



Prepared For: Carmel Area Wastewater District

Employee Survey Results and Recommendations

February 2018

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## **Survey Purpose**

In 2011 Carmel Area Wastewater District (CAWD) contracted with CSI Human Resources Group (CSI) to conduct an employee survey and interviews. The survey results and recommendations were then shared with CAWD management, the Board of Directors and employees. One recommendation was to conduct a follow up survey in May 2012 to assess the progress of CAWD and the management team in implementing the recommendations for improvement. Because CAWD went through some major changes in leadership they delayed an additional year and a half before conducting the follow up survey. The Board of Directors and the General Manager decided at that time to conduct an employee survey approximately every two to three years. Because CAWD has experienced major changes in leadership the survey was delayed an additional two years. The intent was to allow the new Plant Superintendent time in his new role. That position was hired in July of 2016. At the time that this survey was conducted the Plant Superintendent had been in his role for one year.

The purpose of every survey has been to:

- Measure employee's perception of their work environment
- Identify areas of strength and areas for improvement
- Identify job satisfaction levels
- Identify organizational structural issues

The survey gathered information about employee satisfaction in eight different areas. Because the Capital Improvement Project is having such a significant effect on CAWD employees, we thought it would be prudent to add a section of questions on the impact of the project:

- Job Satisfaction
- Communication
- Supervisors and Management
- Quality and Teamwork
- Employee Appreciation and Morale
- Capital Improvement Project

Every survey has also offered an opportunity for employees to provide their own comments. We found that in this survey over half of the employees wrote comments. This is a significant increase over prior surveys.

Prior to conducting every survey, CSI collaborates with CAWD's management in reviewing the survey questions. In the prior survey, there was feedback that the questions regarding employee's supervisor or their supervisor's manager were confusing. Some additional questions were added to clarify the positions that was being referred to in the questions. There were no significant content changes made to these questions.

We will make some results comparisons to prior surveys, but really this can be seen as a snapshot in time.

## **Methodology and Response Rate**

The survey and interviews were conducted in-person on site over several separate meetings during June and July of 2017. The meetings were conducted in the breakroom at CAWD's plant and in the administrative offices. In an effort to preserve confidentiality and trust the survey was conducted with no direct reports in the same meetings. Prior to each survey meeting, it was communicated that the results were anonymous and confidential. The employees were informed that the surveys would be collected by CSI, would remain in CSI's possession and

would be destroyed after the results and comments were recorded. It was also communicated, that the results would be reported back to the employees. All of CAWD's employees participated in the survey and interviews with the exception of one employee who was on leave during that time period. The percentages reported are for all of CAWD employees combined (Administration, Operations, Maintenance and Collections). Survey statements were presented utilizing a five-point Likert system. Employees were asked to evaluate statements from 0 being Not Observed, #1 being Negative/Strongly Disagree to #5 being Positive/Strongly Agree.

After conducting the survey in person interviews were conducted by Beth Ingram to gain further knowledge regarding the areas of concern that were brought to light during the survey. All employees were interviewed (with the exception of the one employee who was on leave). As with the previous interviews, the employees were very willing to talk openly and honestly. Interviews were conducted during July and August of 2017. It was reiterated to the participants that their interviews and comments were completely anonymous and would be kept confidential. The results of the interviews supported with more insight what the survey had indicated.

## **Survey Results**

### **JOB SATISFACTION**

**Agree Disagree**

Doing my job gives me a sense of personal satisfaction.	100%	0%
I enjoy performing the actual day-to-day activities of my job.	100%	0%
My job lets me do a number of different things.	100%	0%
My job makes use of my skills and abilities.	88%	12%
Doing my job well leads to things like pay increases.	71%	29%
Doing my job well leads to recognition and respect from those I work with.	83%	13%
My job provides a good chance for getting ahead.	88%	13%
I am clear about what people expect of me on the job.	88%	8%
My supervisor expects too much from me on the job.	46%	54%
I clearly understand the requirements of my position.	96%	4%
My department receives cooperation and assistance from other departments.	79%	21%
At work, I have the opportunity to do what I do best every day.	88%	13%
The Mission/purpose of CAWD makes me feel my job is important.	96%	0%
Overall, I am satisfied with my job.	96%	4%

### **Summary**

The results in job satisfaction section are a great indicator as to what the attitude and culture is like today. Personal satisfaction and enjoyment of performing their actual day to day activities is at 100% positive as it was in 2013 (2011 - 74%). Allowing employees to make use of their skills and abilities is down from 2013 - 96% to 88% - 2017 (2011 - 61%), cooperation between departments 2013 – 100% is down to 79% - 2017 (2011 - 21%). The majority of CAWD employees are satisfied with their jobs 96% (2013 – 100%, 2011 - 46%) and are clear as to what is expected of them 2017 – 88%, 2013 – 91% (2011 - 75%).

## **COMMUNICATION**

	<b>Agree</b>	<b>Disagree</b>
I get the information I need to coordinate my work with others.	83%	17%
My direct supervisor tells my department what it needs to know to do the best job possible.	92%	8%
The information I receive from my direct supervisor is straightforward and honest.	92%	8%
The information I receive from my supervisor's manager is straightforward and honest.	88%	8%
The information I receive from the General Manager is straightforward and honest.	79%	21%
I am kept informed about what is going on at CAWD.	88%	12%
My direct supervisor's manager is willing to listen if I have questions or concerns.	92%	8%
My direct supervisor is willing to listen if I have questions or concerns.	88%	8%
The General Manager listens if I have questions or concerns.	75%	13%
Communication between departments is effective.	63%	29%
Communication within my department is effective.	88%	12%
Communication with the administrative office is effective.	58%	33%
I feel comfortable contacting the administrative office if I have a question that my supervisor doesn't know the answer to (Human Resources, Payroll).	83%	17%
I am encouraged to contact the administrative office if I have a question that my supervisor doesn't know the answer to (Human Resources, Payroll).	92%	8%
Policies and procedures that affect my work are communicated adequately.	92%	8%

## **Summary**

Effective communication has slightly declined since 2013. 83% of Employees are getting the information they need to coordinate their work with others 96% - 2013 (47% - 2011), 92% indicate that the information they receive from their direct supervisors is straightforward and honest 96% - 2013 (2011 - 57%). The majority indicated that the General Manager will listen if they have concerns and effective communication within their departments is 88% - 2017, 96% - 2013 (2011 - 43%). The decrease in communication between departments went from 92% - 2013 to 63% - 2017. As with most companies CAWD has some work to do in the area of communication.

CAWD has over the years implemented changes in an effort to improve communication. Regular all staff meetings are taking place and the General Manager is having one-on-one meetings with her direct reports and the management team. It is very important that these meetings continue to take place. Communication is an area that can always improve. As the company dynamic and leadership changes, it is always a good idea to review how you are communicating up and down the chain of command and assess if it is still effective. Constant adjustments are necessary. While making the time to meet with the management team is difficult and sometimes forced, it is necessary in building trust and making sure important information is disseminated. It was communicated that at the time of the survey there was a regular management meeting being held on a weekly basis. There was concern because several non-management employees were included in these meetings. This resulted in certain subjects not being addressed because the non-management employees who were in attendance. That issue has been corrected.

## **SUPERVISORS AND MANAGEMENT**

	<b>Agree</b>	<b>Disagree</b>
It is clear to me who I report to.	100%	0%
I know who to go to if I have a question.	100%	0%
My direct supervisor encourages people in my department to work as a team.	92%	8%
My direct supervisor encourages people to exchange opinions and ideas.	88%	13%
My direct supervisor encourages people to give their best effort.	96%	4%
My direct supervisor provides help, training, and guidance so that I can improve my performance.	83%	17%
My direct supervisor asks for opinions and ideas from members of my department.	88%	13%
My direct supervisor has the skills to get along with others.	92%	8%
My direct supervisor treats me with respect.	88%	13%
My co-workers treat me with respect.	92%	4%
My direct supervisor has an interest in and a concern for the employees under their supervision.	88%	13%
My direct supervisor's manager has an interest in and a concern for the employees under their supervision.	88%	8%
The General Manager has an interest in and concern for the employees under their management.	71%	25%
My direct supervisor treats me fairly.	88%	8%
My direct supervisor treats all direct reports equally.	75%	17%
The General Manager treats me fairly.	75%	17%
My supervisor's manager treats me fairly.	79%	13%
There are times when one person wants me to do one thing and someone else wants me to do something else.	67%	29%
I go through a lot of red tape to get things done.	38%	58%
I get hemmed in by long-standing rules and regulations that no one seems to be able to explain	29%	67%
My direct supervisor tells me if my work needs improvement.	92%	8%
If my work has needed improvement, there has been a clear plan for making that improvement.	71%	21%
I have confidence and trust in my direct supervisor.	88%	13%
I have confidence and trust in my direct supervisor's manager.	79%	13%
I have confidence and trust in the General Manager.	71%	29%
The management understands and supports the importance to employees of a good work/life balance.	67%	33%
My direct supervisor talks down to me.	25%	63%
My direct supervisor's manager talks down to me.	8%	67%
The General Manager talks down to me.	17%	67%
How would you rate the performance of your direct supervisor (1 - low - 5 - high)?	88%	13%
How you rate the performance of the management (your supervisor's manager) (1-low - 5 - high)?	79%	13%
I have important responsibilities in my job.	96%	4%
There is a lot of time wasted because of inefficiencies.	67%	25%
My supervisor regularly discusses my performance with me.	63%	38%

My supervisor is always consistent when administering policies.	75%	21%
I have the opportunity to participate in the goal setting process.	88%	8%
My department is adequately staffed.	50%	42%
I regularly work overtime to get my job done.	42%	58%
I receive regular written performance reviews.	63%	17%
My performance reviews have been timely.	63%	21%
I feel my performance reviews have been fair.	75%	13%
In the last six months, someone at work has talked to me about my progress.	79%	21%
In the last seven days, I have received recognition or praise for doing good work.	54%	33%
This year, I have had opportunities at work to learn and grow.	88%	8%

**Summary**

92% of CAWD employees are feeling respected by their co-workers 100% in 2013 (64% - 2011), 88% feel that they are treated fairly 91% - 2013 (50% - 2011) and that the management has a concern and interest in them. 88% of employees have confidence in and trust their supervisors. 71% trust the General Manager which is down from 100% in 2013.

The surveys and interviews did indicate there is some distrust between employees and management and I believe that is stemming directly from some issues with the previous Maintenance Superintendent. As was made clear in the interviews with employees the previous Maintenance Superintendent was exhibiting “bullying” behavior and repeatedly picked on employees in his own department and outside of it. Many instances were relayed to me that indicated this was a major problem and it effected morale for a lot of employees. The majority of employees brought up this issue whether they were directly involved, or a witness to the behavior. At the time that the survey and interviews were conducted this employee was no longer employed by CAWD (only for a few weeks). As we all know there are two sides to every story.

Multiple employees indicated that they were disappointed that the General Manager believed the Maintenance Superintendent over other employees. They commented that the General Manager said that the Maintenance Superintendent was pushed out and what a big mistake that was. They indicated that there were many incidents involving the Maintenance Superintendent over the majority of his employment with CAWD (with other employees confirming and relaying basically the same stories). Comments were also made from employees that the bullying went both ways. In that other employees were participating in this behavior which then provoked more issues.

Employees did indicate that since the Maintenance Superintendent had left the company that the morale was markedly improved and they thought it would improve even more as more time passes.

On a positive note, both the Plant Superintendent and Collections Superintendent are well liked and supported by their employees. They work together well and are supportive of one another.

While 100% of employees know who they report to, they still are being pulled in multiple directions (being told to do something by two or more different people) and that a lot of time is wasted because of inefficiencies. In addition, it appears there is still too much red tape 38%.

One area that continues to be an issue is timely performance reviews. Only 63% of employees are receiving timely performance reviews. That is down from 78% in 2013 (27% - 2011), CAWD's goal is to achieve 100% in this area. As in 2013 70% of employees said their performance reviews were fair compared to (57% - 2011).

Today as well as in 2013, 100% feel they are encouraged by their supervisor to work as a team (60% - 2011) and 96% feel they are encouraged to give their best effort (60% - 2011). 88% of the employees are receiving the help, training and guidance to improve their performance 96% - 2013 (57% - 2011) and feel they are engaging with their own opinions and ideas (45% - 2011).

Do employees think their supervisor has the skills to get along with others? 92% - 2017 agreed - 96% - 2013 agreed (42% - 2011).

88% felt their supervisors were treating their employees fairly 91% - 2013 (50% - 2011).

75% of employees agreed that direct reports are treated equally. 74% - 2013 (39% - 2011). CAWD still needs to work on equal treatment. Comments were made that some employees feel that their supervisors play favorites.

71% of employees say their Supervisors are discussing performance with direct reports if they needed to improve 91% - 2013 (57% - 2011). 63% of the supervisors regularly discuss performance issues 78% - 2013 (28% - 2011). 71% felt they had been given a clear plan for making any improvement 65% - 2013 (46% - 2011). This is still a red flag for an area that needs continued work and improvement.

25% of employees still felt like they were spoken down to 9% in 2013 (19% - 2011). This is directly related to the issues with the Maintenance Superintendent.

42% of employees said they regularly work overtime 39% - 2013 (19% - 2011). We suspect that is due to staff that has been out on leave and open positions in multiple departments and having the capital improvement project adding to the workload. There has been a dip in work/life balance which we believe could be directly linked to the staff being on leave, open positions and the capital improvement project. 67% of employees felt the management understands and supports a work/life balance 100% - 2013 (45% - 2011).

**QUALITY AND TEAMWORK**

	Agree	Disagree
My department's quality of work is high.	96%	4%
People in my department exchange ideas and opinions.	96%	4%
People in my department encourage each other to give their best effort.	83%	17%
People in my department help me find ways to do a better job.	83%	13%
People in my department offer each other new ideas for solving job-related problems.	83%	13%
My department feels responsible for meeting its objectives successfully.	96%	4%
I have confidence and trust in the people in my department.	88%	13%
When conflicts arise between department members, mutually acceptable solutions are sought.	75%	21%
When solutions are reached, opposing department members accept and implement them.	63%	29%
My work activities are sensibly organized.	96%	4%

My department works well together as a team.	88%	13%
Teamwork is encouraged and practiced in the District.	79%	21%
I receive the training I need to perform my job effectively.	83%	17%
I have the materials and equipment I need to do my work.	88%	13%
I receive regular safety training.	100%	0%
The safety training, I receive is relevant and informative.	100%	0%
The employees in my department conduct themselves in a safe manner.	100%	0%
I am held accountable for the work that I do.	100%	0%
All employees in my department are held accountable for their work.	75%	25%

**Summary**

Teamwork is being encouraged within and between all departments. Employees are being held accountable for the work that they do and think they are producing quality work. Now and in 2013 96% of employees say that work activities are organized sensibly (31% - 2011). 88% say that their departments work together as a team 91% - 2013 (47% - 2011).

Employees are taking pride in the work they do. Today and in 2013 96% employees said the quality of work they do is high (75% - 2011). 83% agreed that they encourage each other, as a department, to give their best effort and have confidence and trust in their team – 88% 91% - 2013 (56% - 2011) and (50% - 2011). 83% of people said co-workers in their department help them find a way to do a better job 96% - 2013 (46% - 2011). 96% of employees feel their departments are responsible for meeting their objectives 100% - 2013 (71% - 2011) and 100% are held individually accountable 100% - 2013 (61% - 2011). 88% have confidence and trust in their team 91% - 2013 (50% - 2011).

75% of employees agreed that mutually acceptable solutions were sought 78% - 2013 (23% - 2011). When solutions are reached do opposing department members accept and implement them 63% accept a solution 83% - 2013 (42% - 2011).

CAWD has made a point to focus on professional development over the years. 83% say that CAWD offers the training employees need to do their job well 96% - 2013 (58% - 2011). 100% of employees say they receive regular safety training 92% - 2013 (57% - 2011).

**EMPLOYEE APPRECIATION AND MORALE**

	Agree	Disagree
I feel appreciated by my direct supervisor.	88%	13%
I feel appreciated by my supervisor's manager.	79%	13%
I feel appreciated by the General Manager and the Board.	63%	33%
On a whole CAWD appreciates its employees.	75%	25%
Morale within my department is good.	79%	17%
Morale within CAWD is good.	50%	46%
My direct supervisor tells me if I've done a job particularly well.	79%	17%
I plan on leaving my job with CAWD within the next six months to a year.	25%	63%
I feel my job at CAWD is secure.	92%	8%

There is opportunity for growth at CAWD.	88%	13%
The physical working conditions at CAWD are good.	92%	4%
CAWD's benefit package is good (health, dental and life insurance, retirement, etc.).	92%	8%
I understand what benefits are available to me.	100%	0%
I would recommend employment at CAWD to others.	71%	29%
I feel my work contributes to the overall success of CAWD?	100%	0%

### **Summary**

Employees are feeling very appreciated on a whole by CAWD. 88% of CAWD employees are feeling appreciated by their direct supervisor 100% - 2013 (53% - 2011) and morale is mediocre at 50% down from 96% - 2013 (7% - 2011). While we would like to see employee morale at 100% we recognize that there is some happy medium. 25% of employees indicated that they plan on leaving within the next 6 months to a year. There has been some turnover since this survey has been completed.

Unlike in 2013, employees are feeling that there is opportunity for growth 88%. CAWD has been fostering this by promoting employees from within and this clearly has had a positive effect. In 2013 78% stated that there was room for growth an improvement from 33% from 2011. It is important to note, that there are some positions at CAWD that do not have a career path.

92% of employees think CAWD has a good benefit package 83% - 2013 (46% - 2011).

100% of employees understand their benefits that are available to them 95% - 2013 (79% - 2011). A remarkable statistic given the complexity of CAWD's benefits package.

71% of employees would recommend CAWD to others as a good place to work 91% - 2013 (46% - 2011).

### **CAPITAL IMPROVEMENT PROJECT**

Do you understand the District's vision for the future as represented by the Phase I project?	96%	4%
Has your immediate supervisor been able to answer your questions about Phase I?	96%	4%
Have you been affected positively by the Phase I project?	75%	8%
Has your workflow been unduly disruptive by Phase I?	71%	21%
Do you think the District's efforts to improve reliability and efficiency are moving in the right direction?	96%	0%

The capital improvement project appears to be well communicated and positive for all employees. While it is disruptive, it is recognized that it will improve efficiency in the future.

### **Conclusion**

As you can see with the results in the 2017 Employee Survey there has been some back sliding in some areas and improvement in others. Our belief is that some of these discouraging results are directly related to the employment of the Maintenance Superintendent and how he treated those that reported to him and others. We know there are two sides to every story. Without hearing the other side, we must make our assumptions with the information that

we have and move forward. The lack of appropriate response from the General Manager and the lack of protection that was provided was brought up by many. The General Manager should have been tuned into what was happening and investigated. When asked the General Manager stated that she was unaware of the extent of the problem and certainly would have responded accordingly had she been aware.

The current superintendents seem to have positive, supportive relationships and are building trust within and outside of their teams. It will take time to rebuild that trust with the General Manager.

There is a lot of work to be done. Relationships need to heal and the trust needs to be gained. The General Manager is aware that she plays a crucial role in this rebuilding. We have seen positive results after the 2011 survey results. We are confident that with some time and attention the results will greatly improve.

## **Recommendations**

We must focus on the positive, forward thinking and on continuous improvement. As with the past improvements it will take a commitment. Attitudes, mind-sets and approaches need to be examined and tweaked from the top down. As with any organization, this should be constantly on the minds of the management. Positive movement forward.

## **Processes and Procedures**

As was recommended in 2011 and 2013, it is also recommended that processes/procedures be reviewed for relevance and redundancy. There is still the perception that some of processes are still currently being followed more out of habit than efficiency. There was some mention regarding Mainsaver and the frustration with the process and program itself. Some didn't seem to understand the point of having this program. Some education around why it was implemented and what valuable information it provides, might help this issue.

Many employees expressed frustration because of the lack of current Employee Handbook. This has been brought up multiple times over the years. The handbook should be updated and rolled out to employees.

## **Communication**

Communication should be a work in progress for all organizations. What might have worked last year might not work any longer. Modes of communication should constantly be considered. While at first making changes might feel redundant or unnecessary, there will be improvement with increased communication.

It is fairly simple. The Superintendents are doing a great job in meeting with their staff on a daily basis. The Superintendents and the Principal Engineer should be meeting as a group and individually with the General Manager on a weekly basis. This has been recommended previously and is taking place and will continue.

There should be an all staff gathering at least once a quarter. BBQs and celebrations should continue on a regular basis. This is great for morale.

While the results show a high level of understanding of the benefits, communication needs to continue regarding the amazing benefits that CAWD offers employees. In an effort to continue forward communication, a total compensation statement could be created for each employee at the end of each year. These statements would

indicate the W-2 earnings and would list all of the benefits line by line and how much is being contributed by CAWD on the employee's behalf.

The survey results must be communicated as soon as possible to all employees. This is essential as the goal is to continue growth, transparency and open communication. The General Manager has committed to reporting out the results at a staff meeting to all employees in the same fashion as 2013 – this will go a long way towards helping employees realize they have been heard.

The General Manager needs to work on her communication style. She tends to want to address issues head on and ASAP. Some are hesitant to communicate problems for concern that the information won't be held in confidence. Some employees in the past have gone straight to the General Manager to discuss issues. That employee should be directed back to their manager, as it undercuts their manager's authority to bypass them. She is aware of this feedback and has been working on it.

The issue of the employees feeling like they are being spoken down to needs to be addressed with either coaching or professional development.

The Employee Handbook should be updated and rolled out to employees.

### **Ongoing Surveys**

In an effort to stay ahead of minor and major issues, it is recommended that CAWD implement ongoing online continuous surveys. Through the surveys we have been able to gain invaluable feedback over the years. With these new tools we would be able to get a continuous read of how employees are doing, rather than getting a snapshot only once every few years.

There are multiple inexpensive tools available. Any areas of immediate concern could be addressed with directed questions in a survey. These tools allow for quick, anonymous, feedback.

### **Performance Reviews**

The issue with the timely performance reviews must be addressed ASAP. This has been communicated to the General Manager and the Plant Superintendent. This is completely unacceptable and can be directly linked to morale.

Reviews must be done on a regular basis (once a year at a minimum) and must be done in a timely fashion for all employees with no exceptions. This is a performance issue and should be addressed on any manager's own performance review. In addition, reviews must be done once a year, feedback should be given on an ongoing basis. Not just during performance reviews.

### **Supervisors and Management**

There are a couple of employees who are new to upper management and are in need of training. It is prudent and essential that CAWD invest in professional development to train these managers. Some of the problems that were encountered in previous years were a direct result of lack of management training.

It is a wonderful that CAWD promotes from within, but we must not set up those newly promoted employees for failure by not providing them with the training necessary to succeed.

CAWD needs to give their managers and supervisors the tools to succeed and manage their employees.

Ongoing management training for all of the supervisors and managers is recommended.

Some of the key areas of focus for the ongoing training:

- Managing change in organization and management
- Leadership - Understanding Interpersonal Styles
- How to Deal with Difficult People
- Communication and Motivation
- Situational Leadership
- Team Building
- Time Management
- Performance appraisals
- Disciplinary actions, counseling and plans for improvement
- Conflict management and problem solving

Provide one-on-one and group executive coaching to the General Manager, Principal Engineer, Plant Superintendent, Maintenance Superintendent and Collections Superintendent. These four leaders need to be working as a team. Their employees look to them to set the example. Executive coaching would support and guide these leaders in dealing with conflict, motivating their teams, managing their people and developing their leadership skills.

Ongoing professional development for the rest of CAWD employees should continue to be a priority.

### **Employee Morale**

Morale like communication is an area that should always be worked on. Employee morale can be maintained easily and inexpensively. CAWD has had barbecues, holiday celebrations and anniversary celebrations. All of those functions should continue. There are many inexpensive ideas that can boost morale. It is the little things that can make a big difference.

The statistics reflect that some direct reports are not feeling like everyone is being treated equally. This issue needs to be discussed and managers need to be mindful of that fact.

### **General Manager**

As mentioned above, the General Manager is currently working on her communication skills and trust. Continuing to work on her approachableness will also help in building trust and improving communication. She must have more of a presence at the plant to foster those relationships.

The General Manager needs a coach/mentor someone she can talk to and bounce things off of. She needs to continue to work on her people and communication skills. Whether that is done with a coach/mentor or through some other means of professional development it can only benefit both her and CAWD.

### **Follow Up**

If as recommended we implement an ongoing electronic survey function, we would no longer need to conduct the full survey. It would be an ongoing evolving process and conversation.

As was mentioned in the 2011 and 2013 survey report, upward feedback processes evoke anxiety and anticipation on the part of individuals providing information, as well as those who may be the subject of critical feedback. By necessity, these recommendations and much of the analysis contained within this report are focused on areas in need of improvement (negatives). It is important that the reader(s) of this document give appropriate weight and credit to the many efforts and contributions made on behalf of CAWD by those who have been the subject of critical feedback in this report.

The utmost care must be taken when responding (not reacting) to concerns and issues raised as a matter of this process. Forward communication is key. We recommend a cautious, strategic approach to considering and acting upon the information and/or recommended actions indicated below. Where opportunities exist to credit positive future actions to receiving these opinions and ideas, we recommend capitalizing on those opportunities in order to convey the value of their feedback and instill trust in the process. Where decisions associated with this feedback which may be perceived as negative, extreme care must be taken to minimize any potential mistrust in specific individuals, CAWD or this type of information gathering method.

### **Employee Comments (taken from the completed surveys)**

#### **Job Satisfaction**

Re: Question – My department receives cooperation and assistance from other departments. – Comment “Other departments” is too vague. We need to be asked about specific departments.

Have more District wide team building events (including Admin and Managers). Staff needs to be able to talk freely to Admin and Managers need to mentor staff more.

Good place to work. People are friendly.

I am required to do several jobs outside of my primary job title and do not feel I am paid in a way that reflects all of my work.

There is interdepartmental conflict.

I enjoy the tasks.

Lots of info is available to me. I am able to complete my job with little assistance.

My supervisor gives me input, helps me to improve, and support to improve help build morale, better work flow. Allows me to use my knowledge and experience to operate the plan and asks for my input.

I have been here for some time and have seen many changes over the years. Some good, some bad. Day to day things change here. Overall, I still have a sense of pride for my job. The B.S. I deal with here provides the life I have outside of here.

I feel my department takes care of employees within reasonable response.

For the last few years I do not feel like all the departments want to work together, mainly Ralph.

Re: Question – I am clear what people expect of me on the job. I am doing another person's job and I am unclear as to why I am doing that. Why am I doing regulatory compliance when CAWD employs a Safety and Compliance Administrator.

Re: Question – My department receives cooperation and assistance from other departments. For the past 4 years Maintenance just does whatever they felt was important versus what was actually important. No cooperation.

I am over all satisfied with my job. I just wish that other duties I perform that are clearly the responsibility of another person were either officially presented to me or officially not assigned to me.

Over the last month or so my job satisfaction has increased dramatically. Since my previous supervisor has left no more condescending/disrespectful attitude. I feel much more respected as an employee.

Although my supervisor expects too much I think it is a good expectation and I also expect myself to improve and I expect all of us to improve.

## **Communication**

Communication is from what I see the root of most issues.

Re: Question – I get the information I need to coordinate my work with others. Planning has some problem/getting better but needs more work.

Re: Question – The information I receive from my direct supervisor is straightforward and honest. I feel there should be monthly or semimonthly Superintendent/Engineer meeting only not mid-level management.

Re: Question – Communication between departments is effective. Planning needs work.

The District needs a solid policies and procedures manual. What there is now is very dated and difficult to locate.

Interdepartmental communication and cooperation is very rough.

Purpose of meetings and goals of meeting between departments are not clearly defined. The goals change and get off topic frequently.

Retaliation keeps me from having contact with upper admin. Admin is usually to (?) talk sternly with problem employees. Discipline is not consistent.

Re: Question – My department receives cooperation and assistance from other departments. Improving with new direction in Maintenance Department.

Love what I do for a living and the opportunity to do it here.

Re: Question – I get information I need to coordinate my work with others. Improving with new direction in Maintenance Dept.

Re: Question – Communication between departments is effective. Improving with new direction in Maintenance Dept.

Re: Question – Communication with the administrative office is effective. HR – 3 Payroll – great 5+

Re: Question – I feel comfortable contacting the administrative office if I have a question that my supervisor doesn't know the answer to. (HR, Payroll) – GM says one thing HR may say something different.

With no updated handbook items get switched around by different managers and HR/SOPs need to be finished throughout CAWD. One manager was abusive and had a short temper that made things difficult at times.

I would feel more comfortable with some personnel issues being handled by an out of office HR representative.

The Maintenance Department does not communicate about work being performed by his staff or contractor which disrupted some of the plants operation. Does not seek any ideas or input on projects. Also, as time went along **all** communication stopped (no emails, verbal, meetings wouldn't say anything). He was verbally abusive to me and to other employees.

Re: Question – The General Manager listens if I have questions or concerns. I'm going to answer neutral. My concerns in the past seem to have been disregarded. Listens – yes – cares probably not.

I feel my manager is doing well but is hesitant to answer some questions or concerns. I feel there is deception to benefit a higher purpose.

For an employer CAWD – and supervisors do communicate well.

Policies have been changed or modified without informing staff until after the change. Policies are not followed by all employees and can change depending on the situation.

Employee Handbook and Personnel Policies from 1997 are outdated, vague and insufficient.

The policies are old and being reviewed/rewritten so there is a difference of which policy (?) is used. I would like communication from my dept. to be free flowing it will take some time.

I feel management needs to communicate better on planning things for tasks.

### **Supervisors and Management**

We are here regularly 1-10 min after 3:30 before heading to the locker room to change at the end of day. When asking more than once about late reviews or things of that nature, we are made to feel that we are being pushy or impatient.

There are obvious double standards that affect morale.

Re: Question – My direct supervisor has the skills to get along with others. Yes/no – Yes - is very easy to talk to if you are comfortable with her. No – Can be seen by staff as higher level.

Re: Question – My co-workers treat me with respect. Yes, to most/no when planning was not present/respect was lost.

Re: Question – There are times when one person wants me to do one thing and someone else wants me to do something else. However, I am able to clarify a work through the problem or task.

Re: Question – I get hemmed in by long standing rules and regulations that no one seems to be able to explain. Solid policy and procedures.

Re: Question – My direct supervisor tells me if my work needs improvement. Not often

Re: Question – My direct supervisor tells me if my work needs improvement. Not often

Re: Question – The management understands and supports the importance to employees of a good work/life balance. Some do/Some don't

Re: Question – My department is adequately staffed. Could use one more staff member.

All reviews need to be same format. From GM to Collections I.

GM will sometimes contradict a prior position if it benefits her or a favored employee, but generally fair.

While I have been given several opportunities for education and training my review (annual) is currently three months late and I do not expect it to happen anytime soon.

I see small mistakes happen often in the Operations department w/o consequences. Also, when an EE is injured due to violating safety policy there is no counseling or punishment.

Ralph Stevens very much encouraged learning – improvement of skills and gave opportunity for enrichment.

Management is overwhelmed, plant understaffed. Secret Gang mentality is ever present. Secret union. No team effort.

Conflicts with one manager caused low morale and hesitation around some departments.

Plant staffing, is appropriate but due to workers comp injuries and other personnel being out this has strained staff's work flow/productivity. Also, the Phase I CIP, plant projects, and normal work loads are affected.

Re: Question – My direct supervisor provides help, training, and guidance so that I can improve my performance. Although there is a training I have been requesting for several years!!!! I hope to get it soon.

Re: Question – My direct supervisor treats all direct reports equally. Neutral, I really couldn't know that. It would appear so.

Re: Question – I get hemmed in by long-standing rules and regulations that no one seems to be able to explain. – Come on people, the donut thing is a tradition! I don't like donuts, I don't bring them for me but for the comradery.

Re: How would you rate the performance of your direct supervisor? It's not a 5 only because their hands are tied on some things out of their control that affect what I can do.

Re: Question – There is a lot of time wasted because of inefficiencies. I have seen much of this. However, I think a lot of this has recently worked itself out.

I really believe my supervisor tries really hard to do their job. Them being able to do their job helps me do mine. I hope the District facilitates the aforementioned. It really is in CAWD's best interest.

There are times that an extra person would be helpful to our department. If we're going to reach the place that CAWD should be.

Reviews are not done on time.

Some employees work less or don't try as hard as others and someone else has to pick up the slack. Nothing seems to be done about it.

Re: Question - There are times when one person wants me to do one thing and someone else wants me to do something else. This happens so rarely to ever be an issue.

Re: Question – The management understands and supports the importance to employees of a good work/life balance. I feel the General Manager does not support the importance of a good work/life balance. I work 11 days in a row straight with only 3 days off. I do not get overtime when I do it is frowned upon.

Re: Question – How do you rate the performance of the management (your supervisor's manager). This only applies to the General Manager 1. The Superintendent I rate at 5(high).

Re: Question – I feel my performance reviews have been fair. I was told to rewrite my self-evaluation. My supervisor stated that it was all lies.

As soon as I stood up and defended myself from my supervisor's bullying and disrespectful behavior. I was stunted (?) at my current level and not considered for advancement.

Bias & favoritism need to be curbed by evenly applying policies. Respect needs to be improved. Relationships need to move toward professional not parental approach. Non-management staff is often included in discussions of a sensitive nature.

I think supervisors and management has a lot of things on their plate and sometimes difficult to have employee interactions, but I am told supervising is also people skills.

I feel reviews should be done on time, not 6 months to 1 year late each year.

### **Quality and Teamwork**

Teamwork is encouraged but there was little task related cooperation in mechanical division.

Productivity is not optimal because of personality issues, possible mental issues.

Re: Question – All employee in my department are held accountable for their work. 4.5 They are today – years ago no.

Accountability for employees is improving as management becomes more consistent on expressing those goals for departments and employees.

My current job assignment spans 2 departments not all ratings apply to both, but I chose the most relevant.

Teamwork with Collections and Lab is good. The past Maintenance Superintendent lacked any efforts to plan, improve, or collaborate between departments. Lacked willingness to change his behavior.

Re: Question – When conflicts arise between department members, mutually acceptable salutation are sought. – Mostly – A few exceptions that have had lasting consequences.

Re: Question – The employees in my department conduct themselves in a safe manner. With the exception of one. Not by choice, he just doesn't think of the reaction to things.

I think my department is cohesive and for the most part works well together. I have confidence in them when it gets down to it. Sometimes when together a lot, personalities will conflict but we will care for each other.

Re: Question – I have confidence and trust in the people in my department. A new person was hired and I feel they were chosen because of their relationship to management and not their skills. Other candidates were far more qualified.

The former Maintenance Superintendent was an awful person. He consistently violated CAWD policies openly. Argued with everyone. Hostile to his personnel. Failed to communicate in any minor sense. Thus, he did what he wanted with no repercussion. The General Manager was told of his disruptive attitude on multiple occasions and no corrective action was taken. When the Maintenance Superintendent resigned, it was rumored that he left because the whole (word missing) would not change for him and the General Manger was upset at us for that. If that is true than the General Manager is a problem for the low morale at CAWD.

Re: Question – My department's quality of work is high. I feel that my quality is good. Some others in my department is poor.

Re: Question – People in my department offer each other new ideas for solving job-related problems. I try to share my experience/knowledge some others also share/some do not.

Re: Question – Teamwork is encouraged and practiced in the District. Between employees – yes Between management – no.

I personally put quality very high, it saves time, money, increases safety. The past few years quality has dropped in order to try and "just get it done".

Collaboration and trust is not modeled nor fostered.

I would like to see more teamwork for all departments. We are all busy with duties and difficult for staff to get teamwork together. Teamwork has suffered when Maintenance Department management is not willing to work with other departments.

There was no teamwork from old Maintenance Super, he had no respect for anyone here, we all got harassed by him and upper management let it go on way too long. He killed morale and teamwork.

Re: Question – I receive the training I need to perform my job effectively. Currently – 4 Asked about future training on a particular task and was told it would not be provided – Need to learn it on my own.

### **Employee Appreciation and Morale**

I feel that as an employee, we are viewed as a number/cost to the district. I've heard many others feel similarly and this affects morale negatively.

CAWD conducted a parity survey in 2015 (16?). My position was found to be 25% below parity. I am still at the same pay rate w/ no plans of adjusting my salary to reflect parity.

Again, interdepartmental conflict hurts the total CAWD goal.

There is plenty to do, not enough people when (?) can/willing to do it.

Re: Question – Teamwork is encouraged and practiced in the District. District 2 Dept. -4.5

Re: Question – I receive regular safety training. Too much at times

Re: Question - The safety training I receive is relevant and informative. Not in depth on some areas, way too much on other areas.

Re: Question – The employees in my department conduct themselves in a safe manner. Room for improvement.

New mats in the locker room would be a good idea. Heat and AC in lunch training room would be nice. In house workout room for staff.

Morale is a manageable quantity. It can be low when demand is high or high when demand is low. The key is satisfaction and progress.

Plants morale has been bad for many years. The past Maintenance Superintendent had created by his behavior an atmosphere of negative attitudes. The GM and the board has done a great job in providing good benefits and salaries to employees.

Re: Question – I plan on leaving my job with CAWD within the next six months to a year. Likely within 10 years – maybe 5, but not yet.

Re: Question – There is opportunity for growth at CAWD – To a point.

Re: Question – The physical working conditions at CAWD are good. Mostly there are a few exceptions.

Re: Question – CAWD's benefit package is good (health, dental and life insurance, retirement, etc.). Health insurance sucks. The health used to be so much better.

Re: Question – I feel my work contributes to the overall success of CAWD. I know my work does, even if CAWD doesn't. I see it every day.

I don't feel the GM wants to hear the truth about what's going on at CAWD. She chooses to believe one person over the many.

Re: Question – CAWD's benefit package is good (health, dental and life insurance, retirement, etc.). We "negotiate" our benefits package every 2 years but the truth is, we tell the General Manager we want "x" and she come back and says you get "y" and that's it. There is no negotiating.

Why does CAWD pay some employees to do trainings for other facilities not related to CAWD? (Maintenance Superintendent teaching for CWEA, Safety Officer teaching at other facilities?).

The General Manager told the whole facility that when the Maintenance Superintendent position was created temporarily. And when the Superintendent would leave the duties would be reassigned to the Operations Superintendent which I feel is a wiser decision for the facility. The General Manager has failed to do that. If the reason for that is the lack of experience in the Maintenance department to take on the mantel (?) of management (Supervisor), then the General Manager is extremely disconnected from the facility. There is an employee there with over a decade of CAWD experience and a wealth of mechanical knowledge that is perfect for that position to help the Operation Superintendent. That change in positions would greatly improve CAWD but again the General Manager is so disconnected from the workings of the facility to know. The overall problem is the General Manager.

Re: Question I plan on leaving my job with CAWD within the next six months to a year. If a good opportunity comes up. Then yes.

CAWD is very secure good paying job in an area that I would like to live in. The negative/hostile environment that has been created hurts the benefits greatly.

Inappropriate behavior is often overlooked and not properly addressed. Pressure is felt to downplay and not communicate thru the proper channels.

Survey needs to be conducted in a more anonymous manner. Rotating the administering consultant might lead to more information.

Morale has been high and low, when someone at management brings down the level of work it effects all departments. Some instance that are reported to supervisor, management and HR do not get resolved and allowed to continue this should be a flag and be corrected.

I fee management needs to talk more about our performance and where it needs to be improved and acknowledge the right things we do, not just the mistakes, both are important.

## **Capital Improvement Project**

Many areas of the plan are not working properly (no communication, no alarms, things half completed). Too soon to say if it's going to be an adequate improvement.

Timely annual reviews, adjust all salaries to reflect parity, improve inter departmental (ops, collections & main) to cut down on wasted time and improve efficiency.

I do worry about the flow of information from Phase I to CAWD's existing methods of reporting and information assimilation.

Productivity is not optimal because of personality issues, possible mental issues.

Thank you for this opportunity to tell you the truth. I wish you well in your endeavors. I hope CAWD can turn things around where I left off.

Moving on to Phase 2 is a must, more in-depth training for all staff on new equipment. And how it fits in with old equipment.

Phase I has been good but does take time away from other required tasks. Loss of startups and meeting all affect productivity and the ability to complete the daily/monthly tasks.

Re: Question – Has your immediate supervisor been able to answer your questions about Phase I? Yeah, but the other Assets need lots of attention too!

One thing I didn't see in this survey was questions about other supervisors. Although he is no long here and can't defend these allegations, he was in every sense of the word a **bully**! I stopped bringing food to work and leaving it in the fridge. He would throw it out every time. Brand new food! He would say disrespectful things all the time, and being in a position of power was the worst thing. He would be a jerk tell his boss – Barbara wasn't around and the attitude would instantly change. This place was fine before him and will be fine after him. He did bring some knowledge to this place, but that was offset by his personality so it really cancels out. I thought that after the last survey the District moved to a better direction. Once he started we instantly went back to a worse time.

I enjoy working with the Anderson Pacific's crew.

Re: Question – Has your immediate supervisor been able to answer your questions about Phase I? I do not get clear/sensible answers.

It is very nice to see old, out of date equipment replaced. Mainly the electrical upgrades are very good for all of us. It will benefit the District to have equipment that will operate correctly and safely allowing Operators to focus on operating the equipment, not trying to figure out how to repair it without proper training, skill, tools and materials. My opinion is that management's skill level is not that high. It seems that many are "faking it until they make it". Which affects everyone below them. There is mostly a good group of people here at the plant that want to work together to fulfill CAWD's mission statement. The lack of leadership, communication, and organization directly affects those working day to day. All we can do is the best we can with what we are provided. I suggest treating employees as professionals, give them professional tools, then expect professional results.

The Capital Improvement project is good for the District, employees and work environment. Some of the projects have been suggested back in the past administration team so it is good that their ideas are being made complete.