

Appendix III: MAC/WIC 2019 Survey

Qualitative Data

In the summer of 2019, the Multicultural Affairs Committee (MAC) and Women’s Initiatives Committee (WIC) administered a survey to all City of Madison employees to evaluate the workplace culture and climate, particularly in areas of concern to women and employees of color. A total of 913 employees responded to the survey.

This appendix contains the responses to open-ended questions. To maintain confidentiality, responses containing personally identifiable information has been withheld.

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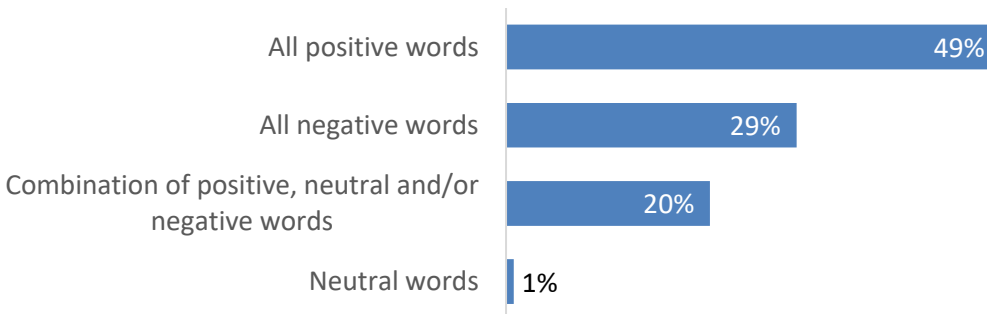
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Qualitative Summary: Questions 5, 6, 8 and 37

Question 5: “Which 3 words would you use to describe your department’s work culture and environment?”

652 employees answered the following open-ended question about their department’s work culture and environment.

Which 3 words would you use to describe your department's work culture and environment?



The word cloud below gives greater prominence to the words that were used most frequently.



Responses included over 800 unique words and phrases, even after derivatives were combined (stressed/stressful, collaboration/collaborative, etc.). “Supportive” was the most frequently used word, appearing 69 times. This was followed by “Friendly” (67 appearances), “Positive” (51 appearances), “Collaborative” (42 appearances), and “Fun” (40 appearances). The most frequently used negative words were “Stressful” (27 appearances), “Toxic” (23

appearances), and “Siloed” (19 appearances). The words “Busy” (22 instances) and “Challenging” (13 instances) can be either positive or negative depending on the context.

Question 6: “If you could change one thing about your job or workplace, what would it be?”

The survey asked, “If you could change one thing about your job or workplace, what would it be?” 629 respondents provided an answer. A summary of overall themes is represented below; this is not a comprehensive list and answers that touched on multiple themes are represented more than once in the chart below.

Themes: One thing respondents would change about their job/workplace



Question 8: “...What action (if any) could your department take to reduce gender discrimination?”

Question 8 on the survey asked, “Q8. In April, the Common Council adopted a resolution affirming the fundamental principles of human rights and equality for women in our community. What action (if any) could your department take to reduce gender discrimination?” There were 426 responses to the question. Themes in the responses included hiring more women, especially in positions of leadership, providing more development and

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Response Summary

promotional opportunities to women, pay equity, addressing issues with harassment and discrimination, and doing more to promote an inclusive culture. Some comments also said more work should be done to deconstruct the gender binary and to educate staff about LGBTQ issues. Other respondents said gender discrimination was not an issue in their department, either because their department led on these issues, their department lacked gender diversity, or they were concerned about discrimination against men.

Question 37: “In your own words, please describe your race/ethnicity.”

The survey included an open-ended question (“In your own words, please describe your race/ethnicity.”) prior to a multiple-choice question on race and ethnicity. This was done to get an informal look at how people self-identify. There were 528 responses to the question.

- Black was more commonly used than African American by a ratio of 2:1. Some respondents also used both (self-identifying as Black/African American or African American/Black).
- For Hispanic/Latinx respondents, responses were divided evenly between Hispanic, Latino/Latina, and Latinx. Some respondents self-identified as Chicano/Chicana, or with a specific nationality (ex: Mexican) and others identified their race in addition to their ethnicity (ex: Multiracial Latinx).
- Most white respondents self-identified as white, though some identified as Caucasian or European American. Some respondents provided ethnic/national origins in addition to or instead of their race (ex: German, British, Scottish, etc.).
- Some Asian respondents identified with a specific national origin (ex: Korean) while others responded “Asian.”
- Some of respondents described themselves as “human” or “American” or pushed back against the question (ex: “Who cares?” and “Shouldn’t matter”)
- Some racial and ethnic identities of respondents were not well-represented (or represented at all) in the standard categories of White, Hispanic, African American, American Indian or Alaskan native, and Asian, Hawaiian or Pacific Islander:
 - Black African
 - Jewish/ Ashkenazi Jewish
 - Arab American/ Middle Eastern/ North African
 - Slavic/ Western Slavic

Question 5: “Which 3 words would you use to describe your department's work culture and environment?”

All responses:

Accepting, patient, pleasant

Bubbly, busy, constant

Kind, helpful, guarded

Nice, understanding, responsive

friendly, positive, hardworking

Communication, Open, Helpful

Positive, encouraging, powerful/strong

Favoritism, no-accountability, mis-managed

Great

Stagnant, archaic, bro-topia

effective, irreverent, dissatisfied

complainers, efficient, skilled

Unfair, bad, stressful

Fair, honest, appropriate

Busy, Non-personal basis, Separated

Technical, busy, dynamic

Cleanish, safeish, easy

Respect, fairness, teamwork

fair, all-inclusive, safe

friendly, helpful, supportive

pleasant

Informal, friendly, supportive

Nice coworkers & management

Diverse, unappreciated, stressful

casual; predictable; efficient

chill. effective. supportive.

regimented status-quo old-fashioned

fast-paced, friendly

"The Borg Evolving"

individualistic, focused

Old Boys' Club

noisy, smelly, and demanding

Toxic, Unproductive, Unappealing

Fun Challenging Rewarding

Positive friendly helpful

Busy, fun, learning

highest level are noshows

Positive, Engaged, Pleasant

Stop sending Survey!

Creative, collaborative, non-judgmental

It is developing p

Passive aggressive behavior

inclusive compassionate adaptable

Toxic, Entitled, Bias

volatile, unsupported, amicable

hierarchical, juvenile, still respectful & fun for some.

Physically safe, Not 100% inclusive, Evolving

dedicated, knowledgeable, service-driven

sad, sad, sad

Fair, familial, focused

Antiquated

Hard-working, Friendly, Reserved

Friendly, supportive, makework

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Question 5: "Which 3 words would you use to describe your department's work culture and environment?"

As a driver: Present, on time, safety As an instructor: present, say nothing, your opinion doesn't matter

good old boys

Great people workers

Positive, Collaborative, safe

awesome work place

Exclusive, Need to know, Favoritism

cooperative, fast-paced, upbeat

fun, productive, efficient

professional, fair, friendly

Friendly, supportive, welcoming

busy diverse productive

Friendly, open-minded, frustrating

Respectful, inclusive, caring

Stratified, sedentary, limiting

relaxed, productive, camaraderie

collaborative, dedicated, passionate

open, fair, fun

lax, lazy uneducated.

direct, easy going, Intense

We are 99% the same race. Hard to answer these questions.

friendly, stressful, challenging

Welcoming, Accepting and good support

Good Old Boys

Family, Thriving, One

team-oriented, friendly, fun

Engaging, positive, fun

Collaborative, ambitious, organized

Respectful, family, dedicated

inclusive, responsible, humble

Inconsistent Reactive Understaffed

Inclusive, collaborative, awesome

Friendly, Quiet, and Individual Work

directionless, frustrated, hostile to female authority

recovering, inclusionary, better

Productive, supportive, upbeat

Evolving, maturing, younger.

lack of communication

unfocused, collaborative, reactive

Consistently evolving culturally.

relaxed, scattered, chill

mutually supportive

getting better

males are first

Toxic, frustrating, slow promoting

Stressed, overwhelmed, cooperative

siloed (information or project work is not shared agency-wide), top-down, clique-ish ("clubby" favoritism)

fair, pleasant, team-oriented

Supportive, Stressed, Dedicated

mostly cooperative, dependable

boys club, slow, but progress

Good ole boys

supportive, positive, compassionate

Collaborative, autonomy, accepting

Unfair, Draining, Relentless

messed up!

Cooperative. Busy. Stressful.

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Question 5: “Which 3 words would you use to describe your department’s work culture and environment?”

stressful boring exciting

confusing, indecisive, not-all-inclusive

no response

Transparent, Understanding, Progressive

Evolution, Young, Challenging

Political correctness nonsense

mistrusting of managers

relaxed, focused, open

ripped ab muscles

Hierarchical, non-reflective, collegial

Culture: intense, downhearted, Environment: thankless

fun, hard-working, intelligent

Focused, professional, understaffed

relaxed; open; focused

team, honest, hard working

a b c

cooperative, helpful, collegial

Open, positive, close knit

discriminatory, divisive, bullying

Very good

supportive, effective, productive

I love it

Engaged

double standards

Blacks do nowrong

Non-transparent, overworked, unappreciated

Upper management disconnect

Frustrating, non-communicated and non-diverse management

task-oriented, professional, serious

attempting to improve

Inclusive Transparent Healthy

Busy, ever-changing & challenging (in a good way)

tiring, unsafe, burdened

great cool fantastic

Fair, unbiased, open

inclusive, efficient, amicable

toxic, substandard, elitist

Friendly, casual, inconsistent

getting better

Professional, positive, demanding

Supportive, relaxed & friendly.

racist, unaware, toxic

FUN, ENGAGING, INCLUSIVE

Implicit/outward biases

discrimination, unjust and depressing.

professional, respectful, open

inconsistent, unequal, confusing

positive, busy, respectful

positive, pleasant and professional

Collegial, friendly, supportive

Positive, learning and respectful

Awesome, fun, fair.

overworked, underappreciated, low-morale

dedicated, caring, unmotivated (no vision by supervisor)

busy, overworked, under respected

Positive, Encouraging, Dedicated

Engaging, Friendly, Firm

Open, proactive, progressive

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Question 5: “Which 3 words would you use to describe your department’s work culture and environment?”

Disconnected, disorganized,

Honest, Hardworking, Tired

Friendly, positive, engaging

reactive and independent

Fast-paced, innovative, challenging

Stale, static, disgruntled

lazy, don't care.

*Trout, Banana, Piano Bonus words: Vigilance,
Caution, Changing with a new administration*

friendly, supportive

Service, efficiency, acceptance

fluid, challenging

Strained, archaic, devoid-of-strong-leadership.

Very Hostile environment

tense, political, frustrating

Unsupportive, Unsympathetic, Intolerant

toxic, depressing, demanding

favoritism, secretive , autocratic

collaborative, friendly, expressive

Get it done

collaborative, creative, focused

Caring, team, supportive

Friendly, Safe, Comfortable

collaborative, cohesive, fast-paced

Not diversify enough

cooperative, supportive, collaborative

collaborative, supportive, fun

Supportive, Team, Friends

supportive, improvement-focused

Supportive learning environment

Good, independent, creative

*Inclusive (positive), complaint-ridden (negative),
inconsistent (negative)*

fair equal positive

collegial, collaborative, goal-aligned

Frustration

inclusive, collaborative, respectful

Strong, caring, fun

Distrust, Paternalism, Service

Dissatisfied, disrespectful, inconsistent

Customer-focused, Open, Collaborative

Improving, evolving, work in progress

friendly, helpful, siloed

orderly, professional, nice

Stressed, cliquy, shallow

teamwork, friendly, professional

Changing, Friendly, Team

toxic, disrespectful, chaotic

hard-working, accountable, positive

Hostile unfair sickening

very VERY WHITE.

Supportive, positive, friendly

Positive, Inclusive, Driven

Fun, Safe, Understanding

*toxic, inequitable, lack of accountability at
leadership levels*

fun, encouraging, helpful

mostly positive, but can be stressful

Supportive, rushed, energetic

Cohesive, unsupervised, independent

Get it done.

disconnected, hectic, unfocused

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Question 5: “Which 3 words would you use to describe your department’s work culture and environment?”

inclusive harmonious efficient

Tired, long days, stress

customer-focused, service-1oriented

predictable, safe, neutral

engaged, respectful and dedicated

Siloed, Disengaged, Secretive

chaotic

Positive, Effective, Collaborative

Positive, Driven, Creative

Caring, Team, Supportive

Cronyism, zero communication, incompetence

disorganized, unfair, punitive

learning organization, dysfunctional, doing the best they can to address racial equity

distrusting, disorganized, exhausting

Slow, tension, fun

aspirational, equity-focused, hierarchical

Relaxed, good co-workers

play's favorites/can do no wrong.

stable, low-key, friendly

cliquey, outmoded, casually-friendly

I like coming to work

good happy honest

toxic, biased, arbitrary

Unfair, toxic, unresponsive

easygoing, dedicated, upbeat

Jovial, intelligent, welcoming

clique; disinterested; unhappy

meh

Unfair, selfish, uneducated

short-sighted, hierarchical, extensive absenteeism

friendly, supportive, efficient

Positive, responsive, and encouraging.

Toxic. Toxic. Toxic.

Uncertainty, discontent, & unfair.

fair supportive good

quiet, unengaged, unpleasant, unsettling, uncomfortable

positive, engaged, produce

Walking on eggshells

efficient, well-oiled, awesome

Energetic, Friendly, Cooperative

Open, Fair, Fun

For my own inner department I work in, we are efficient, hard working and helpful.

Developing, Structuring, Limbo

Collegial, Professional, Approachable

engaged, respectful, supportive

Collegial, Professional, Approachable

open-minded, thoughtful, supportive

collaborative, kind, white

toxic, stressful, bias

Good, Positive, Fair

Organized, Fun, Inclusive

friendly, overburdened and understaffed

Friendly, fun, hard-working.

A Team.

fun, friendly, fast-paced

Set in ways

inclusive, profesional, silos

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Question 5: “Which 3 words would you use to describe your department’s work culture and environment?”

Changing, old vs. new, modernizing

siloes, positive, varied

Chaotic; poor executive leadership; disconnected

independent informed clinical

Friendly, somewhat tense

Good as is

Cooperative, trusting, supportive

Positive , Creative, Active

Challenging, demanding, frustrating

Toxic cultural and environmental

Nervous. Skeptical. Anxious.

cohesive, fun, productive

Poor communication, fractured

lacking group identity (each location/department acts separately, very little interaction

Productive Camaraderie Fun

Fast-paced, Stressful, Masculinist

engaged, committed to learning, but a bit stuck

Top down system.

Friendly, risk and conflict adverse (supports white, cis, male, hetero dominant culture), well-intentioned

Hard working, dedicated, timely

fair, inclusive, respectful

Negative, toxic, frustrating.

Cordial, fair, pleasant

Encouraging, positive, inclusive

Supportive, friendly, respectful

supportive, friendly and hard working

changing, learning, positive

collaborative, energized, full of ideas

Cooperative, friendly, flexible

authoritarian managers overrule

Occasional communication difficulties

stressful, busy, unappreciated

passionate, dedicated, unforgiving

Professional, Open, Efficient

toxic

supportive, proficient, responsive

support assist willing

Unsafe, over worked, under valued

Mostly good overall

Positive, inclusive, fair

White Male dominated

busy, supportive, collaborative

Discriminatory, Deprivation, Discourteous

Hardworking, Intelligent, Swell

supportive, professional, collaborative

Strong, Honorable, Just

Engaging, Important, Rewarding

Positive, Separated, Goal Oriented

divided

Over-worked, secretive, hierarchical

last minute projects

Structured, Busy, Responsive

Middle-school clique

Progressive, competitive, collaborative

Collaborative, monotonous, steady.

fair cool different

Avoidance, Messy, Structure (Old)

Minimal, entitled, rare

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Question 5: “Which 3 words would you use to describe your department’s work culture and environment?”

Content, relaxed, unaccountable

welcome to oz

established, flexible, small

collaborative, competitive, progressive

Supportive, hard working and welcoming

staffing, apathetic, cold

efficient safe fair

Biased, stubborn, set

siloes respectful fun

team oriented, work focused, bonding

challenging, fun, untapped potential

Friendly, cautious, caring

Improving, effective, balanced

Divisive, somewhat hostile.

improving, supportive, maybe a bit enabling

friendly, stressful, excellent

creative, teamwork, dedicated

Toxic, Destructive, Unfriendly

Casual, professional, friendly

*Uneven workloads, scattered communication
across areas of expertise within unit AND
Division, however Improving from previous rock
bottom*

Friendly, relaxed, white

Underwhelming, tolerable, sterile

Committed, Open, Respectful

its like every other shop

siloes

tense, stressful, busy

underlying sexism, discrimination

Integrity, Challenging , Professional

stressed - unequal - unsupported

Comfortable, Forward, Energetic

Inclusive, Diverse and Team

UN-FAIR, UN-PROFESSIONAL, UN-ETHICAL

Silo, traditional, reactive

Fun, fast-paced, enjoyable

*My individual department: Supportive,
Collaborative, Generous*

male dominated, friendly

Friendly, quiet, considerate

Gossipy, Stressed, and Energetic

diverse, attitude, lazy

Cooperative, easy going, professional.

Toxic. Dictatorship. Bias.

unsafe, unfair, demoralizing

friendly, camaraderie, supportive

Open, Creative, Disorganized

Pleasing, Positive, Proactive

casual, open, smart

Respect, space, quiet.

Friendly, supportive, collaborative

Strategic, innovative, compliant

supportive, hurried, overwhelmed

Tense, compartmentalized, unfriendly

Siloed, Rogue, Judgmental

Cooperative, Inclusive, progressive

exploring, learning, open

secrecy, rudderless, and micromanaged

*Collaborative, Coasting, Hopeful, but possibly
misguided, incrementalism*

Straightforward, office-y, athletic

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Question 5: “Which 3 words would you use to describe your department’s work culture and environment?”

friendly, accommodating, professional

challenging, whimsical, demeaned

Supportive, unpredictable, inconsistent

inconsistent, uncomfortable, siloed

stressful and understaffed

Stressful, Busy, Seperated

Strong, Unique, Positive

Low morale, toxic

Good

Fair, Friendly, Fortunate

diverse, supportive, fun

Morale is poor

busy, friendly, committed

Stressed, Overextended, Under-resourced

change-resistant, collaborative, customer-focused

learning, dysfunctional, aspiring

Efficient, goal-oriented, engaged

strongly biased

supportive, respectful, fun

relax, friendly, good

Professional, Positive, Inclusionary

open, lively, curious

Complacent, dismissive, inflexible

intimidation, uncertainty, punitive

aware, hardworking, methodical

supportive, welcoming, helpful

Fair, Tough, Cliques

challenging, intrepid, family

humorous, covert, busy

Pleasant, safe environment

nice white women

Incompetence, Complacency, Underskilled

collaborative, supportive and flexible

empathetic, flexible, siloed

Siloed, Lopsided, Evolving

Old white men

mostly good and positive

Clique's, Privilege

Open, Safe, Collaboration

collaborative, friendly, helpful

Dated, fine, standard

Fun, inspiring, rewarding

fun, easy-going, friends

solidarity, humor, effortful

Relaxed professionalism.

pressured, on edge, somewhat-supported

Collaborative, respectful, cheerful

Collegial, collaborative, team-effort

Need more resources

Effective, Fair, Changing

Reactive, under-staffed, bad-project-planners

male-dominated, underrepresented, stressful

free, easy, natural

positive, hectic, fun

disconnect, tension, distrust

Immoral. Unethical. Bias.

BUSY, EXACTING, COLLEGIAL

Meaningful, adaptable, supportive

Energetic, knowledgeable, appreciative

innovative, conscientious, supportive

MAC/WIC Survey Appendix III: Qualitative Data

Question 5: “Which 3 words would you use to describe your department’s work culture and environment?”

positive, supportive, collaborative.

Listen, Care, Embrace

Inclusive, Friendly, Autonomous

committed, independent, siloed

collaborative, busy, female-dominated

Sharing, team work and learning

professional, boring, safe

Fair, encouraging, and respectful.

Professional, Ultra-liberal (politically)

*Professional , Micro-managing, Un-necessary
time pressure*

never-ending-scrutiny

Traditional, proud, stubborn

Standard government office

Hostile, uninspired, crabby

Positive, encouraging, progressive

motivating, joyful, thoughtful

inclusive, innovative, and empowering

friendly, supportive and committed

Open, positive, friendly

Open, honest, fair

cooperative, hierarchical, supportive

responsible, friendly, separate

Smart, well-intentioned, committed

cohesive, respectful, welcoming

biased towards minorities

Collegial, male dominated

respectful yet stagnant

Encouraging, fair, honest

Divided, Polite, Hard-working

Professional, Caring, Accommodating

top heavy, inconsistent, silos

*safe, friendly, accepting *please note that this is
in my small department. I don't know that this is
the case throughout the larger organization.*

fun, friendly, family

strained to hostile

Fair, reasonable, fun

dismissive, sexist, exclusive

Toxic, Negative, Unpleasant

positive, community-oriented, friendly

Patriarchy in place

siloed, lagging, potential.

civil, casual, collaborative

*Toxic, Patriarchal, White-fragility, Willfully-
ignorant*

privileged white people

Respectful, Driven, Committed.

Divided, engaged, decent.

Innovative, professional, competitive

secretive, resilient, passionate

Unfair for whites.

*struggling, trying despite challenges, moving
ahead*

team collaborative supportive

It sucks donkeyballs.

collaborative, positive, evolving

draining, difficult, motivated

supportive, disorganized, and flexible

Supportive, respectful, hardworking

Striving for improvement

laid back, don't care.

Disjointed understaffed turnover

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Question 5: “Which 3 words would you use to describe your department’s work culture and environment?”

Stubborn, Opinionated, Clicky

casual, cliques, changing

independent, untrustworthy, mixed bag

focused, forward-thinking, Shitty work environment (office has never been remodeled and crap falls out of the heating vents)

committed, inclusive, positive

Unsafe (due to homeless population and unstable patrons), Supportive, Flexible

hierarchy; classist; elitist

strong, supportive, forthcoming

hectic, stressed, and overworked

Family, Excellence, Supportive

arrogant, diverse, ambitious

positive

Unorganized, Obstructionist, Non-Functional

Open, helpful, responsible

like a family

family, dedication, service

Supportive, positive, enjoyable

open, fair, honest

Silo-ed but improving!

fair fun pleasant

Productive, understanding, positive.

professional, pleasant, nice

Professional. Supportive. Fun.

fatigued unmotivated dependent

dysfunctional, divisive, hostile

Not diversified at all

Positive, Open, Welcoming

friendly, open, honest

Positive, proud, kind.

fair, supportive, hardworking

I think OUR culture is fine. It's dealing with the rest of the city I have issues with

Tempestuous

okay, but needs improvement

unforthcoming, exclusive, unanswerable

Efficient, rigid, cooperative

Trustworthy, Supportive, Calming

white, male, heterosexual

strong, enjoyable, rewarding

respectful, fair, functional

Old Boys Club

Try going unnoticed

Happy, Awesome, Fair

Favoritism, seniority based

sharing, caring team

Friendly, Optimistic, Respectful

Supportive, flexible, siloed

Engaged, fair/equitable and empowering.

supportive, friendly, team-oriented [this describes the education department within the organization that is part of parks - not the organization within the parks dept.]

Toxic, Unfair, Bias

Collaborative, Flexible, Open

disorganized, knowledge/power hoarding, not transparent

Busy, supportive and chaotic

safe, reliable, courteous

Nice, Quite, and Caring.

MANDATORY PANTS CULTURE

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Question 5: “Which 3 words would you use to describe your department’s work culture and environment?”

innovative, hierarchal, traditional

team, positive, fair

honest

managed for effect. Managed for how it looks

disengaged, tired, unprepared

Managers share nothing

hectic, supportive, intense

relaxed, efficient, teamwork

Fair, Fun, Positive

supportive, fun, smart

Unsafe, overburdened, understaffed

-relationship-focused-community-collaboration

cordial, professional, supportive

encouraging, healthy, productive

Engaging, Challenging, Thriving

Not honest enough

Hard working, friendly,

Dedicated, innovative, stressed

Decent Limited Potential

positive, honest, respectful

Low stress environment

Pleasant, Interesting, Positive

Friendly Professional Helpful

strained. evidence of favoritism

Inclusive, friendly, compassionate

Hard-work, collaborative, thoughtful

Progressive. Creative. Ambitious.

Compliant, stressful, and overworked

Fast Paced, Effective, Necessary

stressed, fed up

casual, friendly, busy

progressive, considerate, fair

perseverance, dedication, tired

commitment, equity, change

practical, workmanlike, friendly

Dormant, Political, Complex, Demanding

Creative, collaborative, fun

siloed, manager-heavy, management-disconnect

gender biased club

Off kilter, out of balance, unfair.

Demographic related changing

Genial, relaxed, encouraging

Fun, Challenging (in a good way), and Respectful

Quiet, Calm and caring

Safe, fair, respectful

Respectful, engaging, efficient

Relaxed, Happy, Hardworking

ACCEPTING, TEAMWORK, FLEXIBLE

Welcoming, Encouraging & aging-the facility

Confusing, hierarchical, siloed

Supportive, fragmented,

Confusing, reactive, disorganized

Committed, cautious, caring

Stressed, overworked, busy

segregated, improving, top down

Supportive, friendly, flexible

Nice, Collaborative, Positive

chaotic controlling demanding

brainstorming, supportive, positive

boys club

MAC/WIC Survey Appendix III: Qualitative Data

Question 5: “Which 3 words would you use to describe your department’s work culture and environment?”

Collaborative, resilient, dedicated

trying to improve

progressive (ideas), busy, professional

collaborative, open, committed

Defeated, Sarcastic, Unappreciated

regimented, impersonal, distracting

discreet, rigid, favor

Stressful, tense, anxious

NORMAL. NOT RADICAL

Fear, low-morale, hierarchical

Team, innovation, chaotic

Creative, flexible, can-do

fun, respectful, supportive

fun, collaborative, open

Overworked, Underappreciated, Blamed

respectful, friendly, supportive

casual, multifaceted, small

Industrious, stressful, dissatisfied

FRIENDLY, FUN,

fun, loud, masculine

Question 6: "If you could change one thing about your job or workplace, what would it be?"

Responses regarding leadership and/or management:

I would promote the right people for the right job based on their abilities and leadership skills. Safety should be a priority vs. minority. This would come from having the right people in leadership roles.

Have a supervisor that is engaged and considers differing points of view.

Make management accountable to the City and the employees. be responsible. be fair.

Some of the managers could be more involved and invested in working with their employees.

Chain of command. The wrong person is in charge. My workplace is toxic for women and minorities. We have so much work to do.

[Department Head] needs to go.

my boss

Availability of management

supervisor.

That all department heads, HR, and the Mayors office understand the changing dynamics of Madison and the impact it is having on Parking Utility staff.

Communication As a middle manager w/3 separate bosses I often get conflicting info & then am thrown under the bus when I get it wrong. My managers often disagree amongst each other . Info is not effectively disseminated. A lot of it comes via word of mouth from co-workers and even sometimes from subordinates. I often am looking for verification of actual procedure/policy because I don't get it directly from my manager. I usually get it from another supervisor who was told verbally by on of the managers. Certain peer supervisors seem to be given information that all supervisors should be getting due to their job. It sets up a power imbalance among supervisors. The ones in the know feel superior that they have all the info and the ones left in the dark feel inferior because they don't have all the info. they need to do their job and are forced to go to their peers for necessary information.

That our agency would turn its focus away from pleasing/propping up the ego of the director and re-focus: on the workers doing the work to serve the community, as well as focus on the expressed needs and wants of the community we are supposed to be serving.

women in upper leadership roles

i love my coworkers, but our department manager isn't great.

More frequent check-ins with supervisors on goals and job performance.

That leadership would stop wasting time on things like uniform regulations and start addressing some of the major issues in the department. Such as the need to hire more veterans.

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Question 6: "If you could change one thing about your job or workplace, what would it be?"

A manager who cared about all people who use our facility, not just one specific group.

Clearer, more consistent communication and leadership. Even if this has been discussed in meetings, there is an issue with stressful situations arising when/if someone calls in and people scramble to figure out who will cover shifts...

management

Supervisor with much greater experience in our field, who understands and embraces diverse styles and strengths, who is effective in fostering collaboration, team reflection, open discussion and problem solving.

Everyone I work with directly is fantastic, but the head of our section is intolerable.

Replace the current director with a leader who is accountable, non-discriminatory, non-bullying, ethical, honest, collaborative, diplomatic, empathetic, compassionate, positive, and who has integrity and humility with excellent communication and people skills,

Our director. The director here likes to talk big but doesn't put action behind words in fact frequently actions do not match what is being said around Equity - for instance when provided an opportunity to hire people of color for management or director positions - white people are chosen instead. But we will hire LTEs that are minorities or poc. Additionally, the director allows managers of color to be disrespected and held to a different standard than the white counterparts. Managers of color are not heard or listened to when ideas are brought to the table. There is obvious preference given to the discomfort of white staff and not to staff of color. Director goes out of their way to make white staff comfortable or to be sure that they aren't uncomfortable around difficult conversations around equity and our agency instead of realizing the impact this has on staff of color. Their experiences and discomfort are less important and do not get addressed.

management

upper level management would have a clue about what really happens

Have [department head] retire.

Upper management be held accountable, staffing improvement

The lack of leadership. People in positions to be "yes" people and not fix what needs to be fixed. They are only here to collect their paychecks and tell you it takes time to change culture.

Management

change the scope of supervisor's job description.

My supervisor's lack of communication with staff, he does not instill a vision for our organization at our location, I feel the staff is amazing but we are lacking drive and direction from a strong leader.

More engaged managers who lead, support and communicate with staff

Ensure that management can be trusted to work on behalf of the City and back the work of line staff. There are many instances I have experienced where management will seek out information from line staff and then provide it to applicants to assist them with getting around City

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Question 6: "If you could change one thing about your job or workplace, what would it be?"

regulations / processes / procedures. It ensures that line staff will have a consistent mistrust of providing management with answers, as they will frequently be used against them as they do their job.

Holding leaders accountable for hiring, promotion and maintaining of personnel performance.

Communication and Leadership

supervisors would be doing the work they supervise

That we had the support from our Manager.

More accountability from upper management

stronger response from management regarding harassment from customers

Top level leadership would respect and empower supervisors and staff, trusting them to innovate and do good work. The library would commit to taking concrete steps to address racism and promote equity, not just talk about it.

Better management, respectful relationships, increased communications

better management

More diverse representation at the highest levels of management.

Management

Less hierarchical - that leadership actually valued input from all employees especially concerning matters of equity

More, better communication from leadership.

stick-up for the crew.

upper, upper management.

I wish I had a different supervisor

The amount of support given to staff in light of abusive or harassing behavior from the public could be improved. There are often not supervisors on-site... and meetings take them away from day to day operations frequently. This has the effect of allowing many staff to operate as they wish. Dealing with behavior (both from patrons and coworkers) issues falls to lower-paid staff... There is actually very little oversight of staff behavior from supervisors unless co-workers report issues to them. This is a change from the past and not a good one.

The management should be more in tune with what the job actually requires...

Communication between departments and managerial staff to employees

Increase in management including staff in decision making. Asking staff doing the work before decisions affecting this work are made.

The Supervisor. They lack the personal skills and customer service skills that is required to do my job. They talk down and belittle me when they approach me about work issues. I'm newer to the department and they insult my intelligence by asking me questions like "what's the problem?"

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Question 6: "If you could change one thing about your job or workplace, what would it be?"

"what isn't clear?" "what don't you understand?" "this is an obvious question" "that is your job" but in a very rude, harsh demeanor. This makes for a very unsettling, unpleasant and uncomfortable work environment.

I cannot change management or department heads that keep promoting workers to managers. Hire college educated managers, not workers without a degree or education in management. A short course in management does not make a manager.

have more transparency between management and other staff. A lot of times management is working on things that directly affect others in the division and I think it would be helpful to get input from all through the whole process. Then it is not a "surprise, now you need to do it this way."

For council or the mayor to ask our opinion and experiences about community impact programs.

It is hard to distinguish racial discrimination or personal passive aggressive behavior when I have my job-related requests are not followed up. More willingness from managers on promises they made to be followed up periodically.

Management!

Our Executive Leadership could use a change. Our Director is ineffective, a poor communicator, and poor strategist who doesn't hold the Division Directors to the same standards. Clear favoritism is given to one Division of the others. Our Director does not enforce standards of professionalism with Division Directors and allows one Director to overtake the space and treat others poorly with no consequences and also mysteriously has weeks of flex-time to take paid time off that isn't afforded to others. Our Executive Leadership takes advantage of flexibility while imposing a more restrictive work environment on our staff. I don't believe we live our core values as an agency.

Department head needs to listen to the workers . Stop dictating their personal views.

More meaningful engagement with supervisor

Free up managers by creating less meetings, making them available on a daily basis to experience the work being done at all levels.

My supervisor would learn to listen to feedback in the ways we feel comfortable providing feedback. Supervisor would also care about health and racial equity and using equity impact tools.

The department head would address personnel issues with direct reports who treat their staff unfairly (authoritarian leadership styles that have led teammates to quit) especially when staff approach the department head about specific issues that could be addressed.

My new supervisor needs HRE training.

better training for managers- especially those promoted from within

the superintendent

Better leadership, more leadership roles for people who aren't cis white males, more opportunities for people in hourly positions to be granted the same access to professional development tools as those in management or salaried positions, better understanding of

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Question 6: "If you could change one thing about your job or workplace, what would it be?"

organizational hierarchy, including people in decision making when those decisions affect their work (especially when it falls within the scope of their role), more defined roles and expectations for employees, putting people in management positions who actually have management experience.

Managers should ask questions before they make decisions.

Better project management by supervisors spanning teams, and accountability measures for upper management.

Having a more patient supervisor.

Communication/scheduling, treatment of people management disapproves of.

Change our Superintendent.

Supervisor

Clearer vision from department head

I wish that my supervisor were held accountable for their job performance.

Having more people of color or people from diverse backgrounds in all positions including leadership. Having the leadership especially and all employees in general be much more educated about patriarchy and white supremacy. Asking new employees about their pronouns and educating people about gender and pronouns.

external management, less buddy system, objectivity.

Management held accountable for their mistakes.

management

I would like the organization/workplace to turn its focus away from supporting the director and leadership and focus instead on front-line workers and the clients we serve. We would need a transformation of our culture to achieve customer-focused service and it would probably require a new leader at the top of our department. Our department gives mid-level managers, division directors and the agency director/leader all the power and most of the work is done to serve/please them, rather than consumers of our services, the taxpayer/residents.

our director

my immediate supervisor is great but the same cannot be said of other leadership which makes things very difficult.

I would prefer to be treated with trust and respect by upper management in my department, but it is apparent for a variety of reasons that this is not the case

Better leadership at top director level

more support for supervisors in handling difficult employee situations

Our [Department Head]. He has no idea of how to run this place. Never had any experience in what we do... He is a loose cannon and apt to go off at any time.

Supervisors to work public desks once a week so they know what's going on

Question 6: "If you could change one thing about your job or workplace, what would it be?"

I would like more respect from my direct supervisor.

Improve the huge disconnect between upper management and everyone else

Management.

All of management team be more understanding and approachable regarding work place issues.

Better direction and more decisions from management.

Workplace- To have management have a greater understanding of and appreciation for the day to day operations.

Have upper management perform duties of other staff for at least one day so that they really understand the workplace.

Honest assessments of troubles faced by our workplace. Rather than analyzing the challenges and sincerely seeking advice on how to create a more positive environment, management ignores or sweeps issues under the rug. In the meantime employees feel unsafe in their environment.

all of the various levels of managers actually work on the front lines occasionally and are accountable for being on time and accountable just as much as front line staff are

Allowing (and training) managers to be managers - their work load doesn't allow them time to communicate and manage staff effectively.

more transparent communication from department leadership

Better relationship between management and workers.

Management

Stop micro managing at the upper level.

More feedback on work performance

Manager stop pawning their work off on their workers

Superintendent - change the superintendent

Term limits on alder positions.

Replace the director of the organization with a non-bullying, non-discriminatory, strong, team-building, passionate, compassionate, fair, visionary leader of people and an organization.

I would love to have feedback from my manager.

Empower frontline staff through a complete overhaul of management expectations and duties. Management should be working closely with frontline staff on a regular basis. There is a complete disconnect and frontline staff are disenfranchised and unable to create change. Management's budget requests, staffing decisions, and other large scale decision making is completely removed from staff engagement. As a result, there is extremely poor decision making that severely impacts frontline staff without any real negative impacts for managers...

Managers who cared

better relationships between management and employees

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Question 6: "If you could change one thing about your job or workplace, what would it be?"

Invest in a director that provides strong leadership and performance towards the entire department's goals, services, and its employees.

All of the levels of managers would be held accountable for their whereabouts, actions/lack of action, and would communicate & actually work with front line staff to see all that we are handling with too few people.

Get me a competent supervisor. This person has been on the job nearly a year and has ZERO idea what I do, why I do it, how it gets done, etc. Extremely frustrating. She also treats me vastly different than she treats the other employees that she supervises.

Have a manager that backs Staff, instead of backing outside business interests.

accountability for upper management

Improved communication including job performance feedback.

Better management of employees during peak times to minimize stress

I would like to have clear, consistent expectations from supervisors. One supervisor in particular has a distinct habit of frequently switching expectations, especially on short-notice, and she demands everyone jump to please her ASAP. (It's hard to hit a moving target!) When this supervisor is not happy she subtly bullies the people who report to her, especially the women.

More positive and equal supervision. Most supervisors never express their appreciation. I don't mean in big ways like signing everyone up for a department award, I mean in little ways. Hey, you did a nice job today. Or even checking in with the people under their supervision. So many things go unnoticed.

Responses regarding workplace culture

Sometimes lack of empathy

Value people on their hard work and contributions to the job and public, not in how entertaining and liked they are

Eliminate the toxicity of the profession. Individuals do not feel much investment in what they do, resulting in shallow relationships and lack of motivation.

increased openness to new ideas among all staff.

I wish I had a more interactive job with others.

drama

Get the boomers off to retirement!

That younger workers could better appreciate the older worker's skills and experience, especially when it comes to interacting with patrons of color, and youth.

Get rid of the office click

Have less siloed work. I think that people can be a bit territorial about their programs, which decreases the amount of cross-pollination of services. I would like to see this go!

More collaboration between workers. i.e. group projects or team gardens.

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Question 6: "If you could change one thing about your job or workplace, what would it be?"

more cross departmental team work

Be all together in one room

being in contact with more people

More time for team building.

Stop the instant hate/dislike of me/us based on what I am wearing/uniform. So many assumptions made about us just because

In my workplace there are staff who work directly with the public and those who work behind the scenes. I would love to see a way to share more of the compliments and kudos the frontline staff receive with the staff who work behind the scenes. I would like a way to center the behind the scenes staff that is sincere and meaningful for that staff.

stronger team dynamic, sharing roles and responsibilities more fluidly, stronger personal and team growth potential

I'd have us all meet as a group with a mediator, so everything can be out in the open - and people can work on speaking openly about their grievances, and hopefully there would be improvement in how our group functions and is run.

allow greater interaction between staff from the various locations -- get together for regular meetings (monthly would be great) to address shared concerns, problem solve, come up with new ideas

more opportunities to get to know each other

Find a way for people to know each other better, both what different people do and what they can offer others because they are good at it

More opportunities to connect with coworkers on a personal level, especially those outside of my department

For the public to be more fair.

Having all employees in our department in the same workspace to create a more inclusive and collaborative space for our teams.

More communication between departments/ understanding between departments.

To feel like I matter.

That people could address issues with each other like adults. We are all adults here and professionals yet often it feels like high school. If you have a problem with something you should be adult enough to address it with the person/people causing the problem.

Less focus on liberal politics and more focus on community safety and our jobs as law enforcement.

I would challenge the assumption that new and trendy is always better.

Not possible, dealing with politics.

Question 6: "If you could change one thing about your job or workplace, what would it be?"

equitable treatment of all and not just the golden children

I have spoken to several people of different backgrounds who have been a part of teams or panels related to cultural diversity. I have not been a part of any of these panels. It seems, based on the discussions that we have had, that the City wants to appear to respect culture and diversity, but does not want to actual have the difficult discussions that could improve our environment. This includes how to better the life of people we serve. Oftentimes it seems like money is extremely wasted in one area, I/e, \$400,000 study of the department, while it is sorely lacking in other areas. Further, this is both a big and little City. Our differing City agencies are often intertwined and work together. It is incredibly offensive and disappointing to see so many representatives of our City bemoan and or speak out against the Police Department simple because we are the ""police."" This is one area in which I am often the most offended. In any other profession, were I to judge someone solely on one facet of their life, such as a career, I would be chastised and reprimanded, and rightly so. Yet the representatives of our city are allowed to constantly do that to me, and my fellow co-workers, without further reprimand? Even worse our newly elected mayor chose to nominate a well known, and unapologetic critic of the police, to the PSRC? The questions above are difficult to answer, because there are many here that do care for me, and have supported me and others repeatedly in the past. However, when our judicial system, yes Madison and Dane County included, treats suspects with more respect and reverence than those trying to uphold the law I become concerned. Further I do not know with certainty that I am being treated fairly because of this.

Have everyone follow the golden rule with everyone; treat others the way you want to be treated. If we put out kindness and compassion to others it will come back to us and it would be a more pleasant work environment. It is simple, yet, I believe it would be very effective. It would be a better environment for everyone, including all who work here and our thousands of customers we deal with day in and day out.

Reduce workplace gossip & rumor mill

People are really scared of change. They have a 30 year sentence, get into a pattern, and just get stuck. Not content or appreciative, but unhappy. We've got it good. Some people need to be reminded how good we have it.

Be better at managing change.

Open to new ideas

Culture: would like to work with people in a trusted team. Filling out this survey could be dangerous to my City of Madison career. I want to believe that surveys are created to improve and not to harm.

better awareness of and adaptation to the differing needs of employees to thrive. it is currently a one size fits all model which promotes a perception of scarce resources (time, money, promotions, etc) and competition instead of collaboration. Folks are focused on attribution instead of contribution.

I have a good relationship with my co-workers, but see tension in their relationships with each other. I wish that this could improve

More transparency and a more positive workplace culture with more understanding of what others to and appreciation for all work done by all employees

MAC/WIC Survey Appendix III

Question 6: "If you could change one thing about your job or workplace, what would it be?"

Stop pandering to a vocal minority about how things must be done.

More interaction between coworkers, less silence in the office.

I would like to see more of my team engaged at work. I would also change some of the ways that my team members interact with our customers.

How we treat part time versus full time staff

Better work attitudes, some think that management is out to get them. I have found that if you just do what is asked of you, you will not have these issues.

Move from a reactive to a proactive mentality

I wouldn't change anything about my department..., however I struggle with the larger culture... It can be very tense. It seems like there are personal feelings of dislike or disagreement between the executive director and other department directors. It causes a trickle down effect for me in that I feel unsure of what I can and can't say to certain people. There are also many times when I feel unheard when working with coworkers outside of my department. This effects my work productivity and my feelings about working with others, which is unfortunate due to the collaborative nature of most of the projects...

The white-male dominated culture. It has improved over the years but still a long way to go.

A willingness to change, or excitement for change. Or, a way for action to be taken on complaints.

Put a quash on the gossip.

visitors recognizing that "public" doesn't mean you can do whatever you want while visiting

Breaking down the good ole boy structure starting with the front office and working through all ranks

Having people within the city and other city agencies view us as individuals and not have a preconceived notion of who we are or what we do.

The mindset of "we've always done it this way so we're not even going to entertain other ideas" create more opportunities for employee appreciation initiatives

Leave behind past bad or unproductive trauma that some employees have experienced.

My department is resistant to change and it's hindering

That it was a little less a form of identity. This work is the thing you do, not who you intrinsically are as a person.

acknowledge the work & collaboration of all staff

More creativity and exposure to external workplaces and how they face different challenges. It feels as though instead of trying new systems current leaders revert to reasons why old systems box them into only one answer. Although, current leaders are very open to hearing suggestions as long as they can also be coached through how to either leave or adapt old systems for the new.

Be open to new ideas, especially if it comes from someone young

MAC/WIC Survey Appendix III

Question 6: "If you could change one thing about your job or workplace, what would it be?"

Involve more staff in decision making process early on

I would love to see a work that promote employee participation in decision-making.

Be more respectful of other employee's jobs on the team. Not everyone can be the quarterback or pitcher. A team needs the line and outfielders.

Make it more forward focused

Wage gap and Gaslighting

I would want to change the culture.

I would love to see my workplace leadership strongly and outwardly adopt TRUE diversity and inclusions values, and then extend and advertise those values to the general public. I feel my workplace is extremely behind and not proud, and afraid to do this due to a strong lack of this existing in the first place.

budgetary help for trying new things

remove artificial barriers between clerical and field staff

Workplace culture

To ensure people respect each other's thoughts and methods of communication. I am frustrated by the norm of people talking over one another and cutting each other off. Even during meetings. It's rather demoralizing.

Focus on and promote a team atmosphere and acknowledge that everyone's contributions are valued.

Those in "higher" classifications tend to look down on or act superior to those that are in lower classifications. People should be defined more by their experience and overall knowledge, not just the position they happen to stand in

everyone would be more open-minded and patient with broader perspectives

Everyone is respected for the talents that they bring to the workplace. It's not good when the assistant superintendent tells the newly hired general manager not to trust a supervisor. Makes me wonder what else the assistant superintendent is saying about other supervisors. This is not a good environment.

More openness to ideas and experience of others

I would like for people to speak their mind, less politically correctness towards each others work.

There's lots of cattiness, gossip, and workplace politics that are unnecessary and unproductive. You always worry if somebody is talking behind your back. Lots of negative attitudes.

I wish the rest of the City supported the work the department does. But instead we seem to be there all the time to take it. What we do is never good enough for the City, but it is all we can do based on the resources which are provided by the City.

More involvement bottom to top.

Question 6: "If you could change one thing about your job or workplace, what would it be?"

There are numerous things that I could say..... I have observed some of my co-workers being disrespectful when the supervisor is trying to explain how to better deal with certain incidents.

Please find another way to recognize exemplary performance than the grade-school-level Swellies.

Stop making rules based on the lowest common denominator

Have more respect from other Departments

Responses regarding diversity, equity and inclusion

Feeling welcome to express my gender identity.

More diversity

this is a general statement to the whole city of madison. stop addressing minorities as individuals of color. the word "color" used to describe us is an antiquated term with a long standing negative connotation. start using a different word or phrase. multicultural is nice because it focuses on cultural differences and steps away on pointing out the color of someone's skin.

Leadership of color bring involved on the management team. This would help show people inside and outside the department diversity is important.

Hire and retain 80% people of color in a police academy class.

More diversity

Have HR/Civil Rights do a better job of recruiting women and people of color into under represented roles while still allowing our managers to make hiring decisions based on the best candidate.

With equal opportunity you can have equal outcome

I'd like to see better gender balance.

the optics of working on systemic racism instead of actually working to eliminate it

I would want to feel like it was a truly safe space for people of color and women.

more diversity

Equal pay for women.

We need more ethnic diversity in our staff.

greater representation of employees from different races (i.e. more people of color and indigenous employees)

Hire more POC and non-Madison or even non-US natives to provide broader experiences and representation.

I have had very positive experiences however it is very evident that there is a lack of diversity in Public Health. I know the organization has taken steps toward affirmative hiring but I would like a better representation of the clients that we serve.

I would stop my co-workers from misgendering me.

MAC/WIC Survey Appendix III

Question 6: "If you could change one thing about your job or workplace, what would it be?"

Increase diversity - my department has a good mixture of gender, but is predominantly white

Become a protected class

I wish we had a more diverse workteam. I understand that can be hard to come across since you can't only interview/hire people of color, but as 1 of maybe 3 spanish speakers in my department, I feel that this number could be increased.

More racial, economic and gender diversity of staff.

More women and minorities in management.

I think there's a lot of implicit bias, and a lot of white fragility to work around. And I'm white. It's just what I see in talking to my colleagues of color and in a lot of the self-congratulating around some of our "diverse" programs that are really planned and implemented by white people with a fair amount of privilege. I know we're trying, but I would like to see more truly open and honest exploration of how we could continue to improve as a workplace and as a provider of services to the public.

More diversity in staff

We need more interaction between people and more diversity.

Make it less homogeneous. It's almost all straight white people and everyone is around the same age and seems to be of a similar background. I think it would be better if we had a bigger variety of people so that everyone wouldn't have the same biases and blind spots.

I wish everyone had the same personal interest and investment in understanding the root causes of inequity and discrimination, and that the City would evolve beyond only training around racial equity. The City falls short of helping others wake up to other types of discrimination that also occurs, particularly around gender. Employees are left to rely on their own wherewithal to extrapolate that the principles driving RESJI can also be applied to other aspects of personal identity, like gender, religious beliefs, socio-economic status, etc. Thus far, it is evident to me that very few people in the workplace stop to consider these broader implications beyond RESJI on their own. More of us need our hands held and to be escorted to a place of greater understanding and enlightenment.

Stop the oppression

More diversity

That pay equity issues for women in supervisory and coordinator jobs be more closely examined for equity with males doing similar jobs.

Better equal opportunities with regard to gender, age and race issues

Make it more inclusive.

That everyone treat everyone the same and not assume because I am African American that I am illiterate...

It would be nice to have more racial diversity in the workplace.

More personnel to work on issues of equity, diversity, and inclusion.

MAC/WIC Survey Appendix III

Question 6: "If you could change one thing about your job or workplace, what would it be?"

More diverse (people of color, women, experience) at management level.

Educate folks from a different generation about things like non binary gender identities and institutionalized racism.

The workforce is not reflective of the community in terms of diversity, especially racial diversity in upper management.

A better understanding on how harassment claims are handled internally and why its so hard to discipline harassers without penalizing the victim. It seems solutions are to avoid having the two parties work together which often means one of them, the victim, is reducing their ability to grow in a position as a result of a negative action they had no control over. As these problems are difficult for managers to handle through the HR system the end result is both employees being labeled "problemated" employees when it is clear that there is often one bad actor.

additional staff positions, particularly more staff of color

more career paths for local people of color.

See women and POC in higher positions, not just white males.

I would like to know how to respond to someone when they say something sexist or racist. Decades of being "polite" is having a negative impact on my health and having private sideline conversations to address the issue is proving ineffective. Please create a manual on how to address Xenophobia during the meeting/office party/ lunch/etc.not after. I am so tired of people feeling so free to say whatever they please, but I have to be delicate about addressing it?!?! Why doesn't HR do something about these people?

I would like a way to open up to my management team about mental health challenges and receive a compassionate response/understanding of occasional accommodations I may need to thrive.

have many more African American permanent employees

equal treatment to all employees. don't just pacify bullies.

More women in leadership positions

Be more inclusive

More women, people of color, and other minorities in the workplace and in positions of responsibility and decision-making

There would be more women in my related positions.

More diversity, there are very few men and very few people of color in my department. Everyone looks the same.

More diversity.

Still not a lot of women in upper management. Women are most common in administrative support roles.

advancement of men over women based purely on comfort level of upper management

that all my colleagues felt valued and safe to be themselves at work

Responses regarding employee development

More education on a daily basis

I wish there were more opportunities/ funding for longer term work at the garden that paid well.

Management & pay structure. Re-class job and set rates accordingly.

The payscale is off considering our job duties. We are a skilled trade that requires education and specialized training, yet we only \$0.30/hour more than a lawnmower position.

There would be a better system to train people to advance within our department. There is nothing in place for that right now.

formalize a training program

That permanent employees could transfer to any City of Madison job without testing. A cashier a month or so be selected to work downtown to learn different jobs

I would prefer to have a clearer path to doing more for my career. Opportunities for advancement seem to be few and far between. Additional information about qualifications and resources for obtaining ongoing training & education would be helpful. It's not always clear which ones we're eligible for.

For me, I want to be able to contribute more (ie, grow), but feel I've been denied that opportunity often due to my job classification. Allowing more flexibility for the professional development of employees regardless of classification would be a significant improvement for me.

be promoted

I would like to do more of the work I have training and experience for, which is not included in my PD and from which I have been discouraged.

Learning & Development are available if time is available to be booked off.

The opportunity for growth! I would love to see the city actually invest in employees. We should be able to take classes/course outside of the city's training offerings so that we can work toward getting the certification/degree that better suits our talents, with either a tuition reimbursement or grant from the city. For example, I would jump at the chance to take classes toward an MLS degree so that I can actually get a job at one of our libraries. So many of us entered our jobs with the city with the intention of moving into other positions, but are frustratingly locked in place. Imagine having employees who turn into superstars bc they love their jobs :) Similarly, I would love if we were allowed days devoted to volunteering, not just the yearly combined campaign. No more open plan offices, for the love of all that is just in this world! Even the "worker bees" need privacy. Plus, there is ample evidence that they are less conducive to productivity and are roundly hated. Also, since you're asking, it would be great to be given a discount on parking, for those of us who need to drive.

More opportunities for Professional Development.

Being stuck as a part-time employee blows. I wish there were a way to become full-time.

MAC/WIC Survey Appendix III

Question 6: "If you could change one thing about your job or workplace, what would it be?"

Have a career development plan that gives opportunities to practice the skills needed to proceed to higher levels within the department and excel within them. Set clear expectations for how one rises to those levels

More encouragement of, and advocacy for employees of all backgrounds who seek to improve their skills and advance within the organization

I'd like more opportunities to learn new skills and take on more responsibilities

More opportunities for career advancement within the department.

More opportunities for self-improvement, i.e. training/ courses and an exercise facility.

I would provide more professional development opportunities.

Lack of Opportunities for Promotions

Some offices have standard services. Everyone should be cross trained within their work units. It increases workflow production and personal development, simultaneously.

I wish my job was more challenging - I feel like there's very little room for admin staff to move up in the city. I love working for the city, but will probably leave in the next couple of years because of this.

more opportunities for entry level jobs

more opportunities for advancement

More opportunities for promotion or raises

No matter how much I learn or increase my own skills, there is no financial benefit, or opportunity for advancement for doing so.

I'm working at a level above my classification. I enjoy the work and the challenge, and I get plenty of appreciation and praise for doing it well, but one thing I would change about my job is to be reclassified or promoted to a level comparable to others doing similar work. (I am fairly certain there is no chance of this happening.)

More opportunities for advancement and training.

Provide more training and development to encourage internal promotions

more opportunities for career advancement and/or recognition

Include more job opportunities for senior workers in a less stressful environment

Have employees get trained and not just thrown into the job

That my capabilities were reflected in my pay. There are people that have been here longer and make more money than I do but couldn't wipe their own ass if you handed them the toilet paper.

I don't feel like there is any place for advancement or to explore interests/talents. Little opportunity for professional development.

I would promote educated and skilled professionals from within the department.

MAC/WIC Survey Appendix III

Question 6: "If you could change one thing about your job or workplace, what would it be?"

More staff to expand our capacity for innovative strategic partnerships and outreach. In turn, creating opportunity for further growth of my role.

Reform hiring, transfer, promotion, and discipline practices. We have bureaucratic processes that purport to ensure "fairness" but actually sustain racial disparities. There's little incentive for high performance, little consequence for poor performance. We seem to have retained the stereotypical negatives associated with public sector employment while Act 10 removed many of the positives.

The ability for all employees no matter if they are hourly, permanent, field or office staff to be able to attend professional development offerings if they so choose.

additional feedback and mentorship

I would like my position to be classified in the category that fits my responsibilities and job duties. I feel I am currently in a employment class that no longer fits the work being done and that included being very underpaid for the level of professionalism and responsibility of the position.

more support and mentoring for career development.

More work performance feedback and a mentoring program.

career path - in terms of creating a real one.

Increased opportunities for advancement within the department/division/unit.

We need a more formal mentorship program for professional development.

Being hired as a regular employee.

Have more promotional opportunities

More staff, better opportunities for current staff

More even workloads. HR Dept to think of employees as their customers and be thinking about what they can do to help employees NOT what employees should do for them.

Having an opportunity for advancement. There are no opportunities to grow. I feel stuck in a dead-end job.

Clear career paths with promotion potential

Promotions would be handled differently

Out of office workshop to develop more knowledge of my position.

It seems that promotions in my department are based almost entirely on seniority and sometimes favoritism, rather than work ethic, skills and positive attitude. I have been employed by the City for 6 months and feel as though I have stronger work skills and a better attendance record than people who have received promotions in my department. It's rather frustrating.

More training

Additional job classifications. Only one class for my position. No room for advancement or promotion.

MAC/WIC Survey Appendix III

Question 6: "If you could change one thing about your job or workplace, what would it be?"

I would like my position to garner more respect and the correlating compensation. People that know all the things I do have great respect for my position and know that I'm doing far more than I'm getting credit for yet I feel like promotions are not available and I'm not entirely sure how to prove I should be moved to the next comp group.

More opportunity for hourly workers to advance to permanent positions

More clear opportunities for advancement other than becoming a supervisor

Create a development program for preparation in promotions

More career growth past 5 years.

Responses regarding physical work environment/ facilities

I hear a lot of negative discussion about the air and water quality of the City-County Building. If I could change one thing, it would be to work in a safe and healthy environment.

Better physical environment- air quality, etc.

(Not always suitable for people with asthma/allergies)

Change the glass out (bullet proof)

the cashier stations/ exit stations/ pay-on-foot stations

Air conditioning in offices or bigger fans.

At CSN bathrooms on different level

no diffuser/oil or chemical air fresheners

more space

Update the physical building

No more open plan offices, for the love of all that is just in this world! Even the "worker bees" need privacy. Plus, there is ample evidence that they are less conducive to productivity and are roundly hated. Also, since you're asking, it would be great to be given a discount on parking, for those of us who need to drive.

Access to a sink.

This workplace rocks but often the temps are freezing in the summer and sweltering in the winter.

I would like it to be cleaner and more healthy. I work in the CCB and it is a very unhealthy building.

a/c

Another women's bathroom!

I would improve my work space.

Work area environment

More private areas to make client phone calls.

MAC/WIC Survey Appendix III

Question 6: "If you could change one thing about your job or workplace, what would it be?"

more natural light

Better air quality.

better work space, more windows :)

Better office space

have a/c

the built environment

work environment

Prefer healthier space

Allocation of storage and work space

WORKSPACE

desk location

Adding windows.

New facility

More functional space

Get out of the City County Building, but stay downtown.

I would change the work space.

Window to the outside.

We need a sink.

I would like to see more orderly storage, thoughtful use of space for materials and tools.

Our office needs to be remodeled. we still have the old incandescent lighting with old fiber board ceiling and our office space doesn't accommodate today's safety standards. A very unrealistic change would be reduced parking rate for employees working downtown!!!

Our physical office. We have desks from the 1970s, temporary walls, cubicles that are at least 25 years old.

Updated space/more space

More facility amenities for women and nonbinary folks.

Air quality (I have allergies)

A little more room would be nice.

bigger office

Location, the CCB is old, dirty, dark, and depressing. Plus I believe people get sick from working in this building.

More room

MAC/WIC Survey Appendix III

Question 6: "If you could change one thing about your job or workplace, what would it be?"

Bigger remodeling budget so we could get new carpeting, fresh paint and AV equipment the public can use.

pull up bars

Moderate the temperature better: too dang cold in the A/C months and too warm during the heating months.

physical environment

...Have a desk with actual walls, instead of an open office. I despise the open office concept.

Update facilities to be newer and more relevant to clientele

provide an environment where people can work according to their individual work habits. The cube farm implementation does not support workers.

less air conditioning

More physical space so we aren't in each others' way so much.

Responses regarding communication

Have monthly meeting- support staff

Better communication

Clearer vision of the future/ goals of department

The way we communicate and to get rid of sarcasm.

Communicate more effectively

Update technology to improve communication. Everything is still done on paper.

Communication and being mindful of the things that are being talked about. Respect for all people as if your loved one was there.

We need to start having official sit down type meetings, so we all know what is going on and are all on the same page.

Better internal communication.

better communication about department goals/mission and decision making

Communication. It is helpful when we share necessary information, this needs to happen a little more often.

Better, clear communication

Would like to be more included in policy changes and better informed of such.

Open communication

more timely communication

better communication

Better way to communicate changes that I need to know to assist customer service.

Question 6: "If you could change one thing about your job or workplace, what would it be?"

Some of the other departments at my job do not communicate well or at all with others. Can make job stressful, feels like they don't care about their job.

Better communication between departments

Less backchannel communications

Changes are coming that seriously effect my every day job. Many of us are being asked to do the job of two people, despite there being adequate staffing... We were notified of these changes in a meeting without any time to discuss. We were then told to provide feedback via email; however multiple staff have requested in person meetings as a group to discuss these changes... Everyone is upset and panicking.

Working with City personnel can be difficult as they don't keep us informed or respond to questions timely.

Improving communication between people, locations, departments and job classification--we manage information for a living and we still have difficulty with getting enough but not too much information to everyone in a timely way

Communication!

Better information on software/hardware changes and necessities.

Performance evaluations on a regular basis, Combined communication, Progression, Leadership

More concrete and explicit feedback on work performance, for positive and things to work on, from supervisors.

Better communication between departments

All employees would be made aware of plans to re-class or eliminate jobs before the decisions are made and/or given the opportunity to serve on interview panels for new hires (versus the current status quo of always putting the same few managers on the interview panel.

better communication

Responses regarding accountability

I think more disciplinary action for disrespecting other & blatantly wasting time or not doing a good job would be helpful.

I think one thing that could be changed is the way complaints of fellow employees are handled. I feel like some complaints are handled too lightly and as the issue progresses, there is no progress in the solution.

More clearly defined structures for responsibilities and accountability

The employees who bully, are lazy, do nothing but cause trouble should be terminated. There is one very horrible person in my department that gets away with harassing, doing very minimal work, caused trouble if he can't have his way. Bullying is not taken seriously. When I have brought up small incidents of that co-worker harassing me by hiding supplies, or whatever he can think of to make my job harder, the management just smiles about it as if I should shrug it off.

Institute an actual evaluation process/system

MAC/WIC Survey Appendix III

Question 6: "If you could change one thing about your job or workplace, what would it be?"

more pay/benefit incentives for those who work harder and have better job performance

Make employees more accountable, a few employees can be unproductive and expected to be treated equally. The city way allows for that.

People would be handle accountable for their actions no matter who you are and or job title. Things need to be fair and change needs to be more than a discussion it needs to happen.

Hold everyone accountable for work getting done equally

there would be equitable accountability of all staff, whether they are leadership or not

co-worker being held accountable for their behavior and work product

Have management do something about the toxic employees, instead of leaving me feeling like I have to fend for myself. I have no way to protect myself...I have exhausted the management, HR and EAP channels. I am feeling I am being forced to leave to keep my sanity, work ethic and retain any chance for improving my position.

Hold everyone to the same standard and not dump work load on me because of coworker incompetency.

Poor performers to be held accountable for poor performance.

Poor performers held accountable for poor performance.

All coworkers would be on the same level playing field, Currently, certain employees are not held up to the same standards. I am tired of hearing..."Well...that is just how X is" rather than addressing the problems of attendance and job duties. It is frustrating as a part time employee dealing with my direct coworkers and others in departments we work with and hearing this line. Many long term employees feel like they do not need to follow the rules, setting bad examples for newer employees...

equal accountability amongst the ranks.

Clearer expectations.

more defined duties

Specific job descriptions and performance evaluations for each position and a much more manageable span of supervisory control. My supervisor is incredible to work for, but all supervisors are over-burdened by managing many more people than can empirically be supervised by one person, and resistance to any type of proactive support, mentoring or accountability for officers and supervisors alike at the highest echelon of our agency ensures this state of affairs will likely continue. Contrary to sound bytes in the news or blogs being written, droves of newer and younger officers are leaving because they crave an open, supportive work environment where they can be mentored and educated, not just penalized while feeling unsupported.

The disgruntled employee that I work with everyday. that never gets reprimanded for his behavior's.

equal opportunity and transparency

Question 6: "If you could change one thing about your job or workplace, what would it be?"

remove major problem employees with horrible attitudes who make their coworkers job as difficult as they can.

Hold people accountable make sure those people are qualified for their job and understand new up-to-date technologies so we don't fall behind further.

The city as an employer should have evaluations. No one is able to know how they are doing, what they could change/improve upon, etc.

clearer expectations/boundaries

Replace employees who are not doing their jobs because the rest of us are having to do their jobs in addition to ours

More feedback and consequences for poor work product -- more motivation for employees to increase productivity

stronger discipline

clear definitions of work requirements, clear adherence to those definitions - boundaries, basically

Responsive to inappropriate and disrespectful behavior from employees.

Responses regarding workload and staffing

Not so many projects going on at same time

less hours

More consistent hours/ schedule

More hours to work as I am a 50%, and take calls and texts at home from my coworkers about scheduling and their availability, or when they can't work their scheduled shift, then I have to get another coworker to take the shift. It takes extra time to do this. 60% or 24 hours each week would work out better.

That there was a more equal distribution of job duties that was not based on gender. Because people show initiative, they are assigned more (particularly as women) while some of the males state it is not in their job description or "per-view" so it passes along to another (woman). AND it is not okay to hand "traditional office" duties to the females first.

one or two more positions so it would be easier to work on team building and learning new skills - there's never enough staff to do those things

More staff so that we aren't always trying to do more work with fewer people.

Hire more employees

more employees

Gain more employees in our department

more staff.

more work coming through the door, not enough to keep busy during the day,

Get FULLY staffed within reasonable timeframe (3-6 months not 1-2 yrs to never)

MAC/WIC Survey Appendix III

Question 6: "If you could change one thing about your job or workplace, what would it be?"

More staff resources

More staff

Adequate staffing to help keep me alive.

More people hired to work positions that are needed

To have more employees

To have more and better training on equipment and procedures

Better security at nights; especially on weekends

The high turnover rate of employees

Increase staffing to meet public needs. Feels like the City will spend tons of funding on costly new information and data systems that have not been vetted at all and will be discontinued almost immediately upon implementation. Meanwhile getting some extra real help in the form of full time or even seasonal staff is immediately denied and budgets for wages are never increased year after year. We have good people we just need more of them. Madison is growing, we need to grow also.

More help...

It seems that number of staff has been cut and then that work has to be done by those remaining; we shouldn't keep going down that road.

There would be adequate staffing to keep me from getting killed

It would be great if the expectations matched the time and resources available. I, and my coworkers, are regularly asked to produce more and more without additional resources.

more help

staffing shortages which make it impossible to take time off

We would replace administrative staff with administrative staff instead of shoving the duties onto the remaining dwindling administrative staff.

MORE PROJECTS, FEWER TASKS.

Workload and expectations of what should be getting done in what time frame is unmanageable.

Work load

the seasonality of the workload

Better work life balance

Responses regarding process and/or equipment improvement

Processes related to paperwork.

less time spent on the computer keyboard

a little more knowledge about plants and trees would be helpful in park maintenance

MAC/WIC Survey Appendix III

Question 6: "If you could change one thing about your job or workplace, what would it be?"

I would like a phone tree. Most of my callers don't mean to call me. My phone rings all day long and most of what I do is transfer people where they intended to call in the first place.

less need to unlock doors between offices and meeting rooms

Fewer surveys!

The City has been overspending capital funds in a way that is causing excessive debt maintenance costs. There's also a lot of money given to small "non-profits" with little or no oversight, which invites fraud and waste.

ability to find a replacement for a shift on your own

Getting the ability to go to the bathroom when needed.

make things less complicated; more streamlined processes

Update the structure and systems we use.

Fewer or shorter meetings.

equipment

Use more new products

Provide equipment that actually works

the equipment

Better use of technology, especially tablets and data systems

More knowledge about products that are safer for employees, customers and the environment.

the computer system

Improve planning

Fewer meetings.

Better project planning which encompasses and includes better, more inclusive communication of:

- solicitation of input from ALL/MOST stake-holders to get solid specifications*
- roles and expectations,*
- goals or direction or purpose*
- timelines or deadlines for tasks*
- constraints and challenges if they can be identified ahead of time*

...and also control of the projects:

- mitigation of problems*
- work-arounds*
- planning support, e.g., scheduling of staff including managing vacations and time off in synch with timeline demands*

Staff meetings held at a different time

Improve bus service frequency

Responses regarding pay and pay equity

Pay

Fair compensation between teams.

My pay needs to be higher

Equal pay for equal work

More money, I suppose.

Pay.

Citywide gender pay inequity is a serious problem. There are many female supervisors/managers who are being classified as Coordinators to keep their pay down even though they are doing the work of their male counterparts who are paid as managers.

Higher pay for my position.

Higher pay

Pay equity

Higher salaries/shorter workdays.

better pay for my position

Comments from respondents who would change nothing

"Nothing", "n/a" or "none" (12 respondents)

nothing comes to mind

*oh yeah more *SNACKS!*

I'm happy with my workplace.

Nothing! I love my job!

can't complain

i wouldn't really change anything

Nothing. The job is perfect. We make our own schedules, we work part of the day in the office and part of the day in the field. The supervisor and director are exceptional and the coworkers are personable, open, friendly, caring, and intelligent

I currently just started this job but so far nothing. I enjoy my peers and the staff.

nothing comes to mind

There is nothing to change at this time.

Other comments

Must live in the city or at least one city away

parking

MAC/WIC Survey Appendix III

Question 6: "If you could change one thing about your job or workplace, what would it be?"

reinstate the exam for library pages

more time off to spend time with and care for family

One thing I would change is that hiring's and promotions had zero to do with protected classes and more about qualifications and the work that employees have already done. People should not be hired because of there protected class. It is blatant and hurts the moral of the department, and does a disservice to the employee getting the promotion because of this.

Put the proper people in the correct positions based on skill, and knowledge.

more flexible work rules that allow work from home or work outside of the office

Move quicker on hiring and filling permanent positions. Open position for three years is ridiculous.

Leave and go to another department.

improve safety, hire new security

That this fucking survey would not get sent to me again.

We need to able to bring our pets in from home. Were we to have a few beagles or iguanas around, productivity would sky rocket. No cats though. Cats are scary.

more vacation time

Get rid of the social justice racial equality, it in of its self is racist so it the lady running it

better sleep

My workplace being "the City" as a whole, I would suggest going back to the MLK philosophy of not labeling or judging anyone "by the color of their skin, but by the content of their character." Stop putting everyone in (and therefore programs based on) separate little boxes based on race, sex, sexual orientation, gender identification, etc.

MORE METAL

Clearer expectations from Common Council.

I have heard from co-workers and supervisors from time to time mention that HR has directed the hire of minorities or cultural differences when positions open. I am a firm believer in EO, EEO, and harassment free workplaces, but I feel there is more of a push on hiring minorities or culturally diverse applicants rather than qualified persons. There are currently positions open that I know non-minorities want to apply for, but won't or fear that even if they do, they will not be selected due to this.

My presence here.

More training, people who know what they are doing, better direction

more autonomy for the Department

The lack of inexpensive parking and parking in general. It is the reason I will leave the city because it is very unfair how parking is issued and if the city would contract with parking or actually promote ridesharing and parking opportunities, especially for the people on the far southeast side of Madison, the forgotten area!

MAC/WIC Survey Appendix III

Question 6: "If you could change one thing about your job or workplace, what would it be?"

More input in the decision process

Better/more affordable parking options

White males are frequently derided in city meetings. As a white male, I do not feel welcomed in the city.

Abolish the mandatory unpaid hour lunch break!

There is NO balance in our lives.if working days until you have about 20 years of seniority.

Change scheduled hours to 7:30-4.

We would have goals!

Have a more flexible work environment, like teleworking or modified hours.

better training

To have our customers more respectful of the environment in which they live.

Fair treatment across the board.

The placing of decision on hold until force to make a last minute decision.

How heavily seniority factors into promotions.

There would be cookies

I would like a stronger connection to the division I work within - shared visions and goals.

To stop receiving emails from the multi cultural department

free snacks and beverages

Quit hiring or promoting people just because they are a woman or a minority and passing up way more qualified and better workers just because they are white males. Everything in the city is so anti white male these days...

More flexibility.

Parking

more time away from the office

Decrease the complexity and delay in the hiring process.

Plan ahead. Look at the who picture and plan accordingly. There is far too much last minute items/changes being made.

Hourly employees get an advantage in hiring. They get hired over employees who have been trying to change positions from a different area/department for years, because they get the training. It should be clear that employees are not supposed to already know how to do the job before they get the job.

a committed focus besides the obvious. Doing what is right versus easy

I would have clearer definition in my role and position description.

MAC/WIC Survey Appendix III

Question 6: "If you could change one thing about your job or workplace, what would it be?"

Clarify job descriptions.

parking

Increased flexibility with work schedule.

safer. more department led trainings.

offices should be available out in community as an option. The ability to work in MMB and community provides for better communication and transparency.

More education on what the different areas in our department do

I would prefer to work remotely

Better alignment on how we work and deliver services to the community.

Stronger commitment to seeing the bigger picture and taking the risks necessary to get others outside of our unit/department to do the same so that we can maximize our efforts by being better aligned.

Unfair advantages because of Race or Gender.

Ideas about how we can change things are welcomed, but putting those ideas into action is difficult because some of the processes are very involved.

Me (I would find a different job)

Easier access to affordable parking

Flexible hours!!!!!!!!!!!!!!!!!!!!!!!!!!!!

hiring practices and organizational silos

Start 30 minutes earlier in the day to avoid traffic. I know that's not what this is about but that's what I would like.

more transparency about hiring and promotion

That white people are not falsely accused of being racist, privileged, biased, etc.

I would leave/retire.

Our office should not be the greeters for the city, but rather HR or the mayor's/county executive's office should.

funding

parking

more flexibility on non-traditional schedules (4-day week, not just "bankers hours")

more time off

my hours

MAC/WIC Survey Appendix III

Question 6: "If you could change one thing about your job or workplace, what would it be?"

There's a tendency to always try to do & offer more (programming, resources, services, etc...) instead of refining and improving those things we already offer but that could use some tweaking.

More support

Take down the racist posters

location

We need to clarify our strategic mission....we are not all on the same page.

I wish I had a little more control over my own work processes.

Place more emphasis on the environment, particularly the lakes.

allowing for more work from home days

Increased flexibility in scheduling.

I would like more flexible hours year round.

Question 8: What action (if any) could your department take to reduce gender discrimination?

Summary

Question 8 on the survey asked, "Q8. In April, the Common Council adopted a resolution affirming the fundamental principles of human rights and equality for women in our community. What action (if any) could your department take to reduce gender discrimination?" There were 426 responses to the question. 38 of those respondents said they were unsure or didn't know. All other responses are included below.

Responses regarding employee development:

continue promoting/ raising up the women we have (if anything)

Give me a chance and hire me for the same job that I have applied for several times within my dept. Passed up by less experience a couple of times. I don't know what I could do better to quality for the job. I wish I knew why he wouldn't hire me.

Promote more women. Most promotions and training go to men.

Promote women to management/don't hire men straight into management positions

Divide tasks evenly or on rotation

Listen and then take what women say seriously (especially about inappropriate behavior)

Identify barriers to performance or promotion that are based on gender/sex, then look for options to work around those barriers, if not remove them.

Encouraging all departments to promote women to leadership roles when qualified. Supporting a mentoring program within the city.

ensuring women and women of color have opportunities to be promoted!

promotions

Continue to promote and accommodate attendance at continuing education/leadership events for Women.

assure that women in the department have access to meaningful career ladders

create a pathway for women to move from administrative jobs to leadership.

Performance evaluations

Promote women into management positions. Thus includes women of color.

support women's leadership roles

Give women leadership roles, not just trusting men with leadership in projects, direction, etc.

The city needs to look through this lens, not just specific departments, though some probably need to more than others. We need more women in leadership positions and as Department Heads. Those positions should be held at a fair and equitable standard amongst one another, which is currently not happening

Put more women in positions of leadership.

MAC/WIC Survey Appendix III

Question 8: What action (if any) could your department take to reduce gender discrimination?

Put women and women of color in positions of power with a budget and empower them in their role.

Continue to foster and develop the strong female leaders we have here.

promote more women to leadership roles

Have more women in leadership positions so they can effect policies and procedures

More leadership roles in more non-traditional areas

hire and promote women into positions of power and decision-making and support and mentor them AND respect the more consensus-based leadership style many women prefer and excel at

I would like to see more women in leadership, but it is clear that my dept. is working at this.

Support development and training programs to prepare women for opportunities in city employment

Internships for women in the field to foster interest and provide mentorship

The most problems seem to come up not in hiring but when positions are reclassified or vacancies are filled internally. Our agency is mostly women but men advance faster in clerical positions than do men.

"Put more women in leadership roles, especially on teams that have less positive/accepting environments.

Make a concerted effort to support women's ideas and provide opportunities for us to learn and grow. Hold people accountable for comments instead of just looking the other way

Not sure why, but men seem to move up faster to library assistant and librarian.

Continue to promote and empower women throughout the hierarchy to have positions of leadership

Mentor women for promotion better, make returning to work after childbirth easier, promote more women.

Some kind of internal (department/division specific) networking/connection among women who work in the division with potential for mentoring type relationship... or at the very least a regularly re-occurring gathering where women within the division can have space to discuss among each other the gender-related struggles we face. A presentation series for women in leadership within the division to speak about gender related concerns within their career path. DRASTIC improvement to the women in leadership series put on by the city (i.e. having actual women in leadership presenting rather than life coaches, for starters).

Promote more brown people

Not only promote white men and not create higher positions for specific white males so that they can have an increased wage, while women are kept in lower positions even though we contribute more to the department, have the same (or better) educational background, and have more work experience.

More opportunities of leadership for women.

Question 8: What action (if any) could your department take to reduce gender discrimination?

find ways to continue to empower, undergird and empathetically stand for poor women especially all African American women!

promotions

Include more women in non-managerial roles in hiring & decision-making processes. Stop giving them all of the extra work (but no extra pay) when other jobs are eliminated.

take REAL actions to promote women, hire women not just lip service

advance women of same educational level and, in many cases, greater experience level at the same rate as men

Responses regarding pay and/or pay equity

Equal pay- equal work

Re-evaluate pay for traditionally female roles, re-evaluate department demographics.

pay equality

remove the "traditionally women" classes and start paying the clerical/front counter staff more hourly, as they are the gateway to the departments and bombarded with the most (random) questions, solve so much before it gets to the next in line, and (typically) do it with a smile. Also, when a Department is in support of a promotion but HR steps in to minimize that progress based on archaic beliefs of promoting women to higher positions, citing "if I did it for one, I would have to do it for all" This is not about quality of work, it has everything to do with oppression. Especially when we are given so much extra to tackle (important work), but not good enough to be paid the same as our counter parts. It seems to boil down to the patriarchy in HR.

Assure that all workers continue to be paid a fair wage, that is on the same scale regardless of gender.

I think we give ourselves a 'pass' because we are one of the few women-lead departments and the vast majority of staff are women. But women also are capable of perpetuating the patriarchy/unequal treatment. I think a case study gathering data about promotions among our male vs female "clerical" admin staff would be very illuminating, if done by someone outside our department, and done to show how we can improve vs. as a legal enforcement action, where the Corp Counsel gets involved trying to twist the evidence so that the City/County is protected from financial penalties. Don't know if this would be possible, but it is a potential learning opportunity.

Equal pay

Pay equity, mentoring

close the pay gap between men and women

Review positions & assign pay equal to work being produced. Rename positions to reflect the department not typical women's labels like assistant, clerk, & customer service. Use the department name & municipal worker level.

Examine job duties and compare all positions with gender equity in mind

Question 8: What action (if any) could your department take to reduce gender discrimination?

Pay men and women equally. Hire more women managers of color. Don't reduce the job status of positions now that we are practicing RESJI and the City's Mission. Develop a "justification" when determining salaries and why they differ.

Increase wages for women to have equal pay with men

Complete a pay equity study across gender and compensate women for equal work.

Review pay for women versus men in the department in order to address any potential disparities.

the City can work on pay equity and reclassification for administrative positions

equal pay

Support pay gender pay equity

Look into work responsibilities of typically female held jobs for pay equity.

More women in management positions and managers in each divisions paid similarly to men in similar positions.

There is a gender pay gap in the city because of outdated classifications and salary ranges. It will be an expensive issue to address but it needs to be done.

Gender pay equity

The City pay scale/step increases discriminates based on gender. When women take unpaid leave for the birth of a baby, their unpaid time away from work delays their step increases because it is considered AWOP. In addition, in order to use disability insurance for paid time off for a birth a woman MUST exhaust all her sick time. This is a City policy, not the policy of the Hartford. Therefore women come back to work with a new baby and ZERO paid sick time and reduces the ability to be paid out for sick time at retirement.

We should request the Equal Opportunities Commission create an amendment to the Equal Opportunities Ordinance to include protections for "salary history" or "wage history" in employment. This would essentially ban employers from utilizing previous wages to determine new wages in hiring employees. This would be a measure to assist in resolution of the gender pay gap or the "glass ceiling".

look to see if any job classifications are traditionally male vs female and if there are any pay discrepancies because of that

work together w/ the rest of the city on examining pay equity for job positions that have been historically female and therefore underpaid

Ensure that positions that were traditionally occupied by women actually receive fair pay.

Look at pay for jobs traditionally held by female employees and pay for jobs traditionally held by male employees with similar levels of responsibility to ensure they are being compensated equally.

Responses regarding harassment and discrimination

Haven't noticed discrimination, just disrespectful behavior from long-term seasonals & a few full time employees. Nothing really happens when I have reported feeling disrespected &/or bullied.

Eliminate or retrain supervisors who target older women with INEQUITABLE treatment or standards.

Taking complaints of sexism/harassment received from a coworker more seriously and respond quickly.

*have stronger policies in place to support female staff who receive harassment from the public
Swifter and harsher punishment for creepy patrons.*

Hold patrons more accountable for their treatment of women/staff who work public desks and are subject to the harassment by men who may be ill/inebriated/retro, instead of just attending to patron-patron incidences.

Address incidents as they arise with anyone who is causing an issue. I've heard of many issues that don't get addressed in another section and it's concerning.

I can't think of anything in particular. I think the department as a whole does a reasonably good job engendering equality, but there remain a few bad apples. I don't think there's anything more the City can do to change the confrontational nature of filing a complaint against another employee.

Respond to and follow through effectively with incidents of harassment and discrimination, as per laws, policies, and procedures. Improve culture and work environment at [my department] through change of leadership/director and training for board and staff.

Protecting employees that come forward to report incidents of discrimination from backlash from their coworkers

In my opinion the issue is not so much gender discrimination, as it is sexual harassment, and unfair/inappropriate comments about an employee because of his, her, or their gender.

Take me seriously when I show you the disgusting pictures my co-workers are allowed to draw during work hours!

Follow up on harassment claims to the satisfaction of those harassed.

Provide more support for the staff regarding sexist interactions with the public.

Develop and enforce a sexual harassment policy

Establishing a zero-tolerance policy regarding the violation of personal boundaries in regards to customer behavior

There's only external discrimination that goes in my my department. nothing internal. We are all very respectful of each other, and look out for one another if we do feel we're being discriminated against.

Change how the 3-5 policy is applied

MAC/WIC Survey Appendix III

Question 8: What action (if any) could your department take to reduce gender discrimination?

Get the HR department on-board. They are notorious for supporting managers over employees. People won't report incidents because of HR's reputation.

Stop males from sexualizing females instead of letting it slide

we are hosting ongoing conversations about the kinds of difficult interactions we often have with the public, including sexual harassment

Have a no tolerance policy

Hire more people who aren't men (women, NB, etc.). Make it clear that you will be treated fairly and protected from retaliation if you report any gender-based harassment.

Do more to discourage harassment of female employees by the public.

*...In order for me to feel less gender discrimination we need more women as developers, architects, and engineers. The City can only do so much, when I have to deal with the *sometimes* discriminatory public daily.*

more support against sexual harassment from members of the public as this leads to turnover and discourages qualified employees from continuing to work.

Address the harassment that front line experience on a daily basis from the public

encourage minorities to report unfair treatment

I don't know if people trust that anything would be done if they spoke up and shared what they are experiencing.

Reprimand male employees who speak disrespectfully of women in general...

Deal with inappropriate comments and actions from co-workers in a professional manner. Continue to discuss what is appropriate/inappropriate in the work place.

Address the ongoing sexual harassment front line staff receive on a fairly regular basis from the public.

Responses regarding hiring and recruitment

That's a tough one because forestry is a male dominated profession. A training program may encourage women to apply.

I feel it's become a priority to hire women over men at the cost of work quality. I don't feel it's equal opportunity for men and women. Women get priority over men now. I am all for equality.

Make sure there is criteria in place to ensure that hiring and promotions are based strictly on merit and not gender.

Possibly recruit more women in this field.

recruit more females for this field.

Hire more women

Hire more women in engineering

MAC/WIC Survey Appendix III

Question 8: What action (if any) could your department take to reduce gender discrimination?

gender seems to be very siloed by department (some very male, some very female departments) - maybe mix it up more in hiring?

hire more women

Hire more women of color!

To build trust in the hiring process, Have employees sit on interview panel

Make a greater effort to hire more qualified women.

stop hiring sexists

make the hiring process meet the national standard for the profession

remove names from job applications when they are reviewed

Hire more women.

Only hire competent employees and hold accountable those of all genders who are not.

Job sharing

Hire and promote more women!

Hire more women. When a woman is the most qualified person for a leadership position, promote her instead of a man who's not.

hire more female senior managers

Examine and disrupt the disproportionate representation of white men in positions of leadership.

Employee more female managers

Fewer white males in managing positions Hire more women in the shop, which they are already working on.

recruit and hire more women in non-traditional roles.

Hire more women for the crews and other male dominated positions. Cleaning and office work are well represented; crew workers are not.

Consider hiring more women

Hire off ability and not gender.

More women on hiring panels

I believe in promotion based upon skill, not gender or race or time at the job. Instead of face to face meeting for brain storming etc, perhaps a blind written suggestion box. Where the identity is unknown. Reduce gender discrimination by offering an early out for people that have worked here too long or incentives for those over 30 years to retire. Do as I say, not as I do is rampant.

Hire more women; promote women if possible; study how other fleets have brought in more women

Try to hire women in positions where traditionally men have been hired; to a lesser degree, hire men in positions where traditionally women have been hired.

Question 8: What action (if any) could your department take to reduce gender discrimination?

Hire more women

work towards balancing the genders on the work place.

Stop predetermining who they are going to hire to fill a job and then going through the motions of pretending it is open to all applicants.

Hiring more women in operations

hire more women who pass all portions of the hiring process including scoring a 7/7 on the PAT!

fair and open minded hiring practices (for promotion). when there are 5 people as interviewers for a position, hopefully, the hiring supervisor will truly respect all interviewers input about the person interviewed.

Parks currently following the Equitable Hiring Tool for permanent hires. This has been positive.

increase interview referrals to top 10 ranks on all recruitments - not just red flagged position.

Hire more women for leadership roles

Increase the number of women in the workplace. Until the numbers are more in balance, we will fall short of evolving as a workplace.

Make it a policy to have the same ratio of different genders/races mandatory.

Hire more women to positions of authority

Hire more women.

HIRE MORE WOMEN IN ENTRY-LEVEL JOBS SO THEY ARE MORE PROMOTABLE FROM INSIDE FOR FUTURE OPENINGS.

Hire more women and non-binary people.

Hire women in positions of leadership. The women I work with at the City are highly capable, smart and accomplished people....you don't need more leadership series - they already are leaders - promote and hire them into leadership positions. They are qualified and able.

hire more women

Try harder to seek female applicants for open positions

Hire more women (zero are on our team, and only 3 in the entire department)

There are a few women in our department. I don't believe the diesel truck repair/automotive truck repair is a very diverse profession. I think the city can and should continue to try and bring people of all walks of life into the department, However; it is a predominantly male dominated field.

When hiring managers, make the hiring panel ask themselves questions such as: Is the candidate I am choosing more qualified? Would I feel the same about this candidate if they were another gender? Are there qualified internal candidates I am discounting? Despite a largely female workforce, what internal biases may lead me to favor a male in management? Additionally, require the managers to take gender discrimination training.

Question 8: What action (if any) could your department take to reduce gender discrimination?

Promote more women in leadership roles

hire more women

I'm not sure -- look to hiring more people of color and men

Hire more women/lgbt+ in upper management/as officers of high rank. Perhaps having in house daycare would help more women/parents in general achieve their career goals

examining past job placement practices that led to gendered job placement (blue collar vs pink collar jobs) to make sure those practices are no longer in place

At the very least begin to assess individuals thoughts/actions through the application process in asking pointed questions in regards to gender/race/socioeconomic relationships.

diversify more

Responses regarding parental policies

Citywide actions: Allow infants in the workplace. Provide 12 weeks of paid parental leave. Provide on site daycare. Explore pay equity.

Offering opportunities equally to men and women. Having children shouldn't disqualify one from having a chance at a job. I feel that age discrimination is an issue as well.

Better pregnancy policies

Parental leave should represent a unique category of compensation. I feel that my female co workers use more comp for family related issues.

More flexible scheduling for parents of young children.

Offering opportunities equally to men and women. Having children shouldn't disqualify one from having a chance at a job. I feel that age discrimination is an issue as well.

Implement an infant-at-work policy. Ensure all city buildings have a dedicated lactation space.

Counting maternity leave time as work time for the purposes of seniority (as military leave time currently is).

Counting maternity leave as work time for the purposes of seniority (as is the case for military leave).

daddy bonuses and mommy taxes still feel very real.

Job sharing for pregnant mothers.

Responses regarding a lack of gender diversity in department

Our department has a majority female staff to begin with, so gender discrimination doesn't seem to be an issue for hiring.

In my 20 years here, there has only been one full time female on our work crew (below the administrative level). We really have not had to deal with any gender discrimination issues that I am aware of.

Question 8: What action (if any) could your department take to reduce gender discrimination?

In my workplace, we have only one male. Increased diversity in gender would be beneficial

We're all women in my immediate workplace.

I work in a department that is female-dominated. And to be honest I am disappointed to see the longtime female employees routinely bully, undermine and steamroll the male supervisor, who is a very wonderful supervisor. So it is important to be cognizant of equality, not dominance of one gender.

My agency is 90% female

We actually are very female dominated at this workplace so our minority is males.

The employees in our department are disproportionately women currently.

More men in management, perhaps.

Responses regarding inclusion

Really? Stop using the phrase ""you guys"" when addressing people of differing genders.

make sure women's voices are encouraged in discussion

Greater awareness and acceptance of transgender, non-binary, and gender non-conforming individuals. We NEVER talk about trans and non-binary issues.

make sure that tasks like note taking, planning social events, etc are not held based on gender norms. Do more work to dismantle the gender binary in our language, reporting, documents, available facilities and those which we fund. recognize the differing priorities of women who have children and those who do not and extend benefits equitably. Lots of work done for the rights of working women focuses on those who have children/families.

Continued support and visible signs of inclusiveness

continue to work on & improve trans-inclusive processes (training all staff, updating forms, assuring access to all gender restrooms, etc)

More gender neutral bathrooms

We have a pretty good percentage of women spread across different levels/positions. I would like to see more diversity and understanding for folks who are gender fluid or present in ways that are not traditionally masculine or feminine.

Equal Pay

Respect

Inclusion I have to keep reminding colleagues that I should be invited to certain meetings because I am in charge of managing them... after more than 4xs its hard to not think it's because of my gender or race .

create stronger protections for trans men and women and nonbinary people

Create a more welcoming environment for women - facility improvements, better upkeep of restrooms, etc.

Question 8: What action (if any) could your department take to reduce gender discrimination?

Less focus on gender binary, more focus on trans and nonbinary inclusion. More gender-neutral restrooms.

Make an effort / policy to use non-binary inclusive language - saying ""they"" instead of ""he or she"", ""people"" instead of ""men and women"", having more than two gender options on forms."

Responses regarding this not being issue in department

"None" or "There is none" or "not applicable" (26 respondents)

There is none, focus elsewhere.

None, my department is great at promoting gender equality.

I have seen no discrimination based on gender or biological sex.

think it is effective already

My department is already proactive on this-- better than others I have worked in.

I haven't witnessed any discrimination.

We do not have gender discrimination in our dept.

I don't see gender discrimination

Don't know

I believe we have already been in front this issue.

doing a good job.

Not much for our department consists of more females than males.

I can't think of a single way we have gender discrimination. All employees are paid the same for the same positions. All employees regardless of gender are entitled to family leave.

I do not see this as an issue in my department.

I don't see this as an issue.

I do not feel that we discriminate based on gender.

MPD leads the city and most of the Nation in female employee hiring and equity.

We are the best at NOT having discrimination.

Our department is a leader in the field/usa for reducing gender discrimination. our department walks the walk

It doesn't seem to be a problem

I've never heard of the policy and it wasn't communicated to me as a manager.

I don't feel that our department has gender discrimination.

MAC/WIC Survey Appendix III

Question 8: What action (if any) could your department take to reduce gender discrimination?

The city does an excellent job with their discrimination policies. I am always offered professional growth opportunities as a part time associate.

I think our department does well in not having gender discrimination.

No action required

There is no gender discrimination in my dept.

Our department is leader in this. No gender discrimination here at all.

We're a female-heavy workplace with a lot of women in management. I'm sure there is still discrimination, but I think it's less frequent than in some other departments. So I'm not really sure...

I don't think my department practices Gender discrimination.

The Education department is made up of all female identifying people so I wouldn't say we have an issue with this.

My department is a national leader in its field in gender equality.

We don't have gender discrimination that I've seen

my dept have more women than men

I feel like our department already works to address this issue and is doing so effectively.

I've never witnessed it (I am a woman).

We have more females than males in our office.

no gender discrimination evident

Seems like things are OK to me (but I'm a cis white man, so maybe not the best person to ask)

We have a good balance of male and female employees in our agency.

My individual department does not have a problem.

Am not aware of any

Our dept does not have gender discrimination issues.

I don't see any cases of gender discrimination here

I don't know. I haven't witnessed any gender discrimination in the workplace or outside.

I think the City should recognize that just because there are gender disparities in different fields (clerical work vs heavy machine operators, etc) that doesn't mean discrimination is occurring, just that people have different preferences.

I do not believe we have issues with gender discrimination.

Nothing really I think they do a great effort in treating everyone equally without seeing gender

We are fine

Question 8: What action (if any) could your department take to reduce gender discrimination?

We already have a policy.

We've done fairly well hiring both genders for positions.

Unsure, since over the course of my employment gender discrimination seems to have been pretty much eliminated.

I haven't noticed any thus far.

Have not noticed gender discrimination in the workplace

I don't know of any outright discrimination in my department.

I think that we are fine in this area

Responses regarding reverse discrimination

Our department gives women and people of color preference over white males. White males are the majority of our department, so this evens things out. So maybe that's right, maybe it isn't.

this has improved, but there was a time when it seemed promoting men was an actual priority due to our field being known as a female field.

In my department most of the administrative/manager/supervisor positions are held by women. Overall I think they do fine, unless someone is compelled to call for gender discrimination against men.

To stop expecting gender discrimination. I understand it does happen, I understand it shouldn't happen, but stop treating everyone as if they are going to discriminate, or be biased.

From what I've seen women get hired for a lot more managerial / leadership roles than men. The Department of Civil Right's written policies openly favor women over men (at least in "underrepresented positions"). I don't believe that being male presents any advantages in City employment.

My department is fairly balanced and fair, however Human Resources could remove the "red flag" criteria for hiring.

quit promoting female idiot's/slaker's because it's politically correct.

its now increasing discrimination instead of reducing it.

8 and proves its self wrong, isn't equality for everyone? how is it equality if it's just for blacks or woman?

Stop discriminating against men by making placing emphasis on gender when hiring ie ear marking certain open positions as only for women/minority hires.

Quit passing up white males just because they are white males

Perhaps giving actual examples of when and how gender discrimination is taking place could increase awareness of what to look for. It seems very important to stress equality for all persons so that policies do not create an overcorrection, even with the best intentions. It would be counterproductive to lay the diminish one group in an effort to elevate another. It is important to focus on individuals and not create an emphasis on secondary identity groups.

Question 8: What action (if any) could your department take to reduce gender discrimination?

Stop making one person, race or gender better or worthy of understanding over others. We are human beings and deserving of respect. Stop shaming people for arbitrary, unproven ideas.

City needs to stop promoting differences.

We don't have gender discrimination in our department. If anything, women are hired or promoted not because of their qualifications, but simply because of their gender.

Quit trying to reduce gender discrimination. This creates gender discrimination.

Responses regarding training

already do harassment training so that is good

Leaders could take a stronger stand in vocalizing the value of women and an equal work place, followed by an exhibit of equality in regards promotions and professional development.

continued work place training and statistical documentation and record keeping.

education, training,

Offer gender bias training opportunities (or make it mandatory), and openly and directly address discrimination by training leadership to model behaviors that support people of all genders

Provide training for customer/resident interactions.

Provide more training for females to become mechanics

Training

Talk more about it before division meetings, team meetings, like equity warm-up.

The number one step I believe could and should be taken to reduce gender discrimination within our department are workshops and trainings designed specifically for upper-level supervisors (sergeants, lieutenants, captains and above) facilitated by both law enforcement officers and non-law enforcement personnel to educate our nearly all-male command staff on how to foster a truly supportive culture for all (specifically for women and people of color), while also acknowledging historical bias within policing against these groups and working to overcome this. Procedures such as hiring, written job standards, increased openness and transparency, and mentoring and leadership could then be suffused with these gender-equal principles that could be transmitted to lower ranks of officers. Based on personal observations, many newer officers coming in are 'woke' in the sense that they understand the very clear gender bias at work in our department, but they lack the rank or experience to ameliorate it. This change MUST start at the top - the very top - of the organization in order to be effective.

Track mandatory training/classes to be sure employees retrain in these areas when required.

Mandatory education about the patriarchy/white supremacy

Educating leadership on the impacts of the patriarchy on our culture/workplace

Strongly recommend to agencies the City funds to take trainings on gender discrimination awareness.

Question 8: What action (if any) could your department take to reduce gender discrimination?

Create steps to help people identify and call out when we see it. I often do this when I see it or feel it happen to me. It is often with outside individuals vs City Staff.

The department could create more opportunities for learning (this includes possible trainings, community engagements, or outreach opportunities that address this) It would also be effective if we has a citywide plan to align department efforts to address gender discrimination.

Education in the ways gender discrimination still exists today. There seems to be a sense that we've largely overcome gender discrimination outside of raging sexists, so these sort of initiatives come off to some (just from what I hear around the office or in conversations) as pandering/unnecessary

Discuss and educate the entire staff about gender. However, this simply has to include a comprehensive historical and modern conversation and understanding of gender and gender non-conformance.

Additional training to reduce hidden biases. I feel like managers are accustomed to going to males for certain analytical tasks that a female could complete.

Share educational materials on this subject.

continue the education.

awareness training

Responses regarding workplace culture

Listen to different ideas, use idea's if useful

Showing respect to all staff irrespective of their gender.

Proactive reduction of workplace gossip

Simple, treat everyone as you would like to be treated.

As a middle aged white male I'm not sure how to answer that. Other than ask, and listen to the women in my department.

The men could become advocates for their female co-workers rather than telling us to be more sensitive to "white male feelings" or pretending not to notice what is going on in front of them.

Require everyone to work together more often. Team bonding tasks at in-service (ropes course)

Major cultural change needed to progress

I have never experienced blatant discrimination based on my gender. Because I work in a clerical position, I do sometimes get treated like an old-fashioned secretary, like being asked why I didn't make coffee, and I could live without that vibe.

Other responses

First I've heard of it. I'd have to think about it.

Have males in our dept. initiate potlucks instead of women all the time

Unions create equal pay. Keep unions strong.

MAC/WIC Survey Appendix III

Question 8: What action (if any) could your department take to reduce gender discrimination?

look at the heads of your departments. is there an equal balance of male and female? do they get continuous training and trickle that down to their employees. because, i can tell you right now that the director of my area is a sexist pig.

The Director appears to work better with men and respect their opinion more than women.

Hold male & females to same standards of work

I wasn't even aware there was a resolution.

Strong language, action, accountability from the leaders and middle leadership within the agency

Expect the men to take as much responsibility for getting things done as the women do.

Change leadership if it stays the same all of their buddies will keep getting hired ahead of qualified people

in our mostly female department, we've initiated a schedule for taking meeting minutes, cleaning out the office fridge, and other things like that where we felt the few males weren't pulling their weight. I think this is a positive move, and hope we do more.

If they were to hire only women we wouldn't have to worry about men ruining everything.

Men and women are equal in dignity. But completely different as human beings

How about religion

Start having a conversation about the fact that it is a real thing. To have people from uptown stop promoting things that they constantly sweep under the rug.

Making sure the women are included in the rotating job opportunities.

I don't know what is being done now or if it is effective.

Ensure the reclass process treats all employees in a similar fashion. I am aware of many stories of women and POC being treated very differently than white men.

Walk the talk

have stronger females at the top who aren't afraid to speak up and who actually care about females in the dept

Have a female design out uniforms. Make policies for the public that allow for alternatives to size and authority when enforcing rules on the public.

Perhaps by making this resolution public to the employees so we know it occurred.

responding would identify my department.

focus more on addressing gender inequities as a public health issue

Feel age discrimination is a bigger issue per my experience.

Actions speak louder than words.

change leadership

My office location is majority female, so I don't have much opinion on this!

Question 8: What action (if any) could your department take to reduce gender discrimination?

Keep an eye on male employees in management positions, that is where it always starts.

eliciting unbiased feedback. Understanding how people relate, sometimes, differently to it.

Equalize the expectations for all staff. Provide the same 'perks' to all staff.

Using equity impact tools prior to making changes.

It's not my department, it's my industry as a whole.

Study itself. Look at history of last 10 years.

The only times where I have seen different treatment according to gender is with the interactions my coworkers have with civilians. By that I mean sometimes civilians treat my coworkers differently according to their gender. Since this is not action on the part of anyone working in the office, I am not sure what actions could be undertaken.

define one standard and ensure all employees meet it

challenging the statewide standards for law enforcement certification - they are not job function related and unfairly penalize females due to different body strengths

Friendlier policies regarding flex time. There is an expectation that you will flex for the job, but if you need to flex your hours for something personal, you are expected to take paid time off.

Dress codes, clothes that don't fit but are mandatory for the women to wear as well as certain restrictions that sexual women's bodies.

Hold employees accountable for their behavior/actions

STOP gender discrimination

Making sure women don't get tasked with administrative duties more than men when it does not align with their job descriptions: meeting notes, doodle polls, scheduling in contexts. These are often scenarios that are not tied to someone's obvious job performance (RESJ meetings, NRTs, other types of collaborative groups). Men need to be held accountable if they fail to adequately perform these tasks or don't volunteer for them at all, instead of just escaping them quietly.

not be afraid of conflict and address situations consistently

White Women and White males excel in the City of Madison's current structure, I do not view this as an issue they are winning regardless of gender. They are more accepted and perceived more intelligent regardless of the work of their minority counterparts who have to work twice as hard just to be mentioned in the same conversations. I shall state that gender discrimination is real however it does not equate to the level of Latinos, African Americans and Asians.

It would take massive effort to do so. We're at the ground level.

better community outreach

I have set up a group of employees in the department to make suggestions. I will await their work.

Clarity of position/job expectations, duties, responsibilities so that performance can be gauged on clear criteria rather than on vague bases

Question 8: What action (if any) could your department take to reduce gender discrimination?

Have tampons available like we do first aid kits

Eliminate references to gender completely and call everyone a person!

improve ergonomics in field work with better tools

Stop "celebrating" boss's day and admin professionals day as an excuse to guilt people into giving gifts or signing up to bring in food.

We work together.

Replace the current director of the organization.

Treat everyone fairly would be the best option.

Unsure, there is more race discrimination than gender discrimination in my department.

Work on implicit bias

Promote work-life balance

Revise dress code - men have to wear long pants during the summer, women can wear skirts/dresses. "Dress shorts" (not athletic shorts) should be OK for men.

Supervisor does more lip service than action.

Affirm all the tools are in place to provide both genders a level playing field.

Women make up the vast majority of housekeeping staff at hotels and a large portion of their wages come from tips. The fact that the city does not reimburse employees for tipping housekeeping staff when they travel and stay at hotels is appalling and sexist. This practice should be encouraged if the city cares about equality for women and gender discrimination.

Approve overtime requests from female employees. Right now, only the men have their overtime requests granted. The supervisors also had us rearrange our offices so all the women are in one room and the men in another. Sort of odd.

Question 33: "Please share any other comments you have below."

Respondents were invited to provide additional comment with this prompt: "Please share any other comments you have below." 132 respondents provided additional comments. Personally identifiable information has been withheld to protect the confidentiality of the respondent.

Comments: "Please share any other comments you have below:"

Microaggressions such as ableist or sexist language are often as damaging as harassment.

You can't expect change and future growth if you adhere to the same old methods, eg. hiring managers that do not understand work to be done. And keeping with same standards, does not promote process improvement. The city promotes that they do all this but current practice does not show and will continue as they have.

A title does not make a supervisor.

I would resign if I had to work with this person full-time but luckily I rarely do so it is tolerable.

Some harassment occurs for psych / anxiety related behaviors due to lack of awareness regarding people's issues.

Management screwed up and put us in a budget crunch, then the every day employee is denied training needed for future openings that would be advancements. Because they won't pay the \$500 for training now, we won't have in house candidates for near future openings. So outside people, who do not know our system will get the job instead of insiders that have worked hard and dedicated for many years. No reward. Management isn't sacrificing, the everyday worker that has been dedicated for 20 plus years is.

The incident was investigated and handled appropriately.

... In my years at the City I have come to the conclusion that many departments have leadership that is lacking in actively managing the department. (Either from personal experience or from discussions with co-workers in other departments.) This is unfortunate, as it promotes lack of investment from employees due to lack of investment by Division/Department Head.

PLEASE stop sending this. There is not discrimination here. As much as you would like to accuse white people of racism, it just isn't happening here. Next time you send this survey, I'm going to start documenting that I feel harassed because you are indirectly harassing me by falsely accusing me of being a racist.

I do feel that when I wear my hair in its natural state, my coworkers look at me differently. It's like something's wrong with it. They seem to not understand or don't want to understand that we are all different, but there there is nothing wrong with that. If I wear my hair straight they will say your hair looks nice, if not they McKee me feel uncomfortable.

I like working for the City of Madison

Majority of everyone at [my department] are not mindful of the things they say openly and so can offend other that may have just walked by.

This was in a previous department that I worked in. The supervisor that this was reported to is no longer with the City. She was friends with the harasser and I even heard them laughing about it being reported to the supervisor. This is not an ok environment for the City workers.

Lead Work/Head of Dept. ostracize people that they feel should not be here, or who they think should retire. You are either in their group or largely don't exist.

none

As a new employee, I have not encountered any harassment or bullying

Question 33: "Please share any other comments you have below."

There is a culture of treating female, long-term employees in my organization as "legacy staff" which is coded for language meaning that their opinions and experiences are not recognized as valuable.

The matter was resolved effectively by management.

I thoroughly enjoy my position, and am growing into it, e.g., forming better cohesive relationships with fellow staff and patrons, especially the youth, who at times, do not always understand when we have to be firm with policies and rules... My Supervisor is the Greatest, and a true example of leadership!

The female staff at the library get harassed by men literally every single day. It's nonstop.

*racial epithets from customers to staff are also daily events. rampant. nothing is done. we do not have a standard for everyday racial discrimination or gender discrimination. 'bitch' 'racist bitch' 'n**ger' are used routinely by customers*

I answered no to the witness/experience bullying harassment questions, because what I have experienced and witnessed has been at the level of micro-aggressions, stereotypes perpetuated verbally and in writing on a performance evaluation, etc. These are not legally "prosecutable" or whatever violations, but they are significant perpetrators of a racist and sexist environment. And therefore worth mentioning.

The harassment I witnessed was not sexual/gender/race based. The staff member was my peer, and had worked for [my department] for two decades, and was seen as quirky, possibly manic, but as far as I know, never held accountable... I spoke about the offender to my colleagues... as the culture of our office was deeply affected by her. Our supervisor knew of some instances, but it was a difficult thing to pinpoint, since it was not sexual or gender harassment...

i know a woman who is commonly treated unfairly, i believe, because she is a woman. I feel there are multiple people in her section that are gender biased and the supervisor does not address the issues appropriately with the people of concern.

On occasion a coworker will make sexist remarks while in conversation with me. Not towards me, we're both men, but about other coworkers. There is still often the passing comment about non employees, especially if an attractive woman walks by. No cat-calling, they never speak to the person. But they'll look and then comment to me if I'm in proximity.

I'm a part time employee so some questions don't apply. Also, I may not have as much information as other employees.

In the last ten years working here I don't recall ever seeing any bullying or harassment while on duty.

The bullying, harassment, and discrimination I have experienced and witnessed at [my department] are demoralizing and not conducive to a healthy work culture or environment. I hope the... City of Madison would thoughtfully evaluate their responses to the incidents and complaints that have been brought to their attention and better align their responses with employment laws, practices, and policies. Many incidents I have either experienced, witnessed, or heard about from other staff have not been officially reported by staff. [My department's] current work culture is not a safe place to report incidents.

This survey needs to include a question asking if you have ever been harassed my answer would be (YES)

I think there's only one race the human race. Putting labels or a group identity . I think that hurts your workforce way more then it helps.

The culture within [my department] is not conducive to fairness for veteran employees. This is a leadership issue within upper management which has changed significantly from a participatory engagement to a complete "top down" decision making machine... This is well known among Management team. For instance; It is discriminatory... to ask "How much time does (a candidate) have left before retirement". It is also poor decision making to insist on

Question 33: "Please share any other comments you have below."

promoting candidates or basing assignments because of the College or University they attended, but again...this has happened. Recent retirements of several Management Team members over the past 10 months have been expedited by the retiring party due to these and other issues which include disagreements over policy and operational issues. All of these issues should be looked into further. [My department] needs change for the community's sake.

why is the city putting so much into creating reverse discrimination? That is clearly what the racial equality and social justice is, on application why not remove the race, gender age check box?

Instead of wasting time on all these committees and surveys, hire more employees for certain departments in the City of Madison.

certain staff "get away" with bullying and its not ok.

The City of Madison is an employer that works hard at providing a fair workplace for all. As a minority I have never suffered even a minor slight in the workplace at the hands of another employee. I have also never witnessed another employee being harassed or being treated differently for, insert your protected class here. I actually find it insulting that taxpayer money was used in developing this survey, compiling the responses, and analyzing the results in what I can only assume are a never ending stream of meetings, as I am confident that the incredibly miniscule amounts of substantiated harassment complaints could be handled on a case by case basis. Perhaps what exists in the minds of those claiming harassment is the perception of harassment/discrimination, and not anything based in actual facts.

I have a firm belief that all of the city employees I have dealt with, are courteous, fair, and impartial. However I believe the city as a whole, strongly suggests biased and unfair treatment towards employees and citizens due to their strong outreach of trying to show how much they are not biased, or racist, by leaving a non-minority or culturally diverse population left in the dark in such favor of hiring processes, elected officials, etc. Again EO, EEO, should always be the policy in which we (the city) conduct ourselves, I see the reverse affects of it by the actions currently being held by city official and the strong push to hire a certain group, instead of simply hiring for qualified work experiences.

Since the person has retired there have not been any incidents, but disappointing that it seemed too sensitive to address. The Prohibited Harassment training can make people aware but cannot change someone's personality.

Know bullshit = no bullshit.

As a supervisor, I have had such instances reported to me, and I have investigated and reported them up as required by APM

Keep focusing on racism, even when highlighting other forms of oppression like gender inequity. Change the structure of departmental leadership - all department heads are male and leadership positions are disproportionately held by white men throughout the city. Hold department heads accountable, even those who know how to talk about equity are often behaving in ways that are problematic and asking women and people of color to tell them when they "say something wrong." Listen to Alex Gee's podcast with Robin D'Angelo for examples. Many of the City's initiatives and departments are actively seeking to maintain the status quo while talking about racial equity and community engagement. There are many dedicated and hardworking people in the city, but they need support and true commitment to structural change (changes to hiring processes, a better vehicle for participatory government than the politicized and top-down NRT structure, and a willingness to take a hard look at how white supremacy culture operates within the city).

I am encouraged by the turnover in some of our Manager positions. I think we are headed in a better direction as an organization, however there are several division/department heads who need to be held accountable for their behavior, lack of performance and poor leadership.

It's not clear if employees in my department need to wait to be offered a promotion or ask for a promotion

I fear that if I were to be open about my gender identity in the workplace, I would face discrimination. People would treat me differently.

The results of this survey could easily be misinterpreted due to the vagueness of the questions and the limitations of the available answers. Just reviewing my own answers, I could see them being read in ways that are completely unrelated to the experiences and people I was referring to.

Rather than the city embracing all people, white males are derided and the brunt of negative comments. This is not an all inclusive or open city.

The city should provide better training and support regarding transgender employees. Many city employees are under educated in regards to the LGBT community and it should not be up to employees from that community to educate them.

Until senior management chooses to actually create a safe, inclusive, equitable environment, the status quo will remain.

There are a few people here that need to learn the difference between a joke and a complete put down/insult.

I wish there was an alternative way to address harassment in the workplace. I do not know the answer but if making a formal complaint is the only option I think a lot of harassment will continue to go unreported. In a way it is similar to being a victim of a sexual assault. Many victims of SA do not report for fear of not being believed or being judge or persecuted for their perceived actions.

I am so frustrated by the lack of follow through regarding this person. I have never worked at a place where I feared that someone was out to get me. I'm... a long time government employee.. and NEVER went through this kind of workplace harassment.

Some people are jerks and supervisors.

The culture in my department will not change until a retirement occurs. I have worked other places and there has always been a great level of respect among co-workers and between managers, but not here.

Thanks for putting together the survey! I love working for the city overall and have generally felt very respected.

All buildings/facilities used by the City of Madison should have at least one gender neutral bathroom.

There needs to be other mechanisms to address toxic workplace culture.

I have never seen or experienced this every at work by coworkers. This is a thing of the past that is perceived to have not been here for a generation or more.

I hope you keep educating employees so that people are aware of implicit bias and their behaviors that come from the bias. Passive aggressive or ignoring some requests on the job scene is still going on, and it is not obvious if that is racial/gender discrimination to bring that up for justice.

I think there should be a mandatory third party involvement, some kind of mediation, debriefing when things get so bad one employee is yelling at others.

Political correctness is ridiculous and has gone too far. Reverse discrimination is still discrimination. Racism is not nearly as prevalent as it is made to appear. Playing the race card and false narratives do more to promote racism, rather than curbing it. Affirmative Action is racism in action.

The jokes, non-constructive criticism, nicknames of non-present people, and overall shaming are very hard to deal with. However, I'm not sure any of it rises to the level of harassment. And how would I ever prove it anyway. Especially when I'm the only one that doesn't seem to like it and/or participate.

Question 33: "Please share any other comments you have below."

I've found that as an employee with a disability, the City's training efforts are woefully inaccessible and trainors don't understand their obligation to provide accessible services. On the other hand as a white, male, professional, I find that my views are given great weight, but I think that's due to my experience and position.

My answer about the City supporting professional development is predicated on the fact that our Department, according to all staffing studies currently extant, show that our department is short staffed. And as we are short staffed, the department CAN NOT support professional development/growth because we do not have staff available to allow our staff to go to training that will not only benefit them, but will benefit the community, the department and the city as a whole. The City needs to recognize that our Department can not continue to offer the high level and diversity of services that it currently offers without additional staffing! I work for the Police Department.

I ticked the box for being treated differently because of my race but really it's more about my ethnicity, that just wasn't an option

Every time I take a survey, I relive the harassment.

I want to make it clear that the harassment covered in the previous section is not said directly to specific employees-it's "vented" to others. For example, if "John Smith" is the target of ire, then management complains to other employees about them but, as far as I know, does not harass John Smith specifically. It's very passive-aggressive: not answering emails, requests for information, etc. It's very off-putting to me.

I have heard people talk about women not in the room and being dismissive/suspicious of female intelligence and expertise. I have heard terms such as "powwow" used casually by white people which is appropriating a term for a sacred ceremony. I have felt uncomfortable about some attitudes/discussions about certain neighborhoods in Madison.

Bullying and attempted intimidation to gain power or control over another person is something that never comes up in any conversation. When this happens between equals or persons of the same class while being very toxic usually does not rise to the appropriate level.

Our staff experience more bias from citizens calling in about our staff doing their job rather from other City employees

This survey was difficult to respond to because of the unique relationship between [my division] and [my department]. We are invited and encouraged to participate and engage with the the department on a social level and some organizational projects but I otherwise do not feel like I have a relationship with the City of Madison. The department I work in and the people I report to are amazing and I have never felt unsupported, harassed, or discriminated against. I have never witnessed the people in my department engage in harassment or discrimination. I think there are issues in the work place culture at the organizational level particularly when it comes to the hierarchy/flowchart of employees and personal/professional boundaries. I don't know if trainings or other intervention programs would help with those issues. Generally, I think people are aware of what they should do or need to do to alleviate these issues and there are varying degrees of commitment to making those changes. If I could change one thing, it would be to have the ability to speak about issues and know that actions will be taken to create solutions.

The person that harassed me is a narcissist, is unproductive, lacks ability. We got along just fine until he learned that he had to compromise job duties. If this was a private company, he would have been gone a long time ago. Long ago, [name redacted] had been a leader in a Pre-D meeting. I should have reported his behavior: He got in my face and raised his voice and said "Do you think this happened because you are female?" loudly in front of all my male co-workers. Needless to say, I do not respect him for that. There was a questioning about an incident reported by a co-worker. [Name redacted] was conducting the questioning. She was speaking to me as if I was being interrogated at a police station - as if I was the guilty offender. I did not appreciate that. I brought attention to my

supervisor that I had reported incidents which were hard to prove like this one was and that I was angry that mine was handled differently. I was thinking that the coworker's complaint was handled promptly because she is a lesbian minority and I am not. It's always the same person creating problems. I love working here and like most everyone who works here.

I appreciate this survey!

Overt bullying is rare in my experience but microaggressions abound towards black employees especially and take a significant toll. Black women in particular have told me they have been downgraded in performance appraisals for "aggressive behavior" for asking questions or speaking up. Black women have had work rules selectively enforced against them or interpreted differently towards them.

My current job is better, but there has been a lot of awful stuff that has gone down at the library over the years. I'm still angry about a lot of things that happened there.

I think it is very important to look at the people who have been employed with the city for at least 3 years and evaluate them, look for growth opportunities, potentially promote. I feel that if you have employees that are willing to dedicate themselves and their time to being a part of the City that they should be able to feel secure in their career and growing with the City. Promote from within, make any LTE or HOURLY positions open to the public and any internal promotions available to City employees FIRST before opening to the public.

I feel some people should develop thick skin and not take things so serious

Nice survey, I hope something is done with the results. As stated prior, in the world of #metoo and #timesup who advocates for the heterosexual Black Male, and other people of color. This question will never be answered because the answer is simple and no one wants to admit it. However I will attempt to answer it for myself by stating "no one". Every department with in the City of Madison should be thoroughly, sometimes the writing is on the wall and often overlooked when it is being viewed by likeminded people.

I feel very comfortable as a person in my work--this is indeed a harassment free zone. As an employee I am overall satisfied, given the limited and hourly constraints of my pre-professional position. My colleagues are friendly, and I would enjoy being in a professional position in Madison. It's just mad hard to get there, especially with the difficulty and sometimes--for me--confusing nature of the hiring process, but it starts with HR, not my department.

I have not nor have witnessed any work place harassment between any city employees. I have witnessed multiple occasions of harassment and assault against co-workers FROM citizens

Our department includes a lot of blue-collar white men. They joke with each other and with office staff. I think most staff is fine with the jokes and can banter back but I'm not sure if I know where the line is for other people. I'm really demoralized in my position because it feels like whenever I give ideas for improvements, I'm shot down without consideration, then someone else will take my idea a few months later and it's implemented.

Job experience is under-appreciated. Institutional knowledge is not valued. New ideas are valued more than good ideas. It would be nice to be recognized for our unique ability, not just the number of people we manage. Discipline is inconsistent.

As police officers we are subjected to harassment, threats, and all forms of targeted evil behavior from citizens we encounter. We are expected to not reciprocate, even if deserved. I feel like we as officers demonstrate a great deal of restraint and tolerance with the general public as well as with each other in the workplace. Also, if we can and are expected to withstand such treatment on a daily basis from the community we shouldn't be likely to feel slighted or genuinely attacked by our co-workers. I would guess most of us are used to being subjected to negativity or cruelty by others but overall I feel like we respect and support each other at work.

Question 33: "Please share any other comments you have below."

I've heard of employees yelling at managers and not doing their jobs and nothing happens. Employees need to be held accountable. It's pretty simple. Repeat offenders need to learn inappropriate behavior is not acceptable.

Library patrons often make personal comments/sexist comments to staff, or look openly at women's bodies who are working. It's hard to know how to address these behaviors in the moment unless it's egregious.

I don't know that I have directly witnessed incidents of this nature; however, people I have no reason to distrust have shared their struggles with incidents like this. However, the main one I can think of doesn't appear to fit the description of a discriminatory act so much as an individual simply being a manipulator/bully

The RESJI reps for each department should have been vetted in some way. Ours does not share the spirit of the program. She's even said disparaging things about the program and the people it's meant to help to her employees.

I think we have a leadership problem in the City of Madison. Department heads overall (and many managers) were raised in a male-dominated environment, and their leadership cannot and does not sustain a diverse workforce. We need a strong leadership model and framework that prioritizes leadership of a women and people of color oriented organization. We should be benchmarking all supervisors, managers, and department head positions for skills that demonstrate successful leadership of women and people of color and that embody the city of Madison service promise.

Supervisors and managers need training on how to handle accusations of harassment. Too often, they hear the word "harass" and it may just be a misuse of the word, as in "My co-worker is harassing me with questions." and the managers over-react and escalate what is truly not a harassment issue, a common-day usage of the word.

If I see it, I will report it. Sadly, most discrimination happens behind closed doors/quietly. It happens in lack of mentoring and opportunities for people of color and women, it happens in the under-representation of these groups in promotions.

To be an effective policy it MUST have the ability to discipline, follow up and continue to monitor the attackers behavior. Too many complaints have been "swept under the carpet" by department heads.

I love the department I work for and my supervisors are incredibly fair

I have witnessed micro-aggression but not necessarily anything that rises to the level of harassment

I have been told by multiple people at my agency that morale is at an all time low. I believe many factors are involved. Race and gender complexities probably make it worse for some people.

I'm very happy in my current work place and the environment, for me, is very warm and welcoming.

I have not received or witnessed any workplace harassment/bullying, BUT I have witnessed multiple incidents of harassment and bullying, both to myself and other employees, from the public... I know [my department] has requested Police Officers to attend Commission meeting when a known harasser is expected to show up. Applicants call me honey and sweetie all the time. It's never to the point where I feel unsafe, but all the emotional labor of dealing with the unhappy or entitled public definitely gets to me. I am a natural empath, but this job has really forced me to develop thick skin.

It may be the current time we live in but there is a complete lack of compassion, empathy, and team work at this work place. This "ME" has to change to "WE"! It is much better than it was a couple years ago but can still be improved. New managers need to realize they are management and when it pertains to work, their old friends they now supervise are employees and treat everyone equally. We all need to respect each other in the different jobs we accomplish not be condescending towards each other. I also believe that if we eliminate the references to race, gender, sexual preference, etc. and just treat each other as humans we would be better off.

My workplace seems free of discrimination/harassment/etc.

Question 33: "Please share any other comments you have below."

like many people of color who reside and work in Madison, I have been the target of unwarranted suspicion by residents, business owners and the Madison Police Department on account of my race or ethnicity. This is not a work issue per se but it influences how I feel about work/life

The person who harassed, insulted, & stalked me still works for my department, just in another location...

Please create some safe spaces for Women and POC...everything at the city of madison caters to white people and even the most sympathetic white person is still clueless. I looked into joining RESJI, but that group is for educating white people who have choose to live a life of ignorance. I would like a safe space for us! We we can impact policy, or just network/socialize with other POC and leave our "White mask" off. I need a space where I don't have to listen to people justifying why another black person was killed or why all athletes need to stand for the flag, or how Trump "is just politics" and not dehumanizing, demoralizing , and all the other de's. I need a place where I don't have to become exhausted educating our white male/female co-workers, listening to their stories of White Saviorism, or treating them like delicate flowers.

These questions are two vague. If we really want to address the workplace climate at the city. We need to be intentional and direct.

What's next? Maybe you should keep this survey open to report incidents. Please don't ask me to share and not do anything with this information.

In many departments there are males in top ranking positions with females in supporting roles. How does this continue to happen? If women are in the supporting roles, how are they not achieving the top ranking jobs? There seems to still be a disconnect somewhere, is it training, support, interviewing process, casting a wider net for applicants? I don't know what the magic recipe is, I wish I did (imagine the possibilities!). I love this town, I love my job, and I love my co-workers. What reproductive organs you have should never be a deciding factor in any job, but when you look across the board there seems to be a tilt to the table on each job level. Hopefully, there is a way it can be evened out a little more. On a side note, I would like to see a class on practicing being more assertive, speaking up for yourself. The key part is the practicing. There are a couple grown men who have difficult looking at my eyes when talking to me, or when I pass them. In my head I have it planned out what I'm going to say next time, but then in the moment I don't do it. I'll get there I'm sure, I hope! Anyway. Thank you for all that you do.

it is very challenging to work for Madison City/ Dane Cty. The face of the organization needs to change to mirror the community we serve.

"mansplaining" -often a very subtle form of what I'd consider gender discrimination.

*The city does not treat people with disabilities with much, if any, compassion. I've asked for a couple of workplace accommodations and been flat-out denied them. I've also had to be gone from work due to my disabilities and when I ask to be gone for appointments, I meet with disdain and annoyance from my supervisor, as if my absence causes them personal inconvenience. I also sense they don't believe me about how many appointments I have or that I have to prove that I've done or that I am doing my duties and not slacking. I hate this f***ing place, and I'm only here because I need the money and benefits and have nowhere else to go. My supervisor(s) suck. My co-workers (most of them) suck. And the atmosphere here SUCKS. (Did I mention it sucks here?)*

This appears to be a fishing expedition to generate something negative that doesn't exist.

It's nice you keep trying but I don't feel anything can change my department.

I like my job, my co-workers and management. There are some items about the work environment, namely the condition of the office. Anyone who visits this office, and just looks at the ceiling, would get the feeling that we are the least respected department in the city. Considering that the ceiling was started being replaced about 15 years ago and hasn't been completed. Who knows when the office was painted and the carpet is in poor condition. In

Question 33: "Please share any other comments you have below."

the mean time, other offices have been repainted multiple times, have had their offices remodeled more than once and who knows what else. With a new mayor and new common council members, perhaps change will come.

Leadership in our office was changed one year ago. The previous leaders, though not perfect, were much more responsive and caring in regard to day-to-day life and work balance, and better at communicating important information and milestones through team meetings and impromptu gatherings. I don't feel that me or my concerns are relevant to the current leadership. I will say that some things that had been swept under the rug have been addressed, but there is a general vibe in our office that is negative, in my opinion.

Our department deals with a wide variety of the public. Many homeless, unstable, etc. While the Mayor's office has secured all kinds of offices in the CCB (many - like Finance - with very little public interaction) they have not looked at employees on the front lines, out in the public, that can't sit behind glass and locked doors. There should be money budgeted for security positions.

Management are not held accountable for their actions and retaliation is instant.

I believe the city as a whole is doing a great job trying to mitigate these issues. But it needs to follow up, and maybe make the reporting process a little more private or anonymous.

I'm continuously aware and thoughtful about the dominant "in" group and others that lie outside of this group. There are power dynamics at play and it seems like work would be less stressful and more productive if people would be more aware, conscious and respectful of everyone around them.

A few comments: 1) I believe the City has the policies it needs to encourage diversity and a welcoming environment for all employees in place. What is needed is enforcement. There are too many (white, male) managers doing whatever they like despite the policies and getting away with it time after time, especially with hiring and promotion. 2) Outright and obvious discrimination is less frequent. Most managers know better than to flaunt any prejudices. It's the culture of white, male, heterosexual, cis, able-bodied that continues to perpetrate itself and denigrate what it is not. This is often in more subtle forms, the microaggressions of ignoring, dismissing, "humorous" mocking etc. 3) I think the main focus should be on increasing the diversity of the workforce, mentoring and promoting people of diversity. It doesn't help to have a diverse work force when all the managers and supervisors are white males.

I am not comfortable confronting peers if/when they make inappropriate comments about other employees. I usually try to change the conversation or walk away instead of a direct confrontation. When it comes to promotions, I know for a fact that I had more years working in a Customer Service type position, have been told (by coworkers and customers I interact with) that I have a more positive and better attitude than the person who recently received a promotion in our department. I have filled in for shifts for "veteran employees" (those who have worked for 10+ years in my dept) that I am more positive, knowledgeable, and take the time to help customers and answer questions. Many of these employees have a poor attitude towards their job, towards customers, and basically do the bare minimum of what is expected of them. Management is aware of this, but they don't address the poor attitudes of people who have been working in the department for a long time.

In my department, hostile treatment is more likely to come from the public than from fellow staff members.

I wonder what would happen if the city politic would stop creating and furthering agendas that are purely race/sex based and constantly divisive in that the mayor's office and city entities start from the premise everyone is racist and or sexist. What about the abysmal job growth in Madison and the fact that a record number of businesses, both private and chain businesses have closed? Jobs foster self-pride, independence, economic growth and financial re-investment into the the city. What about the now created food desert on the south side now that the grocery store is closing?

heard second hand that women and people of color are often harassed at [name of department].

Question 33: "Please share any other comments you have below."

There are many, many incidents when working with the public. Every single training and resource revolves around internal bullying and harassment. The issue at the library is the public. There are no safeguards, inappropriate policies, and ineffective response from management regarding these issues. Staff is harassed on a near daily basis with the rights of the public always trumping the safety of staff.

Emotional Intelligence training and boarder understanding of different personality styles and approaches are need organization wide, particularly with leaders.

I loathe the managers in my department

I have not experienced bullying by City of Madison employees, but feel that I have experienced bullying from staff at an agency that I work closely with. I have talked to my supervisor about this.

Bullying here isn't aggressive. Its passive aggressive. It isn't name calling or outright harassment. Its being given the silent treatment or hearing whispers between coworkers.

The demographic shift in employees in the last 5-10 years has led to a marked shift in employee attitudes regarding race, gender and equity, with younger employees more committed to making changes. That said, this is a generalization and does not apply to all employees. Older employees seem to often feel that they are shut out of decision making and no longer have the ability to move up into new positions due to their race (usually white) and / or gender (usually male). While this may or may not be accurate, the perception does exist. The City's commitment to hiring new employees that reflect a wider diversity of race and gender is laudable and should continue. That said, there will be some who, rightly or wrongly, feel that they have been passed simply because of who they are.

Thanks for your efforts.

It is well known that 'going to HR' results in retribution - while professional staff have representation through a voluntary group, the ability to investigate and take complaints to higher levels is very limited. there's no where to go to have legitimate instances of discrimination investigated. people just choose to leave as a recourse.

I work in a high-stress professional office where we often joke with each other and it's possible that some jokes if overheard by others might not be appreciated, but I have not experienced / witnessed any that would be derogatory toward women, POC or other minority / ethnic groups. If anything our office is very hard on men! I suppose that could be a gender concern. I'm sure there is always room for improvement / better sensitivity when it comes to how our jokes and the conversations we have when letting off steam might be perceived if overheard by others.

Putting someone in a position of power, i.e. supervisor or manager, does not automatically qualify them to supervise a person/group of people. Supporting new employees (less than 6 months) because they are a minority, while throwing your long-term employees (20+ years) under the bus or ignoring their valid concerns is despicable. And yet I have zero hope that my situation will improve. This person was ushered through the probation process while unhappy employees were left to pick up the pieces.

In the grand scheme of things, this is a very tolerant place to work. I feel that most of the discrimination I have experienced or witnessed is more on a personal level of a supervisor not liking a certain person and bearing down more on them than others. I would like to see an end to that, but I think it's darn near impossible to filter out human nature.

Thank you for sending out this survey. I hope something can be done about the subtle bullying and gender discrimination in our department. I have only been employed with the City for about 1 1/2 years but am actively looking for employment at other offices. There is an unwelcoming attitude here and the bullying makes it very difficult to do my job well.