



# Employee Voice Survey Report

Department Name

March 18, 2019

## Section 1: Report Overview

### Background and Intent

In November 2018, City employees were invited to complete the Employee Voice Survey, collected and analyzed by the National Research Center (NRC). This survey is intended to serve as a baseline measure of the City of Madison's for celebrating the work done by the employees of the City of Madison, and improving ways in which we do that work.

This report presents your opportunity to dig deeper into the Department/Division Employee Voice Survey data to understand employee feedback so that you can take action via the Employee Voice Survey Action Plan outlined in Section 5.

When a group embarks on an organization-wide survey, the steps are threefold:

- 1) **Collect** responses;
- 2) **Understand** the data returned; and
- 3) **Take action** on the learnings.

## Section 2: Department/Division Data and City-wide Goals

The Performance Excellence Leadership Team determined that three priorities were to guide a city-wide effort to build and improve upon both opportunities and strengths. This Department/Division level report provides the following tools to help you respond to those priorities.

The findings of the comprehensive study returned the following highlights, or three key focus areas:

- (1) City of Madison employees are satisfied with their jobs and plan to stay
- (2) Employee development and performance evaluation opportunities could be enhanced



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- (3) Bolstering communication efforts between leadership and employees could increase confidence

The following review of goals is taken from an [Executive Summary of Recommendations](#) developed by the Performance Excellence Voice of the Customer (VOC) team. It outlines the three areas that all departments should build and/or improve upon in response to the Employee Voice Survey data listed in Section 4.

**Employee Engagement.** City of Madison employees are satisfied with their jobs and plan to stay A key discovery that the City must build on is that employees are engaged, committed and want to contribute to the greater good. That is borne out statistically in the number of employees that participated (60%), felt satisfied with their job (85%), felt positive about working for the City (87%), felt the City was a good employer (90%), gain satisfaction from the job (87%), believe that their co-workers are committed to doing quality work (85%), and most importantly, would recommend working for the City of Madison (88%).

Knowing that the City has an engaged population of employees, who not only like working for the City but are committed to doing quality work, is a great first step in implementing improvements that will enhance their experience. City of Madison employees want feedback, career growth opportunities, two-way communication and more responsibility to move the City forward.

**Employee Development.** Employee development and performance evaluation opportunities could be enhanced

Employee development and a feedback loop were recognized as key drivers to maintaining high job satisfaction. Key drivers are leading factors affecting performance of an organization. A key driver is something that has a big impact on whether the business thrives or struggles. It can also show warning signs for lower performance or results. The desire for better employee development opportunities and a feedback loop are supported by below-benchmark scores to key questions including:

- Received recognition in the last 7 days (58%)
- In the last 6 months, someone talked to me about my progress (50%), providing specific, constructive feedback (58%)
- Working together with employees to set goals (55%)
- Providing recognition for doing good work (56%)
- Encouraging innovative solutions to problems (53%)
- Dealing with low-performing employees (24%)
- Recognizing high-performing employees (36%)



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Of these, responses to only one question – In the last 6 months, someone talked to me about my progress (50%) – were an order of magnitude (10 points) lower than the benchmark.

On the employee development side, lower scores on questions such as supporting continual learning and development (58%), opportunities to develop knowledge and skills (56%), coaching or mentoring employees (42%), opportunities for promotion (40%), opportunities to develop a career path (50%) all reflect a desire to improve the current status of employee development and opportunity.

**Communication.** Bolstering communication efforts between leadership and employees could increase confidence

Throughout the survey report, the need to improve internal strategic communication at many levels was clear. Better communication in almost any organization is normally one of the top three opportunities for improvement and the City of Madison is no exception. Sprinkled throughout the survey results were communication issues that are having a direct or indirect adverse effect on our employees. Some questions here were below benchmark, including:

- Informing employees about decisions that impact work (61%)
- Communicating an inspiring vision (56%)
- Clarity of strategic direction, goals and objectives (54%)
- Communicating information in a timely manner (55%)
- Communicating information about problems facing the City of Madison (49%)
- Collaboration among staff (48%)

Responses indicate that throughout the organization there is fractured or inconsistent messaging.



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### Section 3: How to Use this Document

Department/Division Heads have the opportunity to review the data and determine how they would like to share it with employees. All employees will have access to city-wide data, and they will be aware that Department/Division heads will be in receipt of the Department/Division report on March 18, 2019, but you have the chance to share the data in ways that you see fit for your teams. Your Department/Division reports will not be available to other Departments/Divisions or Performance Excellence teams. Human Resources has compiled the reports within the bounds of confidentiality expected for that organization.

See **Section 5** for important tools and resources related to analyzing, sharing, and responding to the data, as well as next steps for completing your Employee Voice Survey Action Plan.

### The Data

Section 4 includes the responses from members of your department and those of the City. Each line represents an individual question or measure from the survey. Each column and its contents are defined below:

Measure	Division/ Department Overall	City Overall	Questions, Thoughts, Ideas, Impressions on: Goal Name
<p><b>Represents:</b> The question asked of survey respondents</p>	<p><b>Represents:</b> Division/ Department employee responses</p>	<p><b>Represents:</b> All City employee responses  Note: Color-coding shows the National Benchmark levels:</p> <ul style="list-style-type: none"><li>• <b>Gray</b> = below benchmark</li><li>• <b>Light green</b> = similar to benchmark</li><li>• <b>Dark green</b> = above benchmark</li><li>• <b>No color</b> = no benchmark to measure against</li></ul>	<i>Use this space to jot down initial impressions as you actively read the data, as it may inform next steps and activities.</i>

### A Note on Benchmarks

A benchmark is defined as a standard or point of reference against which things may be compared or assessed. In this case, NCR has compared the City of Madison's Employee Voice Survey data to the responses of peer organizations from across the United States. The specific organizations and the actual numbers above/below the benchmark are considered proprietary information by NCR and are thus



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withheld from reporting. Note that the Employee Voice Survey Recommendation documents identified above provide greater information on those few measures that are an order of magnitude (10 points) above or below the benchmark.

### Aligning with City-wide Goals

At this time, Department and Division Heads are being asked to respond directly to measures that are in-line with the three city-wide goals. Notice that the data are organized so that questions pertaining to city-wide response priorities are clustered together. Where you have strengths, consider how you can respond to continue and improve those strengths. Where you see opportunities for growth, be as specific as you can about the measures and initial ideas for a response.

### Responding to Other Measures

There will undoubtedly be other measures that are of concern or that you want to celebrate within your department or division. Although they are not required as a part of your Employee Voice Survey Action Plan, we encourage you to consider them in your response planning. Perhaps something you're doing very well can inform a struggling process in your agency. Alternatively, maybe something that is near and dear to your department mission will serve as the basis for addressing engagement, employee development, or communications challenges.



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### Section 4: Department Name Data (n= )

GOAL 1: EMPLOYEE ENGAGEMENT			
Percent "very" or "somewhat" likely	Dept/Div Overall	City Overall	Questions, Thoughts, Ideas, Impressions on: Employee Engagement
How likely or unlikely you are to recommend working for the City of Madison to someone who asks?	90%	88%	
<b>Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Madison. (Percent "strongly" or "somewhat" agree)</b>	Dept/Div Overall	City Overall	
Overall, I am satisfied with my job	92%	85%	
Overall, I feel positive about working for the City of Madison	92%	87%	
Overall, I think the City of Madison is a good employer	92%	90%	
I plan on working for this organization a year from now	97%	94%	
I gain satisfaction from my current job responsibilities	93%	87%	
My co-workers are committed to doing quality work	93%	85%	
<b>What other initiatives and activities are already underway in the department related to Employee Engagement? (e.g., Equity Teams and Plans, Results Madison work, Budgeting activities, Process Improvements, Engagement Teams)</b>			



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GOAL 2: EMPLOYEE DEVELOPMENT			Questions, Thoughts, Ideas, Impressions on: Employee Development
Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Madison. (Percent "strongly" or "somewhat" agree)	Dept/Div Overall	City Overall	
I have received recognition or praise for doing good work in the last seven days	54%	58%	
In the last six months, someone at work has talked to me about my progress	49%	50%	
Please rate the quality of each of the following aspects of the City of Madison. (Percent "excellent" or "good")	Dept/Div Overall	City Overall	
Dealing with low-performing employees	22%	24%	
Recognizing high-performing employees	39%	36%	
Please rate the quality of each of the following aspects of the City of Madison. (Percent "excellent" or "good")	Dept/Div Overall	City Overall	
Supporting continual learning and development	72%	58%	
Availability of opportunities for employees to develop knowledge and skills	73%	56%	
Coaching or mentoring employees	61%	42%	
Opportunities for promotion	69%	40%	
Opportunities to develop a career path	75%	50%	
Please rate each of the following aspects of your SUPERVISOR'S performance. (Percent "excellent" or "good")	Dept/Div Overall	City Overall	
Providing specific, constructive feedback that helps improve performance	65%	58%	
Working together with employees to set goals	66%	55%	
Providing recognition for doing good work	57%	56%	
Please rate the quality of each of the following aspects of the City of Madison's leadership including Department and Division Heads. (Percent "excellent" or "good")	Dept/Div Overall	City Overall	
Encouraging employees to come up with innovative solutions to problems	50%	53%	
<b>What other initiatives and activities are already underway in the department related to Employee Engagement? (e.g., Equity Teams and Plans, Results Madison work, Budgeting activities, Process Improvements, Engagement Teams)</b>			



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### GOAL 3: COMMUNICATION

Please rate the quality of each of the following aspects of the City of Madison. (Percent "excellent" or "good")	Dept/Div Overall	City Overall	Questions, Thoughts, Ideas, Impressions on: <i>Communication</i>
Collaboration among all staff overall	52%	48%	
<b>Please rate the quality of each of the following aspects of your work group. (Percent "excellent" or "good")</b>	Dept/Div Overall	City Overall	
Collaboration among all staff in my work group overall	74%	71%	
<b>Please rate each of the following aspects of your SUPERVISOR'S performance. (Percent "excellent" or "good")</b>	Dept/Div Overall	City Overall	
Informing employees about decisions that impact work	69%	61%	
<b>Please rate the quality of each of the following aspects of the City of Madison's leadership including Department and Division Heads. (Percent "excellent" or "good")</b>	Dept/Div Overall	City Overall	
Communicating an inspiring vision	65%	56%	
Clarity of strategic direction, goals and objectives	66%	54%	
Communicating information in a timely manner	57%	55%	
Communicating information that helps employees to understand the problems and issues facing the City	52%	49%	
<b>What other initiatives and activities are already underway in the department related to Employee Engagement? (e.g., Equity Teams and Plans, Results Madison work, Budgeting activities, Process Improvements, Engagement Teams)</b>			



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### OTHER, Madison as an employer

<b>Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Madison. (Percent "strongly" or "somewhat" agree)</b>	<b>Dept/Div Overall</b>	<b>City Overall</b>	<b>Questions, Thoughts, Ideas, Impressions on: <i>Madison as an employer</i></b>
I feel that my workload is manageable most of the time	86%	78%	
On average, I could take on a heavier workload than I currently have	28%	32%	
I feel positively challenged in my current job	92%	81%	
The mission and vision of the City of Madison make me feel my job is important	83%	74%	
I have good friends at work	92%	86%	
I know what is expected of me at work	91%	89%	
I have the opportunity to do what I do best every day at work	86%	77%	
My values match or fit with the values of this organization	89%	86%	
I would benefit from additional training in ways to foster diversity and inclusivity in the workplace	44%	54%	
<b>Please rate the quality of each of the following aspects of the City of Madison. (Percent "excellent" or "good")</b>	<b>Dept/Div Overall</b>	<b>City Overall</b>	
The working relationships at the City of Madison overall	83%	71%	
Communication among all staff overall	47%	46%	
The work being done at the City of Madison overall	80%	77%	
Overall staff morale	68%	52%	
The City of Madison's reputation among staff	73%	61%	
A respectful atmosphere	77%	73%	
Communicating standards of ethical behavior	82%	73%	
Modeling standards of ethical behavior	77%	70%	
Maintaining a work environment that is free of violence or harassment	83%	79%	
Maintaining a work environment that is free of drug or alcohol abuse	93%	92%	
Work-life balance for staff	83%	65%	
Clarity of staff roles and responsibilities	75%	64%	
Employee appreciation	52%	46%	
Effectiveness of meetings and meeting schedule	57%	46%	
The overall skill set of staff	86%	79%	
Defining performance objectives	66%	51%	
Applying discipline fairly and consistently	41%	42%	



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### OTHER, Madison as an employer

<b>Please rate the quality of each of the following aspects of the City of Madison. (Percent "excellent" or "good")</b>	<b>Dept/Div Overall</b>	<b>City Overall</b>	<b>Questions, Thoughts, Ideas, Impressions on: Madison as an employer</b>
Work schedule flexibility	84%	62%	
Availability of necessary materials, resources and equipment to do the job effectively	82%	68%	
Providing individual and group work spaces to do the job effectively	84%	64%	
<b>Please rate the quality of each of the following aspects of your work group. (Percent "excellent" or "good")</b>	<b>Dept/Div Overall</b>	<b>City Overall</b>	
The working relationships in my work group overall	86%	79%	
Communication among all staff in my work group overall	69%	68%	
The quality of work being done in my work group overall	93%	86%	
Overall staff morale in my work group	73%	64%	
<b>Please rate each of the following aspects of your SUPERVISOR'S performance. (Percent "excellent" or "good")</b>	<b>Dept/Div Overall</b>	<b>City Overall</b>	
Fostering an atmosphere of mutual trust and confidence	71%	68%	
Promoting a positive working relationship among work group members	71%	69%	
Communicating expectations of employees	70%	60%	
Treating employees with respect	79%	77%	
Welcoming employee involvement in decision-making	65%	62%	
Taking actions that support diversity and inclusion	75%	74%	
<b>Please rate the quality of each of the following aspects of the City of Madison's leadership including Department and Division Heads. (Percent "excellent" or "good")</b>	<b>Dept/Div Overall</b>	<b>City Overall</b>	
Strength of shared understanding among employees of what the organization is supposed to do	72%	60%	
Welcoming employee involvement in decision-making	47%	47%	
Listening to employee opinions	57%	52%	
Speed of response to important issues or change	52%	46%	
Modeling a high standard	66%	63%	
Managing costs responsibly and logically	58%	61%	
Process for making important decisions	61%	55%	
Overall level of confidence in the leadership of the City of Madison	69%	58%	
Commitment to increasing workforce diversity	82%	73%	
Supporting racial equity	82%	77%	



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Please rate the job your agency, department or division does at each of the following:	Dept/Div Overall	City Overall	Questions, Thoughts, Ideas, Impressions on: <i>Madison as an employer</i>
Seeking feedback from the community to make decisions about how to improve services	70%	68%	
Implementing process improvement activities based on community feedback to help improve services	68%	65%	
Seeking feedback from the front line employees to make decisions about how to improve processes and services to residents and community	51%	49%	
Implementing process improvement activities based on front line employee feedback to help improve services	58%	48%	
Please rate the QUALITY of each of the following support services in Madison. (Percent "excellent" or "good")	Dept/Div Overall	City Overall	
Facilities management services overall	89%	76%	
Fleet maintenance services overall	91%	76%	
Human resources services overall	78%	64%	
General information technology (IT) services overall	73%	69%	
Purchasing services overall	73%	72%	
Finance services overall (which could include payroll, budgeting, etc.)	82%	74%	
Risk management services overall	82%	74%	
Attorney's Office services overall	72%	79%	
Civil Rights services overall	73%	61%	
Mayor's Office services overall	63%	67%	
Common Council Office services overall	66%	60%	
Employee Assistance services overall	92%	84%	
Overall City internal services	79%	70%	



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### OTHER, Madison as a place to live

Please rate each of the following aspects of quality of life in Madison. (Percent "excellent" or "good")		Dept/Div Overall	City Overall	Questions, Thoughts, Ideas, Impressions on: <i>Madison as a place to live</i>
Madison as a place to live	86%	82%		
Madison as a place to work	92%	84%		
The overall quality of life in Madison	94%	86%		
Please rate each of the following characteristics as they relate to Madison as a whole. (Percent "excellent" or "good")		Dept/Div Overall	City Overall	
Overall feeling of safety in Madison	73%	67%		
Overall ease of getting to the places you usually have to visit	73%	68%		
Quality of overall natural environment in Madison	85%	84%		
Overall "built environment" of Madison (including overall design, buildings, parks and transportation systems)	79%	70%		
Health and wellness opportunities in Madison	94%	87%		
Overall opportunities for education and enrichment	92%	86%		
Overall economic health of Madison	90%	77%		
Sense of community	73%	60%		
Overall image or reputation of Madison	90%	79%		
Percent "very" or "somewhat" likely		Dept/Div Overall	City Overall	
How likely or unlikely you are to recommend living in Madison to someone who asks?	87%	84%		
Percent "excellent" or "good"		Dept/Div Overall	City Overall	
Overall, how would you rate the quality of the services provided by the City of Madison?	94%	87%		
Please rate each of the following categories of Madison government performance. (Percent "excellent" or "good")		Dept/Div Overall	City Overall	
The value of services for the taxes paid to Madison	82%	69%		
The overall direction that Madison is taking	66%	61%		
The job Madison government does at welcoming citizen involvement	77%	66%		
Overall confidence in Madison government	52%	54%		
Generally acting in the best interest of the community	63%	59%		
Being honest	63%	57%		
Treating all residents fairly	63%	50%		



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### OTHER, Madison as a place to live

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. (Percent "essential" or "very important")	Dept/Div Overall	City Overall	Questions, Thoughts, Ideas, Impressions on: <i>Madison as a place to live</i>
Overall feeling of safety in Madison	94%	92%	
Overall ease of getting to the places you usually have to visit	74%	77%	
Quality of overall natural environment in Madison	69%	74%	
Overall "built environment" of Madison (including overall design, buildings, parks and transportation systems)	65%	67%	
Health and wellness opportunities in Madison	67%	68%	
Overall opportunities for education and enrichment	73%	80%	
Overall economic health of Madison	90%	89%	
Sense of community	62%	71%	

Additional notes:



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### Section 5: Turning Understanding into Action

We have heard repeatedly that surveys without action lead to employee frustration and concerns that the survey was just “for show,” or that their responses are genuinely not valued. It is our responsibility to show employees that we are committed to responding. As such, Department/Division heads will submit an Employee Voice Survey Action Plan, which will detail how the unit will take actions that lead to improvement in Engagement, Employee Development, and Communication. Department/Division Action Plans are due on May 1, 2019.

#### The Employee Voice Survey Action Plan

Having an action plan is an important part of the response process. It gives you a clear direction of what to do, provides an opportunity for undivided attention, and holds all Departments/Divisions accountable to ensuring that Employee Engagement, Employee Development, and Communications are part of your overall strategy. This is the perfect opportunity to use data to inform your Equity Plan and any Strategic Plan updates. We also encourage you to consider how other City-wide initiative activities are connected to your Department/Division Action Plan – odds are good you are already addressing employees’ needs through existing processes like budgeting, Results Madison, Racial Equity and Social Justice Initiatives, Neighborhood Resource Team work, or process improvement work.

Go to → [Employee Voice Survey Action Plan Template](#)

#### Employee Voice Survey Action Plan Toolkit

To assist teams with the development of their Employee Voice Survey Action Plan, Human Resources/Organizational Development has created a Toolkit, available on [Employee Voice Survey website](#), to support you in each phase of the development process. From initial Needs Assessment to Skills Development to Consultation, you choose the level of support you need.

- [Department Needs Assessments \(optional\)](#)

Purpose: A collection of assessment tools to help you consider which resources you have in place, strengths and weaknesses for responding to Department/Division Employee Voice Survey data, and rate your confidence to address your department’s needs.

Goal: Provide insight around 1) Capacity and 2) Skill levels for Data Analysis, Planning, and Change Management, Employee training / development needs via self-directed activities such as quizzes, reflection exercises, and links to outside assessment tools.

- [Skill Development Sessions \(optional\)](#)

Purpose: A collection of Skill Development activities -- think trainings, panel discussions, articles, online resources, roundtables, work sessions – that support Employee Voice Survey Action Planning.

Goal: Support growth of team members who are developing the Employee Voice Survey Action Plan, with practical, actionable resources.



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- **Consultations (optional)**

Purpose: An opportunity for one-on-one or small group consultation with an HR Analyst or OD Specialist to discuss your specific Employee Voice Survey Action Plan.

Goal: Serve as a sounding board for those developing an Employee Voice Survey Action Plan.

- **Submit Employee Voice Survey Action Plan (required)**

Purpose: The crafting of an Action Plan that provides specific, measurable, attainable, realistic, timely, and equitable (or S.M.A.R.T.E.) goals for responding to the Department/Division Employee Voice Survey data.

Goal: To provide structure and accountability to the City of Madison's Department/Division survey response to ensure that City employees see and feel the impact of improvements.

Go to → [Employee Voice Survey Action Plan Toolkit](#)

## Take Action

Your Action Plan will include specific steps and measures toward improvement. Some of our department S.M.A.R.T.E. goals will be straightforward and easily measured. Others will require additional training, resources, consulting, and support. Some will tie into larger city-wide initiatives and others may be very specific to a small, internal work group. Rest assured that the Performance Excellence committees (Voice of the Customer, Voice of the Process, the Data Management Team, Line of Sight, and Performance Excellence Leadership Team), in conjunction with appropriate City departments, will support your work as we put Action Plans in motion to achieve the City's vision.

Keep your eyes on the [Performance Excellence website](#), email, department postings, and City meetings for more updates.

## Questions, Comments, Concerns, Ideas?

This Report and the collection of Employee Voice Survey Action Plans is being led by the Organizational Development Unit of City of Madison Human Resources.

We are happy to help at any step of the journey!

Please direct inquiries to: [OrganizationalDevelopment@cityofmadison.com](mailto:OrganizationalDevelopment@cityofmadison.com)

