

Location	<u>Commissioners</u>	
Board Room	Avedisian	Magnan
District Headquarters	Currey (Ex-Officio)	Patel
555 Main Street, Hartford	Desai	Salemi
	Drake	Steuber
Dial in #: (415)-655-0001	Gentile	Taylor (C)
Access Code: 2312 990 4627#	Lester	Woulfe (VC)
Meeting Video Link		
	Quorum: 6	

- 1. CALL TO ORDER
- 2. PUBLIC COMMENTS RELATIVE TO AGENDA ITEMS
- 3. APPROVAL OF MEETING MINUTES OF JUNE 24, 2024
- 4. INTERVIEW OF AMAZING WORKPLACE, INC. RE: 2024-RFI-02 "INDUSTRY INFORMATION ON TECHNOLOGY FOR CONDUCTING EMPLOYEE CLIMATE SURVEY"
- 5. OPPORTUNITY FOR GENERAL PUBLIC COMMENTS
- 6. COMMISSIONER REQUESTS FOR FUTURE AGENDA ITEMS
- 7. ADJOURNMENT

RFI Number 2024-I-02 - Industry Information on Technology for Conducting an Employee Climate Survey

Amazing Workplace

Amazing Workplace, Inc., is a provider of comprehensive employee climate and engagement systems, surveys, services, and solutions. Amazing Workplace is a very different type of organization in the space: deeply focused on understanding and improving employee happiness to drive engagement, increase retention, improve productivity, and foster a richer company culture. Unlike other providers, our organization is outcome driven, and begins each partnership by identifying and focusing on the operational and business outcomes our clients need and want.

Amazing Workplace is headquartered in Florida with major operations in Bend, Oregon and Los Angeles, California. It also has remote workers across US time zones.

Amazing Workplace's software development teams are exclusively based out of the United States. Our technology and our support teams are ready to immediately deploy solutions to clients of any size. Amazing Workplace has a proven track record of highly successful partnerships with small organizations (fewer than 20 employees) and large organizations (over 5,000 employees). Our client feedback shows 100% satisfaction for our client delivery, client success, and client support experience.

Amazing Workplace's own culture is deeply tied to its purpose: Improving people's lives. This simple purpose drives us to provide employee-centered solutions that also create significant improvements to business metrics. Amazing Workplace clients frequently note our unique ability to help identify and implement low-investment, high reward improvements in the workplace experience. We are dedicated to ensuring each of our clients' success — it's what we do.

Our Call to Action

Amazing Workplace's call to action is to improve people's lives by bringing much-needed change to the employee survey industry. Despite many companies' best efforts, employee engagement scores have remained flat for decades – no improvement. Amazing Workplace is bringing Employee Engagement back to its roots, as initially laid out by William Kahn. We are responding to the needs of businesses and employees in a rapidly changing world. Today's workplace and talent revolution is having an incalculable impact on organizations as they try to rapidly evolve in an environment of constant change. Success ahead largely relies on an organization's most critical resource: its people. Attracting and retaining top talent (and enabling them to be as productive as possible) is more important than before.

In 2024 and beyond, there will be a continuing shift in trends that will impact the future of work in how employees both shape that imperative, and how they are also impacted by it. The most notable trends will be a continued focus on internal talent mobility and upskilling without changing headcount. There will also be an emphasis on increasing focus on the employee experience and flexible work schedules. Addressing mental health and wellbeing will be critical for sustainable employee performance in a postpandemic era and is being directed by many Boards. There will also be an everincreasing scrutiny on AI in recruitment processes for ethical and regulatory compliance, as well as the need to rethink talent pipelines along these lines.

Economic challenges and uncertainty will have an adverse impact on employees due to the fear of layoffs and downsizing. Engagement, defined by Gallup as the involvement and enthusiasm of employees in both their work and workplace, dropped 3 percentage points to 30% in the first quarter of 2024. In real numbers, that means about 4.8 million fewer workers are engaged with their work. While the United States still has some of the highest employee engagement rates, things like poor managers, a lack of growth opportunities and news of layoffs continue to weigh on employees.

Amazing Workplace is uniquely well-situated to power organizations though these challenges. Our employee experience solutions are research-backed, proven successful, and agile. Our high-touch client relationships help ensure that solutions are tailored to each client's needs. Ultimately, Amazing Workplace empowers organizations to get and keep the best people, and to develop their talent despite headwinds in the economy and in the labor force.

Request for Information Detailed Response

<u>Provide a detailed explanation of the most current industry trends and standards in software</u> <u>technology or cloud-based applications for conducting a successful employee climate survey.</u>

Current trends in employee climate survey technology reflect a focus on:

1. **Driving participation**. Organizations struggle with low participation, reaching employees in the field, employees dropping out of the process. The best solutions

are highly engaging and provide support and communication tools that are agile enough to reach employees and keep them involved.

- 2. **Ease of use**. Many users are seeking a better, easier, and more beautiful experience. The best solutions are simple to start, easy to understand, and provide a pleasant user experience with no load-times during responses.
- 3. **Employee communication functionality**. Keeping employees up to date at each step of the process is critical to obtaining the benefit of employee climate surveying. The best solutions provide thoughtfully crafted templates, automated communications, and live assistance with meeting communication goals.
- 4. **Gathering actionable information**. Organizations and employees want to do surveys that lead to action. The best solutions provide results that highlight focus areas and identify possible solutions.
- 5. **Guaranteed anonymity**. Employees increasingly worry about being identified and facing retaliation for negative feedback. They expect a third-party survey provider who can explain how and why their responses are anonymous. The best solutions provide strong encryption and appropriate handling of client data.

Standards for best-in-class products for employee surveys include:

- 1. Ability to deploy surveys invitations across multiple channels including email, text messaging, embedded links, landing pages, and QR codes. This enables employers to successfully reach employees who work in multiple settings from offices, to home desks, to job sites and customer-facing counters.
- 2. Available surveys, feedback tools, and conversations that are written in plain language, with definitions provided for topics and key terms.
- 3. Functions to generate announcements, presentations, and follow-up communications and deploy them to employees. This supports employees feeling heard and valued.
- 4. Robust action planning functionality with the ability to invite users across the organization to participate in completing planned actions.
- 5. Automated analysis of results that identifies focus areas and suggested actions to address employee feedback.
- 6. Enhanced customer/employer support with project management, technical support, and consulting support across the climate survey lifecycle.

Detailed information of the features of the application(s) and/or software available that are important to the District include:

• Questionnaire design features for the development of key questions that are quantitative, concise, clear, specific, and unbiased in order to elicit meaningful results, essential to gaining positive employee engagement and feedback.

The Amazing Workplace Employee Happiness Management System (EHMS) and Survey Studio offer our industry exclusive Conversations, a feedback system that is delivered like

a survey but mimics a two-person communication. Conversations prompt and guide employees with simple and concise questions, opportunities to gauge their feelings on topics with our trademark Happiness Scale, visual nudges that prompt employees to expand on their thoughts in writing, and our patent-pending Happiness Verification tool, that check with employees at the end of the process to see if they agree with the overall assessment of their feelings.

Our Survey Studio enables customization of Conversations and Surveys and comes with over 100 conversation and survey templates related to engagement, climate, and specific topics within those areas. Our surveys are created by a team of successful leaders, employee engagement experts, and top content writers to ensure they are easy to understand, engaging, and even fun to complete. They have been tracked carefully over the years and refined to be as useful as possible.

• Security features for the protection of employee anonymity and confidentiality of survey responses.

Amazing Workplace Conversations and surveys are built for gathering anonymous responses. They use best-in-class encryption to separate employee contact information from results during the participation process. Amazing Workplaces anonymous results do not contain employee identities — they are managed through "group" demographics. Even on the back end, Amazing Workplace itself cannot identify the individuals connected to particular results. Groups with fewer than three participants are by default not included in results; while the employer can change this default before a Conversation or survey is sent.

The EHMS provides functions to limit user access to particular groups or particular areas of the system. This enables employers to bring in managers from particular departments or areas of the organization, while preventing them from viewing results and comments from other groups that they do not work in.

• Reporting and data analytics features including benchmarking of peer organizations as well as internal benchmarking over time.

EHMS provides the ability to interact with results in every combination of filtering and sorting across groups, locations, and topics. Automation identifies risk areas and suggests actions. Views are available to compare any groups and to compare one set of results to another. Amazing Workplace has benchmarks from internal data and from other open-source employee climate and engagement surveys. Benchmark data can be added to employer's accounts in customizable widgets so users can keep an eye on performance against these benchmarks over time.

• Employee communication features (both pre- and post-) to ensure employees understand the purpose of the climate survey and how their input can contribute to positive changes in the workplace.

EHMS features communication tools to announce Conversations and surveys, explain key steps, to present and explain results, and to communicate and manage action plans throughout every step of the process. EHMS also has two-way feedback systems though the unique Weekly Report tools for leaders and managers.

Communication templates for both written and oral (live) communication are provided through the platform. Introducing surveys properly is one of the most important parts of increasing participation and actionable feedback. These templated communications can be sent through the platform or copied and distributed via other systems.

 Management communication features (post-) to ensure management is prepared to take action on feedback to maintain and/or improve employee workplace experiences.

Action planning in EHMS allows an unlimited number of leaders and managers to join in the process of creating or completing action plans. Managers can have credentials to view plans and complete them, or to create and edit them. System reminders can nudge users to check up on committed actions before deadlines hit, and leaders and HR staff can monitor plan progress and receive digests and updates as things get done.

Further, coaching and communication templates are provided around how to message the action which will be taken based on employee feedback. Choosing the right information to share, how it is shared, the tone and so forth are all important to get right. The results shared should fairly represent the workplace and not focus only on problems and should be presented alongside commitments to improve a few things. Amazing Workplace provides coaching and communication templates to empower clients to get this right.

<u>Pricing estimate for License and or Software as a Service cost to the organization assuming both</u> <u>single and multi-year license or subscription options.</u>

(Note, this section in bold is confidential per Conn. Gen. Stat. § 1-210(b)(5)(B).)

<u>Based on the technology solution(s) identified in this submission, provide information regarding</u> <u>any additional industry standard scope requirements the District should consider in its</u> <u>procurement planning for conducting a successful employee climate survey.</u> Comprehensive action planning, with the ability to assign access to any members of your teams to build and follow-up on actions.

Full-service support, training, guidance, and consultation with industry-seasoned professionals; proactive project management to ensure clients get business results (not just data).

EHMS and Survey Studio, featuring additional, research-backed surveys on topics including balance, belonging, pay and benefits, culture, leadership, empowerment, and many others. Survey Studio also includes Conversations and surveys with other functions such as onboarding, offboarding, and 360-degree assessments.

Verified results. Conversations and surveys with ability to check employee sentiment in real time during the feedback process.

Provide a detailed description of the Respondent's company and industry experience.

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If a software or application provider, include reference(s) and summary example(s) of successful use cases for client(s) of similar size as the District, 6 preferably public entities such as municipalities, state agencies, or public utilities.

(Note, this section in bold is confidential per Conn. Gen. Stat. § 1-210(b)(2).)

If an employee climate survey project provider, include summary example(s) of successfully delivered projects for client(s) of similar size as the District, preferably public entities such as municipalities, state agencies, or public utilities. Summary(s) should highlight project scope, technology utilized, employee participation rates achieved, approximate cost, and general results of the survey.

In Q2 of 2023 Amazing Workplace contracted with a federally-funded preschool provider in Texas to provide the Employee Happiness Management System (EHMS). This client had approximately 450 employees across 20 centers and offices around a large metro area. Over the prior several years, the client organization had struggled with increasing voluntary employee turnover (rising to 20%), impaired ability to recruit talent, and high absenteeism.

After initial consultations, Amazing Workplace conducted an organization-wide Employee Happiness Survey. Despite cultural resistance and concerns about anonymity, the survey received 57% participation. Results revealed the client had a strong, purpose-driven culture and a good sense of cooperation and fun among rank-and-file employees. Results also showed the client had significant unhappiness around feeling rewarded, feeling productive, and feeling safe and authentic at work.

Amazing Workplace's Client Delivery team and Happiness Coach developed a comprehensive action plan for the client, utilizing built-in action ideas from EHMS as

well as original solutions to fit the client's unique needs. The team leveraged detailed results to target root causes of unhappy results in the most affected teams and locations. The action plan capitalized on the organization's strengths in purpose, mission, and culture to increase effectiveness.

The client subsequently invited Amazing Workplace team members to give a detailed presentation on the results and action plans at the client's annual all-staff retreat. The plan and results were very well received. Over the following months, as planned actions occurred, Amazing Workplace continued to assist the client with communications and support. Client reported increased morale, and by Q1 of 2022 client's internal tracking showed definitive improvements in voluntary turnover (already down almost 2%) and recruiting performance.

This client reported they were very happy with all aspects of the Amazing Workplace process and the EHMS, especially noting the client service, support, and hands-on coaching and consultation.



Employee Happiness Management System (EHMS)™

The Best Way to Measure and Improve Employee Happiness.

EHMS is software that provides accurate, actionable people information to make informed business decisions. Understand your people, make informed decisions, and drive success with EHMS.



Strengthen recruiting:

People prefer to work for a company where people are happy.



Increase productivity:

Happy employees are more productive.



Reduce turnover:

Happy employees stay. Unhappy employees leave.



And so much more...





What people are saying about Amazing Workplace 5000+ reviews & counting

- **66** I wish we had done this years ago. My advice to anyone – don't wait – EHMS lives up to the hype.
- **66** I love that the focus is on our becomes a "best place to wor available to employees.

6 Our employees love the focus on happiness, when someone says "amazing" employees will respond "workplace." This process has truly transformed our culture.

66 We rec foc

- **66** We used CultureAmp for years. EHMS is just better. Have anyone call me, anytime.
- **66** We used to use Qualtrics. EF easier to use, the surveys are employees overwhelmingly p
- We struggled to get engagement from our Gallup surveys and 66 results. EHMS has been a game changer – just look at the difference in our workplace – focusing on happiness is the key!
- **66** Perfect, perfect, perfect you guys think of everything!
- without spending extra hours trying to figure things out.

ır happiness. I'm not sure ork", without having THIS	•	66 We reduced turnover by 87% i months, wow, just wow.
e are really seeing the diff cruiting, candidates alway cus on happiness.		66 Asking about employee happines shows that our company really cares about employees.
HMS is hands down e far better, and prefer the experience.	EHMS is so ea use and create meaningful cha	s customer support any

This is great. The information here helps to substantiate changes I want to roll out. 66 Being able to quantify it, to say, "See? We need to change this."— this helps so much!

6 We used to spend countless hours in meetings trying to understand what to do next. Some of the results in other surveys were just frustrating. EHMS made it easy to understand what we needed to do and we were able to use it



Employee Happiness Management System (EHMS)™ Unique.

The only system that validates how employees feel.

Who is Amazing Workplace?

Why EHMS?

• Measure	2-4
• Understand	5-7
• Act	8-10
Return on Investment	11-13

Technology & Security





Who is Amazing Workplace? People.

Our team doesn't just talk about improving employee happiness – we've done it.

Our team leverages in-depth knowledge and education to bring the best solutions to clients everywhere.



As a women owned business, we believe that diversity empowers us to create and deliver solutions that work.

Educated Diverse VALE RICHMOND Stanford R University SI IM TAS



MEASURE

Why EHMS? Loved.

A system people love

- 10,000+ employee reviews
- 98% completion rate
- 97% liked or loved these surveys

not to love?"

"The questions were easy to understand."

"Loved it!"

"Whoever create this system is a genius!"

"I loved this survey."

"I love the focus on happiness."



"Really different and cool."

"I loved the questions – really smart."

"This survey made me feel

"I loved the faces (may seem silly, but they were really cool)."

"Best ever."

"I loved the

MEASURE

Why EHMS? Different.



Confidential



Under 10 minutes





Verified Results



Communication: Explained

Communication is the process of sharing an idea or thought and getting understanding on the other end. When someone understands, they can be said to 'know' something. The origin of the word communicate comes from Latin and means "to share something and get understanding".

At work, communication is the sharing of ideas with the goal of understanding. When understanding is not achieved, the result is confusion. Confusion is simply defined as a lack of understanding. When something is not understood at all, or partially understood, or even mostly understood; there exists some amount of confusion.

Confusion is the largest source of mistakes in a workplace. Confusion can lead to feelings of frustration, uncertainty, slight upset, a desire to do something else, and even people quitting their job.



Happiness Survey

Welcome		
Job, Work, & Career	Communication: Explained	
Communication	Communication is the process of sharing an idea or thought and getting understanding on end. When someone understands, they can be said to 'know' something. The origin of the	
Meaning	communicate comes from Latin and means "to share something and get understanding".	(B)
Empowerment	At work, communication is the sharing of ideas with the goal of understanding. When under is not achieved, the result is confusion. Confusion is simply defined as a lack of understand When comething is not understood at all, or partially understood, or even mostly understood	ding. IAI IAI
Growth	exists some amount of confusion.	Carlo Contra C
Balance	Confusion is the largest source of mistakes in a workplace. Confusion can lead to feelings slight upset, a desira to do something else, and even people quitting their job.	of trustration, uncertainty,
Rewards		
Safety	1. My leader (manager) is easy to talk to and understand.	Yes No D
Belonging		
Enjoyment	2. I feel understood by the people around me at work.	Yes No. (D)
Happiness		
Thank you	I feel like leadership keeps people informed of what is going on in the workplace.	Ves No
	I feel like my workplace listens to and understands employee feedback.	Yes No (
		and a state of the



- Job, Work, & Career
- Meaning

- Balance

Safety.

Belonging

It sounds like you often feel Happy at work.











Very Unhappy.

If that sounds right, please continue.

If not, please select how you feel.

Based on your answers in this survey..





Why EHMS? More.

More surveys. Less time. Fully customizable.







UNDERSTAND

Why EHMS? Smart.



Next day results



-X- Easy to Understand



(M) Participation



How often do you observe people feeling frustrated, angry, upset, or confused at work?

CCC Almost never.	Not often.	ControlSometimes.	Most days.	ControlEvery day.	Severa times a c
40	80	Resp	onses 10	10	20
20%	40%	20%	5%	5%	10%

Score

All Employees (200)



UNDERSTAND

Why EHMS? Brilliant.



Advanced filters



Focus areas



Comparisons



Trends & more...



urvey Sections

- Happiness
- Communication
- Job, Work, & Career
- Meaning
- Empowerment
- Growth
- Balance
- Rewards
- Safety
- Explained
- Results

Responses

FEELING QUESTION

How often do you feel safe at work?

VES/NO STATEMENTS

1. I feel physically safe at work.

- 2. I feel safe to get help and ask questions at work.
- 3. If I make a mistake at work, I feel safe letting someone know.
- 4. I feel like people believe in and trust leadership at my workplace.
- Belonging
- Enjoyment





Why EHMS? Genius.



Search engine



∇	Advanced	filters
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Verified employee reviews

Understand how employees feel before reading what they have to say.









ACT

Why EHMS? Easy.

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FI
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Action Reports



Turnover Risk Assessment

	•
Step-by-step	improvement
	improvement



↓ Downloadable



Location: All Group: All





Maintain



Everything gets better when a workplace commits to improving employee

ACT

Why EHMS? Fast.

_
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Action Plans





Quickly implement



Action idea library

Department IIA . Marketing Overhaul Jen Astro 000 All Locations Accounting

Owner



ae Survey (10/10/	2023j	•
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Response 40. mostr /p	50%	Corresto
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ACT

Why EHMS? Time.



Easy to use

B = Simple layout



Individual access



(Save time



Employee Happiness Improvement Process

Good Morning, Jim

We're glad you're back





Survey Library



Survey Results



w.

Happiness Action Plans



Return on Investment

Why EHMS? Recruiting.

SUCCESS STORY



Law Firm attracts the best candidates and finally handles "online review websites..."

66 applicants read our verified employee reviews instead of Glassdoor! ??

- Large Law Firm, Head of HR



glassdoor

Return on Investment

Why EHMS? Productivity.

SUCCESS STORY



Record Revenues follow Employee Happiness focus by large Oil & Gas Industry Company...

We broke revenue records in 2023. Our focus on employees and their happiness was a huge part of this outcome. ??

- Oil & Gas, Chief People Officer



1 year revenue increase

Return on Investment

Why EHMS? TURNOVER.

SUCCESS STORY



Large manufacturer reduces turnover by 87% using Amazing Workplace.

66 we focused on happiness what matters most to our employees. The reduction in turnover speaks for itself... ??

- Large Manufacturer, HR Director



9-month turnover reduction



Technology & Security

Why EHMS? Secure.

35+ certifications. SOC-2 certified. No third-party AI.





















PERSONNEL, PENSION AND INSURANCE COMMITTEE REGULAR MEETING The Metropolitan District 555 Main Street, Hartford

Monday, June 24, 2024

Present: Commissioners John Avedisian, David Drake, Pasquale Salemi, Alvin Taylor, James Woulfe and District Chairman Donald Currey (6)

Remote

- Attendance: Commissioners Dimple Desai, Byron Lester, Maureen Magnan, Bhupen Patel and David Steuber (5)
- **Absent:** Commissioners Joan Gentile (1)

Also

Present: Commissioner Allen Hoffman Commissioner Jean Holloway (Remote Attendance) Commissioner Jacqueline Mandyck (Remote Attendance) Scott Jellison. Chief Executive Officer Christopher Stone, District Counsel John S. Mirtle, District Clerk Kelly Shane, Chief Administrative Officer Robert Barron, Chief Financial Officer Jamie Harlow, Director of Human Services Robert Schwarm, Director of Information Systems Thomas Tyler, Director of Facilities Rita Kelley, Equal Employment Opportunity Compliance Officer Diana Phay, Treasury Manager (Remote Attendance) Carrie Blardo, Assistant to the Chief Executive Officer Julie Price, Executive Assistant Dylan Pecego, IT Consultant (Remote Attendance) Jacob Aviles, IT Consultant (Remote Attendance)

CALL TO ORDER

Chairman Taylor called the meeting to order at 4:00 PM

PUBLIC COMMENTS RELATIVE TO AGENDA ITEMS

No one from the public appeared to be heard.

APPROVAL OF MEETING MINUTES

On motion made by Commissioner Drake and duly seconded, the meeting minutes of May 20, 2024 were approved.

2024-RFI-02 "INDUSTRY INFORMATION ON TECHNOLOGY FOR CONDUCTING EMPLOYEE CLIMATE SURVEY"

Kelly Shane, Chief Administrative Officer, updated the committee on the response received for 2024-RFI-02.

Commissioner Woulfe entered the meeting at 4:34 PM.

EMPLOYEE BUYBACK OF PENSION CREDITED SERVICE TIME

Jamie Harlow, Director of Human Resources, spoke about employee buyback of pension credited service time.

PRIOR MONTH'S RETIREMENTS, RESIGNATIONS, TERMINATIONS INCLUDING EMPLOYEE'S YEARS OF SERVICE, GENDER, RACE & CLASSIFICATION

Jamie Harlow, Director of Human Resources, provided a report on the prior month's retirements, resignations and terminations.

OPPORTUNITY FOR GENERAL PUBLIC COMMENTS

No one from the public appeared to be heard.

COMMISSIONER REQUESTS FOR FUTURE AGENDA ITEMS

Commissioner Salemi requested that the recurring "Report Re: Prior Month's Retirements, Resignations, Terminations Including Employee's Years of Services, Gender, Race & Classification" be a written report.

Chairman Taylor requested a future agenda item regarding labor counsel.

ADJOURNMENT

The meeting was adjourned at 5:19 PM

ATTEST:

John S. Mirtle, Esq. District Clerk

Date Approved