THE METROPOLITAN WATER DISTRICT OF SOUTHERN CALIFORNIA

Committee Item
INFORMATION

Organization, Personnel and Effectiveness Committee

10/13/2026 Committee Meeting

6b

Subject

2026 Workplace Assessment

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 and presented to the Organization, Personnel and Effectiveness Committee on February 10, 2026. The core themes of the 2026 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 previous assessments. 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 October 2027.

Details and Background

Background

This report provides an update on the following key areas:

A six-point rating scale continues to be used for the 41 survey questions, which are categorized into seven themes:

- Leadership Strategic Alignment with MWD Goals, Continuous Improvement, Competency Building, Culture (Trust & Ethics), Driving Results, and Employee Engagement.
- Overall, 64 percent of the responses were favorable (Agree or Strongly Agree), a 4 percent increase from last year.

Every question showed an increase over last year's results. Key areas of improvement include:

- Our culture supports my health and well-being: +10 percent.
- The Executive Leadership of Metropolitan demonstrates integrity: +9.5 percent.
- My team is adequately staffed to accomplish the work expected of us: +8.9 percent.
- I trust that the Executive Leadership of Metropolitan has the best interests of Metropolitan's employees in mind: +8 percent.
- I can confidently connect my team's performance goals to the strategic initiatives of MWD: +6.9 percent.

Management Response and Next Steps

Consistent with the Consultant's strategic recommendations and last year's priority, 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.

An additional area of focus includes evaluating and enhancing employees' opportunities for advancement or promotion at MWD. This could 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.

9/28/2026
Mark Brower *Date*
Human Resources Group Manager

9/28/2026
Shivaji Deshmukh *Date*
General Manager

Attachment 1 – 2026 Annual Workplace Assessment Overall Results

Ref# hr12705395

MWD Annual Employee Survey (2026)

All Company View

Scaled Results

64%
Favorable

View by

● **60%** MWD Annual Employee Survey (2025)

Scale: 6pt Agreement

Strongly Disagree | Disagree | Somewhat Disagree | Somewhat Agree | Agree | Strongly Agree

Our culture supports my health and wellbeing. High n = 979

Compared to:
● **50%** MWD Annual Employee Survey (2025)

The Executive Leadership of Metropolitan demonstrates integrity. High n = 982

Compared to:
● **45%** MWD Annual Employee Survey (2025)

My team is adequately staffed to accomplish the work expected of us. n = 994

Compared to:
● **33%** MWD Annual Employee Survey (2025)

I trust that the Executive Leadership of Metropolitan has the best interest of Metropolitan's employees in mind. High n = 984

Compared to:
● **35%** MWD Annual Employee Survey (2025)

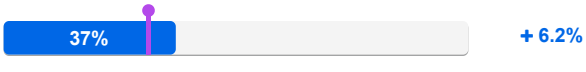
I can confidently connect my team's performance goals to the strategic initiatives of MWD. High n = 993

Compared to:
● **54%** MWD Annual Employee Survey (2025)

I would recommend Metropolitan as a place to work. n = 996

Compared to:
● **70%** MWD Annual Employee Survey (2025)

The Executive Leadership of Metropolitan communicates effectively with the rest of the organization. n = 979



Compared to:
● **31%** MWD Annual Employee Survey (2025)

The Executive Leadership of Metropolitan walk their talk (exhibit the behaviors and values they expect from employees). High n = 976

Compared to:
● **36%** MWD Annual Employee Survey (2025)

I work on a collaborative team where we meaningfully support each other. n = 994 — 70% — + 5.0%
Compared to:
● **65%** MWD Annual Employee Survey (2025)

I am proud to work at MWD. n = 993 — 80% — + 4.4%
Compared to:
● **75%** MWD Annual Employee Survey (2025)

My team meets regularly (at least once per month) to discuss our projects and workloads. n = 993 — 74% — + 4.4%
Compared to:
● **69%** MWD Annual Employee Survey (2025)

I feel valued by my supervisor. High n = 991 — 77% — + 4.3%
Compared to:
● **72%** MWD Annual Employee Survey (2025)

When the organization makes changes, I understand why. n = 993 — 29% — + 4.3%
Compared to:
● **25%** MWD Annual Employee Survey (2025)

My team explores innovative solutions to get work done (doesn't just rely on a "status quo" strategy). n = 988 — 62% — + 4.2%
Compared to:
● **58%** MWD Annual Employee Survey (2025)

Diverse perspectives are valued on my team. n = 979 — 72% — + 4.1%
Compared to:
● **67%** MWD Annual Employee Survey (2025)

I feel that I am making progress in my career (getting opportunities to learn new skills and grow professionally). High n = 995 — 55% — + 3.9%
Compared to:
● **51%** MWD Annual Employee Survey (2025)

I have the materials and equipment I need to do my job. n = 995 — 72% — + 3.9%
Compared to:
● **68%** MWD Annual Employee Survey (2025)

MWD processes are efficient. n = 992 — 22% — + 3.8%
Compared to:
● **18%** MWD Annual Employee Survey (2025)

I am aware of Metropolitan's overall strategic initiatives. n = 990 — 59% — + 3.7%
Compared to:
● **55%** MWD Annual Employee Survey (2025)

The day-to-day work that my team does is well-documented with comprehensive, up-to-date, and easy-to follow procedure guides. n = 992 — 50% — + 3.6%
Compared to:
● **46%** MWD Annual Employee Survey (2025)

My peers/team members work in an ethical manner. n = 988 — 82% — + 3.6%
Compared to:
● **78%** MWD Annual Employee Survey (2025)

I receive the training I need to perform my job effectively. n = 997 — 63% — + 3.6%
Compared to:
● **59%** MWD Annual Employee Survey (2025)

I have opportunities for advancement at MWD. High 6b n = 990 44% + 3.5%
Compared to:
● **40%** MWD Annual Employee Survey (2025)

My team's work processes are efficient. n = 991 57% + 3.5%
Compared to:
● **54%** MWD Annual Employee Survey (2025)

I feel comfortable bringing up issues and challenges to my supervisor. n = 992 77% + 3.2%
Compared to:
● **74%** MWD Annual Employee Survey (2025)

My team members and I share learnings and key takeaways from trainings we participate in. n = 993 58% + 3.1%
Compared to:
● **55%** MWD Annual Employee Survey (2025)

My supervisor holds team members accountable for their work and responsibilities. n = 992 60% + 2.6%
Compared to:
● **57%** MWD Annual Employee Survey (2025)

My team, as a whole, has the required skills to perform our work effectively. n = 996 71% + 2.5%
Compared to:
● **68%** MWD Annual Employee Survey (2025)

My team makes efforts to learn from our mistakes. n = 986 76% + 2.5%
Compared to:
● **73%** MWD Annual Employee Survey (2025)

My work contributes meaningfully to Metropolitan's success. n = 993 85% + 2.4%
Compared to:
● **82%** MWD Annual Employee Survey (2025)

My peers/team members treat each other respectfully. n = 991 76% + 2.3%
Compared to:
● **74%** MWD Annual Employee Survey (2025)

The importance of respectful treatment of all team members is supported by my supervisor. n = 989 81% + 2.2%
Compared to:
● **79%** MWD Annual Employee Survey (2025)

My supervisor provides me with the proper amount of autonomy to do my job (given my skillset and experience). n = 991 85% + 2.1%
Compared to:
● **83%** MWD Annual Employee Survey (2025)

My supervisor has reasonable expectations for the quality of my work. n = 990 85% + 2.1%
Compared to:
● **83%** MWD Annual Employee Survey (2025)

I have conversations (at least twice per year) with my supervisor regarding my professional development. n = 988 62% + 1.9%
Compared to:
● **60%** MWD Annual Employee Survey (2025)

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

n = 994

+ 1.9%

Compared to:
- **71%** MWD Annual Employee Survey (2025)

I feel comfortable sharing my ideas with my supervisor.

High

n = 995

+ 1.6%

Compared to:
- **76%** MWD Annual Employee Survey (2025)

My work is challenging in a positive way.

High

n = 993

+ 0.9%

Compared to:
- **64%** MWD Annual Employee Survey (2025)

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

n = 995

+ 0.8%

Compared to:
- **71%** MWD Annual Employee Survey (2025)

My supervisor respectfully listens to me.

n = 993

+ 0.7%

Compared to:
- **79%** MWD Annual Employee Survey (2025)

MULTI-CHOICE RESULTS

When evaluating your current workload, you feel –

n = 991

Steady	**46%** *(452)*	+ 3.6%
Steady (but just barely)	**28%** *(282)*	+ 0.3%
Struggling	**16%** *(158)*	– 2.4%
Completely overwhelmed	**6%** *(56)*	– 1.9%
Not challenged/Could take on more	**4%** *(43)*	+ 0.5%