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## MEMORANDUM

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TO: Library Board of Trustees

FROM: Bruce Gay

DATE: February 5, 2026

SUBJECT: Employee Engagement Survey—library action plan

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City Administration requested a response from the library after we reviewed the results from the 2025 Employee Engagement survey. In late January I sent this memo to City Administrator Tony Brown and Human Resources Director Marquise Vasquez:

The Library management team met in January to discuss the results from the 2025 Employee Engagement Survey. In general, the results were very positive and reflected that staff in general are happy working for the City of Waukesha. In nearly all areas of the survey, well over 60% of staff either “Strongly Agreed” or “Agreed” to the statements. Managers identified two areas of concern.

The first area was based on supervisors/managers and their response when staff do not perform well. This is most reflected in the question, “When it is clear someone is not delivering in their role, the supervisor does something about it.” Only 8.9% strongly agreed and 28.9% agreed with that statement. One of the negatives noted was that “Managers sometimes avoid confrontation, allowing underperformers to drag down morale.”

The second area of concern was around career opportunities at the City, and specifically the library. On the question of “Generally, the right people are rewarded and recognized at the City of Waukesha,” 11.1% strongly agreed and 33.3% agreed. Relatedly, on the question of “I believe there are good career opportunities for me at the City of Waukesha,” only 6.7% strongly agreed, with 48.8% agreeing. One of the negative pieces of feedback was “Advancement opportunities are limited; some feel stuck without a career path.”

For the first concern we are going to focus on manager training in 2026. We have already held a webinar training on “Giving Effective Feedback” that most managers attended. We are also looking for training for managers on having difficult conversations with staff. We have also begun holding monthly manager breakfasts where diverse topics are discussed, including helping each other provide staff feedback.

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For the second concern I am beginning to hold “career interviews” with staff. These interviews will be beneficial in several ways. These will be part of the library’s succession planning to help identify strengths among staff when positions open up. where I can identify those staff interested in advancement and can help them plan continuing education that makes them more ready for future roles. Also staff can begin taking a lead on their own career paths. I have begun the interviews first with the management team and then will invite key staff to participate. Finally, any interested staff member can ask to have an interview. One benefit is that this interview will not be required for staff but is available for those who are interested in new career opportunities.

Next week I’ll talk with the managers more about the manager training, and begin looking for training—ideally in person. The manager interviews will continue for the next two weeks followed by staff interviews.

Tony Brown responded enthusiastically to this memo and offered some support from the City for manager training. We are determining who will most benefit from this training and will continue to look for ways to respond to the survey.