



Organization, Personnel and Effectiveness

2/10/2026 Committee Meeting

6b

Subject

2025 Annual Workplace Assessment Update

Executive Summary

The annual Workplace Assessment gathers employee feedback regarding the work they do, their teams, leadership, and the organization overall, and helps the District gain a deeper understanding of what is working and where improvement opportunities exist. The first survey was conducted in 2024 and presented to the Organization, Personnel and Effectiveness Committee on February 10, 2025. The 2025 Workplace Assessment was conducted on August 25, 2025. The core themes of the 2025 Workplace Assessment will be shared at this Committee meeting by Aaron Brown, Senior Insights Analyst, with Quantum Workplace. The presentation will include a high-level comparison of the 2025 feedback to the 2024 assessment. The assessment results were shared with all employees and are included on the internal Workplace Assessment webpage.

Fiscal Impact

None

Applicable Policy

Metropolitan Water District Administrative Code Section 2471: [Organization, Personnel and Effectiveness Committee] Duties and Functions

Related Board Action(s)/Future Action(s)

The next Workplace Assessment update will be conducted in August 2026

Details and Background

Background

This report provides an update on the following key areas:

- Since the 2024 assessment, participation increased by 3.1 percent, with approximately 57 percent of employees providing their feedback. A six-point rating scale continues to be used for the 41 survey questions, which are categorized into 7 themes:
 - Leadership Strategic Alignment with MWD Goals, Continuous Improvement, Competency Building, Culture (Trust & Ethics), Driving Results, and Employee Engagement.
 - Overall, 60 percent of the responses were favorable (Agree or Strongly Agree).

The District’s High-Impact questions showed a 10.9 percent increase from the 2024 survey in employees feeling Metropolitan’s leaders exhibit behaviors and values they expect from employees.

- Effective communication from Executive Leadership declined by 7.5 percent compared to 2024, and fewer employees reported feeling valued by their direct Supervisor, reflecting a 3.7 percent decrease from 2024.
- Common themes found in the Employee comments geared towards workload strain, structural ambiguity, leadership inconsistency and cultural fragmentation.
- Key insights showed continued opportunity exists when considering change management, communication and career development.

Management Response and Next Steps

Consistent with the Consultant’s strategic recommendations, management continues to focus on strengthening transparent communication by providing greater context around organizational decisions and periodically revisiting recent strategic changes to assess their impact on teams. This includes communicating not only the rationale behind key decisions, but also the underlying considerations that informed those decisions.

Additional areas of focus include enhancing transparency related to career development opportunities and reinforcing existing supervisory expectations, including the continued use of regular one-on-one and performance-related conversations to better understand employee goals, potential growth paths, and development interests.

Planned and ongoing efforts aligned with these objectives include continued advancement of solutions-focused initiatives, including:

- Enhanced and more strategic use of internal communication channels, including the new employee newsletter and IntraMet, to deliver timely, current, and evolving information aligned with organizational priorities and change initiatives.
- Expanded employee inspection trips designed to strengthen cross-organizational connections and shared understanding of District operations.
- Strengthened and ongoing initiatives supporting employee onboarding, recruitment, performance management, and process improvement.



 Mark Brower
 Human Resources Group Manager

1/29/2026
Date



 Shivaji Deshmukh
 General Manager

1/29/2026
Date

Attachment 1 – 2025 Annual Employee Survey Overall Results

MWD Annual Employee Survey (2025)

All Company View

Scaled Results

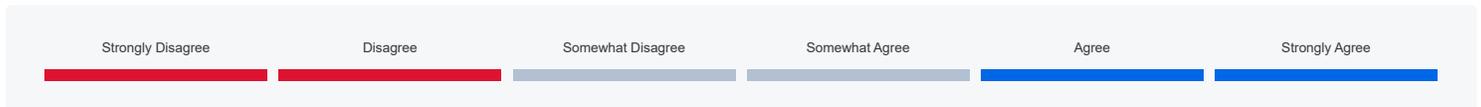
60%
Favorable

View by



● 60% 2024 MWD Employee Engagement Survey

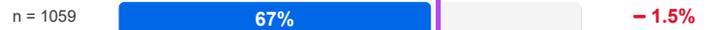
Scale: 6pt Agreement



Diverse perspectives are valued on my team.

Compared to:

● 69% 2024 MWD Employee Engagement Survey



I am aware of Metropolitan's overall strategic initiatives.

Compared to:

● 53% 2024 MWD Employee Engagement Survey



I am proud to work at MWD.

Compared to:

● 71% 2024 MWD Employee Engagement Survey



I am recognized by my supervisor for the positive contributions that I make.

Compared to:

● 72% 2024 MWD Employee Engagement Survey



I can confidently connect my team's performance goals to the strategic initiatives of MWD.

High

Compared to:

● 56% 2024 MWD Employee Engagement Survey



I feel comfortable bringing up issues and challenges to my supervisor.

Compared to:

● 75% 2024 MWD Employee Engagement Survey



I feel comfortable sharing my ideas with my supervisor.

Compared to:

● 77% 2024 MWD Employee Engagement Survey



I feel that I am making progress in my career (getting opportunities to learn new skills and grow professionally).

High

Compared to:

● 50% 2024 MWD Employee Engagement Survey



I feel valued by my supervisor.

Compared to:

● 76% 2024 MWD Employee Engagement Survey

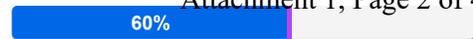


I have conversations (at least twice per year) with my supervisor regarding my professional development.

Compared to:

● 60% 2024 MWD Employee Engagement Survey

n = 1061



+ 0.3%

I have opportunities for advancement or promotion at MWD.

High

Compared to:

● 42% 2024 MWD Employee Engagement Survey

n = 1065



- 1.4%

I have the materials and equipment I need to do my job.

Compared to:

● 69% 2024 MWD Employee Engagement Survey

n = 1062



- 0.6%

I meet with my supervisor regularly (at least once per month) to discuss the progress I am making with my work and projects.

Compared to:

● 70% 2024 MWD Employee Engagement Survey

n = 1066



+ 1.0%

I receive the training I need to perform my job effectively.

Compared to:

● 64% 2024 MWD Employee Engagement Survey

n = 1061



- 4.8%

I trust that the Executive Leadership of Metropolitan has the best interest of Metropolitan's employees in mind.

High

Compared to:

● 43% 2024 MWD Employee Engagement Survey

n = 1063



- 7.8%

I work on a collaborative team where members fully support each other.

Compared to:

● 65% 2024 MWD Employee Engagement Survey

n = 1066



- 0.8%

I would recommend Metropolitan as a place to work.

Compared to:

● 67% 2024 MWD Employee Engagement Survey

n = 1063



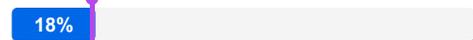
+ 3.6%

MWD processes are efficient.

Compared to:

● 17% 2024 MWD Employee Engagement Survey

n = 1065



+ 1.3%

My peers/team members treat each other respectfully.

Compared to:

● 72% 2024 MWD Employee Engagement Survey

n = 1068



+ 1.6%

My peers/team members work in an ethical manner.

Compared to:

● 82% 2024 MWD Employee Engagement Survey

n = 1067



- 3.4%

My supervisor has reasonable expectations for the quality of my work.

Compared to:

● 83% 2024 MWD Employee Engagement Survey

n = 1063



- 0.5%

My supervisor holds team members accountable for their work and responsibilities.

Compared to:

● 58% 2024 MWD Employee Engagement Survey

n = 1060



- 1.0%

My supervisor provides me with the proper amount of autonomy to do my job (given my skillset and experience).

Compared to:

● 86% 2024 MWD Employee Engagement Survey

n = 1066



- 2.6%

My supervisor respectfully listens to me.

Compared to:

● 78% 2024 MWD Employee Engagement Survey

n = 1067



+ 1.4%

My team explores innovative solutions to get work done (doesn't just rely on a "status quo" strategy).

Compared to:

● 59% 2024 MWD Employee Engagement Survey

n = 1060



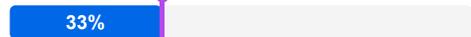
- 1.6%

My team is adequately staffed to accomplish the work expected of us.

Compared to:

● 33% 2024 MWD Employee Engagement Survey

n = 1067



- 0.0%

My team makes efforts to learn from our mistakes.

Compared to:

● 76% 2024 MWD Employee Engagement Survey

n = 1059



- 3.1%

My team meets regularly (at least once per month) to discuss our projects and workloads.

Compared to:

● 73% 2024 MWD Employee Engagement Survey

n = 1066



- 3.8%

My team members and I share learnings and key takeaways from trainings we participate in.

Compared to:

● 55% 2024 MWD Employee Engagement Survey

n = 1063



+ 0.6%

My team, as a whole, has the required skills to perform our work effectively.

Compared to:

● 76% 2024 MWD Employee Engagement Survey

n = 1064



- 7.4%

My team's work processes are efficient.

Compared to:

● 56% 2024 MWD Employee Engagement Survey

n = 1064



- 2.1%

My work contributes meaningfully to Metropolitan's success.

Compared to:

● 82% 2024 MWD Employee Engagement Survey

n = 1066



+ 0.5%

My work is challenging in a positive way.

High

Compared to:

● 59% 2024 MWD Employee Engagement Survey

n = 1065



+ 4.8%

Our culture supports my health and wellbeing.

High

Compared to:

● 47% 2024 MWD Employee Engagement Survey

n = 1060



+ 2.7%

The day-to-day work that my team does is well-documented with comprehensive, up-to-date, and easy-to follow procedure guides.

Compared to:

● 46% 2024 MWD Employee Engagement Survey

n = 1061



+ 0.6%

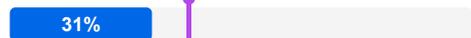
The Executive Leadership of Metropolitan communicates effectively with the rest of the organization.

High

Compared to:

● 38% 2024 MWD Employee Engagement Survey

n = 1063



- 7.5%

The Executive Leadership of Metropolitan demonstrates integrity.

Compared to:

● 26% 2024 MWD Employee Engagement Survey

High

6b

n = 1060



+ 18.6%

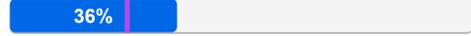
The Executive Leadership of Metropolitan walk their talk (exhibit the behaviors and values they expect from employees).

Compared to:

● 25% 2024 MWD Employee Engagement Survey

High

n = 1054



+ 10.9%

The importance of respectful treatment of all team members is supported by my supervisor.

Compared to:

● 80% 2024 MWD Employee Engagement Survey

n = 1065



- 1.6%

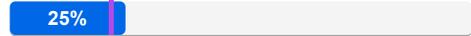
When the organization makes changes, I understand why.

Compared to:

● 22% 2024 MWD Employee Engagement Survey

High

n = 1064

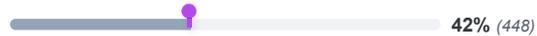


+ 3.2%

When evaluating your current workload, you feel –

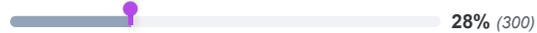
n = 1066

Steady



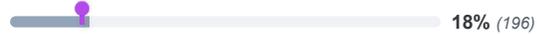
+ 0.6%

Steady (but just barely)



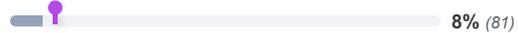
+ 0.2%

Struggling



+ 2.0%

Completely overwhelmed



- 2.6%

Not challenged/Could take on more



- 0.1%

MULTI-CHOICE RESULTS