

Organization, Personnel & Effectiveness Committee



Quarterly Update on 2024 Workplace Assessment

Item 6b

May 12, 2025



May 12, 2025

Quarterly Update on 2024 Workplace Assessment

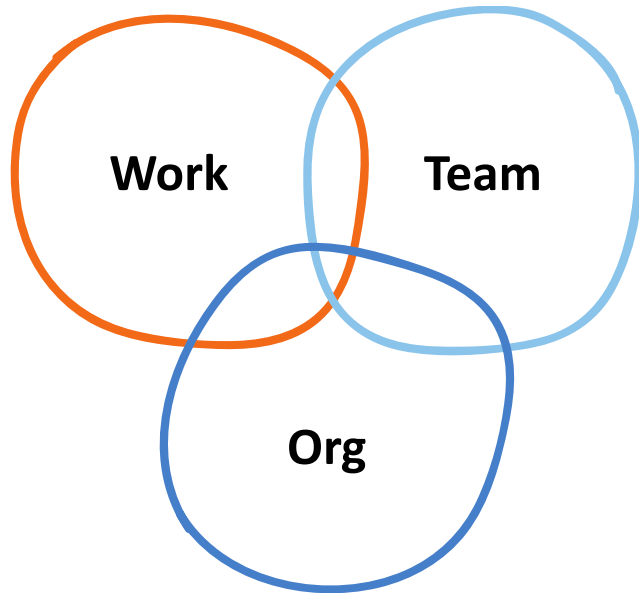
Prepared by



Organization, Personnel and Effectiveness

Understanding Employee Engagement:

This annual survey coupled with action planning throughout the year can help us stay on top of the most critical employee feedback around their engagement.



Employee engagement is the strength of mental and emotional connection employees feel toward the work they do, their teams, and the overall organization.

Highly Engaged workplaces have:

- Lower absenteeism
- More productivity
- Lower turnover
- Higher customer satisfaction
- Greater employee satisfaction

Highly Engaged employees:

- Go out of their way to overachieve and help others
- Are proud to work for you
- Actively promote your organization
- Are committed to your overall goals
- Stay working for you in good and challenging times
- Feel inspired by their work

Group Level Deep Dive Conversations (*In Progress*)

- **MWD partnered with Quantum Workplace to provide Groups with strategic level conversations focused on their 2024 Engagement results and future Engagement survey results:**
 - Presentations will be created for Groups providing insight into current Engagement results, key opportunities, and strategic recommendations
 - Each Group will have the opportunity to meet with a Quantum Workplace Senior Insights Analyst (Aaron Brown) to talk through their specific results and opportunities
 - Similar presentations will be provided after the 2025 Engagement survey

- **What will be covered during each presentation?**
 - Comparison of group results to MWD overall (overall favorability, response rate, question level comparisons)
 - High Impact opportunities per group (which questions correlate most strongly to overall Engagement?)
 - Reinforce MWD's overall strategic recommendations plus provide each group with at least 1-2 unique opportunities specific to their feedback

Group Level: Tips for Taking Action

Top-down efforts should be coupled with local-level efforts

- Leaders should focus on organization-wide opportunities or systemic barriers that cannot be adequately solved by locations
- Locations should focus on 1-2 High Impact Items in their control that team members are excited to work on.

Set clear expectations for next steps and hold leaders accountable for taking action

- Ensure that everyone inside of the organization understands what's expected and what role they play.

Remember everyone plays a role in engagement

- While roles might look different between executives, managers, individual contributors, and HR – everyone plays a part.

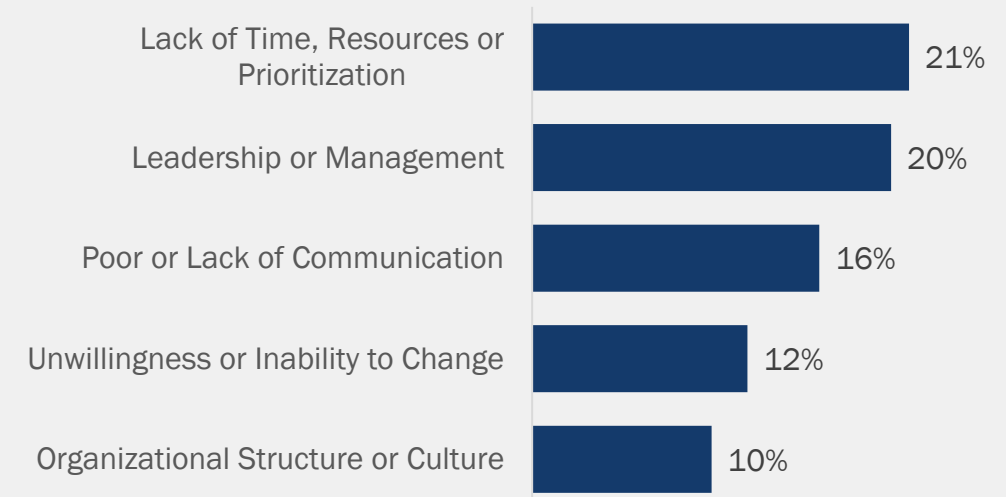
Communicate about engagement throughout the year

- Communicate when changes, decisions, or progress are a result of feedback collected in the survey.



Research Findings

Top barriers to taking effective post-survey action:



Identifying barriers to effective action ensures focusing on overcoming challenges and optimizing the effectiveness of your employee listening strategy.

2025 Employee Engagement Survey *(Planning Stages)*

Previous 2024 Employee Engagement Survey Timeline

2024 MWD Employee Engagement Survey

Confidential Survey | 49 Questions

[Save as Question Template](#)

[Preview](#)

About This Survey

On behalf of Metropolitan Water District of Southern California we are pleased to invite you to take the Metropolitan Water District of Southern California Engagement Survey. This confidential survey is your opportunity to help shape the future of Metropolitan Water District of Southern California by sharing your own experience in the organization.

By participating in this survey, you are helping your organization build upon strengths and identify opportunities for improvement. Your honest feedback is critical and appreciated.

Survey Timeline

Invitation	Aug 27, 2024 1:00 PM
Reminder	Aug 29, 2024 8:30 AM
Reminder	Sep 3, 2024 8:30 AM
Reminder	Sep 5, 2024 8:30 AM
Survey Close	Sep 18, 2024 11:45 PM

2025 Employee Engagement Survey (*Planning Stages*)

> **Key Survey Milestones:**

- **Official implementation kick-off call between MWD and Quantum Workplace (~6-8 weeks prior to launch)**
- **Finalize key decisions (~2 weeks prior to launch)**
 - Survey Invite and Reminder Text
 - Employee Roster (who will be invited, decision on preloaded demographics, etc.)
 - Survey Content Edits (previous survey consisted of 40 scaled questions, 1 single-choice Burnout question, and 8 open-ended comment questions)
 - Potential edit already discussed: provide a definition for “executive leaders”
- **Announce and Promote Survey Internally (~2-3 weeks leading up to launch and throughout the open period)**
- **Official Invite and Reminder Messages from Quantum Workplace (Day of launch and throughout open period)**

> **Key Survey Deliverables:**

- **2025 Employee Engagement Executive Presentation**
- **2025 Group Level Presentations / Consultation**

Update: Solutions Focused Initiatives

- **Employee Inspection Trips:** Trips began in April and help employees connect with other employees and better understand the complexity of MWD operations.
- **Desert Employee Appreciation:** April 9, 2025 at Iron Mountain
- **New Hire Training:** Hiring Manager Guide developed to support managers onboarding newly hired or promoted employees from the time they are hired through the end of probation. Immediately developing employee goals drives the initial training plan, reducing the focus of on-the-job training, increases focus on structured proactive training and helps address a core area of focus for employees.
- **Recruitment Timelines:** Process improvements have been identified and are in the process of being deployed Districtwide that will decrease time to fill and assist with tracking future opportunities for improvement. Clearer timelines are projected to also decrease the need for temporary staff.
- **Performance Evaluation Form:** The evaluation template was digitized with integrated workflow and reporting, streamlining the administration of the annual evaluation process and ensures timely feedback.

Launch of “Process Matters” Initiative (*April 2025*)

- **What is Process Matters?** A 90-day initiative led by SRI and directed by the General Manager where staff can contribute their ideas on how we can improve our processes and deliver better service within our organization, for our member agencies and our ratepayers.
- **Who can contribute?** Individuals or teams submitted ideas for consideration.
- **How will it benefit MWD?** With employee first-hand experience, they are in a unique position to identify areas where we can streamline operations, reduce delays, and create a smoother and more efficient work environment for everyone.

A large orange rectangular box with a pattern of thin, dark orange diagonal stripes. The word "Questions?" is centered within this box in a bold, dark brown font.

Questions?

