

2024 Engagement Insights

MWD

Survey Dates:

August 27 - September 18, 2024

Prepared by



Key Insights

- › Overall participation and engagement fall below benchmark averages:
 - Over half of all employees participated in the survey (53.5%), whereas the average participation rate for an organization this size is just under 80%.
 - Perceptions related to process efficiency, change management, and leadership integrity are among the lowest rated areas overall – one quarter of respondents believe MWD’s executive leadership demonstrates integrity.
 - Autonomy, manager effectiveness, and respect within teams were among the most favorable areas on the survey.

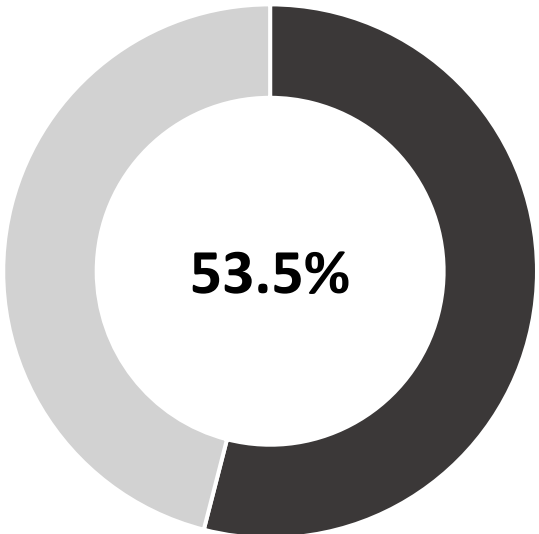
- › The areas impacting employee engagement the most fall into three key themes:
 - **Career Outlook:** 50% of respondents believe they are making adequate progress in their career.
 - **Future Outlook:** over half of all respondents believe they can connect their team goals to the strategic initiatives of MWD and less than one-quarter of respondents say they understand the reasons behind change.
 - **Trust in Leadership:** perceptions of executive leadership integrity and core values are among the least favorable areas overall.

- › Additional opportunities exist when considering staffing levels and employee burnout.
 - 73% of respondents say their workload is steady or could take on additional work while more than 26% of respondents say they are struggling or completely overwhelmed.
 - Those that are completely overwhelmed are significantly less likely to believe their team is adequately staffed or has efficient processes in place, often citing budget restraints and lack of experience on the team as a source of frustration.

Overall Metrics

Response Rate

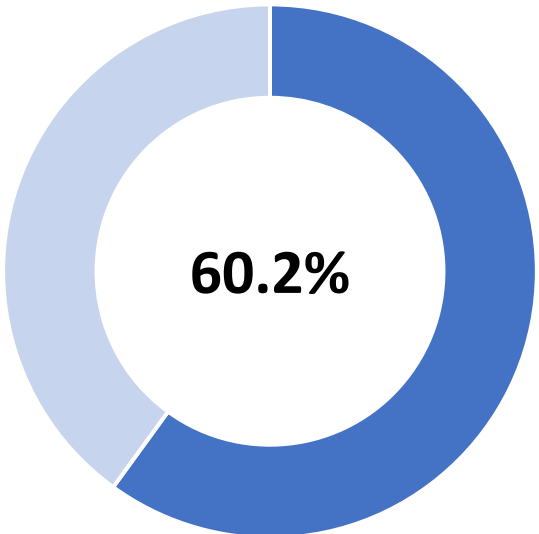
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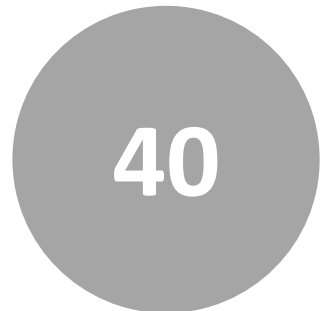
vs. Same Sized (1000-4999) (79.6%, **-26.1%**)

Overall % Favorable

(% Agree / Strongly Agree)



vs. Same Sized (1000-4999) (70%, **-9.6%**)
vs. Utilities (64%, **-3.9%**)

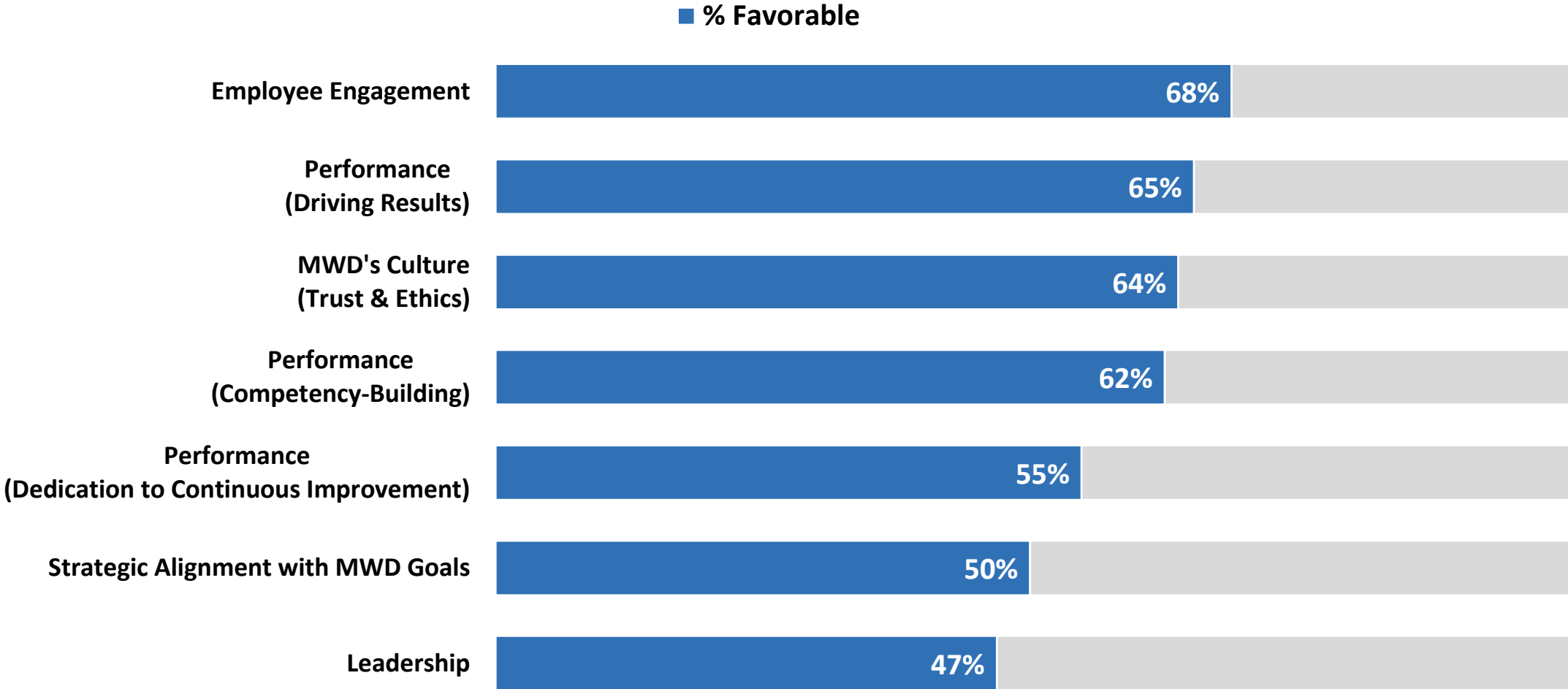


6pt Agreement Scaled Questions



Open-Ended Comments

Category Summary

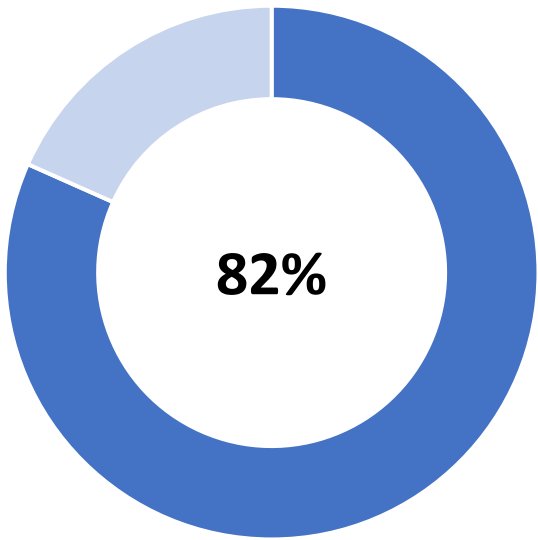


How do we measure engagement?

	We use two types of survey items...	
	Engagement Outcomes	High Impact Items
What are they?	<ul style="list-style-type: none"> • Diagnostic in nature (non-actionable) • Indicate current levels of engagement • Stable from year to year 	<ul style="list-style-type: none"> • Actionable • Influence the engagement outcomes • Unique across organizations and across surveys
Why do they matter?	<ul style="list-style-type: none"> • These items measure the behaviors we want to see from your employees (e.g., Intent to Stay, Advocacy) 	<ul style="list-style-type: none"> • These items suggest how to take action to move the needle on engagement

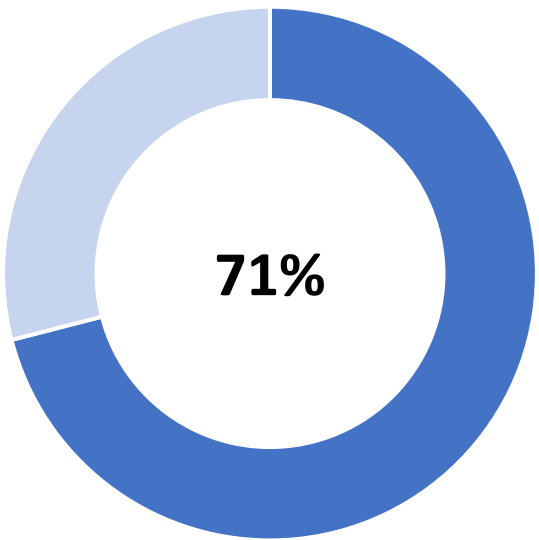
Engagement Outcomes (% Favorable)

My work contributes meaningfully to Metropolitan's success.



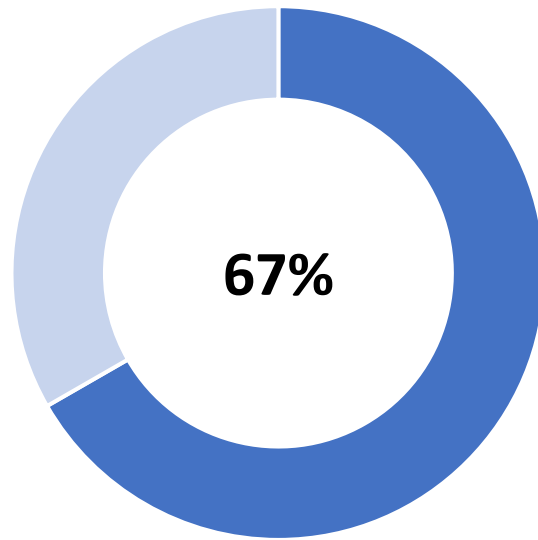
vs. Same Sized (1000-4999) (+3.3%)
vs. Utilities (+7.5%)

I am proud to work at MWD.



vs. Same Sized (1000-4999) (-9.4%)
vs. Utilities (-5.4%)

I would recommend Metropolitan as a place to work.



vs. Same Sized (1000-4999) (-6.6%)
vs. Utilities (-1.3%)

High Impact Questions (% Favorable)

Key Theme	Question	2024 % Favorable	vs. Utilities	vs. Same Sized
<i>Career Outlook</i>	My work is challenging in a positive way.	59%	-9.5%	-14.7%
	I feel that I am making progress in my career (getting opportunities to learn new skills and grow professionally).	50%	-17.4%	-18.7%
	I have opportunities for advancement or promotion at MWD.	42%	-7.3%	-13.4%
<i>Future Outlook</i>	I can confidently connect my team's performance goals to the strategic initiatives of MWD.	56%	--	--
	Executive leadership communicates effectively with the rest of the organization.	38%	--	--
	When the organization makes changes, I understand why.	22%	-29.0%	-32.1%
<i>Trust in Leadership</i>	Our culture supports my health and wellbeing.	47%	-17.7%	-20.7%
	I trust that management has the best interest of Metropolitan's employees in mind.	43%	-12.0%	-20.5%
	The Executive Leadership of Metropolitan demonstrates integrity.	26%	-33.2%	-46.6%
	Metropolitan's leaders walk their talk (exhibit the behaviors and values they expect from employees).	25%	-21.0%	-36.7%

Most Favorable Items:

Question	2024 % Favorable	vs. Utilities
My supervisor provides me with the proper amount of autonomy to do my job (given my skillset and experience).	86%	--
My manager has reasonable expectations for the quality of my work.	83%	--
My work contributes meaningfully to Metropolitan's success.	82%	7.5%
My peers/team members work in an ethical manner.	82%	--
The importance of respectful treatment of all team members is supported by my supervisor.	80%	--

Least Favorable Items

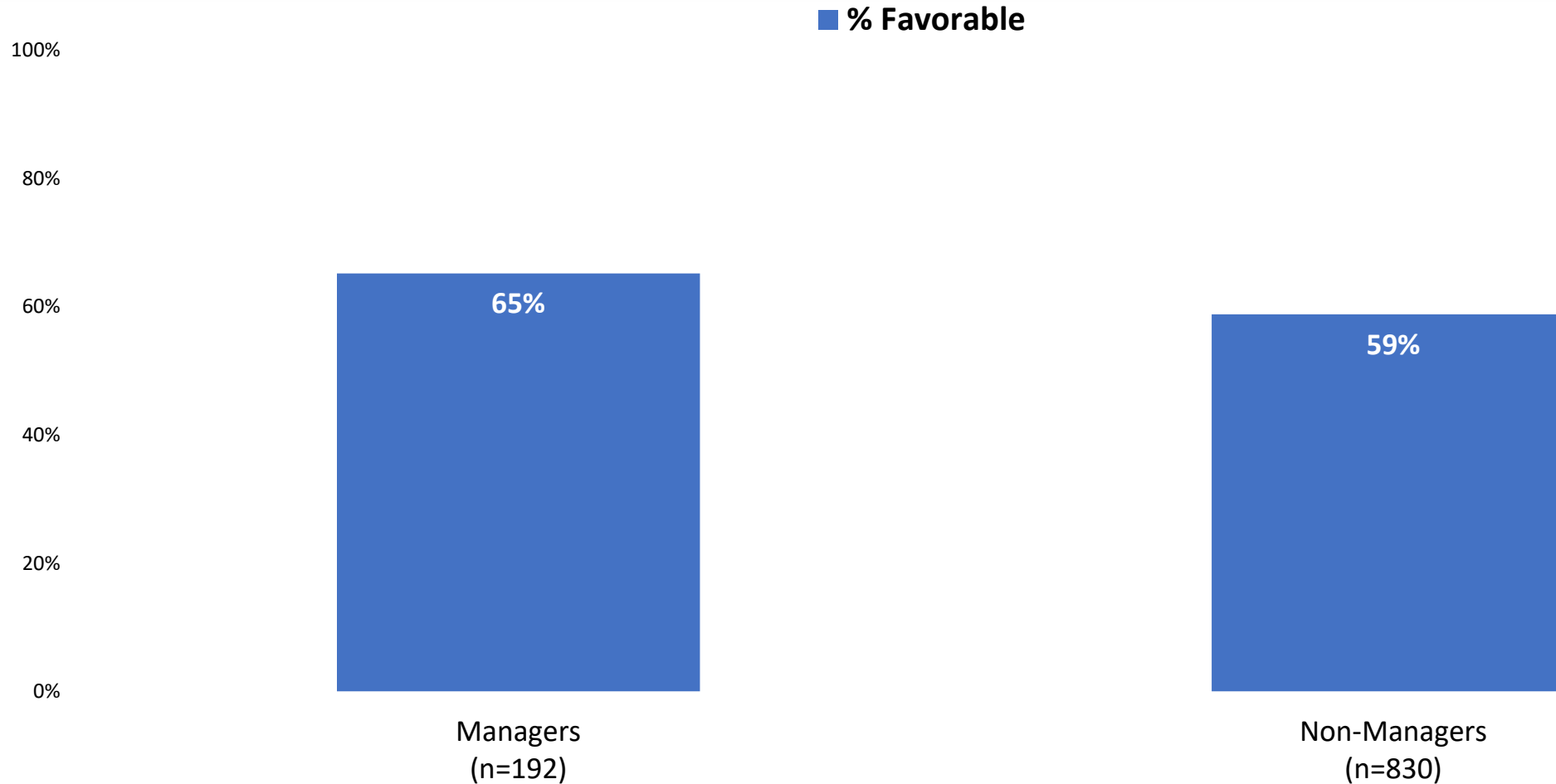
Question	2024 % Favorable	vs. Utilities
MWD processes are efficient.	17%	--
** When the organization makes changes, I understand why.	22%	-29.0%
** Metropolitan's leaders walk their talk (exhibit the behaviors and values they expect from employees).	25%	-21.0%
** The Executive Leadership of Metropolitan demonstrates integrity.	26%	-33.2%
My team is adequately staffed to accomplish the work expected of us.	33%	--

**High Impact

Comparisons

- Key Demographic Results

Overall % Favorable by Manager Status



High Impact Questions by Manager Status:

Less than 30% of managers and non-managers believe executives demonstrate integrity.

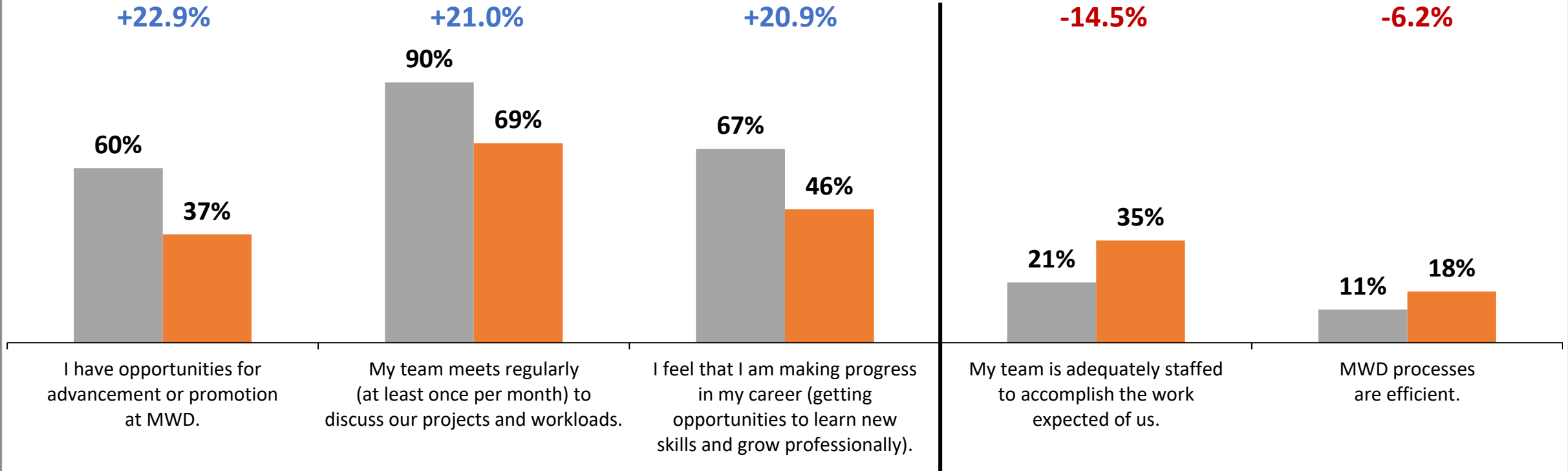
Key Theme	Question	Managers % Favorable	Non-Managers % Favorable	Δ
<i>Career Outlook</i>	My work is challenging in a positive way.	59%	60%	-0.9%
	I feel that I am making progress in my career (getting opportunities to learn new skills and grow professionally).	67%	46%	20.9%
	I have opportunities for advancement or promotion at MWD.	60%	37%	22.9%
<i>Future Outlook</i>	I can confidently connect my team's performance goals to the strategic initiatives of MWD.	65%	53%	11.9%
	Executive leadership communicates effectively with the rest of the organization.	35%	39%	-3.8%
	When the organization makes changes, I understand why.	20%	22%	-1.1%
<i>Trust in Leadership</i>	Our culture supports my health and wellbeing.	51%	46%	5.7%
	I trust that management has the best interest of Metropolitan's employees in mind.	54%	40%	13.6%
	The Executive Leadership of Metropolitan demonstrates integrity.	28%	26%	2.1%
	Metropolitan's leaders walk their talk (exhibit the behaviors and values they expect from employees).	25%	25%	-0.1%

Top Differences between Managers and Non-Managers:

Managers are more favorable overall but considerably less likely to say they have sufficient staff to get the work done.

2024 % Favorable

■ Managers (n=192) ■ Non-Managers (n=830)

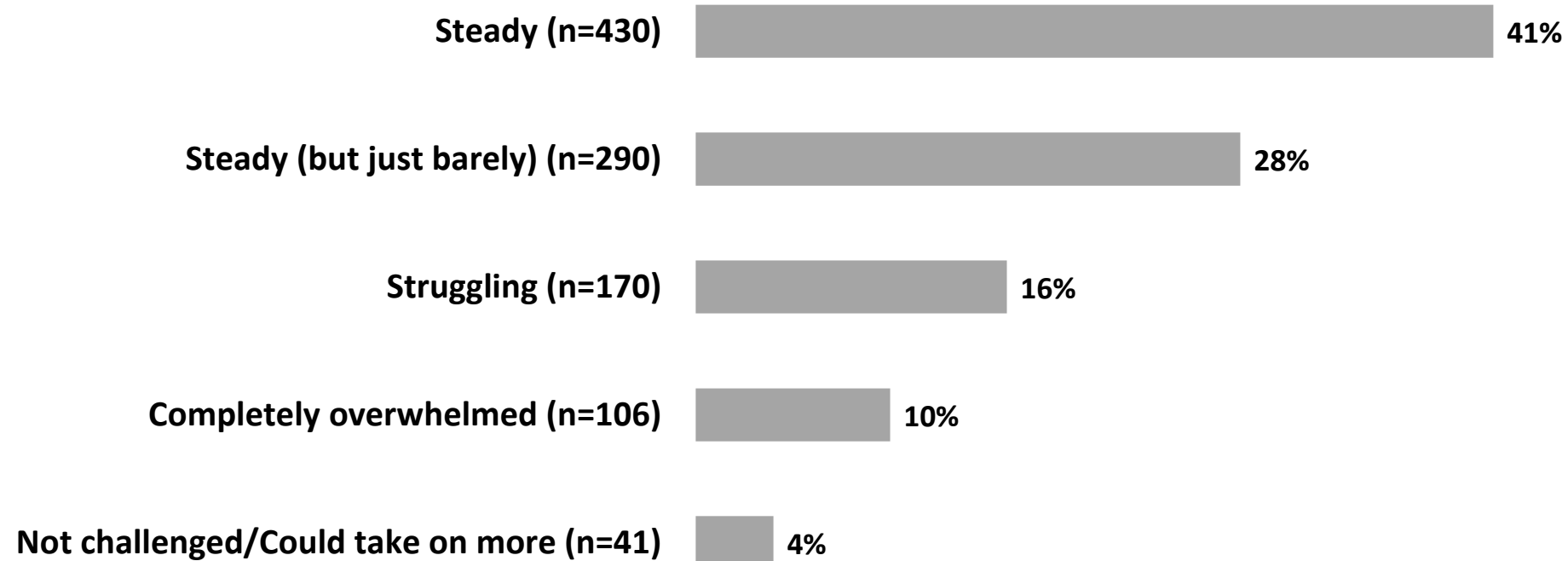


Current Workload Perceptions:

73% of respondents are reporting a steady workload or could take on additional work while over 26% say they are struggling or completely overwhelmed.

When evaluating your current workload, you feel...

■ % Selected



High Impact Questions by Workload Perceptions:

A workload that is “just right” accounts for the highest engagement overall.

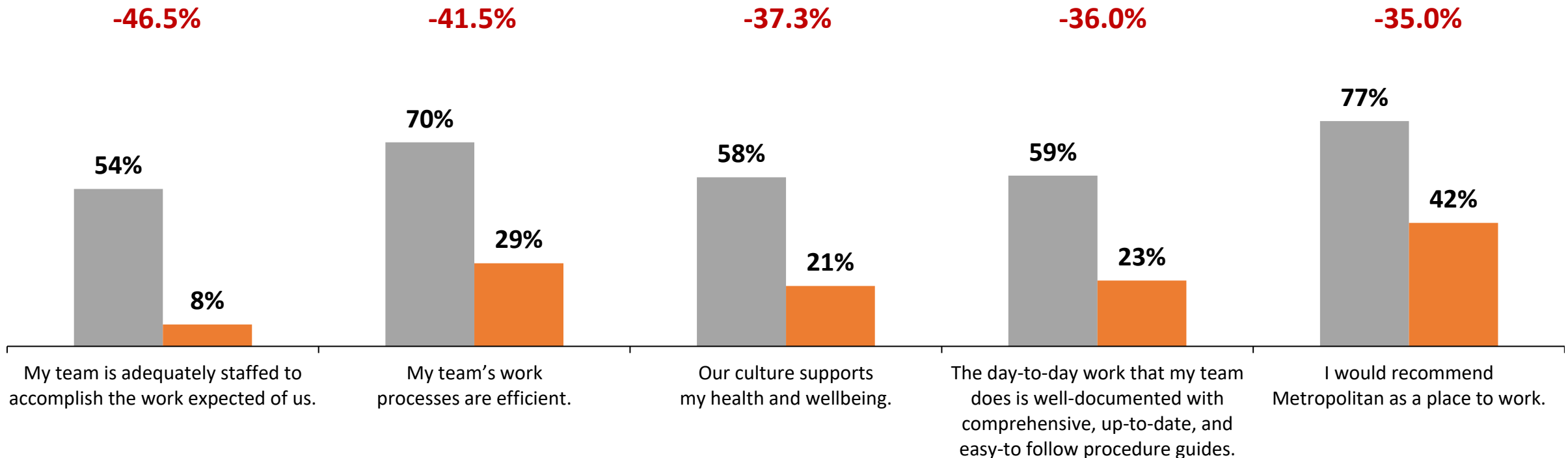
Key Theme	High Impact Questions	2024 % Favorable				
		Completely Overwhelmed (n=106)	Struggling (n=170)	Steady (but just barely) (n=290)	Steady (n=430)	Not challenged/ Could take on more (n=41)
<i>Career Outlook</i>	My work is challenging in a positive way.	37%	52%	65%	69%	17%
	I feel that I am making progress in my career (getting opportunities to learn new skills and grow professionally).	33%	42%	54%	58%	15%
	I have opportunities for advancement or promotion at MWD.	25%	37%	46%	47%	17%
<i>Future Outlook</i>	I can confidently connect my team’s performance goals to the strategic initiatives of MWD.	36%	48%	60%	64%	20%
	Executive leadership communicates effectively with the rest of the organization.	22%	31%	40%	47%	20%
	When the organization makes changes, I understand why.	15%	15%	20%	28%	15%
<i>Trust in Leadership</i>	Our culture supports my health and wellbeing.	21%	35%	52%	58%	22%
	I trust that management has the best interest of Metropolitan’s employees in mind.	29%	35%	44%	52%	17%
	The Executive Leadership of Metropolitan demonstrates integrity.	18%	19%	29%	31%	7%
	Metropolitan's leaders walk their talk (exhibit the behaviors and values they expect from employees).	19%	14%	28%	32%	8%

Burnout is related to Understaffing and Inefficiency Concerns:

8% of those that are “completely overwhelmed” say they have the right staffing levels for the team.

Top Differences (% Favorable) between “Steady” and “Completely Overwhelmed”

■ Steady (n=430) ■ Completely overwhelmed (n=106)



Consistent Themes from those “Completely Overwhelmed”

Within the comments, employees often cite budget restraints, tenure/expertise of the team, and lack of tools/training as sources of frustration.

“The team is currently young and with not a lot of experience. This team needs to hire more experienced staff to ensure the longevity of the team.”

“We are not able to hire additional staff to meet advances in technology and improve efficiencies.”

“I am a team of one. Yes I have the skills. However, I wish I had a team so I could be more effective. Very overwhelmed.”

“We have been given new tasks and initiatives but no additional resources. We have some folks who are beyond retirement age and haven’t updated their skills. My manager is in over their head but happy with their salary. We are not an effective team which is tough because we are understaffed so every person counts.”

“budget and staffing constraints have made it difficult to ensure adequate staffing with the right skills, and also do adequate cross-training and succession planning”

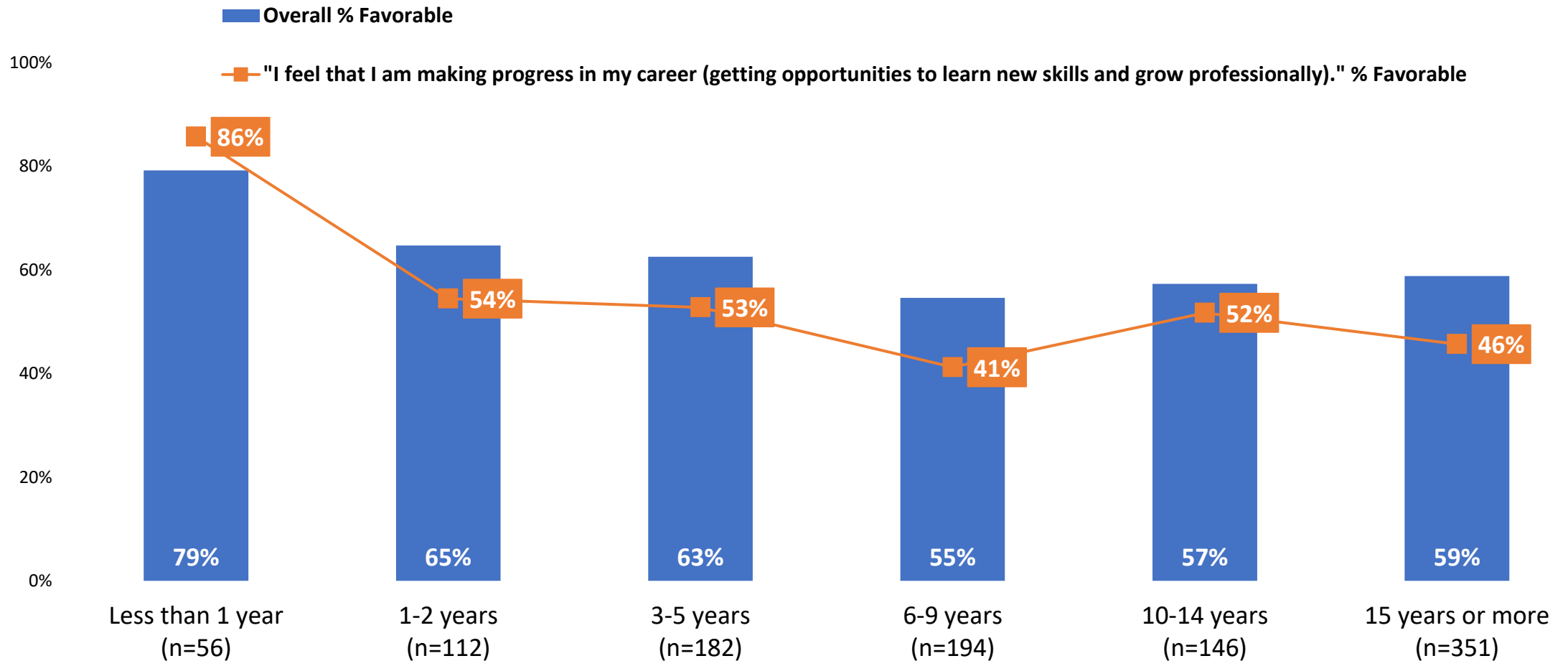
“With many staff retiring and there being a large gap between experienced staff and junior staff, there is not enough technical knowledge on a variety of topics. It's hard to hire people with more experience than an Asst Eng II because MWD does not offer a competitive salary compared to private consultants.”

“Due to budget cuts, our team is currently facing challenges in performing our work effectively. We are lacking the necessary safety equipment and supplies to work in the field, which is impacting our productivity. Additionally, we are unable to participate in training programs that could help us improve our skills due to budget constraints.”

“Since every project is uniquely different, we struggle to find experts, and cannot seek that expertise externally, so we end up being self-taught. And there is no budget in general for as-needed spending on external resources, such as training or consultants.”

Overall % Favorable by Tenure Range:

Overall engagement and confidence in career development are strongest amongst your newest employees, followed by a significant drop-off after year 1.



Strategic Recommendations & Opportunities:

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> Trust in Leadership and Future Outlook:

- Lean into conversations related to trust in leaders, integrity, and future outlook across all levels of the organization.
- Ensure employees have a good understanding of changes made at the leadership level and how those will continue to support the mission and vision of the organization.
- Encourage leaders and managers to discuss with their team ways to rebuild trust throughout the organization.
- Increase leadership visibility throughout the organization through both in-person and virtual moments.

> Career Outlook and Burnout:

- If teams feel burnt out or overloaded, ensure leaders solidify the main priorities/goals for the unit and discuss areas that can be deprioritized.
- Encourage monthly or quarterly 1-on-1 meetings between managers and front-line employees aimed at discussing career progress and goals. Regular career conversations can lead to better retention and higher engagement.

> Next Steps: Solutions Focused Initiatives

- Initiatives are underway to strengthen and advance Metropolitan's workplace culture and values.
- Data will continue to be analyzed, solutions implemented and updated shared.

Appendix

Employee Engagement Breakout

Question	% Favorable	1000 - 4999 Employee Companies	Utilities
My work contributes meaningfully to Metropolitan's success.	82%	+3.3%	+7.5%
** My work is challenging in a positive way.	59%	-14.7%	-9.5%
I would recommend Metropolitan as a place to work.	67%	-6.6%	-1.3%
My supervisor respectfully listens to me.	78%	-3.2%	-2.4%
I am recognized by my supervisor for the positive contributions that I make.	72%	+16.0%	+26.1%
I am proud to work at MWD.	71%	-9.4%	-5.4%
** I feel that I am making progress in my career (getting opportunities to learn new skills and grow professionally).	50%	-18.7%	-17.4%

Leadership Breakout

Question	% Favorable	1000 - 4999 Employee Companies	Utilities
** Executive leadership communicates effectively with the rest of the organization.	38%	-	-
** Metropolitan's leaders walk their talk (exhibit the behaviors and values they expect from employees).	25%	-36.7%	-21.0%
I feel valued by my direct supervisor.	76%	-	-

MWD's Culture (Trust & Ethics) Breakout

Question	% Favorable	1000 - 4999 Employee Companies	Utilities
** I trust that management has the best interest of Metropolitan's employees in mind.	43%	-20.5%	-12.0%
My peers/team members treat each other respectfully.	72%	-7.0%	-3.9%
** The Executive Leadership of Metropolitan demonstrates integrity.	26%	-46.6%	-33.2%
The importance of respectful treatment of all team members is supported by my supervisor.	80%	-	-
** Our culture supports my health and wellbeing.	47%	-20.7%	-17.7%
I feel comfortable bringing up issues and challenges to my supervisor.	75%	-	-
I feel comfortable sharing my ideas with my supervisor.	77%	+14.2%	+22.4%
Diverse perspectives are valued on my team.	69%	-	-
My peers/team members work in an ethical manner.	82%	-	-

**High Impact on and Personnel Committee

Performance (Competency-Building) Breakout

Question	% Favorable	1000 - 4999 Employee Companies	Utilities
I receive the training I need to perform my job effectively.	64%	-6.0%	-1.0%
I meet with my supervisor regularly (at least once per month) to discuss the progress I am making with my work and projects.	70%	+2.8%	+6.0%
My team, as a whole, has the required skills to perform our work effectively.	76%	+2.3%	+5.3%
** I have opportunities for advancement or promotion at MWD.	42%	-13.4%	-7.3%
I have conversations (at least twice per year) with my supervisor regarding my professional development.	60%	-	-

Performance (Dedication to Continuous Improvement) Breakout

Question	% Favorable	1000 - 4999 Employee Companies	Utilities
My team members and I share learnings and key takeaways from trainings we participate in.	55%	-	-
The day-to-day work that my team does is well-documented with comprehensive, up-to-date, and easy-to follow procedure guides.	46%	-	-
My team's work processes are efficient.	56%	-	-
My team makes efforts to learn from our mistakes.	76%	-	-
MWD processes are efficient.	17%	-	-
My team meets regularly (at least once per month) to discuss our projects and workloads.	73%	+10.3%	-
My team explores innovative solutions to get work done (doesn't just rely on a "status quo" strategy).	59%	-	-

Performance (Driving Results) Breakout

Question	% Favorable	1000 - 4999 Employee Companies	Utilities
I work on a collaborative team where members fully support each other.	65%	-12.1%	-11.9%
My supervisor holds team members accountable for their work and responsibilities.	58%	-10.0%	-7.5%
My supervisor provides me with the proper amount of autonomy to do my job (given my skillset and experience).	86%	-	-
My manager has reasonable expectations for the quality of my work.	83%	-	-
My team is adequately staffed to accomplish the work expected of us.	33%	-	-

Strategic Alignment with MWD Goals Breakout

Question	% Favorable	1000 - 4999 Employee Companies	Utilities
** I can confidently connect my team's performance goals to the strategic initiatives of MWD.	56%	-	-
** When the organization makes changes, I understand why.	22%	-32.1%	-29.0%
I am aware of Metropolitan's overall strategic initiatives.	53%	-12.3%	+0.6%
I have the materials and equipment I need to do my job.	69%	-4.6%	-1.6%