

Team City Survey Report

Polco THE NES™
THE NATIONAL EMPLOYEE SURVEY™

Team City Survey Report

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Team City Survey Report

Introduction

The purpose of the Team City survey is to support creation of an exceptional employee experience by capturing a picture of organizational culture, reinforcing trust building, creating collective ownership, promoting transparency, living our Vision and Mission, and identifying priority areas for change.

Citywide actions from this survey represent a synthesis of (1) input from Affinity Groups + Data/HR Analyst Teams responding to demographic breakdowns of survey data, (2) Agencies citywide proposing actions to address their survey data compared to the city as a whole, and (3) Performance Excellence Leadership Team summarizing Organizational Actions across the enterprise based on the survey and ensuring open-ended themes were addressed.

Report Summary

Full access to results and information to understand the data is found in Appendix 1.

- **City Action** themes for the organization include establishing a culture of safety and belonging, enhancing communication and input, and standardizing performance management. Definitions, discussion, and details are found starting on page 16.
- **Agency Action** themes include improving communication, ensuring employee safety, and focusing on performance management. Definitions, discussion, and details are found starting on page 13.
- **Demographic Action** themes from Affinity Group (+) insights include improving supervisor accountability mechanisms, enhancing mandatory reporter training, continuing to support Affinity Groups, and commitment to enhance process expectations for Administrative Procedure Memorandum (APM) 3-5. Each of these have explicit ties to culture of safety and belonging. Definitions, discussion, and details are found starting on page 12 and in Appendix 2 and Appendix 3.

Background

In November 2025, the City of Madison conducted an employee survey. Past efforts to survey City staff were completed in 2018 and 2019/2022 (MAC/WIC Survey). To address findings of previous surveys, the City accomplished developing a Citywide employee check-in process, creating a more robust recognition process, formalizing Affinity Group, and creating mentorship and peer advising programs. Please see Appendix 4 for a full list of employee experience-related accomplishments created since the 2018 survey, including a link to related available now to support leaders citywide.

Team City Survey Report

This survey was sponsored by the Department of Human Resources (HR) and the Department of Civil Rights (DCR) with input provided by City Affinity Groups who led previous iterations of the Team City Survey.

The HR Organizational Development (OD) Performance Excellence Specialist served as the project manager for the employee survey. The HR-OD Manager served as one of the change managers and the HR Director served as project co-sponsor, with DCR counterparts supporting. Together, this project steering team met monthly with Affinity Group leadership to guide the formation of the survey.

The Polco National Employee Survey (NES) instrument was selected through a bid process. The NES was tailored to meet the City of Madison's needs. This included 37 custom questions and 2 open ended questions co-created with Affinity Groups and the University of Wisconsin – Madison Survey Center. Data was collected for demographic categories including City agency, race/ethnicity, gender, LGBTQIA+ identity, disability or chronic health condition, generation, management status, work setting, years of service, union or association status, and employment status.

Over 100 Affinity Group members were included in customizing the survey alongside the project steering team. In addition to custom questions, the survey included 28 NES questions asked by the City of Madison in 2018. Repeating exact questions allows the City to look at organizational trends for change over time.

NES questions are also compared to local municipalities nationwide that also take the same survey, providing unique opportunities to benchmark Madison's data to like organizations.

Results were provided to the city via Polco's NES Report - Tableau Dashboard. Survey results by demographic are found on the Demographic Comparisons tab and are only available for results citywide. Agency is not listed for public consumption; rather, each Agency Head received an Excel copy of their Department/Division's data. No demographic slice can be calculated across another. Meaning, while citywide data can be analyzed for gender, results cannot tell us about two demographics like gender and race. For example, we cannot say, what does the data show for women who identified as white? This is not available by design. Please see Appendix 1 for more information to understand the data.

HR and DCR wish to thank current and previous members of the Affinity Groups for their ongoing willingness to help support the survey and action planning, which allows our organization to continue to improve.

Team City Survey Report

Thank you!

Huge appreciation goes those who have helped support the 2025 Team City survey! Special shout out Affinity Groups (+) for your support selecting the vendor, developing custom questions, championing the survey citywide, analyzing data and drafting recommendations, and discussing ongoing actions plus accountability in Performance Excellence Leadership Team.

Key contributors include:

- Anne Nowak
- Aaron Rosas
- Brad Wollmann
- Brittany Garcia
- Bryan Johnson
- Carrie Gostomski
- Christine Koh
- Deborah Thompson
- Dominic Davis
- Dylan Brogan
- Eleanor Anderson
- Emily Jamieson
- Erin Nuñez
- Erin Stenson
- Garrett Tusler
- Heather Stouder
- Janae Winston
- Jessica Jones
- John Vogt
- Jojo O'Brien
- Joshua Johnson
- karalyn kratowicz
- Karen Kapusta-Pofahl
- Katarina Klafka
- kristy kumar
- Leah Reinardy
- Lisa Sparks
- Liz Boyd
- Mary Richards
- Melissa Mooney
- Niv Heo
- Norman Davis
- Ruth Rohlich
- Rebecca Hoyt
- Sarah Edgerton
- Shelby Kottke-Weaver
- Tory Larson

Survey Findings, Trend Data, and Needs

There was a 60% response rate to the survey. Respondents included employees in every agency and at all levels of the organization. For a full breakdown of respondent demographics, please see Appendix 3.

Findings were analyzed and presented in phases: phase 1 – NES Findings and Trend Data and phase 2 – Custom Question Finding Themes and Needs.

NES Findings and Trend Data

The NES findings produced by Polco tell a largely positive story about the employee experience at the City of Madison and of an organization that continues to improve. Polco created a summary of their findings which were shared with city staff as early citywide results in February 2026.

NES Findings

Employees expressed strong satisfaction with their jobs and alignment with organizational values.

- Nearly 9 in 10 employees were satisfied with their job overall (88% excellent or good) and felt their personal values align with the City's values (85%).
- About 8 in 10 indicated that the City of Madison's mission and vision make their work feel important.
- Most employees (88%) planned to still be working for the City one year from now, and about 8 in 10 saw a career path with the City.

Supervisors are valued at the City of Madison.

- About 7 in 10 employees positively rated their supervisor's communication of expectations.
- A similar share approved of supervisors providing opportunities to learn and grow, as well as offering specific, constructive feedback.
- Roughly two-thirds rated supervisors positively for applying discipline fairly and consistently, higher than the national benchmark.
- Recognition of high-performing employees also received above-average ratings (61% excellent or good).

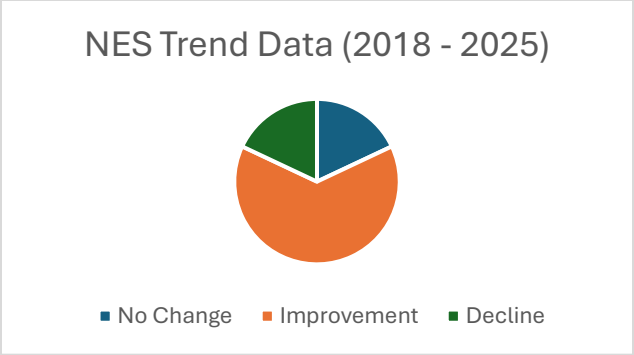
Results indicate that employees value their work group.

- Several aspects of employees' immediate work groups received strong ratings and were generally in line with national benchmarks, including:
    - Working relationships (80% excellent or good)
    - Collaboration among staff (76%)
    - Communication among staff (72%)

Trend Data

Trend data shows improvement since the 2018 survey. Of the 28 NES questions repeated from 2018:

- 18% or 5 showed no change
- 64% or 18 showed improvement
- 18% or 5 showed decline



For comparable data, we see a noted positive trend in how employees rated their supervisors in promoting a positive working relationship, providing feedback, and working together well to set goals. No areas saw a significant decline.

The highest decline in positive response for the comparable NES questions included the number of employees noting a positive response to the question "Please rate the quality of each of the following aspects of the City of Madison – Clarity of staff roles and responsibilities." This finding showed decrease in positive response from 64% to 60%. The City's "Speed of response to important issues or change" also declined and had the lowest trend scores moving from 46% to 44%. See Appendix 5 for Trend Data Over Time.

Custom Question Finding Themes and Needs

Staff generally feel positive about the organization overall. The city's custom question findings produced by city staff uplift a positive message of mutual colleague support in the workplace. Specifically:

82% percieve respectful treatment by colleagues in the workplace.

70% feel like they belong in the workplace.

86% feel supportive of creating an inclusive workplace for employees with disabilities.

79% feel coworkers are supportive of creating an inclusive workplace for employees with disabilities.

Majority (76%-91%) felt no unfair treatment in the workplace based on identity characteristics.

Custom questions also tell a focused story of areas in need for organizational improvement. This may be because we identified the questions to ask. Needs analysis reinforces city action themes, including the following highlighted across results citywide.

City Action Theme: Enhance Communication and Input

Need: Increase decision-making input mechanisms and be explicit with employees regarding how input gathered is considered. Specifically, organizational mechanisms to consider *employee input in decision-making processes (53%)* need *encourage employee feedback (59%)* more to ensure the *value of employee's unique background (57%)* is felt. The outcome, *employees feel their feedback was used in decision-making processes (45%),* needs most attention.

While many decision-makers gather input on a wide-variety of topics, the city currently lacks communication standard expectations and accountability routines that recognize those who provide input and tell employees how their input was used toward the outcome. When employee input is gathered and not used, accountability for our organizational values – civic engagement (transparency) and stewardship – would suggest communication standards need expect decision-makers close feedback loops with those who gave input.

Supervisors may benefit from attending existing training in Giving and Receiving Feedback, a resource created since the 2018 NES employee survey.

Need: Prioritize improvements to critical communications regarding employee experience with APM 3-5. Specifically, communication enhancements related to employee experiences with harassment, bullying, and discrimination, specifically need to improve *support (21%)* and *transparency (22%)*.

While APM 3-5 communications are limited by confidentiality expectations expressed in policy, individual supervisors may benefit from attending existing training in Managing Employee Performance in a Trauma Informed Way to better support employees going through difficult circumstances with their personal communications.

Department of Civil Rights may further support transparency by providing city employees with annual statistics on APM 3-5. This may minimally include: (1) number of complaints received (2) number of APM 3-5 complaints resolved (3) the annual share of outcome dispositions. Ideally, the types of complaints received and resolved in the workplace would also be shared. What percentage is harassment, discrimination, vs. bullying and what percentage of protected class(es) are involved?

Action Theme: Culture of Safety and Belonging

Need: Reinforce an environment that reassures diverse employee identities are welcome in the workplace. Specifically, data indicates the majority of respondents *never* hide their identity to feel safe (66%), *never* change their behavior to feel safe (69%), and *never* feel they would face negative consequences for bringing their authentic self to work (63%).

While research tells us 100% is not a realistic goal when it comes to psychological safety, there is still room for improvement.

Need: Prioritize attention to gender and age concerns in the workplace. Specifically, data indicates the majority of respondents perceive positive treatment in the workplace across six demographic factors. When employees are concerned with unfair treatment, gender (76% perceive positive treatment) and age (77%) are indicated as factors of heightened concern due to the lower numbers. Racial or ethnic background (85%) and health condition (87%) follow next in the data. Finally, employee respondents were most likely to report their sexual orientation (90%) and disability (91%) were not-at-all a factor in unfair treatment.

All six of these attributes are valuable to understand. Yet, gender and age factors are more likely to influence perceptions of fair treatment in the workplace.

Need: Increase the felt sense of mutual support and accountability at all levels. Specifically, data indicates the need to increase employee comfort reporting harassment, bullying, or discrimination in the workplace (64%). This is concerning given 19% of all respondents said they personally experienced harassment, bullying, or discrimination in the workplace in the last two years. Of those with personal experience, employee feelings of safety after reporting incident(s) is very low (15%), and support by leadership (27%) at all levels, including co-workers (44%), has room for improvement.

Support and accountability increase psychological safety which reinforces the type of culture the City need cultivate to ensure an exceptional employee experience.

Trend data is not available for custom questions as these were new questions in 2025. However, deeper analysis of the custom question citywide data points at the intersection of various demographics collected are discussed further in the Demographic Action themes below and Appendix 2.

Open-Ended Response Themes

Open-ended responses were reviewed by a team including staff from HR, the Mayor's Office, and DCR. Open-ended questions included:

- Please share your thoughts on how to improve work culture; and
- Please share any information about your (APM 3-5, Harassment and Discrimination) experience that may help us better support you in the future.

The **701** open-ended responses related to improving work culture were summarized into major themes. Themes related to the question on how to improve work culture included:

Percent	Theme	Summary
17%	**Expectations of Employees**	Survey respondents identified a need for clear roles/responsibilities, job description, balanced workload and/or treatment by supervisors/managers.
17%	**Policies**	Survey respondents identified a need for improved policies, education, and implementation.
16%	**Supervision and Management**	Survey respondents identified a need for training related to management and supervision skills, greater accountability, increased interaction with the public, and the ability to participate in the evaluation process and/or decision-making related to promotions.
14%	**Communication**	Survey respondents identified a need for better communication between staff and the Mayor's Office, staff and supervisors/managers, and/or between agencies.
13%	**Harassment, Discrimination, and Micro-Aggressions**	Survey respondents identified a need for improved working conditions, accountability of supervisors and managers, and improvements to the APM 3-5 process, particularly regarding harassment and bullying they experience from members of the public.
12%	**Performance Management**	Survey respondents identified a need for an improved way to manage current employee performance, such as removing low-performing employees, recognizing high-performing individuals, and creating standard work performance metrics like the employee check-in process and 360 reviews.
11%	**Training**	Survey respondents identified a need for improving the quality and variety of training and professional development opportunities, including mentoring and job shadowing.

Additionally, **135** open-ended responses about experience with APM 3-5 were summarized into major themes. Themes related to this question included:

Percent	Theme	Summary
30%	**Dissatisfaction with Supervisor/Leadership**	Survey respondents expressed concerns related to management skills, lack of accountability, prohibited behaviors, failure to protect employees from prohibited behaviors, and prior complaints related to employees in or being promoted to supervisory or leadership positions.
20%	**Distrust or Lack of Confidence**	Survey respondents did not feel the APM 3-5 process would result in a satisfactory resolution. Includes responses where accused had prior complaints, where respondent identified HR/DCR/City Leadership were conflicted in conducting a fair investigation, and responses where concerns for accountability of people in leadership positions where expressed.
17%	**Problems with Policy/Implementation**	Survey respondents reported the complaint or accommodations process was not implemented, the current policies needs improvement, and/or the policies themselves were harmful.
13%	**Inconsistent Expectations of Employees**	Survey respondents expressed concern that employees don't have clear roles/responsibilities and/or treatment by supervisors/mangers is unfair and differs by employee.
13%	**Intimidation/Retaliation**	Survey respondents experienced or feared retaliation including as a reason not to report. This also includes responses where a person stated they did not report due to the accused being a direct supervisor or manager.
12%	**Bullying and Harassment by Members of the Public**	Survey respondents did not report through APM 3-5 because they experienced harassment and/or bullying by members of the public rather than City staff.
11%	**Communications/Transparency**	Survey respondents raised concerns about the quality and quantity of communication during the complaint process. Some respondents noted the need for more trauma-informed approaches that center employee mental health.

Insights and Recommendations

Analysis of the data involved teams citywide providing insights and recommendations for action plan development. This included:

1. **Demographic Action: Insights & Recommendations** created by Affinity Groups citywide + Data/HR Analyst Teams
2. **City Action: Focus Areas & Organizational Accountability for Improvement** created by the Performance Excellence Leadership Team
3. **Agency Action: Citywide Planning Insights** created by Agency leadership citywide

Their findings are presented below.

Demographic Action: Insight & Recommendations

The data was summarized by each demographic (race/ethnicity, gender, LGBTQIA+ identity, disability or chronic health condition, generation, management status, work setting, years of service, union or association status, and employment status) and shared with the appropriate Affinity Group or Data/HR Teams to analyze further.

HR staff summarized all findings shared by each of the analysis teams, which are included in Appendix 2. Insight and recommendation themes are summarized below. Themes were reviewed by the Performance Excellence Leadership Team to create the City Action: Focus Areas & Organizational Accountability for Improvement section that follows.

Insight Themes

The following insight themes were created by the Affinity Group (+) analysis teams that reviewed citywide data by specific demographics.

Respect Felt	The survey found that most employees reported the City does a good job fostering a respectful atmosphere.
Safety Concerns	For questions about individual experience in the workplace, responses differed along demographic lines on feeling safe, concealing parts of one's identity, and experiencing harassment and unfair treatment.
Field/Office Divide	Field staff and staff in public spaces reported lower satisfaction with organizational essentials and less confidence that the workplace was free of violence or harassment, though field staff were more likely than office staff to see a career path at the City.

Recommendation Themes

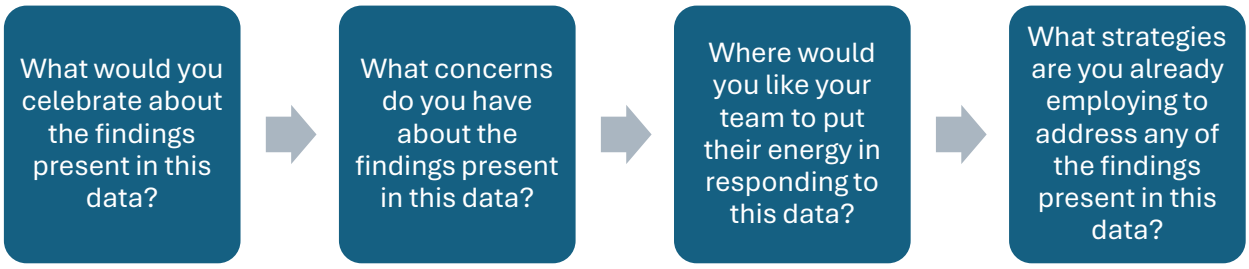
Themes appeared across Affinity Groups (+) recommendations for needed improvement organization-wide. Themes present in the analysts' findings include the following:

1. Improve employee confidence in the process through APM 3-5 policy reimagining.
2. While maintaining confidentiality, improve speed and transparency of the process following APM 3-5 complaints.
3. Increase awareness of process and create accountability for communications expectations with a trauma informed approach.
4. After revision of the 3-5 process, provide an annual report of 3-5 outcomes.
5. Strengthen existing accountability mechanisms to allow supervisors to intervene earlier, respond more promptly to problems brought forth by employees, and resolve concerns more consistently.
6. Consider changes to the frequency (increase) and content of mandatory employee training, including a greater focus on preventing harm, being more inclusive regarding gender identity, and providing more concrete examples of the type of behavior that is prohibited in the workplace.
7. Continue to support and promote Affinity Groups as a resource for employees.

Ongoing action items that speak to these demographic findings are included in the current Human Resources, Employee Assistance Program (EAP), DCR, or Performance Excellence work plans. Work plan items continue to address recommendations around evaluation and re-imagining of the APM 3-5 process. To further address the recommended actions by the demographic teams, the city is also incorporating the following focus areas into our city action plan for organizational accountability for improvement.

Agency Action: Citywide Planning Insights from Departments & Divisions

The HR Director reviewed citywide survey results compared to agency-specific results with each Department or Division Head. Each Agency Head was then asked to meet with either groups of City employees from the respective areas or their leadership team to discuss the data plus follow-up actions for accountability planning. Agencies reported back to HR Director on the following questions:



1. What would you celebrate about the findings present in this data?
2. What concerns do you have about the findings present in this data?
3. Where would you like your team to put their energy in responding to this data?
4. What strategies are you already employing to address any of the findings present in this data?

Based on a 90% response rate, three themes emerged across agency action planning processes citywide. Insights into agency actions include: (1) performance management, (2) appreciation and culture of safety and belonging, and (3) input and communication. Each closely mirrors the city action themes discussed previously and discussed further below.

Agency Action themes are currently being used to inform agency follow-up for accountability, including further action planning amongst the Mayor's Management Team and support planning from administrative agencies including HR, DCR, and EAP.

Agency Action Theme 1: Performance Management

Context: Performance management is an ongoing process where managers and staff talk regularly to set clear goals, share helpful feedback, and support staff growth and improvement. It helps ensure that every person's daily work matches the goals of the organization. Supporting and managing employee performance requires supervisors to set clear expectations, review work, recognize great work, and respond to poor performance. Performance management is an ongoing process involving proactive communication and coaching.

Examples of Agency Strategies:

- Continue to build on supervisory improvements evidenced by the 2018 and 2025 data through training, development, and coaching.
- Use a Learning Management System to continue to build and track skills through a variety of methods like cross-training, job shadowing, training, mentorship, and project leadership.
- Expand use of employee one-on-one check-ins; provide more communication around performance management-related processes.
- Expand 360-degree evaluations.

Agency Action Theme 2: Appreciation and Culture of Safety and Belonging

Context: Organizational culture is the shared system of values, beliefs, habits, and unwritten rules that shape how people behave and work together in an organization. It dictates how decisions are made, how teams communicate, and how a workplace feels daily.

Examples of Agency Strategies:

- Improve cross-functional problem-solving.

- Reinforce mission/vision/values, which are linked to job satisfaction.
- Build supervisor competency around accountability, psychological safety, and ongoing performance management; improve recognition and appreciation systems.
- Communicate clearly around tools and resources to repair damaged work cultures.
- Improve APM 3-5 adherence in their agencies.

Agency Action Theme 3: Input and Communication

Context: Input and communication were revealed as key issues through data around the City's speed of response to significant issues, the amount of input and feedback employees feel they can have at all levels of the organization, and the perception of whether feedback is used. When employees closest to the work can impact solutions more broadly, the organization becomes more adept at meeting new challenges we experience as our City grows and changes. Better input channels and communication access also allow for a more innovative and thriving City.

Examples of Agency Strategies:

- Build shared understanding through training on how to provide and receive feedback
- Establish and communicate SOPs for communication about standard and emergency operations
- Create communication plans routinely in each agency
- Ensure high levels of communication through skill development and an active communication development pathway
- Create clear expectations around information gathering and sharing within and across agencies

For the full list of tools, resources, and support created by the City to enhance these efforts, please see Appendix 4.

After problem-solving at the Mayor's Management Team level, each Department or Division Head will be provided with an opportunity to share their commitment to next steps through their Department's Equity Action Plan for 2026 through 2028. Staff are encouraged to share feedback and perspective on the process.

City Action: Focus Areas & Organizational Accountability for Improvement

The City's Performance Excellence Leadership Team reviewed the recommendations citywide, from Agency action planning and Affinity Group (+) analysis, created three city focus areas, and noted sixteen action items for organizational improvement.

City Focus Areas

The three areas of city focus highlight needs related to:

1. Culture
2. Communication
3. Performance management

Each of these City Focus Areas are further described below, including a definition of the outcome we seek to create through the specific organizational actions listed.

The list of actions for accountability is aimed at advancing us toward improved results in future employee surveys. Eleven of the sixteen listed action items (69%) are already in progress with lead agencies listed.

City Focus Area 1: Create a **culture of safety and belonging.**

Outcome Definition: When successfully created, this culture is one where employees feel safe at work and are comfortable showing up as authentic as they see fit without fear of harassment, bullying or discrimination.

Actions for Accountability:

1. Develop a **customer service framework** that includes clear safety protocols, employee expectations, customer expectations, and incident response guidelines. (In progress, Mayor's Office/HR/Streets & Urban Forestry)
2. Re-imagine and **redevelop the APM 3-5 process** and related training in alignment with Affinity Group (+) recommendations. (In progress, DCR/HR)
3. Create and implement **de-escalation training** and a Citywide standard. (In progress, HR/PHMDC)
4. Define and implement a **workplace response model** which moves from policy compliance to one that also prioritizes equity skills, inclusive practices, preventing harm, repairing workplace relationships, and supporting employees who experience harm. (In progress, HR)
5. Explore and create **restorative interventions** (e.g. facilitated mediation spaces) to address ongoing concerns from this survey. (Not started)

City Focus Area 2: Improve **communication and input** gathering.

Outcome Definition: When successfully implemented, clearly defined communication methods with set expectations and accountability checks to increase capacity of the City staff to meet our Vision and Mission. Standard two-way expectations increase productivity by strengthening trust in decision-making and making employees feel valued. Employees know how their input is considered because supervisors are expected to close feedback loops once decisions are made.

Actions for Accountability:

1. Develop and implement **Citywide communication standard expectations** that feed all other communications plans and allow for growth and skill-building pathways around communication. To address custom question findings and needs, expectations regarding feedback gathering and report back loops need be made clear. (In progress, Mayor's Office)
2. Increase **use of existing supervisor/manager tools and training** to improve their ability to gather and more effectively use front-line employee input in decision-making. (In progress, HR)
3. Host a **regular gathering** to discuss Performance Excellence work plan progress and other organization-wide updates related to employee survey accountability. (Not started)
4. Develop a **strategy to keep front-line office and field employees informed** about decisions that impact them as major issues the City is focused on. Continue to build a culture of Team City for interagency coordination and to reduce divide between field and office employees. (Not started)

City Focus Area 3: Facilitate an exceptional employee experience for every member of TeamCity through standard **performance management.**

Outcome Definition: When optimally implemented, every employee understands performance management is the preferred method by which the City of Madison develops, recognizes, and supports individuals in an ongoing and trauma informed manner with aim ensure service excellence citywide.

Actions for Accountability:

1. Develop **systemwide standards and consistency** related to performance management across the organization in alignment and coordination with implementation of the Human Resources Management (HRM) System. (In progress, HR/IT)
2. Continue **Executive Team Development program**, including **360 reviews**. (In progress, HR)
3. Increase effective use of existing **feedback tools** that are included in the **employee check-in** process and other places as needed. (In progress, HR)
4. Continue **trauma informed supervision training.** (In progress, EAP)

5. **Train mid-level management** on **Performance Management practices**, beginning with reinforcing micro-learning content provided to Mayor's Management Team in 2026. (In progress, HR)

Organizational Accountability for Improvement

The Performance Excellence Leadership Team and collaborative inter-agency teams led by agency leadership noted above are responsible for ensuring (1) each action item is assigned for project advancement, (2) communication updates are shared with those who stand to be impacted, and (3) each action item reaches a point of project closure. Where possible, they will increase utilization of existing resources created since the 2018 survey, available for use citywide to continue moving the needle on future outcomes.

Each Department and Division Head is responsible for ensuring progress on actions within their Agency and soliciting organizational support as needed. Each Department Equity Team was tasked to review their department's employee survey results and create actionable goals related to improving workplace culture and belonging as part of their 3-year Equity Action Plan. Department Equity Teams will submit annual updates on these actions.

The HR Director and DCR Director are responsible for checking progress on employee survey response planning and reporting back to the Mayor on agency interventions and progress made citywide.

Successes in the next steps will be communicated Citywide on our website and through the quarterly Human Resources Newsletter.

Appendix 1: Access Results & Understand the Data

Access Results

The complete record of citywide data across all respondent demographics, except for agency specific data, can be found within the NES Tableau Dashboard under the header Demographic Comparisons. Agency specific data, which cannot be further divided by other demographics, is available to staff through their Agency Head. For a Summary of Demographic Findings & Action Items, see Appendix 2. For more details on Demographics of survey respondents, see Appendix 3.

Understand the Data

Each question's response options and the concept of percent positive are important to understand when reviewing the Dashboard and Appendix 2: Summary of Demographic Findings. Definitions provided here support data interpretation.

Definitions

Response Options

A response option is the possible answers an employee had to choose from for each question when taking the survey. Each question included a number of response options. Not all response options are the same. Please review Column C in Citywide Insights Madison NES 2025_FINAL.xlsx the full list response options per question.

Percent Positive

Percent positive is the score calculated as the survey result you see in the Dashboard.

Percent positive is calculated by combining the most favorable response option(s) on the survey. One or two response options were calculated as the percent positive for each question to create the score. This differs in the NES section and Custom Question section.

> **NES**: For NES questions, percent positive is standardly the top two most favorable options (e.g., "strongly agree" and "somewhat agree," or "excellent" and "good").
>
> **Custom Questions**: For the custom questions, sometimes only one response was calculated as percent positive (e.g. in the past two years, have you ever been treated unfairly by your coworkers because of your… gender? Only one response, "not at all" – is calculated as positive)

Please review the bold response options in Column C in Citywide Insights Madison NES 2025_FINAL.xlsx to understand which response option(s) calculated the score you see in the Dashboard.

Appendix 2: Summary of Demographic Findings & Actions

The following summary of demographic findings includes Affinity Groups + Data/HR Analyst Team created insights. A more detailed demographic breakdown of survey respondents can be found in Appendix 3.

Note**:** Survey did not define the differences between any options (e.g. for management status, we did not define for the respondent the difference between what is a supervisor, manager, and lead-worker). All demographic responses are voluntarily self-reported, meaning respondent did not have to answer every question to submit their answers.

Findings

Race/Ethnicity

Race/Ethnicity	% Total Survey Respondents	% Employees in City of Madison
American Indian or Alaskan Native	2%	1%
Asian or Asian American	3%	3%
Black or African American	6%	9%
Latino/a, Latine, Latinx, or Hispanic	6%	8%
Middle Eastern or North African	1%	*not tracked
Native Hawaiian or Pacific Islander	0%	*not tracked
White or Caucasian	73%	75%
My race/ethnicity is not listed	1%	*not tracked
I prefer not to answer	15%	*not tracked
Unknown/Unreported	*not on survey	2%
Other	*not on survey	3%

See Appendix 3 for more details.

Employees who preferred not to answer about their race or ethnicity reported lower satisfaction and less favorable outcomes in almost all questions in comparison to all other groups. Most differences in positive percentages for this group and the others were between 15-30%, **with the biggest ones relating to feeling valued, heard, and like they belong.**

White/Caucasian employees reported **greater satisfaction with workplace equality** than employees of some other races/ethnicities. In particular, White/Caucasian employees reported greater satisfaction with the City's ability to apply policies and procedures equally to all employees than Multiracial employees reported, and reported greater satisfaction

with the City's ability to provide equal employment opportunities to employees of all backgrounds than Black/African American employees reported.

There were **no large differences across races/ethnicities for a respectful atmosphere** at the City. Most employees reported the City does a good job fostering a respectful atmosphere.

There were **no large differences across races/ethnicities for unfair treatment** based on gender, sexual orientation, age, or health condition. Most employees reported never being treated unfairly in the workplace.

White/Caucasian employees reported greater satisfaction with how well the **City provides a safe and secure environmen**t for employees of all backgrounds than Asian/Asian American, Black/African American, and Multiracial employees.

- **Asian/Asian American** employees and **Black/African American** employees reported lower satisfaction and less favorable outcomes **across most equity and inclusion questions compared to other races and ethnicities**.
- **Asian/Asian American employees** reported less satisfaction with the City's responsiveness to concerns about **workplace culture** than all other races/ethnicities. This represents a complete shift from mostly positive to mostly negative outcomes.

Asian/Asian American employees reported they have experienced **more unfair treatment** by their coworkers because of their **disability status** than White/Caucasian employees reported.

Asian/Asian American employees reported less satisfaction with how well the City helps **new employees feel connected and integrated** than White/Caucasian employees reported.

- More Asian/Asian American, Black/African American, and Multiracial employees reported **they had to hide certain parts of their identities, change their personal appearance, or change their behavior to feel safe** than White/Caucasian employees. This was a difference of about 10-15%.
- **Black/African American employees** reported they have experienced **more unfair treatment by their coworkers** because of their racial or ethnic background than all other races/ethnicities. **This was a difference of about 35% in comparison to White/Caucasian employees and 20% in comparison to all others**.

More Black/African American and Multiracial employees reported they feel like they would **face negative consequences if they brought their authentic self to work** than White/Caucasian employees reported.

Gender

Gender	% Total Survey Respondents	% Employees in City of Madison
Woman	34%	32%
Man	50%	68%
Non-binary/genderqueer	2%	*not tracked
Prefer not to answer	13%	*not tracked
Unreported	*not on survey	<1%

See Appendix 3 for more details.

Individuals who preferred not to disclose their gender identity responded more negatively across all themes of employee engagement, workplace essentials, organizational climate, employee development, equity and inclusion, and the City's custom questions.

Men report higher **satisfaction with work-life balance** at City of Madison (73%) compared to women (68%)

Nonbinary/genderqueer individuals reported significantly lower attitudes about the **City of Madison maintaining a work environment free from violence or harassment** (63%) compared to both women (77%) and men (84%).

82% of men felt the City **provided a safe and secure environment** for employees of all backgrounds, while only 54% of nonbinary/genderqueer individuals and 75% of women rated this question positively.

Similarly, 79% of men **felt positively that the City promoted workplace diversity,** while **only 54% of nonbinary/genderqueer** and 71% of women rated this question positively.

Men reported the **most positive feelings of belonging** (76%), compared to women (71%) and **nonbinary/genderqueer individuals (58%).**

Significantly more men reported **never being treated unfairly because of their gender** (86%) compared to women (65%) and **nonbinary/genderqueer individuals (40%)**.

Significantly more men (71%) and women (64%) reported **never hiding certain parts of their identity to feel safe in the workplace** compared to **nonbinary/genderqueer (10%)** individuals.

LGBTQIA+ Identity

LGBTQIA+	% Total Survey Respondents	% Employees in City of Madison
Yes	12%	*not tracked
No	74%	
I don't know	1%	
I prefer not to answer	13%	

See Appendix 3 for more details.

For most survey questions, few differences between LGBTQIA+ and non-LGBTQIA+ employees' answers, and when they exist, they are generally of small magnitude (3-8 percentage points).

Broadly, LGBTQIA+ employees generally seem more positive about the organization, but less about their specific workgroups or jobs. LGBTQIA+ employees are also less positive about harassment-related culture and policies. There were larger differences around end-of-survey custom questions regarding **respect, belonging, and harassment.**

There were differences in **experiencing harassment and unfair treatment based on sexual orientation** . LGBTQIA+ employees reported experiencing more harassment (70% never experienced harassment vs. 85% of non-LGBTQIA+ employees), and unfair treatment based on sexual orientation (79% reported never experiencing unfair treatment based on sexual orientation vs. 93% of non-LGBTQIA+ employees).

LGBTQIA+ employees were somewhat less positive about the organization's ability to **make new employees feel connected, foster a respectful atmosphere, and promote a safe and secure environment** than employees who did not identify as LGBTQIA+ (4-8 percentage point differences per question).

LGBTQIA+ employees were less positive about their **ability to express their opinions** at work (65% vs. 69% for non-LGBTQIA+ employees), **sense of belonging** (69% vs. 74% for non-LGBTQIA+ employees), and **consideration of their input** (52% vs. 55% for non-LGBTQIA+ employees).

LGBTQIA+ employees reported **experiencing more harassment (**70% never experienced harassment vs. 85% of non-LGBTQIA+ employees) and **unfair treatment based on sexual orientation** (79% reported never experiencing unfair treatment based on sexual orientation vs. 93% of non-LGBTQIA+ employees).

LGBTQIA+ employees reported much higher incidences of **hiding parts of their identity at work** (38% reported never hiding parts of their identity vs. 73% for non-LGBTQIA+

employees), **changing behavior** (47% reported never changing behavior vs. 74% for non-LGBTQIA+ employees), **changing appearance** (62% reported never changing appearance vs. 87% for non-LGBTQIA+ employees), and **being unable to bring their authentic selves to work** (45% reported they were able to bring their authentic selves to work vs. 69% for non-LGBTQIA+ employees).

LGBTQIA+ employees consistently feel less positive about the **City's culture and policies around harassment,** 12-17 percentage points behind non-LGBTQIA+ employees.

Disability or Chronic Health Condition

Disability/Chronic Health Condition	% Total Survey Respondents	% Employees in City of Madison
Yes	16%	*not tracked for reporting purposes
No	62%	
I don't know	2%	
I prefer not to answer	12%	

See Appendix 3 for more details.

The **greatest areas of disparities (10%+)** between staff who identify as having a disability or chronic health condition and their non-disabled peers were in the areas of:

- Maintaining a work environment that is free of violence or harassment (71% compared to 83%)
- Providing a safe and secure environment for employees of all backgrounds (69% compared to 80%)

Overall, people who select "**prefer not to answer"** about having a disability or chronic health condition **show less positive perceptions than all other demographic categories.** Exceptions exist at the intersection of other demographics when it comes to fair treatment.

Those who identify as **not having a disability or chronic health condition** consistently experience (1) being an employee and (2) having interactions with the organization, their supervisor, and their work group **more favorably than those who do identify as having a disability or chronic health condition.**

Of people who identify as having a disability or chronic health condition, someone's gender (66% positive), age (67% positive), and health condition (67% positive) are the most likely intersectional demographics to increase the likelihood **of being treated unfairly in the workplace.** Age and gender are also lowest scoring in the Citywide data.

People who say they **do not have a disability** are consistently more likely to say "**never**" to the questions regarding **making personal changes to feel safe including hiding parts of identity**, changing personal appearance, change behavior, or feel like one would face negative consequences for bringing full self to work.

Generation

Generation	% Total Survey Respondents	% Employees in City of Madison
Baby Boomer (1946 -1964)	8%	10%
Gen X (1965 – 1980)	42%	38%
Millennial (1981 – 1996)	39%	35%
Gen Z (1997 – 2012)	11%	16%
Other	*not on survey	<1%

See Appendix 3 for more details.

Baby Boomers (those born between 1946-1964) generally responded **most positively** to the survey questions **overall**. **Gen Z** staff (born between 1997-2012) responded **most positively** for the majority of **employee development** questions.

Millennials (those born between 1981-1996) **and Gen X** (those born between 1965-1980) were the **least positive** groups for the topic areas related to essentials, equity and inclusion, organizational culture, and employee development.

Many questions exhibited a **decline in positive response** rates **from** the **older** employee groups **to** the **younger** employee groups.

- When asked to rate the City's **benefits** package Baby Boomers were 82% positive, Gen X employees were 77% positive, Millennials 70%, and 66% of Gen Z employees recorded a positive response.
- In another example, 75% of Boomers responded positively when asked if they were **comfortable expressing an opinion** about work related matters. 68% of Gen X employees reported positive responses, 67% of Millennials and only 60% of Gen Z employees gave positive responses.

Management Status

Management Status	% Total Survey Respondents	% Employees in City of Madison
Manager	8%	*data not currently available for each 6%
Supervisor	11%	
Lead Worker	9%	
None of the Above	72%	94%

See Appendix 3 for more details.

Managers feel the **most positive across all categories.** Managers reported the highest feeling of engagement, feel the most positive about essentials, and feel more positive than their colleagues about resources to do their job, compensation, and schedule flexibility. In particular, managers reported feeling more positive than other employees about respect, trust, and strong relationships.

Lead workers feel the **least positive across all categories.** They generally reported feeling less supported by the organization, and that their work environment is less fair and safe. They reported less positivity about maintaining a workplace that is free of violence, harassment, drugs, and alcohol. Lead workers consistently reported feeling the least positive across all aspects of the organizational climate, by a difference of 6-20 percentage points depending on the question, and consistently reported feeling the least positive about employee development. Lead workers feel less positive than their colleagues about fairness and safety, feel less positive that all employees are treated fairly, and that the environment is safe and secure for all.

All employees feel similarly about not experiencing harassment based on demographic factors, and being able to express their identity, at high rates mostly in the 80-95% range.

Managers, supervisors, and lead workers generally feel more belonging, more valued, and like their input is more considered than others, at 5-20 percentage points higher.

Managers and supervisors feel more positive than their colleagues about the organizational policies and atmosphere around harassment, at 10-20 percentage points higher.

Supervisors are more likely to see a career path.

Supervisors and managers feel most positive about their own work groups, including communication, collaboration, relationships, and morale, 7-15 percentage points higher than their colleagues. However, all employees feel similarly that their groups produce high-quality work (86-91%).

Work Setting

Work Setting	% Total Survey Respondents	% Employees in City of Madison
Field	37%	63%
Office	46%	30%
Public Space	17%	6%

See Appendix 3 for more details.

85% of **field staff see a career path** at the City of Madison, compared to only 77% of office staff and 75% of staff in public spaces.

Field staff feel less aligned with the City of Madison's values, mission, and vision, and are less likely to recommend working for the City than office staff and staff in public spaces.

Compared to office staff, both **field staff and staff in public spaces** felt **less positively** that their **input** was considered in decision-making processes, their **feedback** was encouraged in the workplace, and their feedback was used in the workplace.

Fewer field staff (87%) reported having never been **treated unfairly** due to their sexual orientation compared to office staff (93%).

Office staff reported **significantly less harassment, bullying, or discrimination** in the workplace compared to both field staff and staff in public spaces.

Across all **organization essentials** (availability of necessary materials, compensation, benefits, work-life balance, work schedule flexibility), **field staff** reported **lower satisfaction** compared to office staff**.**

Staff in public spaces reported the **lowest satisfaction** with the City's ability to maintain a work environment **free of violence or harassment.**

Only 62% of field staff and 68% of staff in public places felt **supervisors** did a good or excellent job fostering an atmosphere of **mutual trust and confidence.**

Staff in public spaces felt the **policies and procedures** to address workplace harassment, bullying, and discrimination were **less clear** than office or field staff**.**

Field Staff

- Rated **all but two factors of organizational climate** lower than both office staff and staff in public places. However, field staff did not differ from staff in public spaces on working relationships and quality of work being done in their work group.
- Rated the City's availability of **opportunities for employees to develop less positively;** however, a higher number of field staff compared to those in public spaces rated the City's opportunities to develop a career path positively.
- Reported **lowest staff morale** in the work group.
- Reported **supervisor's performance lower** across all categories compared to office staff and staff in public places including employee development, ability to manage low-performing employees, and applying discipline fairly and consistently.

- Only 65% of field staff felt positively that their supervisors treated all employees fairly.
- Only 38% of field staff believe the City does a good or excellent job showing **employee appreciation,** compared to 53% of office staff and 49% of staff in public spaces.
- Field staff felt less comfortable expressing their opinions about work related matters.

Recommended Action Items

Race/Ethnicity

- The City should shift from a workplace response model focused primarily on policy compliance to one that also **prioritizes preventing harm, repairing workplace relationships,** and supporting employees who experience harm.
- **Strengthen supervisor accountability.** While this recommendation is informed by the Affinity Groups, it also considers employees who are not represented by an Affinity Group, including **many frontline and non-managerial staff who consistently reported lower satisfaction rates across most categories of the survey.**
- Continued **support for and investment in Affinity Groups,** including promotion of Affinity Group involvement.
- **Improve workplace safety**. Survey results indicate that many non-white employees (and others with marginalized identities) do not feel safe at work, including feeling the need to hide parts of their identity, concerns about being their authentic-selves, fear of negative consequences for speaking up, and reports of harassment, bullying, or discrimination.
- **Strengthen accountability mechanisms** that support behavior change, equip supervisors to intervene earlier, and ensure workplace concerns are addressed consistently before they escalate.

Gender

- **Improve transparency and communication** regarding recruitment, hiring, and leadership development efforts. Regularly report progress, outcomes, and metrics related to workforce diversity goals. **Strengthen effectiveness of** harassment and discrimination **prevention, reporting, and response processes**.

LGBTQIA+ Identity

- **Give more attention to queer employees in harassment training,** particularly including examples of what harassment can look like for queer people.
- **Affinity Groups should be amplified** without group leaders/affected individuals having to do all the work. Ensure that City leadership is also putting in effort to raise awareness of Affinity Groups.
- **Improve workplace safety** for LGBTQIA+ employees, especially transgender, nonbinary, and genderqueer employees.
- **Improve procedures** around reporting harassment and discrimination in the workplace.

Disability or Chronic Health Condition

- **Improve workplace safety.** The top concern is that staff with disabilities and chronic health conditions report significant disparities related to **personal safety and safety from violence, harassment, bullying, and discrimination than their non-disabled peers**.
- **Enhance inclusion efforts.** Staff with disabilities or chronic health conditions **do not feel included in just about every context across the organization**. This includes feedback being valued and included in decision making, within the organization, work groups, and with colleagues. **New employees** with disabilities and chronic health conditions are not experiencing an inclusive and welcoming workplace at the same level as their non-disabled peers.
- Considerable effort is needed to address individual, institutional, and systemic ableism, including changes to policy, training, and representation. **All city staff should be required to attend at least two equity and inclusion training courses annually.**

Appendix 3: Demographics of Survey Respondents

Eleven demographics were included in the survey. All responses are voluntarily self-reported, meaning employees did not have to answer these questions to submit the survey.

1. Agency

97% of respondents reported their agency, 3% skipped this question.

	Agency Options	% Total Respondents	Count of Respondents
What **agency** do you work for?	Assessor	1%	22
	Attorney	1%	25
	Building Inspection	2%	44
	CDA Housing Operations	2%	41
	Civil Rights	1%	18
	Clerk's Office	1%	13
	Common Council	0%	5
	Community Development	2%	36
	DPCED Office of the Director	0%	4
	Economic Development	1%	17
	Employee Assistance	0%	3
	Engineering	7%	130
	Finance	2%	40
	Fire	8%	142
	Fleet	1%	25
	Human Resources	1%	23
	Information Technology	3%	51
	Library	10%	172
	Mayor's Office	1%	12
	Metro Transit	5%	93
	Monona Terrace	3%	47
	Municipal Court	0%	5
	Office of the Independent Police Monitor	0%	2
	Parking	3%	59
	Parks	6%	106
	Planning	2%	33
	Police	17%	308
	Streets	8%	135
	Traffic Engineering	4%	70
	Transportation	1%	25
	Water Utility	4%	73

2. Race/Ethnicity

99% of respondents reported their race/ethnicity, 1% skipped this question.

	Race/Ethnicity Options	% Total Respondents	Count of Respondents
What is your **race/ethnicity**? Select all that apply	American Indian or Alaskan Native	1.6%	28
	Asian or Asian American	2.9%	50
	Black or African American	6.2%	106
	Latino/a, Latine, Latinx, or Hispanic	5.5%	95
	Middle Eastern or North African	0.5%	9
	Native Hawaiian or Pacific Islander	0.3%	6
	White or Caucasian	72.8%	1252
	My race/ethnicity is not listed	0.5%	9
	I prefer not to answer	15.2%	261

3. Gender

94% of respondents reported their gender, 6% skipped this question.

	Gender Options	% Total Respondents	Count of Respondents
What is your **gender**?	Woman	34.3%	592
	Man	50.4%	870
	Non-Binary / Genderqueer	2.3%	40
	My gender is not listed	0.2%	4
	I don't know	0.3%	5
	I prefer not to answer	12.5%	216

4. LGBTQIA+ Identity

94% of respondents reported LGBTQIA+ Identity, 6% skipped this question.

	LGBTQIA+ Options	% Total Respondents	Count of Respondents
Do you identify as LGBTQIA+?	Yes	11.9%	205
	No	74.0%	1278
	I don't know	1.4%	24
	I prefer not to answer	12.7%	219

5. Disability or Chronic Health Condition

95% of respondents reported disability or chronic health condition, 5% skipped this question.

Do you have a **disability or chronic health condition**?	Options	% Total Respondents	Count of Respondents

	Yes	17.2%	298
	No	68.3%	1183
	I don't know	1.8%	32
	I prefer not to answer	12.6%	219

6. Generation

91% of respondents reported their generation, 9% skipped this question.

	Generation	% Total Respondents	Count of Respondents
What **generation** do you most closely identify with based on the year you were born?	Baby Boomer (1946 - 1964)	0.5%	9
	Gen X (1965 - 1980)	1.4%	24
	Gen Z (1997 - 2012)	0.2%	3
	Millennial (1981 - 1996)	1.4%	24
	Baby Boomer (1946 – 1964)	7.3%	122
	Gen X (1965 – 1980)	40.9%	684
	Millennial (1981 – 1996)	37.6%	630
	Gen Z (1997 – 2012)	10.6%	178

7. Management Status

92% of respondents reported management status, 8% skipped this question.

	Management Status	% Total Respondents	Count of Respondents
What is your **management status**?	Manager	8.0%	135
	Supervisor	10.9%	185
	Lead worker	9.4%	160
	None of the above	71.7%	1214

8. Work Setting

93% of respondents reported work setting, 7% skipped this question.

	Work Setting	% Total Respondents	Count of Respondents
Which setting most accurately describes your **work environment?**	Field	37.0%	633
	Office	46.5%	794
	Public space	16.5%	282

9. Years of Service

93% of respondents reported management status, 7% skipped this question.

Years of service	Years (Based on Longevity Pay Scale)	% Total Respondents	Count of Respondents

	0-4 years	32.1%	547
	5 – 9 years	22.1%	375
	10 – 13 years	12.4%	211
	14 – 15 years	4.8%	82
	16-17 years	4.5%	76
	18-19 years	4.8%	81
	20-24 years	8.6%	147
	25+ years	10.8%	183

10. Union/Association

93% of respondents reported union/association status, 7% skipped this question.

Are you a dues paying **member of a union or association**?	**Options**	**% Total Respondents**	**Count of Respondents**
	Yes	60.8%	1034
	No	39.2%	667

11. Employment Status

95% of respondents reported employment status, 5% skipped this question.

What is your **employment status**?	**Employment Status**	**% Total Respondents**	**Count of Respondents**
	Appointed or elected	0.9%	15
	Full time	89.4%	1553
	Part time	7.9%	138
	Limited term	0.8%	14
	Temporary/seasonal	1.0%	18

Appendix 4: Resource Accomplishments

Resources created since the 2018 NES survey are included below. Please find links to resources on file in: Org Actions Aligned to Employee Survey Since 2018.xlsx

Resources Created Since Previous Survey
360s and Leadership Coaching
Repeat **employee survey** in collaboration with affinity groups, transferring sponsorship, project management, and change management to HR-DCR
Create **Management Development Competencies** and resources to support ongoing on-demand learning and development
Team **development toolkit** development and launch
Updated **equitable hiring plan**
Bereavement equity analysis
Career **Pathways** - data, leadership, infrastructure, communications
Compensation Study and pay equity analysis
HR created agency **customer service** standards; citywide version in development
Human Resources Management System build
Inter-agency team formation to update and reimagine **APM 3-5**
2024 city wide **onboarding standards**
Create and expand **Affinity Groups** citywide
Host annual **Leadership Gathering**
Develop toolkit on how to start an **Agency Mentorship Program**
Host annual **Citywide Mentorship Program** cohort
Change Champions network - evolution of change management community of practice
Citywide **consultative service offering** from HR-OD
Citywide PIO Hired
Create and launch team-based **training series** as consultative service offering: change management, feedback, mindset
Executive Team Development
Gender Inclusive Workplace recordings/trainings; resources and tools
HR Newsletters and Annual Reports
Increase in number of **on demand learning offerings**
Increase number of agencies with **Prosci certified change managers** and trained staff citywide
Increases in **learning partners and courses** citywide
Job Aides (e.g. s. supervisor gender inclusive workplace)
Learning & Development Framework
Launch, deliver, PDCA, and reimagining the Employee Check-in Process
Management Development Pilot Program
Paid Parental Leave Policy Update & Equity Analysis
Personnel Rules Update, position study improvement focus included equity analysis
Public Service Recognition Week
Public Works Transportation Field Train the Trainer Program
Results Madison
Revamped Course Calendar (e.g.s. printed and sent to every agency, regularly scheduled courses)

Standard Operating Procedures improvement
Take Our Children to Work Day
Talent Management Strategy - Pie Day Launch
TeamCity Awards
Telework policy
Website restructure to improve user experience
Work planning (agency, team, individual) program training and resources
MAC/WIC **Peer Advisors** (program ended)

Appendix 5: Trend Data Over Time

The following 28 questions were asked of employees at the City of Madison in both 2018 and 2025. Of those 28 questions:

No Change

5 questions showed **no change** in the results.

Question	2018	2025	Notes
1. How likely or unlikely are you to recommend working for the City of Madison to someone who asks?	88%	88%	

*Please rate the quality of each of the following aspects of the **City of Madison**:*

Questions	2018	2025	Notes
2. A respectful atmosphere	74%	74%	
3. Maintaining a work environment that is free of violence or harassment	79%	79%	
4. Availability of necessary materials, resources and equipment to do the job effectively	68%	68%	

*Please rate the quality of each of the following aspects of your **work group**:*

Questions	2018	2025	Notes
5. Overall staff morale in my work group	64%	64%	

Increase

18 questions showed **an increase** in the results, indicating an improvement in employee perception.

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

Questions	2018	2025	Notes
1. Overall, I am satisfied with my job	85%	88%	
2. The mission and vision of the City of Madison make me feel my job is important	75%	81%	
3. I have the opportunity to do what I do best every day at work	76%	82%	

*Please rate the quality of each of the following aspects of the **City of Madison**:*

Question	2018	2025	Notes
4. Work-life balance for staff	65%	68%	
5. Employee appreciation	46%	47%	
6. Opportunities to develop a career path	50%	55%	
7. Work schedule flexibility	61%	68%	

*Please rate the quality of each of the following aspects of your **work group**:*

Question	2018	2025	Notes
8. Communication among all staff in my work group overall	67%	72%	
9. Collaboration among all staff in my work group overall	70%	75%	This was suggested as a Strength of the City.
10. The quality of work being done in my work group overall	86%	87%	

*Please rate each of the following aspects of your **supervisor's** performance.*

Question	2018	2025	Notes
11. Fostering an atmosphere of mutual trust and confidence	68%	71%	
12. Promoting a positive working relationship among work group members	68%	76%	
13. Providing specific, constructive feedback that helps improve performance	58%	68%	
14. Working together with employees to set goals	55%	67%	
15. Communicating expectations of employees	60%	70%	
16. Providing recognition for doing good work	56%	64%	
17. Treating employees with respect	77%	80%	

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

Question	2018	2025	Notes
Communicating information that helps employees to understand the problems and issues facing the City	49%	54%	This is lower than the National Benchmark. This was suggested as a Focus Area for the City.

Decrease

5 questions showed **a decrease** in the results, indicating a decline in employee perception.

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

Question	2018	2025	Notes
1. My values match or fit with the values of this organization	86%	85%	

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

Question	2018	2025	Notes
2. Maintaining a work environment that is free of drug or alcohol abuse	92%	89%	
3. Clarity of staff roles and responsibilities	64%	60%	

*Please rate the quality of each of the following aspects of your **work group**:*

Question	2018	2025	Notes
4. The working relationships in my work group overall	80%	79%	

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

Question	2018	2025	Notes
5. Speed of response to important issues or change	46%	44%	