) services overall	69%	Lower
	Purchasing services overall	72%	Similar
	Finance services overall (which could include payroll, budgeting, etc.)	74%	Similar
	Risk management services overall	74%	Similar
	Overall City internal services	70%	Similar

Appendix C: Survey Background and Methodology

Survey Background

The City of Madison partnered with National Research Center, Inc. (NRC) to conduct a City-wide employee survey. Employees were asked questions about their job satisfaction, work environment, compensation, supervisory relationships, organizational climate and communication. This was the first survey of Madison employees. The results can be used by the City to better understand employee experiences, address employee concerns and monitor perspectives over time. The City of Madison funded this research. Please contact Gregg McManners of the City of Madison at GMcManners@mononaterrace.com if you have any questions about the survey.

The survey consisted of thematically similar statements grouped into question sets and all were asked on a four-point scale (e.g., strongly agree, somewhat agree, somewhat disagree, strongly disagree or excellent, good, fair, poor), questions assessing the quality of support services (also asked on a four-point scale) and questions about respondent employment and sociodemographic characteristics.

Selecting Survey Recipients

All City of Madison employees were eligible to complete the survey. The City provided NRC with a list of email addresses for all employees with City emails. The City also communicated with all employees about the survey so that employees without City emails were informed about and could participate in the survey.

Survey Administration and Response

The City of Madison notified all employees of the survey on November 5, 2018. NRC sent City of Madison employees with email addresses two email reminder messages with the survey link. The City also provided access to computers for staff who did not have regular access to computers and/or who did not have City email addresses. This provided the opportunity to for these staff to complete the online survey. Further, hard copies of the survey also were made available to employees. The online survey was available in in English and Spanish; however, no surveys were completed in Spanish. Data collection continued through November 30, 2018. Of the 3,384 employees receiving an invitation to complete the survey, a total of 2,112 employees returned completed surveys, providing a response rate of 62%. The response rate was calculated using the American Association of Public Opinion Research (AAPOR) response rate #2¹ for Internet surveys of named persons.

Table 56: Survey Response Rate

	Overall
Total sample used	3,384
I=Complete Interviews	1,879
P=Partial Interviews	233
R=Refusal and break off	33
NC=Non Contact	0
O=Other	0
UH=Unknown household	0
UO=Unknown other	1,239
Response rate: $(I+P)/(I+P) + (R+NC+O) + (UH+UO)$	62%

Because the survey was intended to be taken by all employees and no statistical weighting was performed, no traditional margin of error was calculated. However, because not all employees responded, NRC recommends

¹ See AAPOR's Standard Definitions here: [http://www.aapor.org/Standards-Ethics/Standard-Definitions-\(1\).aspx](http://www.aapor.org/Standards-Ethics/Standard-Definitions-(1).aspx) for more information.

using plus or minus five percentage points as the “range of uncertainty” around any given percent reported for the organization as a whole.

Survey Processing

NRC used SurveyGizmo, a web-based survey and analytics platform, to collect the online survey data. Use of an online system means all collected data are entered into the dataset when the respondents submit the surveys. Skip patterns are programmed into system so respondents are automatically “skipped” to the appropriate question based on the individual responses being given. Online programming also allows for more rigid control of the data format, making extensive data cleaning unnecessary. Empty submissions (questionnaires submitted with no questions answered) were removed from the final dataset.

Survey Analysis and Reporting

Since the surveys were completed online, the data were automatically saved electronically. The data were then exported into a text-only format and the electronic dataset was imported and analyzed by NRC staff using the Statistical Package for the Social Sciences (SPSS). The anonymity of all employees is fully maintained as no names or other unique identifiers have been recorded.

Frequency distributions for each question are presented in the report appendices. Tables and charts displaying the “percent positive” are presented in the Workplace Report. The percent positive is the combination of the top two most positive response options (i.e., “strongly agree” and “somewhat agree” or “excellent” and “good”). On many of the questions in the survey, respondents could answer, “don’t know.” The proportion of respondents giving this reply, including and excluding “don’t know,” is shown in the full set of responses in *Appendix A: Complete Survey Responses*. However, these responses have been removed from the analyses presented in the Workplace Report. In other words, the figures display the responses from respondents who had an opinion about a specific item.

When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the customary practice of rounding percentages to the nearest whole number.

Employee Satisfaction and Calculation of Indices

Employees rated over 100 aspects related to the working environment of the City. These items were categorized into 10 dimensions of the employee experience: *job satisfaction, communication and decision-making, respect and ethics, wages and benefits, physical work environment, supervisor relationship, performance evaluation, employee development, work group performance and employee contribution and fit*. The individual survey items comprising each of these dimension is shown in Table 57.

The two most positive points on the response scale (i.e., “strongly” and “somewhat” agree or “excellent” and “good”) for each item included in a dimension were combined and averaged to create an average percent positive index rating. To assess which dimensions were most important to overall employee satisfaction, the index ratings for *communication and decision-making, respect and ethics, wages and benefits, physical work environment, supervisor relationship, performance evaluation, employee development, work group performance and employee contribution and fit* were correlated to the index rating of *job satisfaction*. Those dimensions that correlate most highly with *job satisfaction* are good predictors of overall job satisfaction and may be useful focus areas to consider for enhancement of employee satisfaction.

Table 57: Dimensions of Employee Experience

Dimension	Item	Description
Job Satisfaction	q7	How likely or unlikely you are to recommend working for the City of Madison to someone who asks?
	q8a	Overall, I am satisfied with my job
	q8b	Overall, I feel positive about working for the City of Madison
	q8c	Overall, I think the City of Madison is a good employer
	q8d	I plan on working for this organization a year from now
	q8g	I gain satisfaction from my current job responsibilities
	q8h	I feel positively challenged in my current job
Contribution and Fit	q8e	I feel that my workload is manageable most of the time
	q8f	On average, I could take on a heavier workload than I currently have
	q8i	The mission and vision of the City of Madison make me feel my job is important

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Dimension	Item	Description
	q8j	I have good friends at work
	q8k	I know what is expected of me at work
	q8l	I have the opportunity to do what I do best every day at work
	q8m	My values match or fit with the values of this organization
	q9l	Work-life balance for staff
	q9m	Clarity of staff roles and responsibilities
	q9p	The overall skill set of staff
Supervisor Relationship	q11a	Fostering an atmosphere of mutual trust and confidence
	q11b	Promoting a positive working relationship among work group members
	q11c	Providing specific, constructive feedback that helps improve performance
	q11d	Working together with employees to set goals
	q11e	Communicating expectations of employees
	q11f	Informing employees about decisions that impact work
	q11g	Providing recognition for doing good work
	q11h	Treating employees with respect
	q11i	Welcoming employee involvement in decision-making
Work group Performance	q8n	My co-workers are committed to doing quality work
	q10a	The working relationships in my work group overall
	q10b	Communication among all staff in my work group overall
	q10c	Collaboration among all staff in my work group overall
	q10d	The quality of work being done in my work group overall
	q10e	Overall staff morale in my work group
Employee Development	q9y	Supporting continual learning and development
	q9z	Availability of opportunities for employees to develop knowledge and skills
	q9aa	Coaching or mentoring employees
	q9bb	Opportunities for promotion
	q9cc	Opportunities to develop a career path
Employee Performance Evaluation	q12f	Encouraging employees to come up with innovative solutions to problems
	q8o	I have received recognition or praise for doing good work in the last seven days
	q8p	In the last six months, someone at work has talked to me about my progress
	q9q	Accuracy of performance evaluations
	q9t	Connection between compensation and performance
	q9u	Dealing with low-performing employees
	q9v	Recognizing high-performing employees
Wages and Benefits	q9w	Defining performance objectives
	q9n	Employee appreciation
	q9r	Compensation (salary, benefits and incentives/bonuses) compared with similar opportunities
	q9s	Benefits overall (vacation, sick leave, health care, retirement plan, etc.)
Communication and Decision-making	q9dd	Work schedule flexibility
	q9b	Communication among all staff overall
	q9o	Effectiveness of meetings and meeting schedule
	q12a	Communicating an inspiring vision
	q12b	Clarity of strategic direction, goals and objectives
	q12d	Communicating information in a timely manner
	q12e	Communicating information that helps employees to understand the problems and issues facing the City
	q12g	Welcoming employee involvement in decision-making
	q12h	Listening to employee opinions
	q12i	Speed of response to important issues or change
Respect and Ethics	q12l	Process for making important decisions
	q9a	The working relationships at the City of Madison overall
	q9c	Collaboration among all staff overall
	q9d	The work being done at the City of Madison overall
	q9e	Overall staff morale
	q9f	The City of Madison's reputation among staff
	q9g	A respectful atmosphere
	q9h	Communicating standards of ethical behavior
	q9i	Modeling standards of ethical behavior
	q9x	Applying discipline fairly and consistently

The National Employee Survey™

Dimension	Item	Description
	q12c	Strength of shared understanding among employees of what the organization is supposed to do
	q12j	Modeling a high standard
	q12k	Managing costs responsibly and logically
	q12m	Overall level of confidence in the leadership of the City of Madison
Physical Work Environment	q9j	Maintaining a work environment that is free of violence or harassment
	q9k	Maintaining a work environment that is free of drug or alcohol abuse
	q9ee	Availability of necessary materials, resources and equipment to do the job effectively
	q9ff	Providing individual and group work spaces to do the job effectively

Appendix D: Survey Materials

The following pages contain the emails sent to employees and The National Employee Survey™ formatted similarly to the online versions.

Initial invite

Subject line: We need your opinions. Take the 2018 City of Madison Employee Voice Survey now.

Good morning/afternoon,

We want to know about your experiences as a City of Madison employee. **Please take the 2018 Madison Employee Voice Survey [here].**

Your feedback and perspectives will be instrumental in helping the City continuously improve our organization.

A few things you should know about the survey:

- National Research Center, Inc. is an external, independent firm that has been contracted to conduct this employee survey on behalf of the City.
- **Your anonymity is a priority.** In no case will information be collected or reported in such a way that any person's identity can be known. **Results will be reported in group form only.**
- **If you click through to the end of the survey, you will not be able to return to it later.** If you exit the survey without fully completing it, you can return to the survey at the point where you left off unless you "submit" at the end.
- **Please don't forward the link in this email to your colleagues, it can only be used once and is a unique link for you only.**

If you have any questions about this survey, please contact pe@cityofmadison.com.

Thank you for helping create a better Madison.

Paul R. Soglin
Mayor

Final Reminder

Subject line: Last chance to tell us what you think. Complete the Employee Voice Survey today.

Good morning/afternoon,

If you haven't yet completed the survey, **this is your last chance** to tell us what you think about working for the City, the executive leadership and more. **Please take the Madison Employee Voice Survey [here].**

A few things to remember:

- National Research Center, Inc. is an external, independent firm that has been contracted to conduct this employee survey on behalf of the City.
- **Your anonymity is a priority.** In no case will information be collected or reported in such a way that any person's identity can be known. **Results will be reported in group form only.**
- **If you click through to the end of the survey, you will not be able to return to it later.** If you exit the survey without fully completing it, you can return to the survey at the point where you left off unless you "submit" at the end.
- **Please don't forward the link in this email to your colleagues, it can only be used once and is a unique link for you only.**

If you have any questions about this survey, please contact pe@cityofmadison.com.

Thank you for helping create a better Madison.

Paul R. Soglin
Mayor

2018 City of Madison Employee Voice Survey

This survey is to be completed by the City of Madison employee who received an invitation. Your responses will be kept anonymous and reported in group form only.

Employee Perspective on Life in Madison

1. Please rate each of the following aspects of quality of life in Madison:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Madison as a place to live	1	2	3	4	5
Madison as a place to work.....	1	2	3	4	5
The overall quality of life in Madison.....	1	2	3	4	5

2. Please rate each of the following characteristics as they relate to Madison as a whole:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Overall feeling of safety in Madison	1	2	3	4	5
Overall ease of getting to the places you usually have to visit.....	1	2	3	4	5
Quality of overall natural environment in Madison	1	2	3	4	5
Overall “built environment” of Madison (including overall design, buildings, parks and transportation systems)	1	2	3	4	5
Health and wellness opportunities in Madison	1	2	3	4	5
Overall opportunities for education and enrichment.....	1	2	3	4	5
Overall economic health of Madison.....	1	2	3	4	5
Sense of community.....	1	2	3	4	5
Overall image or reputation of Madison	1	2	3	4	5

3. How likely or unlikely are you to recommend living in Madison to someone who asks?

- Very likely Somewhat likely Somewhat unlikely Very unlikely Don't know

4. Overall, how would you rate the quality of the services provided by the City of Madison?

- Excellent Good Fair Poor Don't know

5. Please rate the following categories of Madison government performance:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
The value of services for the taxes paid to Madison	1	2	3	4	5
The overall direction that Madison is taking	1	2	3	4	5
The job Madison government does at welcoming citizen involvement	1	2	3	4	5
Overall confidence in Madison government.....	1	2	3	4	5
Generally acting in the best interest of the community	1	2	3	4	5
Being honest.....	1	2	3	4	5
Treating all residents fairly	1	2	3	4	5

6. 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:

	<i>Essential</i>	<i>Very important</i>	<i>Somewhat important</i>	<i>Not at all important</i>
Overall feeling of safety in Madison	1	2	3	4
Overall ease of getting to the places you usually have to visit.....	1	2	3	4
Quality of overall natural environment in Madison	1	2	3	4
Overall “built environment” of Madison (including overall design, buildings, parks and transportation systems)	1	2	3	4
Health and wellness opportunities in Madison	1	2	3	4
Overall opportunities for education and enrichment.....	1	2	3	4
Overall economic health of Madison.....	1	2	3	4
Sense of community.....	1	2	3	4

Employee Perspective on Working for the City of Madison

7. How likely or unlikely are you to recommend working for the City of Madison to someone who asks?

- Very likely Somewhat likely Somewhat unlikely Very unlikely Don't know

8. Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Madison.

	<i>Strongly agree</i>	<i>Somewhat agree</i>	<i>Somewhat disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>
Overall, I am satisfied with my job	1	2	3	4	5
Overall, I feel positive about working for the City of Madison.....	1	2	3	4	5
Overall, I think the City of Madison is a good employer.....	1	2	3	4	5
I plan on working for this organization a year from now	1	2	3	4	5
I feel that my workload is manageable most of the time.....	1	2	3	4	5
On average, I could take on a heavier workload than I currently have..	1	2	3	4	5
I gain satisfaction from my current job responsibilities.....	1	2	3	4	5
I feel positively challenged in my current job	1	2	3	4	5
The mission and vision of the City of Madison make me feel my job is important	1	2	3	4	5
I have good friends at work.....	1	2	3	4	5
I know what is expected of me at work	1	2	3	4	5
I have the opportunity to do what I do best every day at work	1	2	3	4	5
My values match or fit with the values of this organization	1	2	3	4	5
My co-workers are committed to doing quality work	1	2	3	4	5
I have received recognition or praise for doing good work in the last seven days	1	2	3	4	5
In the last six months, someone at work has talked to me about my progress	1	2	3	4	5
I would benefit from additional training in ways to foster diversity and inclusivity in the workplace	1	2	3	4	5

9. Please rate the quality of each of the following aspects of the City of Madison.

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
The working relationships at the City of Madison overall.....	1	2	3	4	5
Communication among all staff overall	1	2	3	4	5
Collaboration among all staff overall	1	2	3	4	5
The work being done at the City of Madison overall	1	2	3	4	5
Overall staff morale	1	2	3	4	5
The City of Madison's reputation among staff	1	2	3	4	5
A respectful atmosphere.....	1	2	3	4	5
Communicating standards of ethical behavior	1	2	3	4	5
Modeling standards of ethical behavior	1	2	3	4	5
Maintaining a work environment that is free of violence or harassment	1	2	3	4	5
Maintaining a work environment that is free of drug or alcohol abuse	1	2	3	4	5
Work-life balance for staff.....	1	2	3	4	5
Clarity of staff roles and responsibilities.....	1	2	3	4	5
Employee appreciation	1	2	3	4	5
Effectiveness of meetings and meeting schedule	1	2	3	4	5
The overall skill set of staff.....	1	2	3	4	5
Dealing with low-performing employees	1	2	3	4	5
Recognizing high-performing employees	1	2	3	4	5
Defining performance objectives	1	2	3	4	5
Applying discipline fairly and consistently	1	2	3	4	5
Supporting continual learning and development.....	1	2	3	4	5
Availability of opportunities for employees to develop knowledge and skills	1	2	3	4	5
Coaching or mentoring employees	1	2	3	4	5
Opportunities for promotion.....	1	2	3	4	5
Opportunities to develop a career path	1	2	3	4	5
Work schedule flexibility.....	1	2	3	4	5
Availability of necessary materials, resources and equipment to do the job effectively.....	1	2	3	4	5
Providing individual and group work spaces to do the job effectively	1	2	3	4	5

10. Please rate each of the following aspects of your workgroup.

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
The working relationships in my workgroup overall	1	2	3	4	5
Communication among all staff in my workgroup overall.....	1	2	3	4	5
Collaboration among all staff in my workgroup overall	1	2	3	4	5
The quality of work being done in my workgroup overall.....	1	2	3	4	5
Overall staff morale in my workgroup	1	2	3	4	5

11. Please rate each of the following aspects of your SUPERVISOR'S performance.

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Fostering an atmosphere of mutual trust and confidence	1	2	3	4	5
Promoting a positive working relationship among work group members.....	1	2	3	4	5
Providing specific, constructive feedback that helps improve performance	1	2	3	4	5
Working together with employees to set goals	1	2	3	4	5
Communicating expectations of employees.....	1	2	3	4	5
Informing employees about decisions that impact work	1	2	3	4	5
Providing recognition for doing good work	1	2	3	4	5
Treating employees with respect.....	1	2	3	4	5
Welcoming employee involvement in decision-making	1	2	3	4	5
Taking actions that support diversity and inclusion.....	1	2	3	4	5

12. Please rate the quality of each of the following aspects of the City of Madison's leadership including Department and Division Heads.

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Communicating an inspiring vision	1	2	3	4	5
Clarity of strategic direction, goals and objectives	1	2	3	4	5
Strength of shared understanding among employees of what the organization is supposed to do	1	2	3	4	5
Communicating information in a timely manner	1	2	3	4	5
Communicating information that helps employees to understand the problems and issues facing the City.....	1	2	3	4	5
Encouraging employees to come up with innovative solutions to problems	1	2	3	4	5
Welcoming employee involvement in decision-making	1	2	3	4	5
Listening to employee opinions.....	1	2	3	4	5
Speed of response to important issues or change	1	2	3	4	5
Modeling a high standard	1	2	3	4	5
Managing costs responsibly and logically	1	2	3	4	5
Process for making important decisions	1	2	3	4	5
Overall level of confidence in the leadership of the City of Madison	1	2	3	4	5
Commitment to increasing workforce diversity	1	2	3	4	5
Supporting racial equity.....	1	2	3	4	5

13. Please rate the job your agency, department or division does at each of the following:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Seeking feedback from the community to make decisions about how to improve services	1	2	3	4	5
Implementing process improvement activities based on community feedback to help improve services	1	2	3	4	5
Seeking feedback from the front line employees to make decisions about how to improve processes and services to residents and community	1	2	3	4	5
Implementing process improvement activities based on front line employee feedback to help improve services	1	2	3	4	5

Performance of Support Services

14. Please rate the QUALITY of each of the following support services in Madison.

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Facilities management services overall	1	2	3	4	5
Fleet maintenance services overall	1	2	3	4	5
Human resources services overall	1	2	3	4	5
General information technology (IT) services overall	1	2	3	4	5
Purchasing services overall	1	2	3	4	5
Finance services overall (which could include payroll, budgeting, etc.)	1	2	3	4	5
Risk management services overall	1	2	3	4	5
Attorney's Office services overall	1	2	3	4	5
Civil Rights services overall	1	2	3	4	5
Mayor's Office services overall	1	2	3	4	5
Common Council Office services overall	1	2	3	4	5
Employee Assistance services overall	1	2	3	4	5
Overall City internal services	1	2	3	4	5

Our last questions are about you. Again, all of your responses to this survey are completely anonymous and will be reported in group form only, meaning individual responses will not be revealed. Completing this information will help us understand better employees' experiences working for the City.

Employment Information

D1. In which City agency, department or division do you work? (Please choose one.)

- Assessor's Office
- Attorney's Office
- Building Inspection
- Civil Rights
- Clerk's Office
- Common Council
- Community Development
- Economic Development
- Employee Assistance Program
- Engineering
- Finance
- Fire
- Housing Authority
- Human Resources
- Information Technology
- Madison Public Library
- Mayor's Office
- Metro Transit
- Monona Terrace Community & Convention Center
- Municipal Court
- Parking Utility
- Parks
- Planning
- Office of the Director: PCED
- Office of the Director: Department of Transportation
- Police
- Public Health Madison & Dane County

- Streets & Recycling
- Traffic Engineering
- Treasurer's Office
- Water Utility

D2. What is your management status?

- Manager
- Non-manager
- Don't know

D3. What is your exemption status?

- Exempt (not eligible for overtime)
- Non-Exempt (eligible for overtime)
- Don't know

D4. Are you employed full time or part time?

- Full time
- Part time

D5. If you do shift work, which is your predominant shift?

- Day
- Evening
- Night
- N/A

Demographic Information

D6. Do you live in Madison?

- Yes
- No

D7. What is your race? (Check all that apply.)

- White
- Hispanic
- African American
- American Indian or Alaskan native
- Asian, Hawaiian or Pacific Islander
- Other

D8. What is your gender?

- Male
- Female
- Non-binary/other

D9. What is your age range?

- 20 years or younger
- 21 to 30 years
- 31 to 40 years
- 41 to 50 years
- 51 to 60 years
- 61 years or older

D10. How many years have you worked for the City of Madison?

- 0 to 5 years
- 6 to 10 years
- 11 to 15 years
- 16 to 20 years
- More than 20 years

**Thank you very much for completing this survey. Please return the completed survey in the postage-paid envelope to:
National Research Center, Inc.,
PO Box 549, Belle Mead, NJ 08502**