



## COMMUNITY DEVELOPMENT

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### MEMO

To: Performance and Pay Policy Task Force

From: Sally Kahlfeldt, Special Projects Coordinator

Through: Kevin Lahner, City Administrator

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Re: The City of Waukesha Performance Evaluation and Culture Survey

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The City of Waukesha Performance Evaluation and Culture Survey was comprised using two types of evaluation methods. The use of a multi-method approach allowed a greater opportunity for cross-validating the responses received. The first section used a Likert scale which assigned a numerical value to each potential choice in order to provide a quantitative value. The second half was qualitative in nature and responses were comprised of suggestions, opinions, and additional information from the participants to be considered for the purposes of this study.

The employees' years of service demographics were well represented with the majority of participants resting on both ends of the spectrum with either less than 5 years of service or over 20 years of service with the City. Department response results revealed that the Police department had the most respondents, while the greatest percentage of respondents per department staff was attributed to the Cemetery. Four departments were not represented in this study.

Questions regarding the organizational culture in relation to daily work practices were 78% positive with an average of 11% participants responding negatively, while 11% had no opinion. The majority of responses designated feelings of favorable work conditions, satisfaction with employment and job expectations, and overall feelings of positivity here at the City. Regarding compensation, respondents were asked if they felt all employees should be given the same increase in compensation every year regardless of job performance. 59.71% of respondents did not agree with this practice. A similar question asked if employees who do a good job should be awarded with additional compensation. 69.23% believed that they should. As a result of responses received from the questionnaire, it was clearly evident that the majority of participants were in favor of a performance evaluation from their supervisor. In fact, over 50% of the respondents made it clear that they want to discuss their job performance with their supervisor on a regular basis. The largest consensus on the survey was in response to whether the employee wanted to know what their supervisor thought of their performance throughout the year. Out of the 273 participants, 77.65% responded that this was important to them, 6.6% responded in the negative, while 15.75% had no opinion.



Participants were encouraged to leave additional information for consideration. Of the 273 total participants, 100 respondents left additional information for consideration. From these responses, a recurring theme revealed that a majority of employees clearly felt equal standards were needed to implement a new performance evaluation and compensation program. Similarly important, the ongoing negative practice of favoritism by management was echoed throughout this section by several respondents. While eight respondents clearly stated that they believed that no improvement was needed, the majority of respondents were in favor of merit pay based on performance with consideration to education, skill, and longevity. Additionally, employees believed that clear and concise standards were needed with any new implementation. Several respondents noted that they felt their supervisor was misinformed or ignorant of their actual duties and felt that communication and feedback were lacking. Notable comments regarding the need for additional training for supervisors in regards to evaluating and general management were suggested as well.

In conclusion, the City of Waukesha Performance Evaluation and Culture Survey received a 42%\*\* response rate. This survey was promoted as a voluntary and anonymous vehicle to development a new performance evaluation system for the vast majority of City of Waukesha employees. Emphasis was placed on the importance of employee input during this step and moving forward. Every response was analyzed and taken into consideration during this study.

Based upon the results of the survey, several conclusions can be drawn. First, the majority of the respondents have a generally positive view of their employment with the City. Secondly, the results appear to indicate a general desire to move toward a more proactive merit-based evaluation system. It is clear that the employees desire more consistent feedback from their supervisors, and are open to a system that links pay to performance. However, equally clear is the need to proceed carefully and provide adequate training and communication with all levels of the organization regarding the proposed changes. The City should take the appropriate amount of time to educate supervisory personnel on performance feedback processes and implementation. Employee performance reviews should be monitored and reviewed by the appropriate personnel to ensure internal equity and consistency throughout the City. Lastly, employees should be trained in their responsibilities regarding performance feedback and their role in the communication loop.

\*\*Based on Human Resources department records, there are approximately 645 full and part-time employees.

