

SUMMARY

Rainbow Municipal Water District: Transparency and Allyship Reversing a Culture of Disrespect

THE CHALLENGE

Rainbow Municipal Water District (RMWD), a public utility organization in California, faced a toxic workplace culture characterized by low trust, poor communication, and persistent behavioral problems—especially in one department where bullying had become a significant issue. Leadership suspected morale issues but lacked clarity on the extent and underlying causes.

THE SOLUTION

To address its deep-rooted culture issues, RMWD partnered with an outside consulting firm to initiate a comprehensive workplace transformation. The process began with a tailored climate assessment to uncover key employee concerns and patterns of dysfunction, followed by civility and allyship training to establish common expectations for respectful behavior. Leadership coaching was provided to managers and department heads, emphasizing transparency, communication, and accountability. The district also implemented a Culture Action Plan, which included resolving bullying issues in a specific department, increasing the frequency and quality of one-on-one conversations between managers and staff, and aligning leadership behaviors with desired cultural values. Together, these initiatives fostered a more trusting and engaged workforce.

THE RESULTS

Within two years, RMWD saw measurable improvements in employee engagement, trust, and cultural alignment:

- Net Promoter Score (internal) increased from 80% to 96%.

- 100% of employees agreed with the statement: “I’m inspired to do my best as often as I can when I’m at work.”
- Significant reduction in employee complaints reported to HR and leadership, particularly in the department previously identified as toxic.

CASE STUDY SOURCE

Civility Partners

ADDITIONAL INFORMATION

Rainbow Municipal Water Utility District