



# **City of Scottsdale, AZ**

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Employee Survey Results

2011



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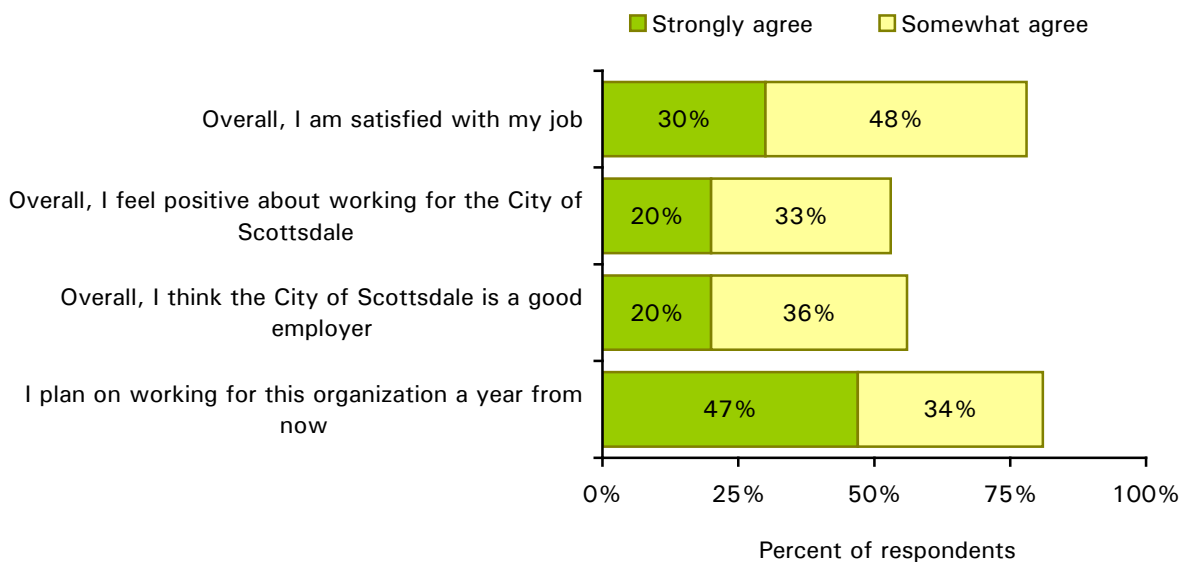
## Summary of Findings

This report of the City of Scottsdale’s The National Employee Survey™ (The NES™) provides the opinions of employees regarding their satisfaction on the job and about other key characteristics of a quality work environment: communication, organizational ethics, employee fit, wages and benefits, the physical work space, supervisory relationships, the job feedback system, professional development and self-reported performance. A periodic sounding of employee opinion of these critical work climate issues offers management, staff and elected officials an opportunity to identify challenges, plan for and evaluate improvements and sustain organizational effectiveness for long-term success.

Although employees’ opinions about their work circumstances offer interesting insights useful for building a strong work force, the findings of this report should be more than “interesting.” Research has demonstrated that employees who report a good job fit and overall job satisfaction are more connected to their work and as a consequence take fewer sick days, exhibit better productivity and are less likely to leave. <sup>1</sup>

A majority of employees working for the City of Scottsdale reported being satisfied with their jobs. Many reported they plan on working for the City of Scottsdale for at least the next year.

**Figure 1: Ratings of Job Satisfaction**

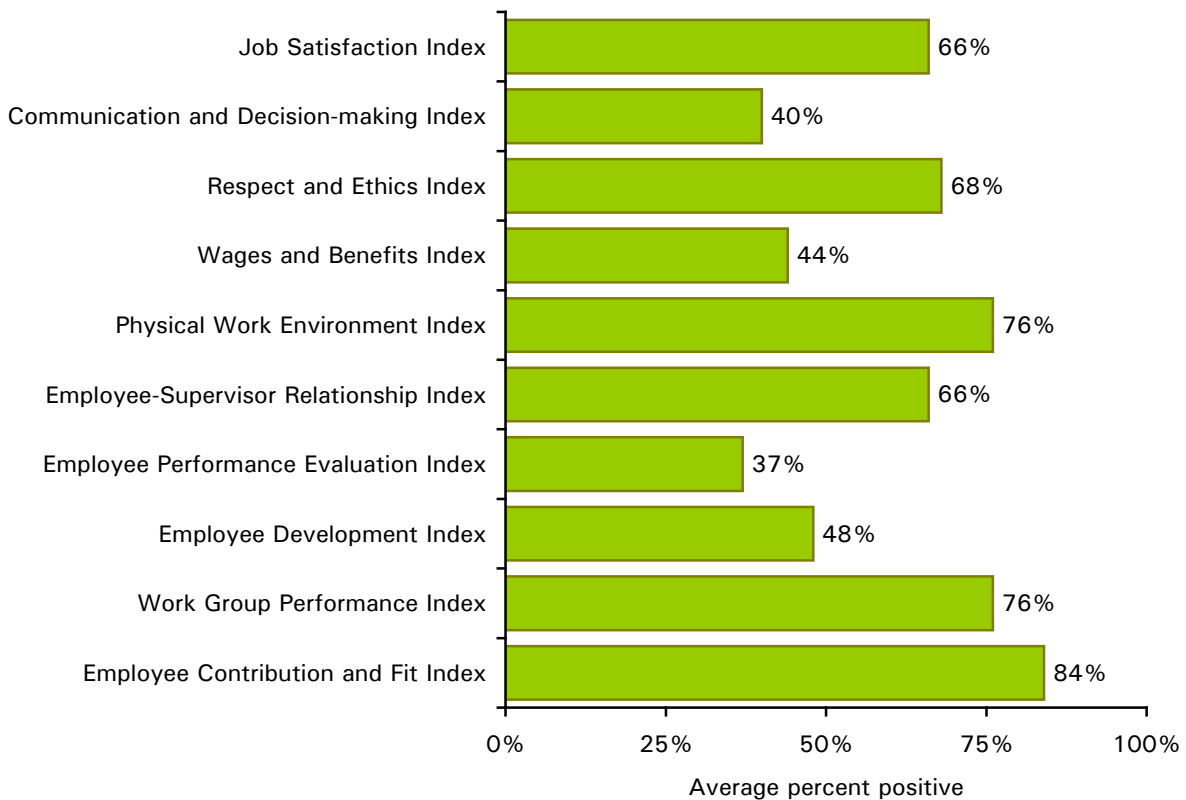


As part of the survey, employees were asked to rate 59 aspects of the City of Scottsdale as an employer; these items were grouped into 10 larger categories of *job satisfaction, communication and decision-making, respect and ethics, wages and benefits, physical work environment, supervisor*

<sup>1</sup> Roelen, A, Koopmans, P, Notenbomer, A, Groothoff, W. (2008). Job satisfaction and sickness absence: a questionnaire survey. *Occupational Medicine*, 58, 567-571. Published online 4 September 2008 doi:10.1093  
 Rust, R, Stewart, G, Miller, H, Pielack, D. (1996). The satisfaction and retention of frontline employees. *International Journal of Service Industry Management*, 7 (5), 62-80.

*relationship, performance evaluation, employee development, employee contribution and fit, and work group performance.* These categories or “indices” are comprised of the average of ratings given to the items from the survey. Job characteristics related to *employee contribution and fit, work group performance* and the *physical work environment* received the most favorable ratings from employees. *Employee performance evaluation* and *communication and decision-making* received the lowest ratings by employees.

**Figure 2: Job Characteristic Indices**



The individual survey items rated most favorably were employees having the right skills and abilities for doing their job, having good friends at work and maintaining a work environment that is free of drug or alcohol abuse. The characteristics receiving the least positive ratings were rewarding high performing employees and linking pay to performance.

Ratings of employment characteristics were compared to the Employee Benchmark Database. Of the 59 characteristics for which comparisons were available, seven were above the benchmark comparison, 34 were similar to the benchmark comparison and 18 were below. Characteristics similar to the benchmark most commonly related to areas of *employee-supervisor relationship* and *respect and ethics*; those characteristics falling below the benchmark more often fell into *job satisfaction* and *employee development*.

**Figure 3: Job Characteristic Indices Benchmarks**

Above the Benchmark	Similar to the Benchmark	Below the Benchmark
	<ul style="list-style-type: none"> <li>- Employee Contribution and Fit Index</li> <li>- Work Group Performance Index</li> <li>- Employee-Supervisor Relationship Index</li> <li>- Respect and Ethics Index</li> <li>- Physical Work Environment Index</li> </ul>	<ul style="list-style-type: none"> <li>- Job Satisfaction Index</li> <li>- Employee Performance Evaluation Index</li> <li>- Employee Development Index</li> <li>- Wages and Benefits Index</li> <li>- Communication and Decision-making Index</li> </ul>

A Key Driver Analysis (KDA) was conducted for the City of Scottsdale which examined the relationships between ratings of each employment characteristic and overall ratings of job satisfaction. Those key driver characteristics that correlated most strongly with employees' job satisfaction have been identified. The characteristics found to be influential in ratings of job satisfaction from the Key Driver Analysis were:

- My values match or fit with the values of this organization
- Providing a fair wage for work responsibilities
- Providing benefits (vacation, sick leave, health care, retirement plan, etc.)
- Modeling standards of ethical behavior
- Communicating its strategic direction, vision, mission and values

All of these characteristics were below or similar to the benchmark comparisons. By targeting improvements in these key employment features, the City of Scottsdale can focus on building the capacities that have the greatest likelihood of improving the work environment and thus increasing employee job satisfaction.<sup>2</sup>

<sup>2</sup> Because a strong correlation is not the same as a cause, there is no guarantee that improving ratings on key drivers necessarily will improve job satisfaction. What is certain from these analyses is that key drivers are good predictors of overall job satisfaction and that the key drivers presented may be useful focus areas to consider for enhancement of employee satisfaction.

## Introduction

It does not take a skilled car mechanic to tell you if your car is running and it does not take an employee survey to tell you if your organization is working. But just “running” or “working” is not exactly what a talented driver or skilled manager strives to achieve. A regular assessment of employee perspectives about the organization is akin to diagnostic testing at the shop. The survey examines all the moving parts, and because your employees’ “moving parts” are both cognitive and affective, the survey, recording what staff thinks and feels, marks where the perspectives of employees propel the organization and where they impede it. The results of this employee survey identify the areas of your organization that may benefit from preventive maintenance or, perhaps, a fix.

The survey is an overview. It does not aim to distinguish good employees from bad. Performance evaluations are about the individual worker, intended to support those who are doing well and improve those who are not. Employee surveys, by contrast, are about supporting strong organizations and improving the parts of the organization that need help.

Jim Collins, author of “Good to Great, Why Some Companies Make the Leap... and Others Don’t,” argued that even before managers consider where to head “the bus,” they should identify the right people to be on it. An employee survey is a broad assessment of whether the people on your bus are engaged, motivated and productive and, with the right analysis, you can use an employee survey to identify where in the organization there are personnel issues to confront and what those personnel issues are.

Every organization needs to run periodic diagnostics of the health of its staff’s communication, evaluation, motivation, passion, efficiency and productivity because local government staff – the front line to service delivery in a community – will make or break public trust. The incentive to evaluate the health of the organization grows as revenues and staff shrink because the work burden grows. Employees who remain will be expected to do the work of colleagues who were laid off or whose vacancies were not filled. An employee survey going into these economic headwinds is like a NASCAR tune up just before a race.

To help municipalities and counties learn more about their organizational climate, National Research Center, Inc. (NRC) developed The National Employee survey™ (The NES™). The NES was developed to provide a high quality, affordable sounding of public employees in individual local governments across America. The study findings will be used by management, supervisors and staff to improve the quality of work life in the City of Scottsdale. The objectives of The NES are to:

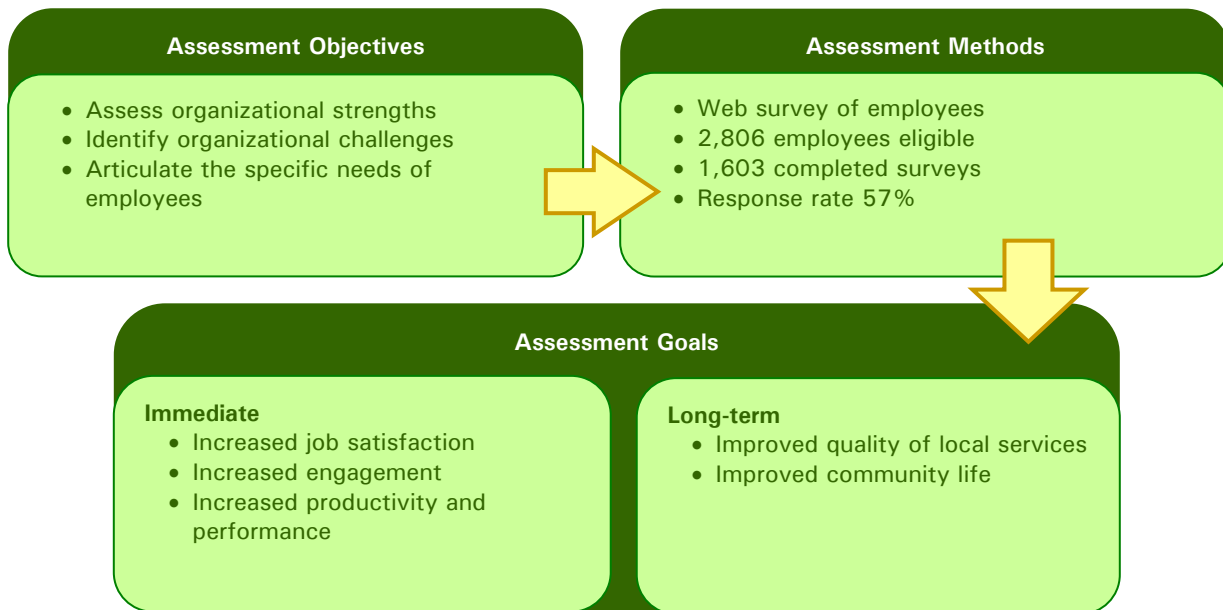
- Assess organizational strengths
- Identify organizational challenges
- Articulate the specific needs of employees working for City of Scottsdale.

The results of this exploration will provide useful information for planning and resource development. The ultimate goal of the assessment is to create an empowered and productive workforce which will provide quality services to the community it serves.

The City of Scottsdale contracted with NRC to conduct The NES. In June 2011, employees with City of Scottsdale email addresses were sent two separate email invitations containing a link inviting them to complete a Web-based survey. In addition to these emails, the City made further efforts to communicate with all employees about the survey so that each employee was given the opportunity to participate in the Web survey.

A total of 1,603 completed surveys was obtained, providing an overall response rate of 57%. Survey results were weighted by department, managerial status and length of employment at the City to reflect the appropriate makeup of all City employees. However, because not all employees responded, NRC recommends using plus or minus five percentage points as the “range of uncertainty” around any given percent reported for the organization as a whole. Because the City completed the Internal Services Survey (ISS) in 2010, comparisons were made to the 2011 ratings for support services and can be found in the *Performance of Support Services* section of the report. Differences between survey years can be considered statistically significant if they are greater than four percentage points.

Figure 4: The NES™ Methods and Goals



The survey focused on a series of 59 employment characteristics found to be important to employee satisfaction and organizational effectiveness. These 59 characteristics fell into the five broad areas of job satisfaction, organizational climate, performance, supervision and support, and resources and compensation. A series of questions also was asked about job satisfaction and opinions about the organization as a whole.

**Figure 5: Job Characteristics Assessed in The NES™**



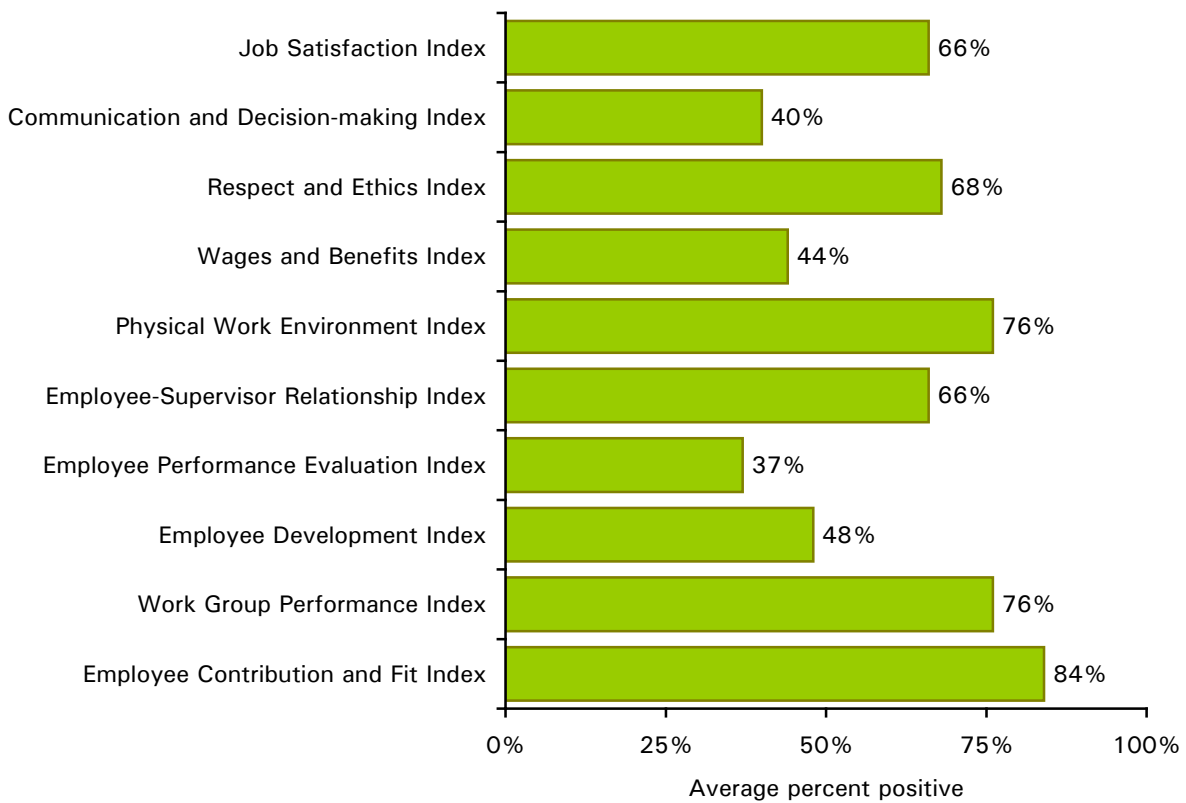


# An Overview of the Employee Ratings

Employees were asked to rate 59 aspects of the organization. These organizational aspects were grouped into the 10 larger categories of *job satisfaction*, *communication and decision-making*, *respect and ethics*, *wages and benefits*, *physical work environment*, *supervisor relationship*, *performance evaluation*, *employee development*, *work group performance*, and *employee contribution and fit*. An index rating was calculated for each of these categories by taking the average of ratings given to each item included in the index. The ratings for the individual items were calculated by combining the two most positive points on the scale (i.e., “strongly” and “somewhat” agree or excellent” and “good”) for each. Ratings for the individual items included in each index are shown in the following sections.

When looking across all job characteristic indices, the City of Scottsdale received the most positive ratings in the area of *employee contribution and fit*, followed by *work group performance* and *physical work environment*. Areas receiving the lowest ratings related to *communication and decision-making* and *employee performance evaluation*.

**Figure 6: Job Characteristic Indices**



These index ratings were compared to a benchmark database of opinions from employees across the nation, most coming from local governments. The City of Scottsdale was rated similar to the benchmark in areas of *employee contribution and fit*, *employee-supervisor relationship* and *physical work environment*. Characteristics related to *job satisfaction*, *employee development* and *wages and benefits* received ratings significantly lower than other organizations. Information on the specific ratings within each of the 10 indices follows in the remainder of the report.

**Figure 7: Job Characteristic Indices Benchmarks**

	City of Scottsdale rating	Comparison to benchmark
Job Satisfaction Index	66%	Below
Employee Contribution and Fit Index	84%	Similar
Work Group Performance Index	76%	Similar
Employee-Supervisor Relationship Index	66%	Similar
Employee Performance Evaluation Index	37%	Below
Employee Development Index	48%	Below
Wages and Benefits Index	44%	Below
Communication and Decision-making Index	40%	Below
Respect and Ethics Index	68%	Similar
Physical Work Environment Index	76%	Similar

# Scottsdale Employee Survey Results

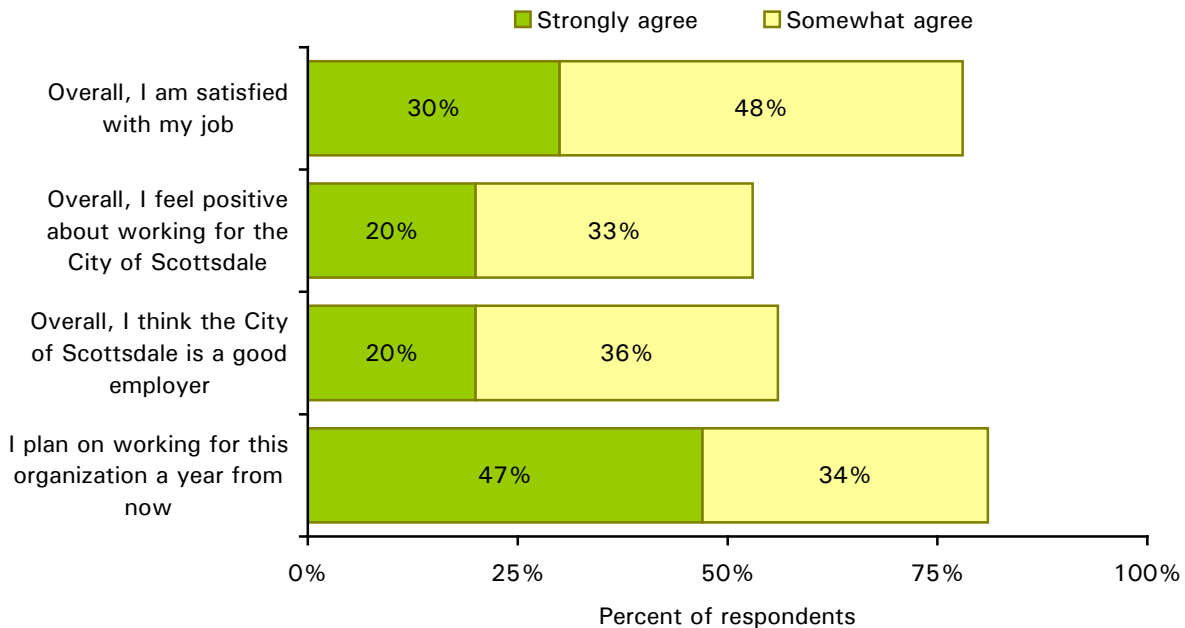
## Job Satisfaction

Although employee satisfaction is not enough to define a strong organization, job satisfaction is a necessary precursor to optimal performance. Research in the private sector has been clear that businesses with more satisfied employees earn more money. Alex Edmans, a professor of finance at the University of Pennsylvania's Wharton School, recently found that companies with strong employee satisfaction earned more than double the overall market.<sup>3</sup> This demonstrated return on investment will not be quantified by income in the public sector, but it is likely to show up in better service delivery and stronger resident appreciation of service quality.

Job Satisfaction Index  
**66%**

Many Scottsdale employees were satisfied with their jobs and about half felt positive about working for the organization. Eighty-one percent reported that they planned to work for the City of Scottsdale for the upcoming year.

Figure 8: Ratings of Job Satisfaction



<sup>3</sup> Edmans, Alex, Does the Stock Market Fully Value Intangibles? Employee Satisfaction and Equity Prices (August 12, 2009). Available at SSRN: <http://ssrn.com/abstract=985735>

Ratings for City of Scottsdale were compared to ratings given by employees in other organizations across the nation. All items received ratings below those of other organizations.

**Figure 9: Job Satisfaction Benchmarks**

Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Scottsdale. (Percent "strongly" or "somewhat" agree)	City of Scottsdale rating	Comparison to benchmark
Job Satisfaction Index	66%	Below
Overall, I am satisfied with my job	78%	Below
Overall, I feel positive about working for the City of Scottsdale	53%	Below
Overall, I think the City of Scottsdale is a good employer	56%	Below
I plan on working for this organization a year from now	81%	Below

## Organizational Climate

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If organizational climate is like the weather, it is easy to see why it would be difficult to get much done in a hurricane or tornado. How coworkers and supervisors treat one another goes a long way in determining whether the workplace feels safe and inviting. It is easy to imagine a work environment where the default expectation (stated or understood) is to treat coworkers with respect, to value differences of background and beliefs and to presume positive intentions, even when mistakes are made. Organizational climates that are so naturally comfortable – like a 70 degree spring day – will foster maximum connection to the organization and high productivity.

### Communication and Decision-making

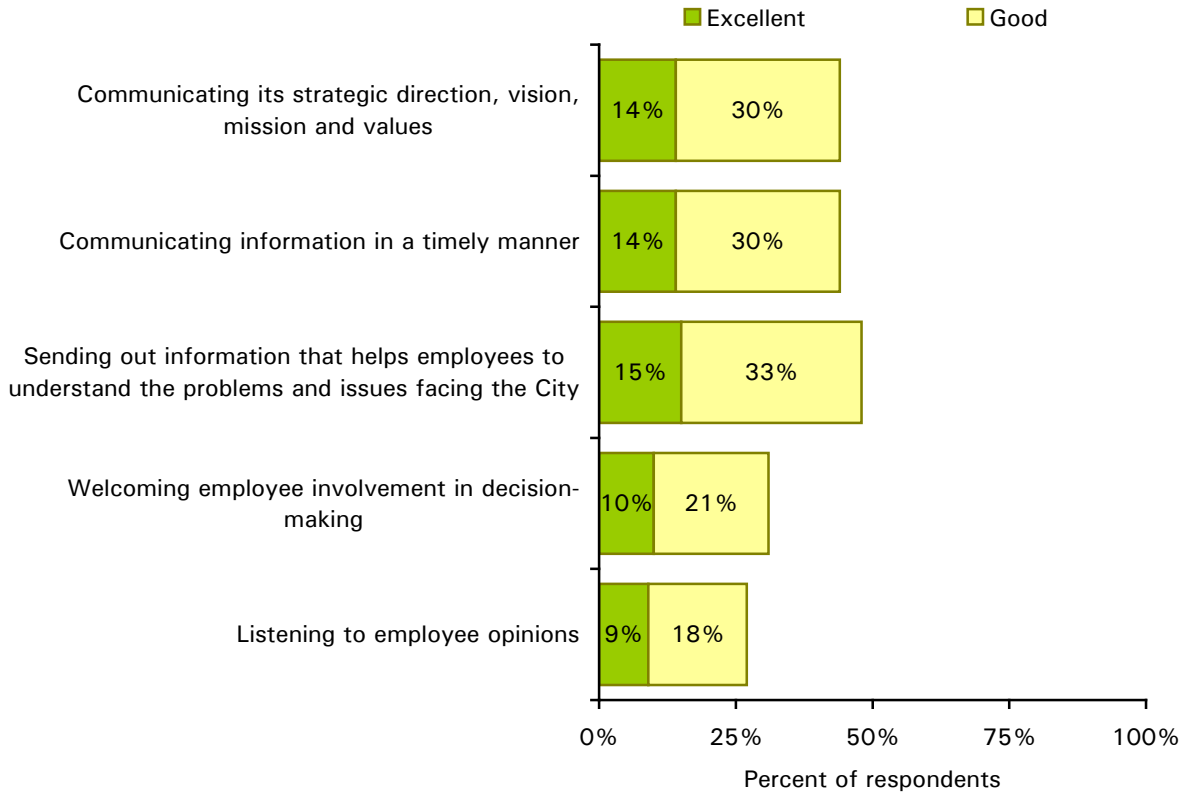
There are two parts to all communication – transmission and reception. Both aspects of communication are vastly important to organizational health no less than signals to and from the brain and the disparate regions of the body are essential to physical health. If the messages from management are too few and encouragement of ideas and news from staff is weak, the organization will not work smoothly. Worse, if staff do not heed the transmissions from management, or vice versa, the transmission-reception system is sub-optimal. Organizations need regular, trustworthy communication not only to assure that people are doing what they are supposed to do, but communication is needed to inspire the kind of spirit that leads to exceptional delivery of local government services.



Communication  
and Decision-  
making Index  
**40%**

Employees working for the City of Scottsdale were given a list of five aspects of communication, decision-making and employee inclusion to rate on a scale of “excellent,” “good,” “fair” and “poor.” Overall, employees rated these aspects in Scottsdale unfavorably. These ratings tended to be lower than the benchmark.

**Figure 10: Ratings of Communication and Decision-making**



**Figure 11: Communication and Decision-making Benchmarks**

Please rate each of the following aspects of communication and decision-making by top level management (City manager and his staff) in the organization. (Percent "excellent" or "good")	City of Scottsdale rating	Comparison to benchmark
Communication and Decision-making Index	40%	Below
Communicating its strategic direction, vision, mission and values	44%	Below
Communicating information in a timely manner	45%	Below
Sending out information that helps employees to understand the problems and issues facing the City	48%	Similar
Welcoming employee involvement in decision-making	30%	Below
Listening to employee opinions	27%	Below

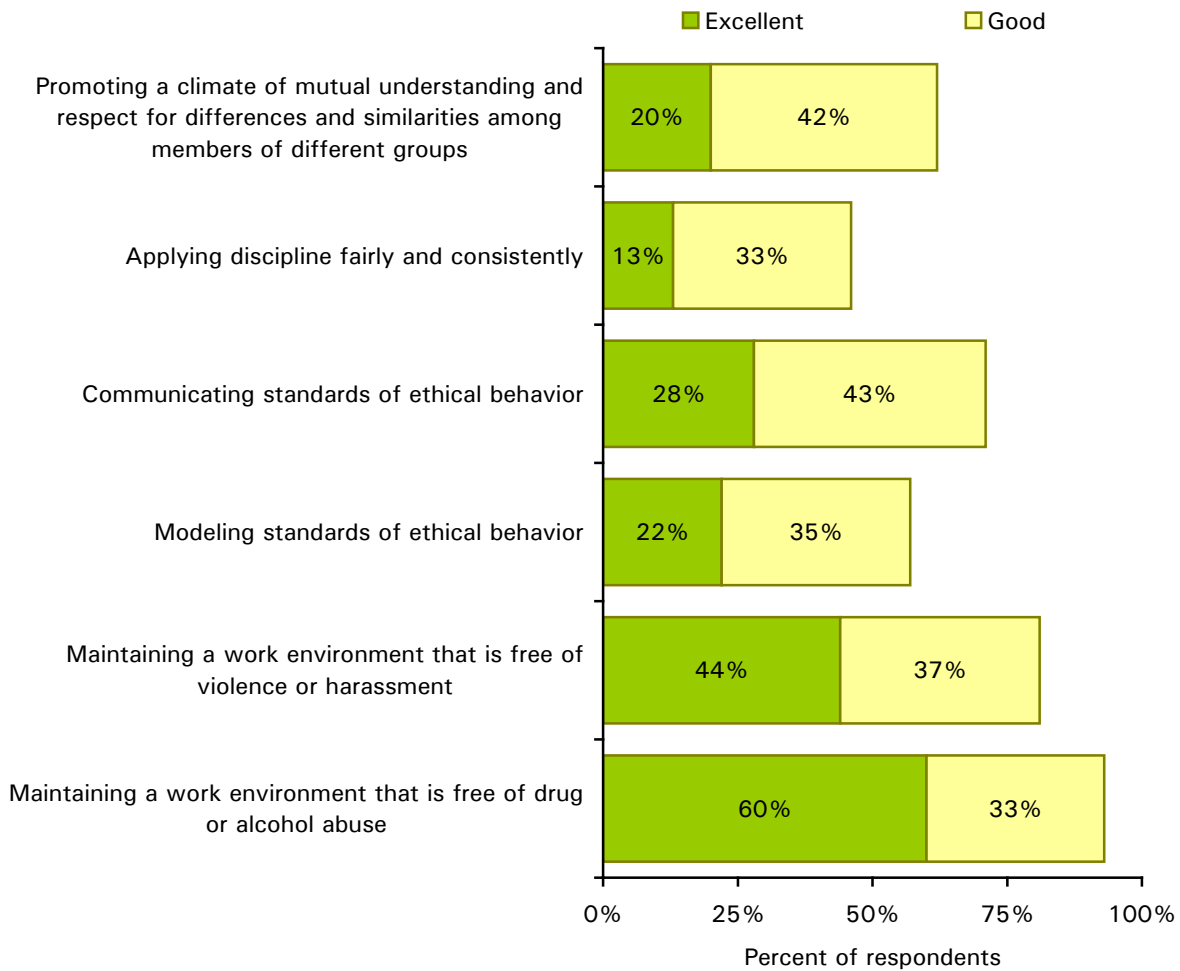
## Respect and Ethics

Mutual respect at work cannot be an afterthought pressed into the background by deadlines and demands. At work there is an understood arms length daily transaction that implicitly acknowledges the differences that each coworker brings to the organization. Relationships at work are not the same as those at home where idiosyncracies may be highly valued and character flaws uniquely accepted. In local government, the public nature of many jobs may require even greater sensitivity to the need to model honest and trustworthy behavior – toward both coworkers and the public.

Respect and Ethics Index  
**68%**

When rating areas of respect and ethical behavior, most items received favorable ratings. Communicating standards of ethical behavior was rated above the benchmark. All other items were similar to the benchmark.

**Figure 12: Ratings of Respect and Ethics**



**Figure 13: Respect and Ethics Benchmarks**

Please rate each aspect of the organization's work environment. (Percent "excellent" or "good")	City of Scottsdale rating	Comparison to benchmark
Respect and Ethics Index	68%	Similar
Promoting a climate of mutual understanding and respect for differences and similarities among members of different groups	61%	Similar
Applying discipline fairly and consistently	46%	Similar
Communicating standards of ethical behavior	71%	Above
Modeling standards of ethical behavior	57%	Similar
Maintaining a work environment that is free of violence or harassment	81%	Similar
Maintaining a work environment that is free of drug or alcohol abuse	93%	Similar



## Resources and Compensation

What tools employees have to do their job and what they are paid to do it represent fundamental characteristics of any job. In addition, employees must have the necessary tools and resources to do their job well. Any employee that must complete a task with one hand tied behind his back (or a faulty computer or a shovel with a splintered handle working in unsafe or unsuitable conditions) may work especially hard to accomplish the assigned task, but any success likely will be hard won and frustrating. Payment for the job is part of a transaction that must be seen to be reasonable from the perspective not only of those writing the check, but those receiving it, too. In organizations where the compensation is considered to be fair and the physical work environment is adequate, employees will be able to produce their best work without wasting energy on feelings of being undervalued.

### Wages and Benefits

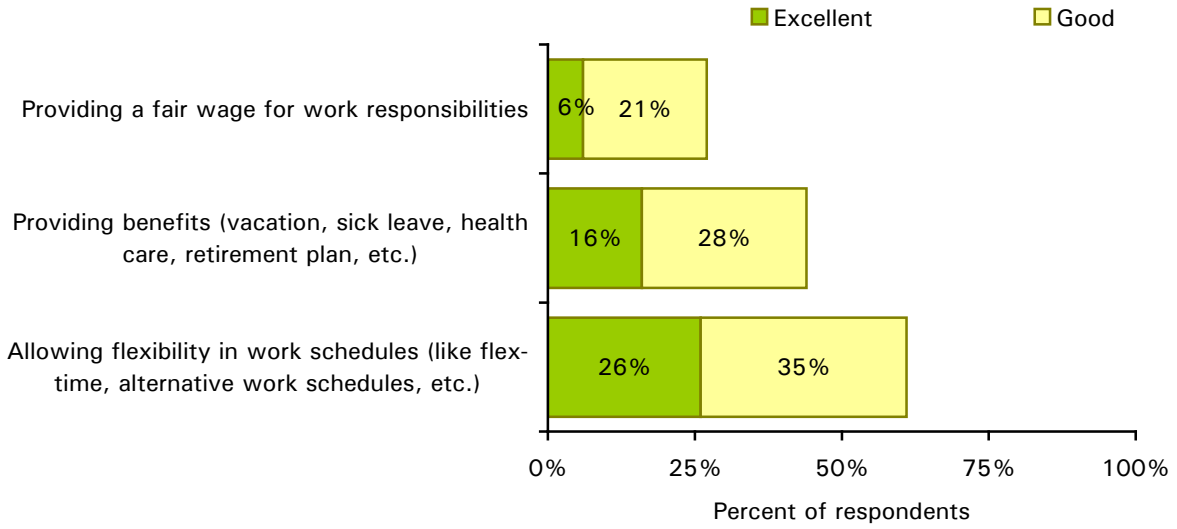
Counter to conventional wisdom, wages and benefits are not the characteristics of a job that are among those first mentioned when employees are asked what they look for in an ideal job. Still, wages and benefits are important, not so much in the absolute dollar amounts given, but in how fair they seem considering the amount and kind of work expected and the environment in which the work is conducted. Thus, the same wages and benefits in one part of the country may seem stingy but generous somewhere else. Similarly, even without a formal salary and wage benchmark, employees tend to know, roughly, if wages and benefits for certain kinds of work are within a range that is being offered locally for that job description. Therefore, the perspective of employees about their wages and benefits will offer some idea as to whether staff are likely to remain during times when competition for qualified workers is high or, when jobs are hard to find, if staff are simply hanging on despite what seems like unfair compensation.

Wages and  
Benefits Index  
**44%**

Scottsdale employees gave mixed assessments to aspects of wages and benefits. Work schedule flexibility received the highest ratings, followed by benefits and then fair wages.

When compared to the benchmark database, employees working for Scottsdale rated their wages, benefits and the flexibility of their work schedule lower than others.

**Figure 14: Ratings of Wages and Benefits**



**Figure 15: Wages and Benefits Benchmarks**

Please rate how well the organization does at ... (Percent "excellent" or "good")	City of Scottsdale rating	Comparison to benchmark
Wages and Benefits Index	44%	Below
Providing a fair wage for work responsibilities	27%	Below
Providing benefits (vacation, sick leave, health care, retirement plan, etc.)	44%	Below
Allowing flexibility in work schedules (like flex-time, alternative work schedules, etc.)	61%	Below

## Physical Work Environment

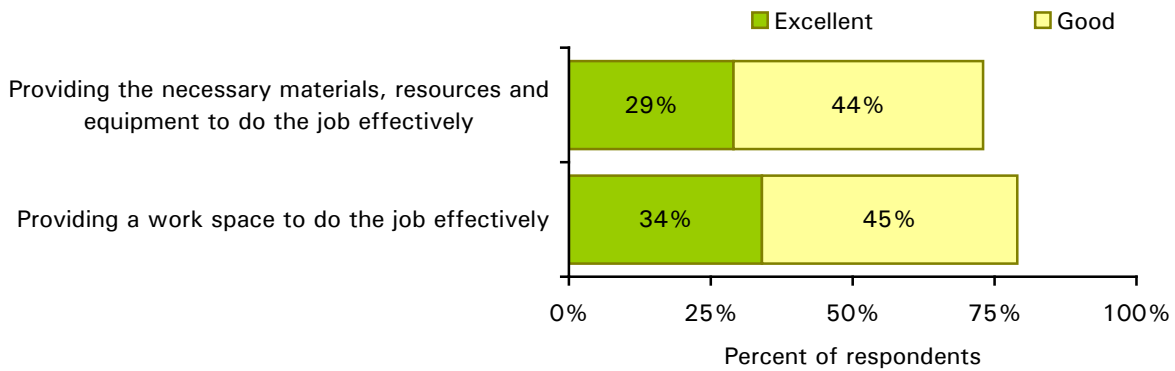
You cannot dig a ditch without a shovel and you cannot create an analysis with complicated spreadsheet formulas without a computer. The best work climate, the most welcoming coworkers and the most supportive supervisor cannot make up for missing equipment that is needed to do the job. The absence of basic materials and a reasonable place to do business will frustrate the most motivated employee. Whether or not management is convinced that the materials needed to do the job and the place to do it are adequate, it is important to learn what the employees themselves think.

Disconnects generally are easily corrected either by realigning employee job descriptions with expectations or by augmenting existing equipment or changing the work space.

About 80% of City employees rated their physical work space favorably (above the benchmark) and the availability of resources positively (similar to the benchmark).

Physical Work  
Environment Index  
**76%**

**Figure 16: Ratings of the Physical Work Environment**



**Figure 17: Physical Work Environment Benchmarks**

Please rate each of the following aspects of the organization's physical work environment. (Percent "excellent" or "good")	City of Scottsdale rating	Comparison to benchmark
Physical Work Environment Index	76%	Similar
Providing the necessary materials, resources and equipment to do the job effectively	73%	Similar
Providing a work space to do the job effectively	79%	Above

## Supervision and Support

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Support at work can come from any rung on the organizational ladder, but the supervisor has the most power and influence to help staff members succeed. Often akin to a coach, the supervisor must find ways to help the team excel. Those ways usually include both moral support and tangible opportunities for skill-building – and no team is likely to win the title if the players do not respect the coach.

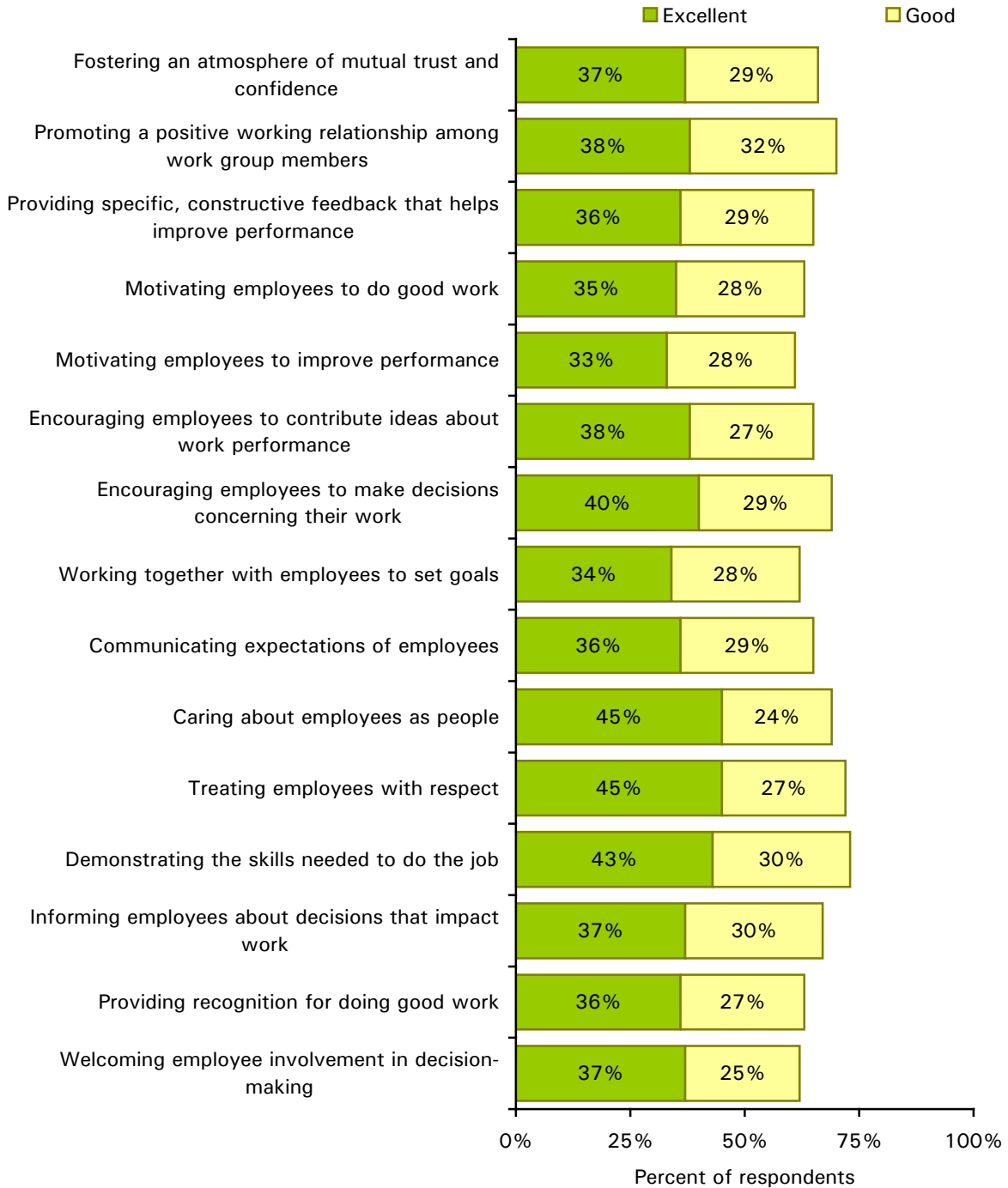
### Employee-Supervisor Relationship

Although connection to others on the job is important to productivity, not all coworker connections are equal. The supervisor (manager, team leader, mentor) has a special role in encouraging mission-motivated behavior from those for whom she is responsible. Without respect and support, the supervisor is unlikely to be a successful team leader. The supervisor must be seen as fair, supportive, concerned, empowering and understanding at the same time modeling the behaviors and attitudes that sustain a successful organization. Successful supervisors do not have to mimic only one kind of personality or behavioral profile but every successful supervisor – whether tough or gentle, driven or easy going, formal or casual, stubborn or flexible – must be well thought of by the people she leads.



Employees rated 15 aspects of the employee-supervisor relationship. Ratings were positive ranging from 61% to 73% “excellent” or “good.” When compared to the benchmarks, most ratings were similar to ratings given by employees working for other organizations.

**Figure 18: Ratings of Employee-Supervisor Relationships**



**Figure 19: Employee-Supervisor Relationships Benchmarks**

Please rate each of the following aspects of your SUPERVISOR'S performance. (Percent "excellent" or "good")	City of Scottsdale rating	Comparison to benchmark
Employee-Supervisor Relationship Index	66%	Similar
Fostering an atmosphere of mutual trust and confidence	67%	Similar
Promoting a positive working relationship among work group members	70%	Similar
Providing specific, constructive feedback that helps improve performance	65%	Similar
Motivating employees to do good work	63%	Similar
Motivating employees to improve performance	61%	Similar
Encouraging employees to contribute ideas about work performance	65%	Above
Encouraging employees to make decisions concerning their work	69%	Similar
Working together with employees to set goals	63%	Similar
Communicating expectations of employees	65%	Above
Caring about employees as people	69%	Above
Treating employees with respect	72%	Similar
Demonstrating the skills needed to do the job	73%	Similar
Informing employees about decisions that impact work	68%	Similar
Providing recognition for doing good work	63%	Similar
Welcoming employee involvement in decision-making	62%	Similar

## Employee Performance Evaluation

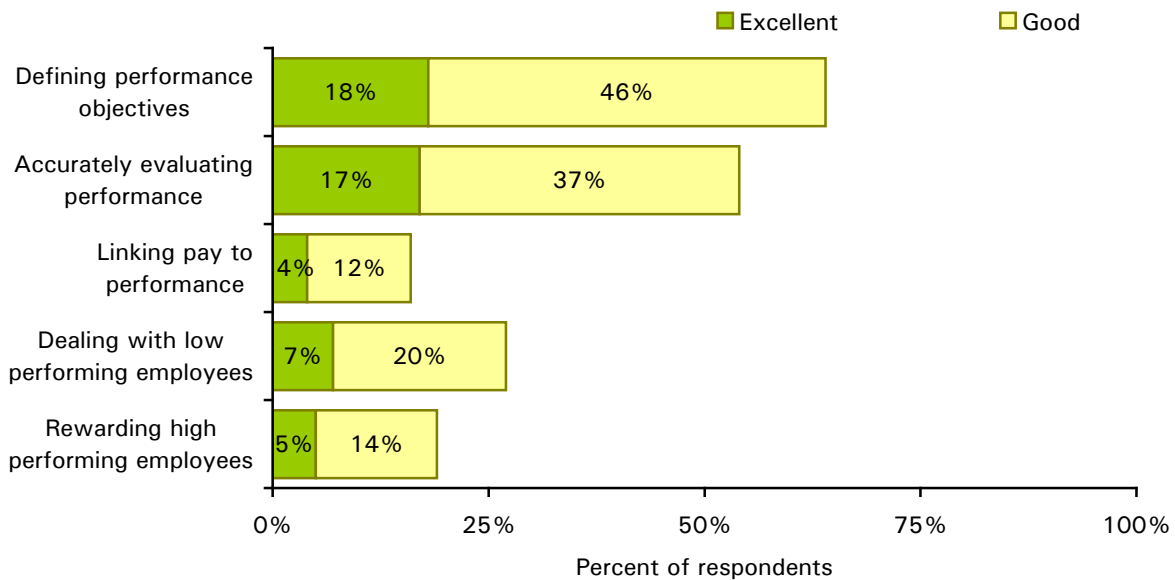
One of the areas that is hardest to get right in any organization is fair, consistent and timely evaluation of employee performance. Of all the benefits mentioned by employees in descriptions of an ideal work environment, regular feedback about performance comes ahead of compensation. It is said that young workers, those born between about 1980 and 1990 (the Millennials as they have been dubbed) particularly thrive on praise when praise is merited.

Employee  
Performance  
Evaluation Index  
**37%**

Even-handed performance appraisal is not easy because such assessments sometimes lead to unpleasant confrontations. But done periodically, performance appraisal not only lets each employee understand his or her perceived successes and failures from managers' perspectives, it demonstrates that not only is good behavior praised, but behavior of workers known to be underperforming is penalized (or, at least, not rewarded).

Overall, several employment aspects related to performance evaluation were found to be some of the lowest in the survey of City of Scottsdale employees. Defining performance objectives and accurately evaluating performance received the highest ratings. When compared to other jurisdictions, City employees rated their performance evaluations similar for the items of defining performance objectives, accurately evaluating performance and dealing with low performing employees. The areas of linking pay to performance and rewarding high performing employees received ratings below the benchmark.

**Figure 20: Ratings of Employee Performance Evaluation**



**Figure 21: Employee Performance Evaluation Benchmarks**

Please rate each of the following aspects of the organization's existing employee evaluation system. (Percent "excellent" or "good")	City of Scottsdale rating	Comparison to benchmark
Employee Performance Evaluation Index	37%	Below
Defining performance objectives	63%	Similar
Accurately evaluating performance	54%	Similar
Linking pay to performance	16%	Below
Dealing with low performing employees	27%	Similar
Rewarding high performing employees	19%	Below



## Employee Development

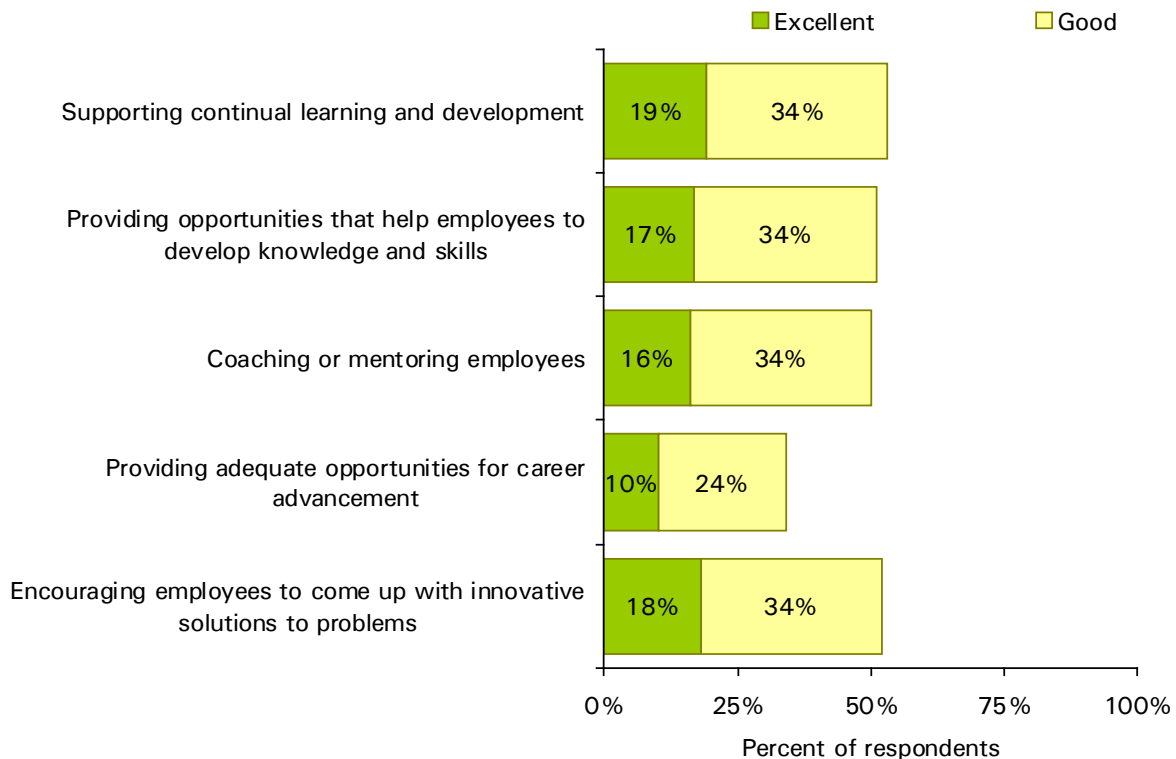
Opportunity to grow in a job or to move up allows employees to see a future for themselves at the organization. Nothing stifles like a job that never changes or never offers a chance to learn. Where employees feel that they are encouraged to contribute or to learn new skills, those employees are more likely to feel valued by and engaged with the organization. Conversely, the absence of any opportunity for job growth – even if everyone agrees that some jobs just are not made to be developed – will make employees holding those stagnant positions vulnerable to sagging motivation, careless work and eventual self-propulsion to other possibilities – inside or outside the organization.

Employee Development Index

# 48%

About half of employees gave positive ratings to aspects of employee development except for the City providing adequate opportunities for career advancement, which was rated less favorably by employees. Three of the five employee development characteristics were rated similar to the benchmark and two were lower than the benchmark.

**Figure 22: Ratings of Employee Development**



**Figure 23: Employee Development Benchmarks**

Please rate each of the following aspects of the organization's employee development activities. (Percent "excellent" or "good")	City of Scottsdale rating	Comparison to benchmark
Employee Development Index	48%	Below
Supporting continual learning and development	53%	Below
Providing opportunities that help employees to develop knowledge and skills	51%	Below
Coaching or mentoring employees	50%	Similar
Providing adequate opportunities for career advancement	34%	Similar
Encouraging employees to come up with innovative solutions to problems	52%	Similar

## Performance

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A satisfied employee can be productive, but it is likely that everyone has known the rare coworker who was satisfied but not productive. Job performance is a dimension of work that does not relate perfectly to how pleased a worker is with his or her job, so performance, in itself, is an important aspect of work. Self-pride, pride in team workmanship and a job well-done are prime motivators for most local government employees, and working productively requires the right skills and values that match the organization.

### Work Group Performance

Respect for the work delivered by coworkers is a meaningful indicator of employee belief in the value of the organization. The performance of the group relies on connections of employees to one another as well as to the mission of the organization. With a sense that the team's output is of high quality and that members of work groups can rely on each other to assist when the work for some overflows, an employee will have a strong connection to the job and the tasks needed to succeed.



Work Group  
Performance  
Index  
**76%**

Seven characteristics of work group performance were assessed in this survey. Ninety-one percent of Scottsdale employees rated the overall quality of the work being done in their groups as excellent or good. The quality of the work group relationships also was rated positively. Employees felt their fellow employees' commitment to doing quality work was good.

When compared to the benchmarks, ratings were mixed. The overall quality of work being done in the group was rated higher than the benchmark, work group members valuing every team member was lower and work distribution was rated similar to other organizations.

**Figure 24: Ratings of Work group Performance**



**Figure 25: Work Group Performance Benchmarks**

Please rate each of the following aspects of your work group. (Percent "excellent" or "good")	City of Scottsdale rating	Comparison to benchmark
Work Group Performance Index	76%	Similar
The overall quality of the working relationships within my work group	82%	Similar
The overall quality of the working relationships between sections or work groups in this organization	67%	Similar
The overall quality of the work being done in my group	91%	Above
The commitment of my fellow employees to do quality work	83%	Similar
Work group members valuing every team member	72%	Below
The distribution of work among team members in the work group	68%	Similar
The level of encouragement given to one another to do a good job	69%	Above

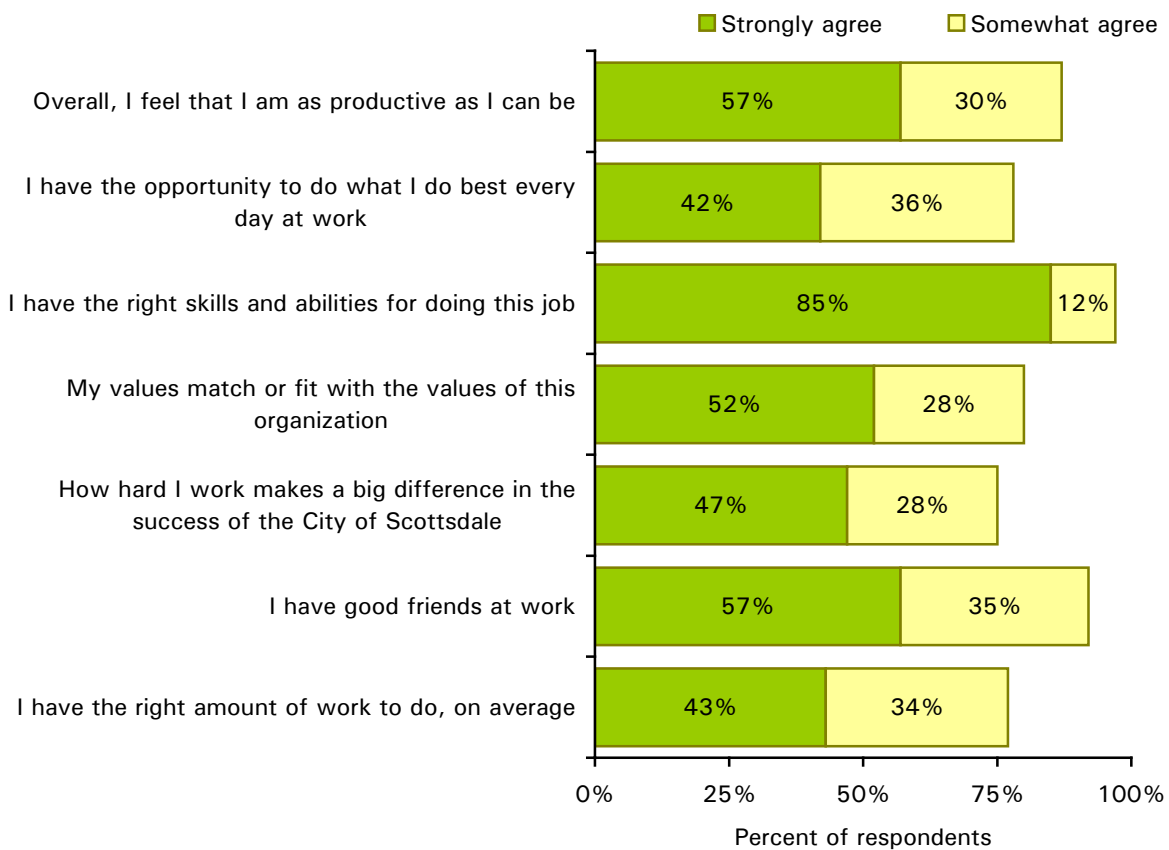
## Employee Contribution and Fit

Employees who find that their jobs fit their values and skills generally believe that what they do has an impact on the goals of the organization. They are more closely linked to their work, feel that they are being productive and remain less vulnerable to competing organizations that may attempt to lure them away when market conditions strengthen. The ability to make friends at work signals an environment that is safe enough to be self-disclosing, fosters common values and offers a daily attraction to be present.

Employee  
Contribution and Fit  
Index  
**84%**

Employees often rate their skills and abilities a good fit. This also was true in the City of Scottsdale. Overall, employees of Scottsdale felt their skills and values matched with the larger organization. Work levels were felt to be appropriate for 77% of employees and most employees believed their own work to be important for the success of the City. A majority felt they had good friends at work. Scottsdale employees ratings of contribution and fit were generally similar to the benchmark.

Figure 26: Ratings of Employee Contribution and Fit



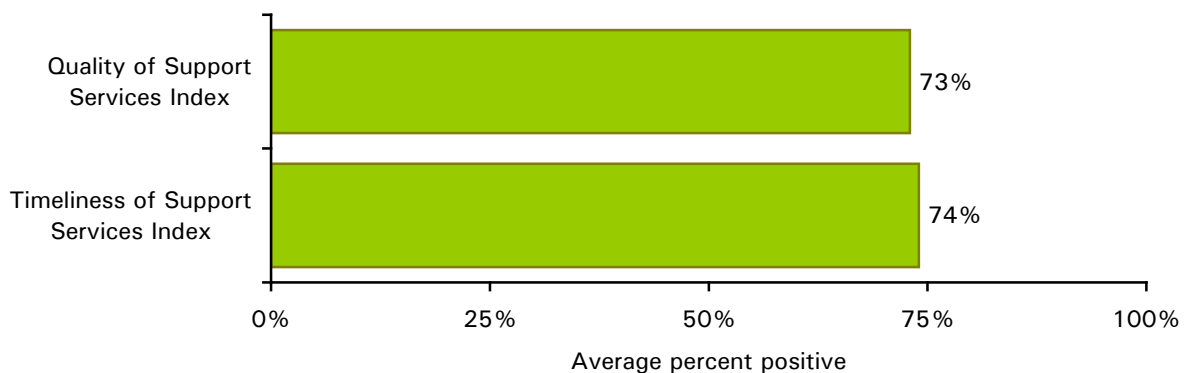
**Figure 27: Employee Contribution and Fit Benchmarks**

Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Scottsdale. (Percent "strongly" or "somewhat" agree)	City of Scottsdale rating	Comparison to benchmark
Employee Contribution and Fit Index	84%	Similar
Overall, I feel that I am as productive as I can be	87%	Similar
I have the opportunity to do what I do best every day at work	78%	Similar
I have the right skills and abilities for doing this job	98%	Similar
My values match or fit with the values of this organization	80%	Below
How hard I work makes a big difference in the success of the City of Scottsdale	75%	Below
I have good friends at work	92%	Similar
I have the right amount of work to do, on average	78%	Similar

## Performance of Support Services

While residents are familiar with many of the services provided by local government, there are many other essential services that most residents never hear about. The “visible” services could not be performed without the support of internal groups that create the infrastructure to make external services possible. Since the consumers of support services mostly are coworkers in other departments, an employee survey provides a natural opportunity to learn and provide feedback about how customers of internal services perceive service delivery from those support groups. The results of these evaluations – assessing the quality and timeliness of work provided – should prove extremely helpful to regular improvement of support services.

Figure 28: Support Services Indices

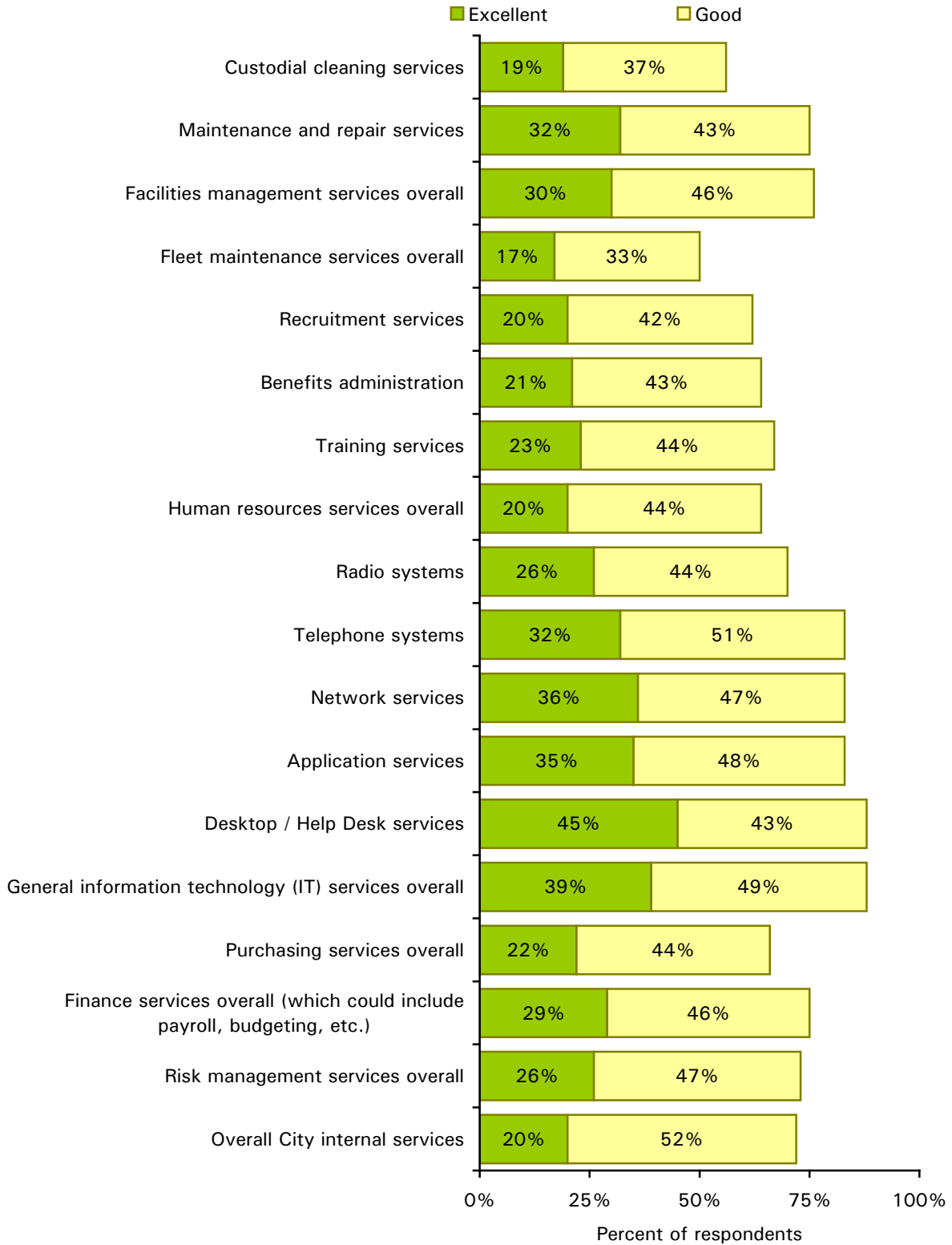


Employees of Scottsdale rated the quality and timeliness support services favorably. The quality of the services of Information Technology (IT) received the highest ratings, followed by Facilities Management. Fleet Maintenance received the lowest quality rating in the City of Scottsdale. The timeliness of IT services were given the most positive ratings by employees.

When compared to ratings of support services in other organizations, Scottsdale services tended to receive significantly higher ratings in the areas of IT and Facilities Management and significantly lower ratings for Finance, Purchasing and Fleet Maintenance services. Eight of the services were rated similar to the benchmark.

Evaluations of the quality and timeliness of support services in 2011 were compared to those given in 2010 on the Internal Services Survey (ISS). Most ratings remained stable over time. However, ratings for the quality and timeliness of Fleet Maintenance services overall increased from 2010 to 2011. The quality and timeliness of Training services decreased from 2010 to 2011. Quality ratings for Benefits Administration, Human Resources services overall and Radio Systems also decreased from 2010 to 2011.

**Figure 29: Ratings of Quality of Support Services**



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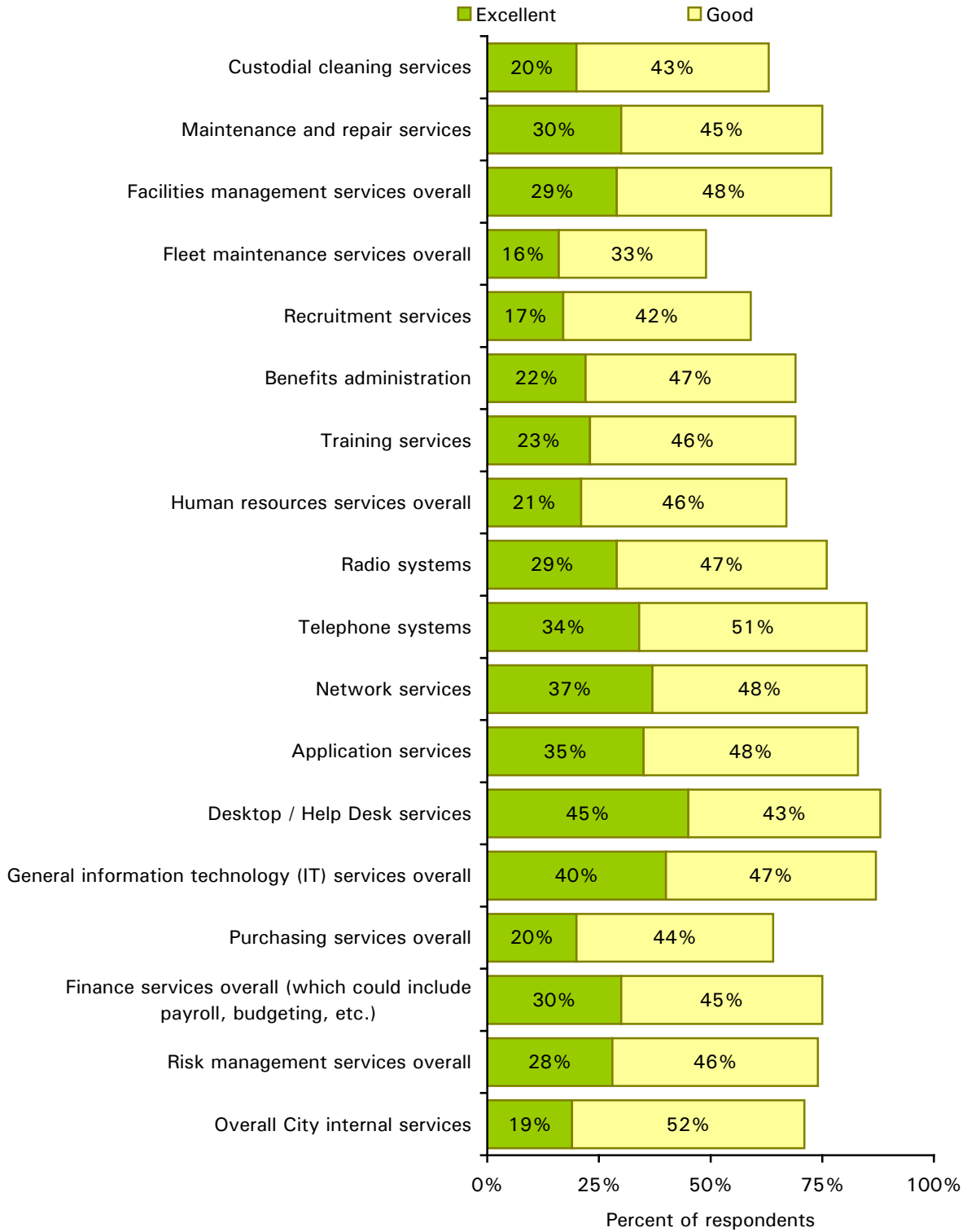
**Figure 30: Quality of Support Services Benchmarks**

Please rate the QUALITY of each of the following support services in Scottsdale. (Percent "excellent" or "good")	City of Scottsdale rating	Comparison to benchmark
Quality of Support Services Index	73%	Similar
Custodial cleaning services	56%	Similar
Maintenance and repair services	76%	Above
Facilities management services overall	77%	Above
Fleet maintenance services overall	51%	Below
Recruitment services	62%	Similar
Benefits administration	65%	Similar
Training services	67%	Above
Human resources services overall	64%	Similar
Radio systems	70%	Similar
Telephone systems	84%	Above
Network services	83%	Above
Application services	83%	NA
Desktop / Help Desk services	88%	Above
General information technology (IT) services overall	88%	Above
Purchasing services overall	66%	Below
Finance services overall (which could include payroll, budgeting, etc.)	75%	Below
Risk management services overall	73%	Similar
Overall City internal services	72%	Similar

**Figure 31: Quality of Support Services Compared by Year**

Please rate the QUALITY of each of the following support services in Scottsdale. (Percent "excellent" or "good")	2011	2010
Quality of Support Services Index	73%	75%
Custodial cleaning services	56%	56%
Maintenance and repair services	76%	79%
Facilities management services overall	77%	80%
Fleet maintenance services overall	51%	43%
Recruitment services	62%	65%
Benefits administration	65%	73%
Training services	67%	75%
Human resources services overall	64%	70%
Radio systems	70%	77%
Telephone systems	84%	86%
Network services	83%	85%
Application services	83%	84%
Desktop / Help Desk services	88%	89%
General information technology (IT) services overall	88%	87%
Purchasing services overall	66%	66%
Finance services overall (which could include payroll, budgeting, etc.)	75%	76%
Risk management services overall	73%	73%
Overall City internal services	72%	76%

**Figure 32: Ratings of Timeliness of Support Services**



**Figure 33: Timeliness of Support Services Benchmarks**

Please rate the TIMELINESS of each of the following support services in Scottsdale. (Percent "excellent" or "good")	City of Scottsdale rating	Comparison to benchmark
Timeliness of Support Services Index	74%	Similar
Custodial cleaning services	63%	Similar
Maintenance and repair services	75%	Above
Facilities management services overall	77%	Above
Fleet maintenance services overall	49%	Below
Recruitment services	58%	Similar
Benefits administration	70%	Similar
Training services	69%	Above
Human resources services overall	67%	Similar
Radio systems	76%	Similar
Telephone systems	85%	Above
Network services	85%	Above
Application services	83%	NA
Desktop / Help Desk services	88%	Above
General information technology (IT) services overall	87%	Above
Purchasing services overall	64%	Below
Finance services overall (which could include payroll, budgeting, etc.)	75%	Below
Risk management services overall	74%	Similar
Overall City internal services	72%	Similar

**Figure 34: Timeliness of Support Services Compared by Year**

Please rate the TIMELINESS of each of the following support services in Scottsdale. (Percent "excellent" or "good")	2011	2010
Timeliness of Support Services Index	74%	74%
Custodial cleaning services	63%	63%
Maintenance and repair services	75%	74%
Facilities management services overall	77%	76%
Fleet maintenance services overall	49%	41%
Recruitment services	58%	59%
Benefits administration	70%	74%
Training services	69%	75%
Human resources services overall	67%	70%
Radio systems	76%	79%
Telephone systems	85%	86%
Network services	85%	85%
Application services	83%	85%
Desktop / Help Desk services	88%	89%
General information technology (IT) services overall	87%	88%
Purchasing services overall	64%	62%
Finance services overall (which could include payroll, budgeting, etc.)	75%	77%
Risk management services overall	74%	74%
Overall City internal services	72%	76%

## Key Driver Analysis

Knowing where to focus resources to improve employees' satisfaction with the workplace requires information that targets job features that are most important to employees. However, when employees are asked directly about job satisfaction, features related to feeling part of a well-working, respectful group as well as compensation invariably land at the top of the list. These features, no doubt, are important, but other factors influence job satisfaction that are also critical for employee engagement and retention.

In market research, identifying the most important characteristics of a transaction or product is called Key Driver Analysis (KDA). The key drivers that are identified from that analysis do not come from asking customers to self-report which service or product characteristic most influenced their decision to buy or return, but rather from statistical analyses of the predictors of their behavior. When customers are asked to name the most important characteristics of a good or service, responses often are expected or misleading – just as they can be in the context of an employee survey. For example, air travelers may claim that safety is the primary consideration in their choice of an airline, yet key driver analysis may reveal that frequent flier perks or in-flight entertainment best predicts their buying decisions.

KDA was conducted for the City of Scottsdale employee survey to dig deeper and identify the less obvious, but more influential features that are most related to employee job satisfaction. KDA measured the relationships between ratings of each job characteristic and employees' overall job satisfaction index score.<sup>4</sup> Those items that correlated most highly with employee satisfaction have been identified as key drivers. By targeting improvements in key employment features, the City of Scottsdale can focus on building the capacities that have the greatest likelihood of influencing employee opinion about overall job satisfaction.<sup>5</sup>

Features found to be most strongly correlated with job satisfaction from the Scottsdale Key Driver Analysis were:

- My values match or fit with the values of this organization
- Providing a fair wage for work responsibilities
- Providing benefits (vacation, sick leave, health care, retirement plan, etc.)
- Modeling standards of ethical behavior
- Communicating its strategic direction, vision, mission and values

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<sup>4</sup> The job satisfaction index is an average that is comprised of the ratings given to the following survey items: "Overall, I am satisfied with my job," "Overall, I feel positive about working for the City of Scottsdale," "Overall, I think the City of Scottsdale is a good employer" and "I plan on working for this organization a year from now."

<sup>5</sup> Because a strong correlation is not the same as a cause, there is no guarantee that improving ratings on key drivers necessarily will improve job satisfaction. What is certain from these analyses is that key drivers are good predictors of overall job satisfaction and that the key drivers presented may be useful focus areas to consider for enhancement of employee satisfaction.

The Action Chart™ on the following page combines two dimensions of performance:

- Comparison to employee evaluations from other communities. Items have been sorted into columns indicating whether the item is above the benchmark, similar to the benchmark or below the benchmark.
- Identification of key drivers. The first row in the table on the following page indicates that feature is key driver of employee satisfaction.

Fifty-five features were included in the KDA for the City of Scottsdale. Of these, seven were above the benchmark, 14 were below the benchmark and 34 were similar to the benchmark. The Action Chart uses abbreviated wording for each item or characteristics asked about on the survey. *Appendix A: Glossary* shows a mapping of the abbreviated question wording to the actual question wording used on the survey.

Reviewing all organizational data included in the Action Chart, an organization typically will want to consider improvements to any key driver features that are not at least similar to the benchmark. In Scottsdale, employee values matching with the City's values, providing fair wages and benefits, and communicating the City's strategic direction, vision, mission and values were below the benchmark. Therefore, these might be areas on which the City could focus its resources.

**Figure 35: City of Scottsdale Organization Action Chart™**

OVERALL JOB SATISFACTION INDEX (Below Benchmark)			
	Above the Benchmark	Similar to Benchmark	Below Benchmark
Key Drivers		- Models ethical behavior	- Value match
			- Shares mission and vision
			- Benefits
			- Fair wages
	- Overall quality of work	- Productive employees	- Employee contribution
	- Communicates expectations	- Do best	- Values all staff
	- Cares	- Right skills	- Links pay to performance
	- Communicates ethical behavior	- Good friends	- High performing employees
	- Work space	- Workload	- Supports learning
	- Encouragement	- Quality of working relationships within my group	- Skill development
	- Encourages ideas	- Quality of working relationships between groups	- Flexible work schedules
		- Employee commitment to quality work	- Timely information
		- Work distribution	- Welcomes employee involvement
		- Trust and confidence	- Listens to employees
		- Promoting positive relationships	
		- Constructive feedback	
		- Motivates good work	
		- Motivates performance improvement	
		- Employee decisions about work	
		- Goal setting	
		- Respects	
		- Demonstrates skills	
		- Informs about decisions	
		- Recognition	
		- Welcomes employees in decision-making	
		- Performance objectives	
		- Accurate evaluation	
		- Low performing employees	
		- Coaches/mentors	
		- Career advancement	
		- Encourages innovation	
		- Information on problems and issues	
		- Mutual respect	
		- Discipline is fair	
		- Models ethical behavior	
		- Violence free environment	
		- Substance abuse free environment	
		- Job materials	

## Custom Questions

Employees were asked a series of custom questions about the City of Scottsdale Employee Values. Frequencies of responses, excluding “don’t know,” are shown in the following tables.

**Figure 36: Familiarity with City Employee Values**

How familiar, if at all, are you with the City of Scottsdale Employee Values?	Percent of respondents
Very familiar	65%
Somewhat familiar	33%
Not at all familiar	2%
<b>Total</b>	<b>100%</b>

**Figure 37: Importance of Employee Values**

How important to you, if at all, are each of the following Employee Values?	Essential	Very important	Somewhat important	Not at all important	Total
Plan and Innovate for the Future	53%	36%	10%	2%	100%
Listen, Communicate, Take Action	63%	31%	5%	1%	100%
Respect the Individual	72%	23%	4%	1%	100%
Collaborate as a Team	62%	33%	5%	1%	100%
Learn and Grow Continuously	58%	34%	7%	1%	100%
Focus on Quality Customer Service	70%	26%	3%	1%	100%
Be Accountable and Act with Integrity	79%	19%	2%	0%	100%
Show Caring and Compassion for Others	63%	30%	6%	1%	100%

**Figure 38: City's Support of Employee Values**

How would you rate the job the City does in supporting each of these Employee Values?	Excellent	Good	Fair	Poor	Total
Plan and Innovate for the Future	16%	36%	29%	19%	100%
Listen, Communicate, Take Action	14%	30%	30%	26%	100%
Respect the Individual	18%	32%	23%	27%	100%
Collaborate as a Team	17%	32%	30%	21%	100%
Learn and Grow Continuously	17%	31%	30%	22%	100%
Focus on Quality Customer Service	32%	38%	17%	12%	100%
Be Accountable and Act with Integrity	22%	31%	23%	23%	100%
Show Caring and Compassion for Others	21%	32%	23%	24%	100%

## Employment and Demographic Information

To appreciate better the results of this survey, it is valuable to have a picture of the employment and demographic profile of the survey respondents. What percent of respondents are men, long-time employees, supervisors or work in parks? This section describes the characteristics of the employees who participated in this survey. Data are presented in the aggregate with attention to protecting the anonymity of every respondent.

Respondent Department	
In which City agency or department do you work?	Percent of respondents
Mayor and City Council	0%
City Attorney	1%
City Auditor	0%
City Clerk	0%
City Court	1%
Finance & Accounting	2%
City Manager	0%
Administrative Services	2%
Human Resources	2%
Information Technology	4%
Community & Economic Development	7%
Community Services	26%
Public Safety - Fire	9%
Public Safety - Police	24%
Public Works	10%
Water Resources	7%
Other	5%
<b>Total</b>	<b>100%</b>

Respondent Management Status	
What is your management status?	Percent of respondents
Manager	17%
Non-manager	83%
<b>Total</b>	<b>100%</b>

Respondent Exemption Status	
What is your exemption status?	Percent of respondents
Exempt (not eligible for overtime)	40%
Non-exempt (eligible for overtime)	60%
<b>Total</b>	<b>100%</b>



Employment Status	
Are you employed full time or part time?	Percent of respondents
Full time	87%
Part time	13%
Total	100%

Respondent Work Shift	
If you do shift work, which is your predominant shift?	Percent of respondents
Day	83%
Evening	8%
Night	10%
Total	100%

Respondent Race	
What is your race?	Percent of respondents
White	81%
Hispanic	11%
African American	2%
American Indian or Alaskan native	1%
Asian, Hawaiian or Pacific Islander	2%
Other	6%
Total may equal more than 100% as respondents could chose more than one race	

Respondent Gender	
What is your gender?	Percent of respondents
Male	63%
Female	37%
Total	100%

Respondent Age	
What is your age range?	Percent of respondents
20 years or younger	1%
21 to 30 years	16%
31 to 40 years	27%
41 to 50 years	29%
51 to 60 years	22%
61 years or older	5%
Total	100%

Respondent Tenure at the City	
How many years have you worked for the City of Scottsdale?	Percent of respondents
0 to 5 years	43%
6 to 10 years	26%
11 to 15 years	15%
16 to 20 years	9%
More than 20 years	8%
Total	100%

## Appendix A: Glossary

The following table displays the question wording from the survey and the related abbreviation for each which can be seen in the Action Chart™.

Question wording	Abbreviated wording
Overall, I am satisfied with my job	Satisfaction with job
Overall, I feel positive about working for the City of Scottsdale	Positive working for the City
Overall, I think the City of Scottsdale is a good employer	The City is good employer
I plan on working for this organization a year from now	Plans to stay
Communicating its strategic direction, vision, mission and values	Shares mission and vision
Communicating information in a timely manner	Timely information
Sending out information that helps employees to understand the problems and issues facing the of Scottsdale	Information on problems and issues
Welcoming employee involvement in decision-making	Welcomes employee involvement
Listening to employee opinions	Listens to employees
Promoting a climate of mutual understanding and respect for differences and similarities among members of different groups	Mutual respect
Applying discipline fairly and consistently	Discipline is fair
Communicating standards of ethical behavior	Communicates ethical behavior
Modeling standards of ethical behavior	Models ethical behavior
Maintaining a work environment that is free of violence or harassment	Violence free environment
Maintaining a work environment that is free of drug or alcohol abuse	Substance abuse free environment
Providing a fair wage for work responsibilities	Fair wages
Providing benefits (vacation, sick leave, health care, retirement plan, etc.)	Benefits
Allowing flexibility in work schedules (like flex-time, alternative work schedules, etc.)	Flexible work schedules
Providing the necessary materials, resources and equipment to do the job effectively	Job materials
Providing a work space to do the job effectively	Work space
Fostering an atmosphere of mutual trust and confidence	Trust and confidence
The overall quality of the working relationships between sections or work groups in this organization	Quality of working relationships between groups
Providing specific, constructive feedback that helps improve performance	Constructive feedback
Motivating employees to do good work	Motivates good work
Motivating employees to improve performance	Motivates performance improvement
Encouraging employees to contribute ideas about work performance	Encourages ideas
Encouraging employees to make decisions concerning their work	Employee decisions about work
Working together with employees to set goals	Goal setting

Question wording	Abbreviated wording
Communicating expectations of employees	Communicates expectations
Caring about employees as people	Cares
Treating employees with respect	Respects
Demonstrating the skills needed to do the job	Demonstrates skills
Informing employees about decisions that impact work	Informs about decisions
Providing recognition for doing good work	Recognition
Welcoming employee involvement in decision-making	Welcomes employees in decision-making
Defining performance objectives	Performance objectives
Accurately evaluating performance	Accurate evaluation
Linking pay to performance	Links pay to performance
Dealing with low performing employees	Low performing employees
Rewarding high performing employees	High performing employees
Supporting continual learning and development	Supports learning
Providing opportunities that help employees to develop knowledge and skills	Skill development
Coaching or mentoring employees	Coaches/mentors
Providing adequate opportunities for career advancement	Career advancement
Encouraging employees to come up with innovative solutions to problems	Encourages innovation
Overall, I feel that I am as productive as I can be	Productive employees
I have the opportunity to do what I do best every day at work	Do best
I have the right skills and abilities for doing this job	Right skills
My values match or fit with the values of this organization	Value match
How hard I work makes a big difference in the success of the City of Scottsdale	Employee contribution
I have good friends at work	Good friends
I have the right amount of work to do, on average	Workload
The overall quality of the working relationships within my work group	Quality of working relationships within my group
Promoting a positive working relationship among work group members	Promoting positive working relationships
The overall quality of the work being done in my group	Overall quality of work
The commitment of my fellow employees to do quality work	Employee commitment to quality work
Work group members valuing every team member	Values all staff
The distribution of work among team members in the work group	Work distribution
The level of encouragement given to one another to do a good job	Encouragement

## Appendix B: Complete Set of Survey Frequencies

### Frequencies Excluding Don't Know Responses

The following tables contain the complete set of survey responses excluding “don't know.”

Job Satisfaction					
Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Scottsdale.	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Total
Overall, I am satisfied with my job	30%	48%	15%	7%	100%
Overall, I feel positive about working for the City of Scottsdale	20%	33%	26%	21%	100%
Overall, I think the City of Scottsdale is a good employer	20%	36%	25%	19%	100%
I plan on working for this organization a year from now	47%	34%	11%	8%	100%
Overall, I feel that I am as productive as I can be	57%	30%	8%	5%	100%
I have the opportunity to do what I do best every day at work	42%	36%	16%	6%	100%
I have the right skills and abilities for doing this job	85%	12%	2%	1%	100%
My values match or fit with the values of this organization	52%	28%	12%	8%	100%
How hard I work makes a big difference in the success of the City of Scottsdale	47%	28%	14%	11%	100%
I have good friends at work	57%	35%	6%	2%	100%
I have the right amount of work to do, on average	43%	34%	14%	9%	100%

Work Group Performance					
Please rate each of the following aspects of your work group.	Excellent	Good	Fair	Poor	Total
The overall quality of the working relationships within my work group	42%	40%	12%	5%	100%
The overall quality of the working relationships between sections or work groups in this organization	23%	44%	22%	11%	100%
The overall quality of the work being done in my group	59%	32%	7%	2%	100%
The commitment of my fellow employees to do quality work	48%	35%	13%	4%	100%
Work group members valuing every team member	35%	37%	19%	9%	100%
The distribution of work among team members in the work group	29%	39%	20%	12%	100%
The level of encouragement given to one another to do a good job	35%	35%	19%	11%	100%

Supervisor Relationship					
Please rate each of the following aspects of your SUPERVISOR'S performance.	Excellent	Good	Fair	Poor	Total
Fostering an atmosphere of mutual trust and confidence	37%	29%	18%	16%	100%
Promoting a positive working relationship among work group members	38%	32%	17%	13%	100%
Providing specific, constructive feedback that helps improve performance	36%	29%	19%	16%	100%
Motivating employees to do good work	35%	28%	20%	17%	100%
Motivating employees to improve performance	33%	28%	21%	18%	100%
Encouraging employees to contribute ideas about work performance	38%	27%	18%	16%	100%
Encouraging employees to make decisions concerning their work	40%	29%	17%	14%	100%
Working together with employees to set goals	34%	28%	20%	17%	100%
Communicating expectations of employees	36%	29%	19%	16%	100%
Caring about employees as people	45%	24%	14%	17%	100%
Treating employees with respect	45%	27%	14%	15%	100%
Demonstrating the skills needed to do the job	43%	30%	16%	11%	100%
Informing employees about decisions that impact work	37%	30%	17%	15%	100%
Providing recognition for doing good work	36%	27%	18%	19%	100%
Welcoming employee involvement in decision-making	37%	25%	18%	20%	100%

Performance Evaluation					
Please rate each of the following aspects of the organization's existing employee evaluation system.	Excellent	Good	Fair	Poor	Total
Defining performance objectives	18%	46%	24%	13%	100%
Accurately evaluating performance	17%	37%	26%	20%	100%
Linking pay to performance	4%	12%	17%	68%	100%
Dealing with low performing employees	7%	20%	28%	46%	100%
Rewarding high performing employees	5%	14%	22%	59%	100%

Employee Development					
Please rate each of the following aspects of the organization's employee development activities:	Excellent	Good	Fair	Poor	Total
Supporting continual learning and development	19%	34%	28%	20%	100%
Providing opportunities that help employees to develop knowledge and skills	17%	34%	30%	20%	100%
Coaching or mentoring employees	16%	34%	31%	20%	100%
Providing adequate opportunities for career advancement	10%	24%	31%	35%	100%
Encouraging employees to come up with innovative solutions to problems	18%	34%	27%	21%	100%

Wages and Benefits					
Please rate how well the organization does at...	Excellent	Good	Fair	Poor	Total
Providing a fair wage for work responsibilities	6%	21%	29%	44%	100%
Providing benefits (vacation, sick leave, health care, retirement plan, etc.)	16%	28%	27%	28%	100%
Allowing flexibility in work schedules (like flex-time, alternative work schedules, etc.)	26%	35%	22%	18%	100%

Communication and Decision-making					
Please rate each of the following aspects of communication and decision-making by top level management in the organization.	Excellent	Good	Fair	Poor	Total
Communicating its strategic direction, vision, mission and values	14%	30%	30%	25%	100%
Communicating information in a timely manner	14%	30%	29%	26%	100%
Sending out information that helps employees to understand the problems and issues facing the City	15%	33%	30%	22%	100%
Welcoming employee involvement in decision-making	10%	21%	29%	41%	100%
Listening to employee opinions	9%	18%	25%	48%	100%

Organizational Climate					
Please rate each of the following aspects of the organization's work environment.	Excellent	Good	Fair	Poor	Total
Promoting a climate of mutual understanding and respect for differences and similarities among members of different groups	20%	42%	24%	15%	100%
Applying discipline fairly and consistently	13%	33%	27%	27%	100%
Communicating standards of ethical behavior	28%	43%	21%	9%	100%
Modeling standards of ethical behavior	22%	35%	24%	19%	100%
Maintaining a work environment that is free of violence or harassment	44%	37%	13%	6%	100%
Maintaining a work environment that is free of drug or alcohol abuse	60%	33%	5%	2%	100%

Physical Work Environment					
Please rate each of the following aspects of the organization's physical work environment.	Excellent	Good	Fair	Poor	Total
Providing the necessary materials, resources and equipment to do the job effectively	29%	44%	19%	8%	100%
Providing a work space to do the job effectively	34%	45%	16%	5%	100%

Performance of Support Services: Quality					
Please rate the QUALITY of each of the following support services in Scottsdale.	Excellent	Good	Fair	Poor	Total
Custodial cleaning services	19%	37%	29%	15%	100%
Maintenance and repair services	32%	43%	19%	6%	100%
Facilities management services overall	30%	46%	19%	4%	100%
Fleet maintenance services overall	17%	33%	26%	23%	100%
Recruitment services	20%	42%	27%	11%	100%
Benefits administration	21%	43%	23%	12%	100%
Training services	23%	44%	23%	10%	100%
Human resources services overall	20%	44%	26%	11%	100%
Radio systems	26%	44%	20%	10%	100%
Telephone systems	32%	51%	14%	3%	100%
Network services	36%	47%	14%	3%	100%
Application services	35%	48%	15%	2%	100%
Desktop / Help Desk services	45%	43%	9%	2%	100%
General information technology (IT) services overall	39%	49%	11%	2%	100%
Purchasing services overall	22%	44%	23%	10%	100%
Finance services overall (which could include payroll, budgeting, etc.)	29%	46%	18%	8%	100%
Risk management services overall	26%	47%	19%	8%	100%
Overall City internal services	20%	52%	23%	5%	100%



Performance of Support Services: Timeliness					
Please rate the TIMELINESS of each of the following support services in Scottsdale.	Excellent	Good	Fair	Poor	Total
Custodial cleaning services	20%	43%	25%	13%	100%
Maintenance and repair services	30%	45%	19%	6%	100%
Facilities management services overall	29%	48%	19%	4%	100%
Fleet maintenance services overall	16%	33%	28%	23%	100%
Recruitment services	17%	42%	28%	13%	100%
Benefits administration	22%	47%	21%	9%	100%
Training services	23%	46%	22%	9%	100%
Human resources services overall	21%	46%	24%	9%	100%
Radio systems	29%	47%	17%	7%	100%
Telephone systems	34%	51%	13%	2%	100%
Network services	37%	48%	13%	2%	100%
Application services	35%	48%	14%	3%	100%
Desktop / Help Desk services	45%	43%	10%	2%	100%
General information technology (IT) services overall	40%	47%	11%	2%	100%
Purchasing services overall	20%	44%	24%	12%	100%
Finance services overall (which could include payroll, budgeting, etc.)	30%	45%	18%	7%	100%
Risk management services overall	28%	46%	19%	7%	100%
Overall City internal services	19%	52%	24%	5%	100%

## Frequencies Including Don't Know Responses

The following tables contain the complete set of survey responses including “don't know.”

Question 1: Job Satisfaction													
Please rate the extent to which you agree or disagree with the following statements about your job working for City of Scottsdale.	Strongly agree		Somewhat agree		Somewhat disagree		Strongly disagree		Don't know		Total		
	N	%	N	%	N	%	N	%	N	%	N	%	
Overall, I am satisfied with my job	475	30%	767	48%	237	15%	113	7%	6	0%	1597	100%	
Overall, I feel positive about working for the City of Scottsdale	316	20%	525	33%	417	26%	333	21%	8	0%	1599	100%	
Overall, I think the City of Scottsdale is a good employer	314	20%	580	36%	398	25%	297	19%	7	0%	1597	100%	
I plan on working for this organization a year from now	675	42%	485	30%	160	10%	107	7%	172	11%	1598	100%	
Overall, I feel that I am as productive as I can be	908	57%	475	30%	133	8%	76	5%	8	0%	1599	100%	
I have the opportunity to do what I do best every day at work	674	42%	566	35%	252	16%	98	6%	5	0%	1595	100%	
I have the right skills and abilities for doing this job	1365	85%	194	12%	29	2%	10	1%	1	0%	1599	100%	
My values match or fit with the values of this organization	821	51%	443	28%	188	12%	126	8%	22	1%	1600	100%	
How hard I work makes a big difference in the success of the City of Scottsdale	733	46%	447	28%	218	14%	176	11%	22	1%	1596	100%	
I have good friends at work	906	57%	548	34%	90	6%	35	2%	15	1%	1595	100%	
I have the right amount of work to do, on average	687	43%	547	34%	217	14%	139	9%	11	1%	1600	100%	

Question 2: Work Group Performance												
Please rate each of the following aspects of your work group.	Excellent		Good		Fair		Poor		Don't know		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
The overall quality of the working relationships within my work group	671	42%	645	40%	198	12%	86	5%	2	0%	1601	100%
The overall quality of the working relationships between sections or work groups in this organization	358	22%	702	44%	356	22%	171	11%	15	1%	1601	100%
The overall quality of the work being done in my group	939	59%	508	32%	119	7%	32	2%	2	0%	1599	100%
The commitment of my fellow employees to do quality work	765	48%	562	35%	201	13%	67	4%	3	0%	1598	100%
Work group members valuing every team member	561	35%	583	37%	298	19%	147	9%	7	0%	1596	100%
The distribution of work among team members in the work group	459	29%	618	39%	310	19%	196	12%	19	1%	1602	100%
The level of encouragement given to one another to do a good job	549	34%	555	35%	304	19%	181	11%	10	1%	1599	100%

Question 3: Supervisor Relationship												
Please rate each of the following aspects of your SUPERVISOR'S performance.	Excellent		Good		Fair		Poor		Don't know		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
Fostering an atmosphere of mutual trust and confidence	597	37%	464	29%	280	18%	254	16%	3	0%	1598	100%
Promoting a positive working relationship among work group members	605	38%	506	32%	275	17%	212	13%	3	0%	1601	100%
Providing specific, constructive feedback that helps improve performance	567	35%	466	29%	303	19%	253	16%	10	1%	1600	100%
Motivating employees to do good work	561	35%	444	28%	314	20%	271	17%	8	0%	1598	100%
Motivating employees to improve performance	515	32%	447	28%	331	21%	285	18%	17	1%	1595	100%
Encouraging employees to contribute ideas about work performance	601	38%	433	27%	293	18%	256	16%	15	1%	1597	100%
Encouraging employees to make decisions concerning their work	638	40%	461	29%	264	17%	222	14%	12	1%	1597	100%
Working together with employees to set goals	545	34%	448	28%	319	20%	274	17%	12	1%	1597	100%
Communicating expectations of employees	568	36%	467	29%	296	19%	259	16%	6	0%	1596	100%
Caring about employees as people	718	45%	380	24%	215	13%	275	17%	7	0%	1595	100%
Treating employees with respect	712	45%	431	27%	217	14%	233	15%	7	0%	1599	100%
Demonstrating the skills needed to do the job	682	43%	479	30%	251	16%	172	11%	9	1%	1594	100%
Informing employees about decisions that impact work	594	37%	481	30%	270	17%	241	15%	5	0%	1592	100%
Providing recognition for doing good work	570	36%	427	27%	290	18%	305	19%	6	0%	1598	100%
Welcoming employee involvement in decision-making	592	37%	401	25%	286	18%	313	20%	7	0%	1599	100%

Question 4: Performance Evaluation													
Please rate each of the following aspects of the organization's existing employee evaluation system.	Excellent		Good		Fair		Poor		Don't know		Total		
	N	%	N	%	N	%	N	%	N	%	N	%	
Defining performance objectives	276	17%	714	45%	373	23%	204	13%	31	2%	1599	100%	
Accurately evaluating performance	261	16%	584	37%	399	25%	313	20%	39	2%	1597	100%	
Linking pay to performance	63	4%	179	11%	254	16%	1033	65%	69	4%	1598	100%	
Dealing with low performing employees	99	6%	287	18%	398	25%	659	41%	158	10%	1601	100%	
Rewarding high performing employees	79	5%	218	14%	330	21%	907	57%	63	4%	1597	100%	

Question 5: Employee Development													
Please rate each of the following aspects of the organization's employee development activities.	Excellent		Good		Fair		Poor		Don't know		Total		
	N	%	N	%	N	%	N	%	N	%	N	%	
Supporting continual learning and development	294	18%	539	34%	439	27%	314	20%	12	1%	1597	100%	
Providing opportunities that help employees to develop knowledge and skills	266	17%	541	34%	472	30%	312	20%	6	0%	1595	100%	
Coaching or mentoring employees	239	15%	514	32%	463	29%	295	18%	89	6%	1599	100%	
Providing adequate opportunities for career advancement	161	10%	368	23%	484	30%	544	34%	40	3%	1597	100%	
Encouraging employees to come up with innovative solutions to problems	278	17%	534	33%	432	27%	330	21%	24	1%	1597	100%	

Question 6: Wages and Benefits													
Please rate how well the organization does at...	Excellent		Good		Fair		Poor		Don't know		Total		
	N	%	N	%	N	%	N	%	N	%	N	%	
Providing a fair wage for work responsibilities	91	6%	338	21%	461	29%	697	44%	13	1%	1600	100%	
Providing benefits (vacation, sick leave, health care, retirement plan, etc.)	259	16%	442	28%	436	27%	451	28%	12	1%	1600	100%	
Allowing flexibility in work schedules (like flex-time, alternative work schedules, etc.)	401	25%	548	34%	337	21%	278	17%	37	2%	1600	100%	

Question 7: Communication and Decision-making												
Please rate each of the following aspects of communication and decision-making by top level management in the organization.	Excellent		Good		Fair		Poor		Don't know		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
Communicating its strategic direction, vision, mission and values	221	14%	478	30%	474	30%	399	25%	28	2%	1601	100%
Communicating information in a timely manner	223	14%	480	30%	463	29%	412	26%	21	1%	1600	100%
Sending out information that helps employees to understand the problems and issues facing the City	242	15%	526	33%	476	30%	343	21%	12	1%	1598	100%
Welcoming employee involvement in decision-making	152	9%	313	20%	436	27%	624	39%	74	5%	1598	100%
Listening to employee opinions	139	9%	270	17%	376	24%	723	45%	90	6%	1599	100%

Question 8: Organizational Climate												
Please rate each of the following aspects of the organization's work environment.	Excellent		Good		Fair		Poor		Don't know		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
Promoting a climate of mutual understanding and respect for differences and similarities among members of different groups	303	19%	644	40%	372	23%	231	15%	43	3%	1593	100%
Applying discipline fairly and consistently	183	11%	484	30%	388	24%	400	25%	140	9%	1594	100%
Communicating standards of ethical behavior	440	28%	671	42%	328	21%	136	9%	14	1%	1590	100%
Modeling standards of ethical behavior	341	21%	549	35%	371	23%	295	19%	34	2%	1590	100%
Maintaining a work environment that is free of violence or harassment	686	43%	582	37%	201	13%	100	6%	24	2%	1594	100%
Maintaining a work environment that is free of drug or alcohol abuse	923	58%	514	32%	79	5%	32	2%	46	3%	1595	100%

Question 9: Physical Work Environment													
Please rate each of the following aspects of the organization's physical work environment.	Excellent		Good		Fair		Poor		Don't know		Total		
	N	%	N	%	N	%	N	%	N	%	N	%	
Providing the necessary materials, resources and equipment to do the job effectively	452	29%	674	44%	296	19%	119	8%	1	0%	1542	100%	
Providing a work space to do the job effectively	529	33%	714	45%	250	16%	84	5%	4	0%	1580	100%	

Question 10: Performance of Support Services: Quality													
Please rate the QUALITY of each of the following support services in City of Scottsdale.	Excellent		Good		Fair		Poor		Don't know		Total		
	N	%	N	%	N	%	N	%	N	%	N	%	
Custodial cleaning services	285	18%	564	35%	433	27%	228	14%	90	6%	1599	100%	
Maintenance and repair services	495	31%	672	42%	288	18%	91	6%	55	3%	1601	100%	
Facilities management services overall	469	29%	711	45%	289	18%	69	4%	60	4%	1598	100%	
Fleet maintenance services overall	189	12%	364	23%	285	18%	251	16%	513	32%	1601	100%	
Recruitment services	248	16%	529	33%	340	21%	140	9%	339	21%	1596	100%	
Benefits administration	314	20%	633	40%	343	21%	174	11%	132	8%	1596	100%	
Training services	325	20%	634	40%	338	21%	142	9%	154	10%	1592	100%	
Human resources services overall	292	18%	660	41%	383	24%	160	10%	97	6%	1593	100%	
Radio systems	239	15%	408	26%	188	12%	94	6%	663	42%	1593	100%	
Telephone systems	467	29%	749	47%	198	12%	41	3%	141	9%	1595	100%	
Network services	529	33%	678	42%	205	13%	40	2%	144	9%	1595	100%	
Application services	441	28%	610	39%	190	12%	26	2%	315	20%	1582	100%	
Desktop / Help Desk services	665	42%	634	40%	138	9%	32	2%	125	8%	1594	100%	
General information technology (IT) services overall	588	37%	728	46%	158	10%	25	2%	91	6%	1590	100%	
Purchasing services overall	216	14%	428	27%	226	14%	99	6%	617	39%	1586	100%	
Finance services overall (which could include payroll, budgeting, etc.)	354	22%	556	35%	214	13%	97	6%	369	23%	1590	100%	
Risk management services overall	303	19%	552	35%	229	14%	95	6%	409	26%	1588	100%	
Overall City internal services	274	17%	733	46%	327	20%	70	4%	195	12%	1600	100%	

Question 11: Performance of Support Services: Timeliness													
Please rate the TIMELINESS of each of the following support services in City of Scottsdale.	Excellent		Good		Fair		Poor		Don't know		Total		
	N	%	N	%	N	%	N	%	N	%	N	%	
Custodial cleaning services	285	18%	606	38%	353	22%	180	11%	159	10%	1583	100%	
Maintenance and repair services	442	28%	661	42%	278	18%	81	5%	111	7%	1573	100%	
Facilities management services overall	420	27%	705	45%	275	18%	60	4%	111	7%	1571	100%	
Fleet maintenance services overall	165	11%	332	21%	279	18%	238	15%	558	35%	1572	100%	
Recruitment services	193	12%	475	30%	326	21%	150	10%	431	27%	1575	100%	
Benefits administration	300	19%	630	40%	279	18%	125	8%	243	15%	1578	100%	
Training services	300	19%	605	38%	287	18%	113	7%	267	17%	1572	100%	
Human resources services overall	287	18%	617	39%	322	21%	124	8%	214	14%	1564	100%	
Radio systems	254	16%	408	26%	148	9%	65	4%	704	45%	1578	100%	
Telephone systems	460	29%	677	43%	169	11%	32	2%	242	15%	1581	100%	
Network services	496	31%	651	41%	174	11%	32	2%	224	14%	1577	100%	
Application services	429	27%	584	37%	165	11%	35	2%	361	23%	1573	100%	
Desktop / Help Desk services	632	40%	596	38%	142	9%	27	2%	182	11%	1579	100%	
General information technology (IT) services overall	558	35%	666	42%	160	10%	24	2%	168	11%	1576	100%	
Purchasing services overall	188	12%	403	26%	217	14%	109	7%	642	41%	1558	100%	
Finance services overall (which could include payroll, budgeting, etc.)	344	22%	522	33%	202	13%	83	5%	425	27%	1576	100%	
Risk management services overall	292	18%	487	31%	203	13%	75	5%	523	33%	1581	100%	
Overall City internal services	259	16%	701	44%	316	20%	64	4%	241	15%	1580	100%	

Question 12: Familiarity with City Employee Values		
How familiar, if at all, are you with the City of Scottsdale Employee Values?	Number of respondents	Percent of respondents
Very familiar	1038	65%
Somewhat familiar	535	33%
Not at all familiar	30	2%
Total	1603	100%



Question 13: Importance of Employee Values											
How important to you, if at all, are each of the following Employee Values?	Essential		Very important		Somewhat important		Not at all important		Total		
	N	%	N	%	N	%	N	%	N	%	
Plan and Innovate for the Future	842	53%	567	36%	153	10%	33	2%	1596	100%	
Listen, Communicate, Take Action	1010	63%	494	31%	79	5%	18	1%	1601	100%	
Respect the Individual	1157	72%	375	23%	59	4%	11	1%	1602	100%	
Collaborate as a Team	983	62%	522	33%	78	5%	11	1%	1594	100%	
Learn and Grow Continuously	915	58%	544	34%	116	7%	14	1%	1590	100%	
Focus on Quality Customer Service	1124	70%	409	26%	54	3%	8	1%	1596	100%	
Be Accountable and Act with Integrity	1259	79%	299	19%	37	2%	4	0%	1599	100%	
Show Caring and Compassion for Others	1014	63%	476	30%	95	6%	13	1%	1598	100%	

Question 14: City's Support of Employee Values												
How would you rate the job the City does in supporting each of these Employee Values?	Excellent		Good		Fair		Poor		Don't know		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
Plan and Innovate for the Future	254	16%	567	36%	447	28%	297	19%	22	1%	1587	100%
Listen, Communicate, Take Action	225	14%	470	30%	467	29%	403	25%	21	1%	1586	100%
Respect the Individual	286	18%	509	32%	354	22%	421	27%	19	1%	1588	100%
Collaborate as a Team	271	17%	494	31%	466	29%	330	21%	24	1%	1585	100%
Learn and Grow Continuously	261	16%	473	30%	470	30%	344	22%	33	2%	1582	100%
Focus on Quality Customer Service	506	32%	602	38%	270	17%	191	12%	14	1%	1583	100%
Be Accountable and Act with Integrity	349	22%	490	31%	359	23%	367	23%	20	1%	1586	100%
Show Caring and Compassion for Others	332	21%	498	31%	360	23%	378	24%	16	1%	1584	100%

Question 15: Respondent Department		
In which City agency or department do you work?	Number of respondents	Percent of respondents
Mayor and City Council	2	0%
City Attorney	15	1%
City Auditor	4	0%
City Clerk	1	0%
City Court	20	1%
Finance & Accounting	34	2%
City Manager	3	0%
Administrative Services	39	2%
Human Resources	32	2%
Information Technology	65	4%
Community & Economic Development	106	7%
Community Services	406	26%
Public Safety - Fire	141	9%
Public Safety - Police	377	24%
Public Works	150	10%
Water Resources	108	7%
Other	71	5%
Total	1574	100%

Question 16: Managerial Status		
What is your management status?	Number of respondents	Percent of respondents
Manager	260	16%
Non-manager	1281	81%
Don't know	41	3%
Total	1582	100%

Question 17: Respondent Exemption Status		
What is your exemption status?	Number of respondents	Percent of respondents
Exempt (not eligible for overtime)	588	37%
Non-exempt (eligible for overtime)	893	56%
Don't know	104	7%
Total	1585	100%

Question 18: Respondent Employment Status		
Are you employed full time or part time?	Number of respondents	Percent of respondents
Full time	1382	87%
Part time	200	13%
Total	1581	100%

Question 19: Respondent Work Shift		
If you do shift work, which is your predominant shift?	Number of respondents	Percent of respondents
Day	931	59%
Evening	87	6%
Night	110	7%
N/A	441	28%
Total	1569	100%

Question 20: Respondent Race		
What is your race?	Number of respondents	Percent of respondents
White	1241	81 %
Hispanic	163	11 %
African American	36	2 %
American Indian or Alaskan native	14	1 %
Asian, Hawaiian or Pacific Islander	35	2 %
Other	90	6 %
Total may equal more than 100% as respondents could chose more than one race		

Question 21: Respondent Gender		
What is your gender?	Number of respondents	Percent of respondents
Male	975	63%
Female	572	37%
Total	1548	100%

Question 22: Respondent Age		
What is your age range?	Number of respondents	Percent of respondents
20 years or younger	18	1 %
21 to 30 years	241	16 %
31 to 40 years	414	27 %
41 to 50 years	451	29 %
51 to 60 years	337	22 %
61 years or older	80	5 %
Total	1541	100 %

Question 23: Respondent Tenure at the City		
How many years have you worked for City of Scottsdale?	Number of respondents	Percent of respondents
0 to 5 years	662	43%
6 to 10 years	397	26%
11 to 15 years	227	15%
16 to 20 years	137	9%
More than 20 years	130	8%
Total	1553	100%

## Appendix C: Survey Background and Methodology

The City of Scottsdale partnered with National Research Center, Inc. (NRC) to conduct a City-wide employee survey. Employees were asked questions about their job satisfaction, work environment, compensation, supervisory relationships, organizational climate and communication. This was the first survey of Scottsdale employees. The results can be used by the City to better understand employee experiences, address employee concerns and monitor perspectives over time.

The survey consisted of approximately three pages of thematically similar statements grouped into question sets and all were asked on a four-point scale (e.g., strongly agree, somewhat agree, somewhat disagree, strongly disagree or excellent, good, fair, poor), two pages of questions assessing the quality and timeliness of support services asked on a four-point scale, and a sixth page of employment and sociodemographic questions. About a half of page of questions asked employees about their familiarity with, the importance and quality of the City's Employee Values.

At the end of May 2011, a message announcing the upcoming survey was included in the paychecks of all City of Scottsdale full-time employees. The following week, the City sent an email, including a link to the Web-based survey, to employees with email addresses inviting them to participate. Employees with email addresses also received two email reminder messages from NRC with the survey link over the following two weeks. The City provided staff who do not have regular access to computers and/or who do not have City email addresses computers on which employees could complete the online survey. Final reminders from the City were emailed to employees and included in paychecks. The survey also was publicized weekly in articles in the employee newsletter and on the City's Intranet home page. Data collection continued through the end of June. Of the 2,806 employees receiving an invitation to complete the survey, a total of 1,603 employees returned completed surveys, providing a response rate of 57%.

Since the surveys were completed online, the data were automatically saved electronically. The data were then exported into a text-only format and the electronic dataset was imported and analyzed by NRC staff using the Statistical Package for the Social Sciences (SPSS). Frequency distributions for each question are presented in the report appendices. The anonymity of all employees is fully maintained as no names or other unique identifiers have been recorded.

### How the Results Are Reported

Tables and charts displaying the "percent positive" are presented in the body of the report. The percent positive is the combination of the top two most positive response options (i.e., "strongly agree" and "somewhat agree" or "excellent" and "good"). On many of the questions in the survey, respondents could answer, "don't know." The proportion of respondents giving this reply, including and excluding "don't know," is shown in the full set of responses in

*Appendix B: Complete Set of Survey Frequencies.* However, these responses have been removed from the analyses presented in the body of the report. In other words, the tables and charts display the responses from respondents who had an opinion about a specific item.

When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the customary practice of rounding percentages to the nearest whole number.

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## **Benchmark Comparisons**

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NRC’s database of comparative employee opinion comprises the perspectives of more than 5,900 employees gathered from employee surveys from local governments across the U.S. Those employees evaluated the organization in which they work and gave their opinion about job satisfaction, supervisor relationships and other aspects of the employee experience. The City of Scottsdale was compared to the entire database. A benchmark comparison (the average percent positive from all the comparison organizations where a question was asked, including Scottsdale’s) has been provided when there were at least five organizations in which the question was asked. The percent positive response was created by combining the most favorable response options (i.e., “strongly agree” and “somewhat agree” or “excellent” and “good”).

Where comparisons are available, differences of more than five percentage points between Scottsdale’s ratings and the average of the comparison employee ratings are considered statistically significant and thus are marked as “above” or “below” the benchmark. When differences between Scottsdale’s ratings and the benchmarks are four percentage points or fewer, they are marked as “similar” to the benchmark.

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## **Data Weighting**

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The characteristics of the survey sample were compared to those provided by the City of Scottsdale. Survey results were weighted by department, managerial status and length of employment at the City using these norms to reflect the appropriate makeup of all City employees. A statistical software program using mathematical algorithms was used to calculate the appropriate weights. Several different weighting “schemes” were tested to ensure the best fit for the data.

The results of the weighting scheme are presented in the table on the following page.

Weighting Table for The NES for the City of Scottsdale 2011			
Employee Characteristic	Employee Norm <sup>1</sup>	Unweighted	Weighted
<b>Department</b>			
Administrative Services	5%	7%	5%
City officials	9%	10%	9%
Community & Economic Development	7%	9%	7%
Community Services	27%	20%	27%
Public Safety	34%	37%	34%
Public Works	10%	9%	10%
Water Resources	7%	9%	7%
<b>Managerial Status</b>			
Manager	17%	20%	17%
Non-manager	83%	80%	83%
<b>Race/Ethnicity</b>			
White	80%	81%	81%
Hispanic	14%	11%	11%
African American	3%	3%	2%
American Indian or Alaskan native	2%	1%	1%
Asian, Hawaiian or Pacific Islander	1%	2%	2%
Other	0%	6%	6%
<b>Gender</b>			
Male	66%	64%	63%
Female	34%	36%	37%
<b>Age</b>			
20 years or younger	5%	1%	1%
21 to 30 years	16%	13%	16%
31 to 40 years	23%	26%	27%
41 to 50 years	29%	32%	29%
51 to 60 years	21%	23%	22%
61 years or older	6%	5%	5%
<b>Length of Employment</b>			
0 to 5 years	44%	32%	43%
6 to 10 years	26%	29%	26%
11 to 15 years	14%	17%	15%
16 to 20 years	9%	11%	9%
More than 20 years	8%	12%	8%

<sup>1</sup> Source: City of Scottsdale



## **Appendix D: Survey Instrument**

The following pages contain The National Employee Survey™ for the City of Scottsdale formatted similarly to the Web version.

# The City of Scottsdale, AZ Employee Survey

This survey is to be completed by the City of Scottsdale employee who received an invitation. Your responses will be kept anonymous and reported in group form only.

1)

## *Job Satisfaction*

<b>Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Scottsdale.</b>	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know
Overall, I am satisfied with my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, I feel positive about working for the City of Scottsdale	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, I think the City of Scottsdale is a good employer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I plan on working for this organization a year from now	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, I feel that I am as productive as I can be	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the opportunity to do what I do best every day at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the right skills and abilities for doing this job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My values match or fit with the values of this organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How hard I work makes a big difference in the success of the City of Scottsdale	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have good friends at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the right amount of work to do, on average	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2)

## *Work Group Performance*

<b>Please rate each of the following aspects of your work group.</b>	Excellent	Good	Fair	Poor	Don't know
The overall quality of the working relationships within my work group	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The overall quality of the working relationships between sections or work groups in this organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The overall quality of the work being done in my group	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The commitment of my fellow employees to doing quality work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work group members valuing every team member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The distribution of work among team members in the work group	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The level of encouragement given to one another to do a good job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3)

***Supervisor Relationship***

<b>Please rate each of the following aspects of your SUPERVISOR'S performance.</b>	Excellent	Good	Fair	Poor	Don't know
Fostering an atmosphere of mutual trust and confidence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promoting a positive working relationship among work group members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing specific, constructive feedback that helps improve performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Motivating employees to do good work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Motivating employees to improve performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encouraging employees to contribute ideas about work performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encouraging employees to make decisions concerning their work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working together with employees to set goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicating expectations of employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Caring about employees as people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Treating employees with respect	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrating the skills needed to do the job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Informing employees about decisions that impact work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing recognition for doing good work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Welcoming employee involvement in decision-making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4)

***Performance Evaluation***

<b>Please rate each of the following aspects of the organization's existing employee evaluation system.</b>	Excellent	Good	Fair	Poor	Don't know
Defining performance objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accurately evaluating performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Linking pay to performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dealing with low performing employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rewarding high performing employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5)

***Employee Development***

<b>Please rate each of the following aspects of the organization's employee development activities.</b>	Excellent	Good	Fair	Poor	Don't know
Supporting continual learning and development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing opportunities that help employees to develop knowledge and skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Coaching or mentoring new employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing adequate opportunities for career advancement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encouraging employees to come up with innovative solutions to problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6)

***Wages and Benefits***

<b>Please rate how well the organization does at...</b>	Excellent	Good	Fair	Poor	Don't know
Providing a fair wage for work responsibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing benefits (vacation, sick leave, health care, retirement plan, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Allowing flexibility in work schedules (like flex-time, alternative work schedules, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7)

***Communication and Decision-making***

<b>Please rate each of the following aspects of communication and decision-making by top level management (City manager and his staff) in the organization.</b>	Excellent	Good	Fair	Poor	Don't know
Communicating its strategic direction, vision, mission and values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicating information in a timely manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sending out information that helps employees to understand the problems and issues facing the City	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Welcoming employee involvement in decision-making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Listening to employee opinions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8)

***Organizational Climate***

<b>Please rate each of the following aspects of the organization's work environment.</b>	Excellent	Good	Fair	Poor	Don't know
Promoting a climate of mutual understanding and respect for differences and similarities among members of different groups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Applying discipline fairly and consistently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicating standards of ethical behavior	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Modeling standards of ethical behavior	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintaining a work environment that is free of violence or harassment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintaining a work environment that is free of drug or alcohol abuse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9)

***Physical Work Environment***

<b>Please rate each of the following aspects of the organization's physical work environment.</b>	Excellent	Good	Fair	Poor	Don't know
Providing the necessary materials, resources and equipment to do the job effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing a work space to do the job effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Performance of Support Services*

10)

<b>Please rate the QUALITY of each of the following support service(s) in Scottsdale: Facilities management</b>	Excellent	Good	Fair	Poor	Don't know
Custodial cleaning services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintenance and repair services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilities management services overall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11)

<b>Please rate the QUALITY of each of the following support service(s) in Scottsdale: Fleet maintenance</b>	Excellent	Good	Fair	Poor	Don't know
Fleet maintenance services overall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12)

<b>Please rate the QUALITY of each of the following support service(s) in Scottsdale: Human resources</b>	Excellent	Good	Fair	Poor	Don't know
Recruitment services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benefits administration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Human resources services overall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13)

<b>Please rate the QUALITY of each of the following support service(s) in Scottsdale: Information technology (IT)</b>	Excellent	Good	Fair	Poor	Don't know
Radio systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Telephone system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Network services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Application services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Desktop / Help Desk services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General information technology (IT) services overall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14)

<b>Please rate the QUALITY of each of the following support service(s) in Scottsdale: Purchasing</b>	Excellent	Good	Fair	Poor	Don't know
Purchasing services overall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15)

<b>Please rate the QUALITY of each of the following support service(s) in Scottsdale: Finance</b>	Excellent	Good	Fair	Poor	Don't know
Finance services overall (payroll, accounting, budget, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16)

<b>Please rate the QUALITY of each of the following support service(s) in Scottsdale: Risk management</b>	Excellent	Good	Fair	Poor	Don't know
Risk management services overall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17)

<b>Please rate the QUALITY of Scottsdale's internal services overall.</b>	Excellent	Good	Fair	Poor	Don't know
Overall City internal services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Performance of Support Services*

18)

<b>Please rate the TIMELINESS of each of the following support service(s) in Scottsdale: Facilities management</b>	Excellent	Good	Fair	Poor	Don't know
Custodial cleaning services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintenance and repair services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilities management services overall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19)

<b>Please rate the TIMELINESS of each of the following support service(s) in Scottsdale: Fleet maintenance</b>	Excellent	Good	Fair	Poor	Don't know
Fleet maintenance services overall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20)

<b>Please rate the TIMELINESS of each of the following support service(s) in Scottsdale: Human resources</b>	Excellent	Good	Fair	Poor	Don't know
Recruitment services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benefits administration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Human resources services overall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21)

<b>Please rate the TIMELINESS of each of the following support service(s) in Scottsdale: Information technology (IT)</b>	Excellent	Good	Fair	Poor	Don't know
Radio systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Telephone system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Network services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Application services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Desktop / Help Desk services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General information technology (IT) services overall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

22)

<b>Please rate the TIMELINESS of each of the following support service(s) in Scottsdale: Purchasing</b>	Excellent	Good	Fair	Poor	Don't know
Purchasing services overall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23)

<b>Please rate the TIMELINESS of each of the following support service(s) in Scottsdale: Finance</b>	Excellent	Good	Fair	Poor	Don't know
Finance services overall (payroll, accounting, budget, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

24)

<b>Please rate the TIMELINESS of each of the following support service(s) in Scottsdale: Risk management</b>	Excellent	Good	Fair	Poor	Don't know
Risk management services overall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

25)

<b>Please rate the TIMELINESS of Scottsdale's internal services overall.</b>	Excellent	Good	Fair	Poor	Don't know
Overall City internal services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Scottsdale's Employee Values**

**26) How familiar, if at all, are you with the City of Scottsdale Employee Values?**

- Very familiar
- Somewhat familiar
- Not at all familiar

**27) How important to you, if at all, are each of the following Employee Values?**

	Essential	Very important	Somewhat important	Not at all important
Plan and Innovate for the Future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Listen, Communicate, Take Action	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respect the Individual	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collaborate as a Team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Learn and Grow Continuously	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Focus on Quality Customer Service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Be Accountable and Act with Integrity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Show Caring and Compassion for Others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**28) How would you rate the job the City does in supporting each of these Employee Values?**

	Excellent	Good	Fair	Poor	Don't know
Plan and Innovate for the Future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Listen, Communicate, Take Action	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respect the Individual	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collaborate as a Team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Learn and Grow Continuously	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Focus on Quality Customer Service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Be Accountable and Act with Integrity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Show Caring and Compassion for Others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Employment Information**

**Our last questions are about you. Again, all of your responses to this survey are completely anonymous and will be reported in group form only.**

**29) In which City agency or department do you work? (Please choose one)**

- Mayor and City Council
- City Attorney
- City Auditor
- City Clerk
- City Court
- Finance & Accounting
- City Manager
- Administrative Services
- Human Resources
- Information Technology
- Community & Economic Development
- Community Services
- Public Safety - Fire
- Public Safety - Police
- Public Works

- Water Resources
- Other

**30) What is your management status?**

- Manager
- Non-manager
- Don't know

**31) What is your exemption status?**

- Exempt (not eligible for overtime)
- Non-Exempt (eligible for overtime)
- Don't know

**32) Are you employed full time or part time?**

- Full time
- Part time

**33) If you do shift work, which is your predominant shift?**

- Day
- Evening
- Night
- N/A

***Demographic Information***

**34) What is your race? (Check all that apply.)**

- White
- Hispanic
- African American
- American Indian or Alaskan native
- Asian, Hawaiian or Pacific Islander
- Other

**35) What is your gender?**

- Male
- Female

**36) What is your age range?**

- 20 years or younger
- 21 to 30 years
- 31 to 40 years
- 41 to 50 years
- 51 to 60 years
- 61 years or older

**37) How many years have you worked for the City of Scottsdale?**

- 0 to 5 years
- 6 to 10 years
- 11 to 15 years
- 16 to 20 years
- More than 20 years

**Thank you very much for completing this survey!**



## Crosstabulations by Employment Information (Q15, Q16, Q17, Q18 and Q19)

Question 1: Job Satisfaction by Department													
Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Scottsdale. (Percent "strongly" or "somewhat" agree)	In which City agency or department do you work? (Please choose one)												
	Mayor and City Council/City Attorney, Auditor, Clerk, Manager	City Court	Finance & Accounting	Administrative Services	Human Resources	Information Technology	Community & Economic Development	Community Services	Public Safety - Fire	Public Safety - Police	Public Works	Water Resources	Overall
Overall, I am satisfied with my job	64%	85%	76%	84%	65%	77%	72%	84%	78%	78%	74%	75%	78%
Overall, I feel positive about working for the City of Scottsdale	54%	66%	66%	53%	54%	53%	52%	67%	32%	43%	53%	55%	53%
Overall, I think the City of Scottsdale is a good employer	54%	71%	68%	66%	72%	57%	56%	76%	32%	45%	49%	59%	57%
I plan on working for this organization a year from now	74%	82%	83%	69%	69%	81%	75%	85%	89%	79%	85%	84%	82%
Overall, I feel that I am as productive as I can be	75%	100%	91%	73%	76%	82%	78%	86%	89%	91%	92%	88%	87%
I have the opportunity to do what I do best every day at work	66%	92%	73%	73%	57%	75%	73%	77%	77%	86%	80%	76%	78%
I have the right skills and abilities for doing this job	94%	98%	98%	97%	100%	100%	96%	99%	94%	99%	96%	98%	98%
My values match or fit with the values of this organization	77%	87%	91%	85%	89%	81%	74%	87%	75%	76%	79%	77%	80%
How hard I work makes a big difference in the success of the City of Scottsdale	66%	75%	93%	77%	89%	68%	67%	79%	62%	75%	78%	75%	75%
I have good friends at work	78%	83%	85%	74%	94%	99%	93%	94%	96%	95%	91%	85%	92%
I have the right amount of work to do, on average	58%	86%	69%	55%	66%	82%	66%	76%	84%	85%	77%	79%	78%

Note: the shading denotes statistically significant (+/- 10%) responses above the average.

Question 2: Work Group Performance by Department													
Please rate each of the following aspects of your work group. (Percent "excellent" or "good")	In which City agency or department do you work? (Please choose one)												
	Mayor and City Council/City Attorney, Auditor, Clerk, Manager	City Court	Finance & Accounting	Administrative Services	Human Resources	Information Technology	Community & Economic Development	Community Services	Public Safety - Fire	Public Safety - Police	Public Works	Water Resources	Overall
The overall quality of the working relationships within my work group	75%	90%	86%	73%	64%	87%	76%	86%	84%	87%	77%	76%	83%
The overall quality of the working relationships between sections or work groups in this organization	67%	79%	82%	76%	60%	73%	66%	69%	51%	77%	61%	53%	68%
The overall quality of the work being done in my group	80%	95%	91%	84%	85%	95%	88%	90%	96%	96%	86%	87%	91%
The commitment of my fellow employees to do quality work	74%	69%	88%	80%	87%	90%	80%	84%	89%	86%	79%	77%	84%
Work group members valuing every team member	60%	61%	79%	70%	58%	85%	63%	76%	76%	76%	64%	65%	72%
The distribution of work among team members in the work group	44%	50%	60%	60%	55%	77%	59%	65%	76%	78%	63%	65%	68%
The level of encouragement given to one another to do a good job	60%	68%	66%	64%	54%	79%	60%	76%	72%	74%	61%	59%	70%

Question 3: Supervisor Relationship by Department													
Please rate each of the following aspects of your SUPERVISOR'S performance. (Percent "excellent" or "good")	In which City agency or department do you work? (Please choose one)												
	Mayor and City Council/City Attorney, Auditor, Clerk, Manager	City Court	Finance & Accounting	Administrative Services	Human Resources	Information Technology	Community & Economic Development	Community Services	Public Safety - Fire	Public Safety - Police	Public Works	Water Resources	Overall
Fostering an atmosphere of mutual trust and confidence	57%	69%	67%	51%	49%	71%	58%	72%	67%	73%	62%	60%	67%
Promoting a positive working relationship among work group members	58%	71%	69%	49%	48%	79%	62%	77%	74%	72%	66%	61%	70%
Providing specific, constructive feedback that helps improve performance	61%	65%	71%	47%	44%	79%	50%	70%	71%	68%	59%	64%	66%
Motivating employees to do good work	55%	50%	67%	47%	41%	74%	50%	71%	67%	67%	58%	54%	64%
Motivating employees to improve performance	57%	56%	63%	46%	41%	74%	45%	68%	67%	65%	54%	55%	62%
Encouraging employees to contribute ideas about work performance	54%	68%	68%	55%	52%	75%	53%	75%	67%	68%	56%	57%	66%
Encouraging employees to make decisions concerning their work	57%	70%	74%	61%	51%	79%	60%	76%	68%	74%	62%	63%	70%
Working together with employees to set goals	57%	71%	67%	45%	45%	75%	48%	70%	69%	65%	53%	57%	63%
Communicating expectations of employees	55%	73%	76%	50%	52%	72%	50%	72%	74%	69%	54%	61%	66%
Caring about employees as people	56%	63%	74%	69%	59%	82%	59%	76%	67%	71%	64%	60%	70%
Treating employees with respect	66%	82%	70%	73%	62%	82%	59%	80%	69%	75%	61%	65%	73%
Demonstrating the skills needed to do the job	76%	84%	83%	65%	61%	77%	62%	80%	75%	75%	65%	72%	74%
Informing employees about decisions that impact work	67%	64%	74%	66%	58%	86%	51%	74%	71%	71%	59%	59%	69%
Providing recognition for doing good work	54%	72%	66%	58%	47%	73%	51%	69%	64%	67%	53%	51%	63%
Welcoming employee involvement in decision-making	44%	66%	66%	49%	59%	70%	47%	70%	67%	68%	56%	54%	63%

Question 4: Performance Evaluation by Department													
Please rate each of the following aspects of the organization's existing employee evaluation system. (Percent "excellent" or "good")	In which City agency or department do you work? (Please choose one)												
	Mayor and City Council/City Attorney, Auditor, Clerk, Manager	City Court	Finance & Accounting	Administrative Services	Human Resources	Information Technology	Community & Economic Development	Community Services	Public Safety - Fire	Public Safety - Police	Public Works	Water Resources	Overall
Defining performance objectives	48%	78%	62%	56%	45%	66%	51%	68%	67%	73%	54%	51%	64%
Accurately evaluating performance	47%	76%	57%	58%	31%	70%	47%	57%	51%	61%	45%	49%	55%
Linking pay to performance	24%	7%	24%	11%	15%	20%	11%	21%	10%	11%	20%	14%	16%
Dealing with low performing employees	14%	16%	24%	16%	25%	31%	13%	31%	29%	31%	21%	29%	27%
Rewarding high performing employees	20%	13%	24%	5%	29%	20%	11%	26%	14%	18%	19%	17%	20%

Question 5: Employee Development by Department													
Please rate each of the following aspects of the organization's employee development activities: (Percent "excellent" or "good")	In which City agency or department do you work? (Please choose one)												
	Mayor and City Council/City Attorney, Auditor, Clerk, Manager	City Court	Finance & Accounting	Administrative Services	Human Resources	Information Technology	Community & Economic Development	Community Services	Public Safety - Fire	Public Safety - Police	Public Works	Water Resources	Overall
Supporting continual learning and development	54%	73%	56%	45%	62%	58%	52%	60%	34%	52%	52%	56%	54%
Providing opportunities that help employees to develop knowledge and skills	56%	69%	52%	42%	52%	51%	47%	59%	38%	51%	48%	52%	52%
Coaching or mentoring employees	36%	51%	52%	39%	49%	47%	34%	59%	45%	55%	45%	42%	51%
Providing adequate opportunities for career advancement	32%	31%	37%	22%	32%	44%	18%	38%	25%	37%	40%	35%	35%
Encouraging employees to come up with innovative solutions to problems	50%	62%	58%	43%	64%	62%	40%	59%	46%	53%	48%	43%	52%

Question 6: Wages and Benefits by Department													
Please rate how well the organization does at... (Percent "excellent" or "good")	In which City agency or department do you work? (Please choose one)												
	Mayor and City Council/City Attorney, Auditor, Clerk, Manager	City Court	Finance & Accounting	Administrative Services	Human Resources	Information Technology	Community & Economic Development	Community Services	Public Safety - Fire	Public Safety - Police	Public Works	Water Resources	Overall
Providing a fair wage for work responsibilities	37%	31%	26%	32%	36%	40%	27%	41%	4%	17%	29%	20%	27%
Providing benefits (vacation, sick leave, health care, retirement plan, etc.)	61%	73%	56%	51%	57%	48%	41%	71%	16%	23%	44%	42%	44%
Allowing flexibility in work schedules (like flex-time, alternative work schedules, etc.)	40%	39%	60%	59%	74%	78%	72%	68%	47%	56%	60%	58%	61%

Question 7: Communication and Decision-making by Department													
Please rate each of the following aspects of communication and decision-making by top level management in the organization. (Percent "excellent" or "good")	In which City agency or department do you work? (Please choose one)												
	Mayor and City Council/City Attorney, Auditor, Clerk, Manager	City Court	Finance & Accounting	Administrative Services	Human Resources	Information Technology	Community & Economic Development	Community Services	Public Safety - Fire	Public Safety - Police	Public Works	Water Resources	Overall
Communicating its strategic direction, vision, mission and values	47%	73%	53%	40%	38%	33%	33%	55%	49%	41%	37%	45%	45%
Communicating information in a timely manner	56%	73%	53%	39%	45%	32%	32%	56%	51%	40%	35%	41%	45%
Sending out information that helps employees to understand the problems and issues facing the City	57%	78%	53%	39%	55%	45%	40%	61%	56%	40%	38%	48%	49%
Welcoming employee involvement in decision-making	44%	60%	41%	21%	36%	28%	21%	40%	28%	23%	33%	28%	31%
Listening to employee opinions	40%	59%	42%	13%	38%	21%	24%	37%	26%	18%	29%	25%	28%

Question 8: Organizational Climate by Department													
Please rate each of the following aspects of the organization's work environment. (Percent "excellent" or "good")	In which City agency or department do you work? (Please choose one)												
	Mayor and City Council/City Attorney, Auditor, Clerk, Manager	City Court	Finance & Accounting	Administrative Services	Human Resources	Information Technology	Community & Economic Development	Community Services	Public Safety - Fire	Public Safety - Police	Public Works	Water Resources	Overall
Promoting a climate of mutual understanding and respect for differences and similarities among members of different groups	55%	69%	61%	58%	51%	67%	56%	74%	53%	62%	57%	50%	62%
Applying discipline fairly and consistently	37%	33%	54%	37%	54%	58%	37%	51%	37%	54%	40%	37%	47%
Communicating standards of ethical behavior	65%	76%	70%	70%	62%	80%	61%	78%	67%	74%	65%	67%	72%
Modeling standards of ethical behavior	44%	66%	54%	55%	49%	58%	44%	67%	48%	63%	55%	50%	58%
Maintaining a work environment that is free of violence or harassment	78%	80%	87%	77%	71%	94%	75%	89%	80%	83%	71%	75%	82%
Maintaining a work environment that is free of drug or alcohol abuse	80%	98%	98%	94%	79%	100%	90%	94%	91%	96%	89%	92%	93%

Question 9: Physical Work Environment by Department													
Please rate each of the following aspects of the physical work environment. (Percent "excellent" or "good")	In which City agency or department do you work? (Please choose one)												
	Mayor and City Council/City Attorney, Auditor, Clerk, Manager	City Court	Finance & Accounting	Administrative Services	Human Resources	Information Technology	Community & Economic Development	Community Services	Public Safety - Fire	Public Safety - Police	Public Works	Water Resources	Overall
Providing the necessary materials, resources and equipment to do the job effectively	73%	91%	70%	62%	84%	76%	73%	78%	69%	70%	70%	76%	74%
Providing a work space to do the job effectively	84%	93%	71%	68%	84%	76%	75%	86%	73%	80%	77%	74%	80%

Question 10: Quality of Support Services by Department													
Please rate the QUALITY of each of the following support services in Scottsdale. (Percent "excellent" or "good")	In which City agency or department do you work? (Please choose one)												
	Mayor and City Council/City Attorney, Auditor, Clerk, Manager	City Court	Finance & Accounting	Administrative Services	Human Resources	Information Technology	Community & Economic Development	Community Services	Public Safety - Fire	Public Safety - Police	Public Works	Water Resources	Overall
Custodial cleaning services	60%	67%	38%	51%	43%	53%	52%	49%	56%	74%	47%	53%	56%
Maintenance and repair services	89%	91%	70%	75%	74%	94%	75%	83%	50%	79%	71%	63%	76%
Facilities management services overall	87%	98%	70%	80%	74%	91%	80%	82%	54%	81%	72%	64%	77%
Fleet maintenance services overall	66%	64%	62%	65%	89%	73%	63%	61%	22%	51%	50%	42%	51%
Recruitment services	48%	74%	62%	52%	67%	77%	47%	72%	57%	69%	47%	46%	62%
Benefits administration	65%	87%	67%	62%	78%	82%	56%	76%	61%	58%	54%	63%	65%
Training services	64%	83%	61%	64%	71%	87%	68%	76%	60%	68%	50%	54%	67%
Human resources services overall	59%	80%	59%	52%	71%	83%	54%	76%	61%	63%	46%	52%	64%
Radio systems	88%	78%	87%	100%	87%	97%	80%	80%	87%	50%	72%	65%	69%
Telephone systems	76%	80%	76%	88%	84%	100%	82%	86%	82%	83%	83%	79%	84%
Network services	83%	77%	85%	95%	86%	95%	89%	91%	86%	73%	83%	71%	83%
Application services	82%	82%	79%	83%	85%	89%	88%	91%	83%	82%	74%	72%	83%
Desktop / Help Desk services	79%	87%	90%	97%	86%	93%	91%	93%	91%	85%	85%	81%	88%
General information technology (IT) services overall	86%	85%	89%	95%	92%	99%	91%	91%	89%	85%	84%	76%	88%
Purchasing services overall	66%	33%	84%	90%	64%	81%	80%	81%	50%	57%	65%	47%	67%
Finance services overall (which could include payroll, budgeting, etc.)	83%	80%	91%	88%	49%	93%	75%	83%	67%	66%	72%	68%	74%
Risk management services overall	87%	93%	73%	76%	48%	95%	81%	76%	55%	81%	63%	64%	73%
Overall City internal services	79%	86%	82%	81%	78%	91%	76%	82%	50%	65%	71%	61%	72%



Question 11: Timeliness of Support Services by Department													
Please rate the TIMELINESS of each of the following support services in Scottsdale. (Percent "excellent" or "good")	In which City agency or department do you work? (Please choose one)												
	Mayor and City Council/City Attorney, Auditor, Clerk, Manager	City Court	Finance & Accounting	Administrative Services	Human Resources	Information Technology	Community & Economic Development	Community Services	Public Safety - Fire	Public Safety - Police	Public Works	Water Resources	Overall
Custodial cleaning services	61%	74%	45%	58%	39%	78%	66%	58%	63%	79%	47%	55%	64%
Maintenance and repair services	88%	98%	65%	80%	63%	90%	79%	81%	56%	79%	72%	62%	76%
Facilities management services overall	87%	95%	66%	80%	63%	88%	86%	82%	57%	82%	77%	60%	77%
Fleet maintenance services overall	73%	--	59%	70%	88%	69%	65%	59%	24%	52%	43%	38%	49%
Recruitment services	47%	72%	70%	50%	66%	71%	45%	69%	64%	66%	44%	36%	60%
Benefits administration	68%	83%	70%	71%	81%	85%	59%	80%	69%	67%	58%	62%	70%
Training services	64%	74%	70%	79%	74%	85%	68%	75%	67%	73%	58%	57%	71%
Human resources services overall	59%	78%	67%	67%	76%	83%	60%	74%	68%	71%	56%	47%	68%
Radio systems	100%	76%	88%	100%	83%	97%	82%	84%	87%	63%	76%	72%	76%
Telephone systems	83%	87%	90%	93%	78%	100%	86%	88%	82%	83%	84%	77%	85%
Network services	89%	84%	90%	97%	91%	97%	88%	90%	86%	80%	83%	72%	85%
Application services	87%	81%	89%	92%	71%	91%	88%	89%	86%	81%	80%	73%	84%
Desktop / Help Desk services	86%	85%	91%	97%	91%	95%	90%	93%	91%	84%	82%	78%	88%
General information technology (IT) services overall	90%	86%	94%	97%	91%	97%	89%	91%	89%	84%	83%	75%	87%
Purchasing services overall	74%	37%	72%	100%	68%	72%	78%	78%	44%	58%	63%	51%	65%
Finance services overall (which could include payroll, budgeting, etc.)	82%	74%	94%	92%	67%	93%	72%	82%	66%	69%	72%	70%	75%
Risk management services overall	79%	80%	75%	83%	59%	100%	78%	77%	59%	79%	68%	60%	74%
Overall City internal services	79%	78%	88%	80%	71%	92%	80%	77%	55%	68%	67%	63%	72%

Question 12: Familiarity with City Employee Values by Department													
How familiar, if at all, are you with the City of Scottsdale Employee Values? (Percent "very" or "somewhat" familiar)	In which City agency or department do you work? (Please choose one)												
	Mayor and City Council/City Attorney, Auditor, Clerk, Manager	City Court	Finance & Accounting	Administrative Services	Human Resources	Information Technology	Community & Economic Development	Community Services	Public Safety - Fire	Public Safety - Police	Public Works	Water Resources	Overall
How familiar, if at all, are you with the City of Scottsdale Employee Values?	96%	100%	100%	100%	100%	100%	98%	99%	99%	99%	96%	94%	98%

Question 13: Importance of City Employee Values by Department													
How important to you, if at all, are each of the following Employee Values? (Percent "essential" or "very important")	In which City agency or department do you work? (Please choose one)												
	Mayor and City Council/City Attorney, Auditor, Clerk, Manager	City Court	Finance & Accounting	Administrative Services	Human Resources	Information Technology	Community & Economic Development	Community Services	Public Safety - Fire	Public Safety - Police	Public Works	Water Resources	Overall
Plan and Innovate for the Future	88%	90%	94%	92%	73%	91%	94%	89%	83%	88%	86%	93%	89%
Listen, Communicate, Take Action	97%	92%	99%	97%	91%	91%	97%	96%	89%	94%	90%	94%	94%
Respect the Individual	97%	98%	100%	97%	91%	96%	99%	97%	93%	94%	95%	96%	96%
Collaborate as a Team	97%	98%	96%	97%	88%	95%	94%	96%	93%	93%	94%	95%	94%
Learn and Grow Continuously	95%	96%	96%	97%	81%	94%	93%	92%	88%	93%	87%	93%	92%
Focus on Quality Customer Service	96%	94%	99%	100%	88%	96%	98%	98%	93%	95%	97%	96%	96%
Be Accountable and Act with Integrity	100%	100%	100%	97%	88%	100%	98%	98%	95%	98%	98%	97%	98%
Show Caring and Compassion for Others	91%	91%	95%	94%	90%	88%	92%	97%	92%	92%	93%	94%	93%

Question 14: Job City Does in Supporting Employee Values by Department													
How would you rate the job the City does in supporting each of these Employee Values? (Percent "excellent" or "good")	In which City agency or department do you work? (Please choose one)												
	Mayor and City Council/City Attorney, Auditor, Clerk, Manager	City Court	Finance & Accounting	Administrative Services	Human Resources	Information Technology	Community & Economic Development	Community Services	Public Safety - Fire	Public Safety - Police	Public Works	Water Resources	Overall
Plan and Innovate for the Future	68%	82%	59%	64%	54%	53%	48%	66%	35%	46%	43%	54%	53%
Listen, Communicate, Take Action	53%	67%	56%	49%	49%	49%	44%	57%	33%	36%	37%	46%	45%
Respect the Individual	52%	66%	61%	62%	53%	53%	44%	63%	41%	44%	45%	51%	51%
Collaborate as a Team	58%	67%	58%	58%	48%	55%	53%	59%	39%	45%	37%	49%	50%
Learn and Grow Continuously	61%	72%	54%	44%	36%	54%	47%	57%	32%	46%	38%	49%	48%
Focus on Quality Customer Service	72%	74%	80%	79%	71%	80%	70%	79%	56%	65%	63%	79%	71%
Be Accountable and Act with Integrity	55%	66%	63%	59%	43%	63%	47%	64%	39%	52%	45%	58%	54%
Show Caring and Compassion for Others	53%	58%	59%	68%	68%	49%	50%	64%	42%	50%	44%	50%	54%

Question 1: Job Satisfaction by Management Status, Exemption Status, Employment Status and Shift												
Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Scottsdale. (Percent "strongly" or "somewhat" agree)	What is your management status?			What is your exemption status?			Are you employed full time or part time?			If you do shift work, which is your predominant shift?		
	Manager	Non-manager	Overall	Exempt	Non-exempt	Overall	Full time	Part time	Overall	Day	Evening/night	Overall
Overall, I am satisfied with my job	83%	77%	78%	80%	77%	78%	77%	84%	78%	78%	80%	78%
Overall, I feel positive about working for the City of Scottsdale	43%	55%	53%	57%	48%	52%	49%	80%	53%	53%	54%	53%
Overall, I think the City of Scottsdale is a good employer	50%	58%	57%	65%	49%	55%	52%	86%	56%	57%	58%	57%
I plan on working for this organization a year from now	85%	81%	81%	79%	83%	81%	81%	84%	81%	82%	77%	81%
Overall, I feel that I am as productive as I can be	87%	87%	87%	82%	89%	86%	87%	86%	87%	87%	90%	87%
I have the opportunity to do what I do best every day at work	78%	78%	78%	75%	80%	78%	78%	79%	78%	78%	81%	78%
I have the right skills and abilities for doing this job	98%	98%	98%	98%	97%	98%	97%	99%	98%	97%	98%	97%
My values match or fit with the values of this organization	78%	80%	80%	81%	78%	79%	79%	89%	80%	80%	82%	80%
How hard I work makes a big difference in the success of the City of Scottsdale	74%	75%	75%	76%	73%	75%	74%	81%	75%	75%	74%	75%
I have good friends at work	93%	92%	92%	93%	92%	92%	92%	96%	92%	91%	96%	92%
I have the right amount of work to do, on average	71%	80%	78%	72%	81%	78%	77%	80%	78%	76%	86%	78%

Note: On this page and following, the shading denotes statistically significant difference between the two variables + 7% points for manager status, work shift, PT/FT, and age; and + 5% points for exemption status, race, gender, length of employment. If there are three variables, then the shading denotes a statistically significant difference between the variable above the average.

Question 2: Work Group Performance by Management Status, Exemption Status, Employment Status and Shift												
Please rate each of the following aspects of your work group. (Percent "excellent" or "good")	What is your management status?			What is your exemption status?			Are you employed full time or part time?			If you do shift work, which is your predominant shift?		
	Manager	Non-manager	Overall	Exempt	Non-exempt	Overall	Full time	Part time	Overall	Day	Evening/night	Overall
The overall quality of the working relationships within my work group	88%	81%	82%	84%	80%	82%	81%	88%	82%	80%	87%	81%
The overall quality of the working relationships between sections or work groups in this organization	66%	67%	67%	68%	65%	66%	65%	76%	67%	68%	70%	69%
The overall quality of the work being done in my group	93%	90%	90%	90%	90%	90%	91%	85%	90%	89%	91%	90%
The commitment of my fellow employees to do quality work	88%	82%	83%	86%	82%	83%	83%	83%	83%	81%	82%	81%
Work group members valuing every team member	77%	71%	72%	74%	70%	72%	71%	79%	72%	70%	74%	71%
The distribution of work among team members in the work group	74%	67%	68%	66%	70%	68%	67%	70%	68%	65%	79%	68%
The level of encouragement given to one another to do a good job	77%	68%	69%	71%	68%	69%	68%	78%	69%	68%	71%	68%

Question 3: Supervisor Relationship by Management Status, Exemption Status, Employment Status and Shift												
Please rate each of the following aspects of your SUPERVISOR'S performance. (Percent "excellent" or "good")	What is your management status?			What is your exemption status?			Are you employed full time or part time?			If you do shift work, which is your predominant shift?		
	Manager	Non-manager	Overall	Exempt	Non-exempt	Overall	Full time	Part time	Overall	Day	Evening/night	Overall
Fostering an atmosphere of mutual trust and confidence	73%	66%	67%	69%	65%	67%	65%	76%	67%	65%	72%	66%
Promoting a positive working relationship among work group members	75%	69%	70%	72%	67%	69%	68%	80%	70%	68%	71%	68%
Providing specific, constructive feedback that helps improve performance	70%	64%	65%	66%	64%	65%	64%	72%	65%	63%	68%	64%
Motivating employees to do good work	68%	62%	63%	65%	62%	63%	62%	72%	63%	62%	60%	62%
Motivating employees to improve performance	66%	60%	61%	62%	60%	60%	60%	71%	61%	59%	61%	60%
Encouraging employees to contribute ideas about work performance	69%	65%	65%	68%	62%	65%	63%	81%	65%	63%	67%	64%
Encouraging employees to make decisions concerning their work	74%	69%	69%	71%	67%	69%	68%	80%	69%	67%	75%	69%
Working together with employees to set goals	66%	62%	63%	63%	62%	63%	61%	72%	63%	61%	65%	62%
Communicating expectations of employees	69%	65%	65%	65%	65%	65%	63%	78%	65%	63%	70%	64%
Caring about employees as people	75%	68%	69%	73%	66%	69%	68%	79%	69%	67%	70%	67%
Treating employees with respect	76%	71%	72%	75%	69%	71%	70%	83%	72%	71%	73%	71%
Demonstrating the skills needed to do the job	76%	73%	73%	76%	71%	73%	72%	83%	73%	72%	73%	72%
Informing employees about decisions that impact work	73%	67%	68%	70%	66%	67%	67%	76%	68%	66%	72%	67%
Providing recognition for doing good work	69%	61%	63%	65%	60%	62%	61%	73%	62%	61%	63%	61%
Welcoming employee involvement in decision-making	68%	61%	63%	64%	61%	62%	61%	71%	62%	61%	64%	61%

Question 4: Performance Evaluation by Management Status, Exemption Status, Employment Status and Shift												
Please rate each of the following aspects of the organization's existing employee evaluation system. (Percent "excellent" or "good")	What is your management status?			What is your exemption status?			Are you employed full time or part time?			If you do shift work, which is your predominant shift?		
	Manager	Non-manager	Overall	Exempt	Non-exempt	Overall	Full time	Part time	Overall	Day	Evening/night	Overall
Defining performance objectives	62%	64%	63%	60%	64%	62%	62%	75%	63%	61%	75%	63%
Accurately evaluating performance	52%	55%	54%	53%	54%	54%	53%	64%	55%	55%	57%	55%
Linking pay to performance	15%	16%	16%	18%	13%	15%	14%	30%	16%	18%	14%	17%
Dealing with low performing employees	28%	26%	27%	25%	26%	26%	26%	36%	27%	25%	35%	27%
Rewarding high performing employees	19%	19%	19%	20%	18%	19%	18%	30%	20%	20%	16%	20%

Question 5: Employee Development by Management Status, Exemption Status, Employment Status and Shift												
Please rate each of the following aspects of the organization's employee development activities: (Percent "excellent" or "good")	What is your management status?			What is your exemption status?			Are you employed full time or part time?			If you do shift work, which is your predominant shift?		
	Manager	Non-manager	Overall	Exempt	Non-exempt	Overall	Full time	Part time	Overall	Day	Evening/night	Overall
Supporting continual learning and development	43%	55%	53%	53%	51%	52%	51%	68%	53%	55%	55%	55%
Providing opportunities that help employees to develop knowledge and skills	44%	53%	51%	50%	50%	50%	49%	64%	51%	52%	53%	52%
Coaching or mentoring employees	51%	50%	50%	49%	49%	49%	47%	71%	50%	49%	59%	51%
Providing adequate opportunities for career advancement	30%	35%	34%	32%	34%	33%	32%	49%	34%	34%	41%	35%
Encouraging employees to come up with innovative solutions to problems	55%	51%	52%	55%	49%	51%	50%	63%	52%	50%	57%	51%

Question 6: Wages and Benefits by Management Status, Exemption Status, Employment Status and Shift												
Please rate how well the organization does at... (Percent "excellent" or "good")	What is your management status?			What is your exemption status?			Are you employed full time or part time?			If you do shift work, which is your predominant shift?		
	Manager	Non-manager	Overall	Exempt	Non-exempt	Overall	Full time	Part time	Overall	Day	Evening/night	Overall
Providing a fair wage for work responsibilities	23%	28%	27%	35%	20%	26%	23%	57%	27%	28%	27%	28%
Providing benefits (vacation, sick leave, health care, retirement plan, etc.)	36%	46%	45%	54%	36%	43%	39%	82%	44%	46%	34%	44%
Allowing flexibility in work schedules (like flex-time, alternative work schedules, etc.)	61%	61%	61%	69%	54%	60%	58%	78%	61%	61%	58%	60%

Question 7: Communication and Decision-making by Management Status, Exemption Status, Employment Status and Shift												
Please rate each of the following aspects of communication and decision-making by top level management in the organization. (Percent "excellent" or "good")	What is your management status?			What is your exemption status?			Are you employed full time or part time?			If you do shift work, which is your predominant shift?		
	Manager	Non-manager	Overall	Exempt	Non-exempt	Overall	Full time	Part time	Overall	Day	Evening/night	Overall
Communicating its strategic direction, vision, mission and values	40%	46%	45%	43%	44%	44%	42%	66%	45%	43%	48%	44%
Communicating information in a timely manner	42%	46%	45%	44%	43%	44%	42%	64%	45%	42%	47%	43%
Sending out information that helps employees to understand the problems and issues facing the City	45%	50%	49%	51%	45%	47%	46%	68%	48%	46%	46%	46%
Welcoming employee involvement in decision-making	28%	31%	31%	34%	26%	29%	28%	51%	30%	30%	29%	29%
Listening to employee opinions	23%	28%	27%	30%	24%	26%	24%	47%	27%	27%	26%	27%

Question 8: Organizational Climate by Management Status, Exemption Status, Employment Status and Shift												
Please rate each of the following aspects of the organization's work environment. (Percent "excellent" or "good")	What is your management status?			What is your exemption status?			Are you employed full time or part time?			If you do shift work, which is your predominant shift?		
	Manager	Non-manager	Overall	Exempt	Non-exempt	Overall	Full time	Part time	Overall	Day	Evening/night	Overall
Promoting a climate of mutual understanding and respect for differences and similarities among members of different groups	60%	62%	62%	63%	58%	60%	58%	84%	61%	60%	67%	61%
Applying discipline fairly and consistently	47%	46%	46%	46%	45%	45%	44%	58%	46%	44%	54%	46%
Communicating standards of ethical behavior	69%	71%	71%	71%	69%	70%	69%	80%	71%	68%	73%	69%
Modeling standards of ethical behavior	53%	59%	58%	57%	57%	57%	55%	75%	57%	55%	66%	57%
Maintaining a work environment that is free of violence or harassment	90%	79%	81%	83%	79%	81%	80%	88%	81%	79%	78%	79%
Maintaining a work environment that is free of drug or alcohol abuse	97%	92%	93%	94%	92%	93%	92%	96%	93%	91%	96%	92%

Question 9: Physical Work Environment by Management Status, Exemption Status, Employment Status and Shift												
Please rate each of the following aspects of the physical work environment. (Percent "excellent" or "good")	What is your management status?			What is your exemption status?			Are you employed full time or part time?			If you do shift work, which is your predominant shift?		
	Manager	Non-manager	Overall	Exempt	Non-exempt	Overall	Full time	Part time	Overall	Day	Evening/night	Overall
Providing the necessary materials, resources and equipment to do the job effectively	73%	73%	73%	77%	69%	72%	72%	82%	73%	73%	71%	73%
Providing a work space to do the job effectively	83%	78%	79%	84%	75%	79%	78%	84%	79%	80%	76%	79%



Question 10: Quality of Support Services by Management Status, Exemption Status, Employment Status and Shift												
Please rate the QUALITY of each of the following support services in Scottsdale. (Percent "excellent" or "good")	What is your management status?			What is your exemption status?			Are you employed full time or part time?			If you do shift work, which is your predominant shift?		
	Manager	Non-manager	Overall	Exempt	Non-exempt	Overall	Full time	Part time	Overall	Day	Evening/night	Overall
Custodial cleaning services	49%	58%	57%	50%	61%	56%	56%	58%	57%	56%	73%	59%
Maintenance and repair services	68%	77%	76%	80%	72%	75%	75%	82%	76%	77%	71%	76%
Facilities management services overall	71%	78%	77%	82%	73%	76%	76%	85%	77%	78%	78%	78%
Fleet maintenance services overall	34%	55%	51%	63%	45%	51%	48%	82%	51%	54%	52%	54%
Recruitment services	62%	62%	62%	64%	60%	62%	60%	74%	62%	60%	72%	62%
Benefits administration	64%	65%	65%	71%	61%	65%	62%	82%	65%	63%	64%	63%
Training services	64%	68%	68%	70%	65%	67%	65%	81%	67%	65%	72%	66%
Human resources services overall	62%	65%	64%	67%	61%	63%	61%	81%	64%	60%	73%	62%
Radio systems	74%	69%	70%	86%	63%	69%	69%	80%	70%	68%	57%	65%
Telephone systems	85%	83%	84%	86%	82%	84%	83%	86%	84%	81%	87%	82%
Network services	87%	82%	83%	90%	79%	83%	82%	93%	83%	83%	74%	82%
Application services	81%	83%	83%	86%	81%	83%	82%	90%	83%	81%	85%	82%
Desktop / Help Desk services	89%	88%	88%	91%	87%	88%	88%	91%	88%	88%	85%	87%
General information technology (IT) services overall	90%	87%	88%	92%	85%	88%	87%	90%	88%	87%	85%	87%
Purchasing services overall	64%	68%	67%	73%	62%	66%	64%	88%	66%	66%	68%	66%
Finance services overall (which could include payroll, budgeting, etc.)	77%	74%	75%	79%	72%	75%	74%	77%	75%	76%	59%	73%
Risk management services overall	71%	73%	73%	79%	68%	72%	71%	88%	72%	73%	80%	74%
Overall City internal services	72%	71%	71%	82%	64%	71%	70%	86%	72%	73%	65%	72%

Question 11: Timeliness of Support Services by Management Status, Exemption Status, Employment Status and Shift												
Please rate the TIMELINESS of each of the following support services in Scottsdale. (Percent "excellent" or "good")	What is your management status?			What is your exemption status?			Are you employed full time or part time?			If you do shift work, which is your predominant shift?		
	Manager	Non-manager	Overall	Exempt	Non-exempt	Overall	Full time	Part time	Overall	Day	Evening/night	Overall
Custodial cleaning services	60%	64%	63%	58%	66%	63%	63%	62%	63%	62%	75%	65%
Maintenance and repair services	73%	76%	76%	78%	73%	75%	75%	78%	75%	77%	71%	76%
Facilities management services overall	74%	78%	77%	80%	75%	77%	76%	82%	77%	78%	77%	78%
Fleet maintenance services overall	31%	53%	49%	60%	44%	48%	47%	78%	49%	51%	54%	52%
Recruitment services	61%	59%	59%	58%	59%	58%	56%	77%	59%	57%	72%	59%
Benefits administration	73%	69%	70%	74%	67%	70%	68%	83%	70%	68%	72%	68%
Training services	69%	71%	70%	72%	67%	69%	68%	85%	70%	69%	75%	70%
Human resources services overall	68%	68%	68%	68%	66%	67%	65%	81%	67%	65%	75%	66%
Radio systems	77%	76%	76%	86%	72%	76%	75%	83%	76%	75%	65%	73%
Telephone systems	88%	84%	85%	89%	82%	85%	85%	88%	85%	83%	85%	83%
Network services	89%	84%	85%	90%	81%	85%	84%	89%	85%	84%	77%	83%
Application services	85%	83%	83%	87%	81%	83%	83%	88%	83%	81%	82%	81%
Desktop / Help Desk services	90%	87%	88%	92%	85%	88%	87%	91%	88%	87%	81%	87%
General information technology (IT) services overall	91%	86%	87%	91%	84%	87%	86%	91%	87%	85%	84%	85%
Purchasing services overall	61%	67%	65%	69%	62%	65%	63%	84%	64%	65%	66%	65%
Finance services overall (which could include payroll, budgeting, etc.)	77%	76%	76%	80%	73%	76%	75%	83%	75%	77%	63%	75%
Risk management services overall	76%	73%	74%	82%	68%	74%	72%	91%	74%	74%	80%	75%
Overall City internal services	73%	71%	72%	80%	66%	72%	70%	82%	72%	72%	68%	71%

Question 12: Familiarity with City Employee Values by Management Status, Exemption Status, Employment Status and Shift												
How familiar, if at all, are you with the City of Scottsdale Employee Values? (Percent "very" or "somewhat" familiar)	What is your management status?			What is your exemption status?			Are you employed full time or part time?			If you do shift work, which is your predominant shift?		
	Manager	Non-manager	Overall	Exempt	Non-exempt	Overall	Full time	Part time	Overall	Day	Evening/night	Overall
How familiar, if at all, are you with the City of Scottsdale Employee Values?	99%	98%	98%	99%	98%	98%	98%	98%	98%	98%	97%	98%

Question 13: Importance of City Employee Values by Management Status, Exemption Status, Employment Status and Shift												
How important to you, if at all, are each of the following Employee Values? (Percent "essential" or "very important")	What is your management status?			What is your exemption status?			Are you employed full time or part time?			If you do shift work, which is your predominant shift?		
	Manager	Non-manager	Overall	Exempt	Non-exempt	Overall	Full time	Part time	Overall	Day	Evening/night	Overall
Plan and Innovate for the Future	91%	88%	89%	90%	87%	88%	89%	86%	88%	88%	89%	88%
Listen, Communicate, Take Action	95%	94%	94%	96%	93%	94%	94%	96%	94%	94%	93%	94%
Respect the Individual	96%	96%	96%	97%	95%	96%	96%	97%	96%	96%	94%	95%
Collaborate as a Team	96%	94%	94%	97%	93%	95%	94%	95%	94%	94%	94%	94%
Learn and Grow Continuously	91%	92%	92%	93%	91%	92%	92%	92%	92%	92%	93%	92%
Focus on Quality Customer Service	96%	96%	96%	97%	95%	96%	96%	96%	96%	96%	95%	95%
Be Accountable and Act with Integrity	98%	98%	98%	98%	97%	98%	97%	98%	97%	97%	96%	97%
Show Caring and Compassion for Others	93%	94%	93%	93%	94%	93%	93%	98%	93%	93%	95%	93%

Question 14: Job City Does in Supporting Employee Values by Management Status, Exemption Status, Employment Status and Shift												
How would you rate the job the City does in supporting each of these Employee Values? (Percent "excellent" or "good")	What is your management status?			What is your exemption status?			Are you employed full time or part time?			If you do shift work, which is your predominant shift?		
	Manager	Non-manager	Overall	Exempt	Non-exempt	Overall	Full time	Part time	Overall	Day	Evening/night	Overall
Plan and Innovate for the Future	45%	55%	53%	57%	49%	52%	50%	70%	53%	53%	54%	53%
Listen, Communicate, Take Action	41%	46%	45%	48%	40%	43%	42%	61%	44%	44%	46%	44%
Respect the Individual	44%	53%	51%	52%	48%	50%	47%	74%	51%	50%	55%	51%
Collaborate as a Team	42%	51%	49%	49%	47%	48%	47%	64%	49%	49%	52%	49%
Learn and Grow Continuously	35%	50%	48%	44%	48%	46%	45%	64%	47%	47%	53%	48%
Focus on Quality Customer Service	67%	72%	71%	75%	67%	70%	69%	84%	71%	70%	71%	70%
Be Accountable and Act with Integrity	48%	56%	54%	54%	52%	53%	51%	71%	54%	53%	60%	54%
Show Caring and Compassion for Others	44%	55%	53%	53%	51%	52%	50%	73%	53%	53%	56%	53%

### Crosstabulations by Sociodemographics (Q20, Q21, Q22 and Q23)

Question 1: Job Satisfaction by Sociodemographics														
Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Scottsdale. (Percent "strongly" or "somewhat" agree)	What is your race?			What is your gender?			What is your age range?				How many years have you worked for the City of Scottsdale?			
	White alone, not Hispanic	Hispanic and/or other race	Overall	Male	Female	Overall	30 years or younger	31 to 50 years	Over 50 years	Overall	5 years or less	6 to 10 years	More than 10 years	Overall
Overall, I am satisfied with my job	79%	78%	78%	76%	83%	78%	79%	76%	82%	78%	80%	78%	78%	78%
Overall, I feel positive about working for the City of Scottsdale	52%	58%	53%	46%	65%	53%	61%	49%	58%	53%	62%	46%	47%	53%
Overall, I think the City of Scottsdale is a good employer	56%	62%	57%	50%	69%	57%	69%	52%	60%	57%	67%	47%	51%	57%
I plan on working for this organization a year from now	81%	81%	81%	79%	85%	81%	72%	82%	85%	81%	79%	81%	85%	82%
Overall, I feel that I am as productive as I can be	86%	88%	87%	87%	87%	87%	88%	87%	85%	87%	88%	85%	87%	87%
I have the opportunity to do what I do best every day at work	79%	77%	78%	76%	82%	78%	77%	79%	78%	78%	80%	74%	79%	78%
I have the right skills and abilities for doing this job	98%	96%	98%	97%	98%	98%	99%	97%	97%	98%	99%	96%	98%	98%
My values match or fit with the values of this organization	81%	80%	80%	78%	83%	80%	83%	81%	79%	80%	85%	81%	73%	80%
How hard I work makes a big difference in the success of the City of Scottsdale	75%	78%	76%	72%	81%	76%	73%	75%	78%	75%	77%	69%	78%	75%
I have good friends at work	92%	92%	92%	92%	92%	92%	95%	91%	93%	92%	91%	93%	93%	92%
I have the right amount of work to do, on average	77%	82%	78%	79%	75%	78%	81%	76%	80%	78%	83%	74%	74%	78%

Question 2: Work Group Performance by Sociodemographics														
Please rate each of the following aspects of your work group. (Percent "excellent" or "good")	What is your race?			What is your gender?			What is your age range?				How many years have you worked for the City of Scottsdale?			
	White alone, not Hispanic	Hispanic and/or other race	Overall	Male	Female	Overall	30 years or younger	31 to 50 years	Over 50 years	Overall	5 years or less	6 to 10 years	More than 10 years	Overall
The overall quality of the working relationships within my work group	82%	81%	82%	83%	81%	82%	85%	80%	83%	82%	83%	79%	83%	82%
The overall quality of the working relationships between sections or work groups in this organization	68%	66%	67%	66%	70%	67%	72%	64%	69%	67%	69%	63%	67%	67%
The overall quality of the work being done in my group	91%	89%	90%	90%	91%	90%	87%	91%	92%	90%	90%	90%	92%	91%
The commitment of my fellow employees to do quality work	83%	82%	83%	83%	84%	83%	78%	83%	86%	83%	82%	84%	84%	83%
Work group members valuing every team member	72%	71%	72%	73%	70%	72%	75%	70%	74%	72%	73%	68%	74%	72%
The distribution of work among team members in the work group	67%	69%	68%	70%	65%	68%	70%	65%	72%	68%	69%	68%	67%	68%
The level of encouragement given to one another to do a good job	70%	68%	70%	70%	68%	70%	70%	67%	74%	69%	70%	67%	71%	70%

Question 3: Supervisor Relationship by Sociodemographics														
Please rate each of the following aspects of your SUPERVISOR'S performance. (Percent "excellent" or "good")	What is your race?			What is your gender?			What is your age range?				How many years have you worked for the City of Scottsdale?			
	White alone, not Hispanic	Hispanic and/or other race	Overall	Male	Female	Overall	30 years or younger	31 to 50 years	Over 50 years	Overall	5 years or less	6 to 10 years	More than 10 years	Overall
Fostering an atmosphere of mutual trust and confidence	67%	68%	67%	68%	67%	67%	72%	65%	68%	67%	70%	61%	68%	67%
Promoting a positive working relationship among work group members	71%	67%	70%	71%	70%	70%	77%	68%	70%	70%	72%	66%	70%	70%
Providing specific, constructive feedback that helps improve performance	66%	65%	66%	67%	63%	65%	69%	64%	66%	65%	68%	61%	66%	65%
Motivating employees to do good work	63%	66%	64%	63%	64%	64%	66%	62%	65%	64%	65%	60%	65%	64%
Motivating employees to improve performance	61%	64%	61%	61%	61%	61%	63%	60%	63%	61%	63%	58%	62%	61%
Encouraging employees to contribute ideas about work performance	66%	65%	66%	66%	66%	66%	74%	64%	64%	66%	69%	60%	66%	66%
Encouraging employees to make decisions concerning their work	70%	68%	70%	70%	68%	69%	75%	70%	67%	70%	71%	65%	71%	70%
Working together with employees to set goals	63%	63%	63%	64%	62%	63%	68%	62%	62%	63%	64%	60%	63%	63%
Communicating expectations of employees	65%	66%	66%	67%	63%	66%	74%	64%	64%	66%	69%	62%	64%	65%
Caring about employees as people	70%	68%	70%	69%	70%	69%	72%	69%	68%	69%	73%	64%	69%	69%
Treating employees with respect	73%	67%	72%	71%	74%	72%	77%	70%	73%	72%	76%	66%	72%	72%
Demonstrating the skills needed to do the job	74%	71%	74%	73%	74%	74%	81%	72%	72%	74%	77%	69%	72%	74%
Informing employees about decisions that impact work	69%	66%	68%	68%	69%	68%	71%	67%	70%	68%	71%	63%	68%	68%
Providing recognition for doing good work	64%	60%	63%	62%	64%	63%	66%	62%	63%	63%	66%	59%	61%	63%
Welcoming employee involvement in decision-making	64%	60%	63%	64%	61%	63%	67%	62%	62%	63%	66%	58%	62%	63%

Question 4: Performance Evaluation by Sociodemographics														
Please rate each of the following aspects of the organization's existing employee evaluation system. (Percent "excellent" or "good")	What is your race?			What is your gender?			What is your age range?				How many years have you worked for the City of Scottsdale?			
	White alone, not Hispanic	Hispanic and/or other race	Overall	Male	Female	Overall	30 years or younger	31 to 50 years	Over 50 years	Overall	5 years or less	6 to 10 years	More than 10 years	Overall
Defining performance objectives	63%	67%	64%	64%	64%	64%	76%	63%	58%	64%	68%	62%	59%	64%
Accurately evaluating performance	54%	58%	55%	53%	58%	55%	61%	54%	53%	55%	57%	52%	53%	55%
Linking pay to performance	14%	25%	16%	15%	18%	16%	20%	13%	18%	16%	17%	9%	19%	16%
Dealing with low performing employees	25%	34%	27%	29%	24%	27%	34%	25%	27%	27%	31%	23%	25%	27%
Rewarding high performing employees	17%	29%	20%	19%	21%	20%	26%	17%	21%	19%	24%	11%	19%	19%

Question 5: Employee Development by Sociodemographics														
Please rate each of the following aspects of the organization's employee development activities. (Percent "excellent" or "good")	What is your race?			What is your gender?			What is your age range?				How many years have you worked for the City of Scottsdale?			
	White alone, not Hispanic	Hispanic and/or other race	Overall	Male	Female	Overall	30 years or younger	31 to 50 years	Over 50 years	Overall	5 years or less	6 to 10 years	More than 10 years	Overall
Supporting continual learning and development	53%	56%	54%	49%	61%	53%	59%	49%	58%	53%	61%	45%	49%	53%
Providing opportunities that help employees to develop knowledge and skills	50%	56%	52%	48%	57%	51%	58%	48%	54%	51%	57%	44%	48%	51%
Coaching or mentoring employees	51%	52%	51%	49%	53%	51%	62%	47%	51%	50%	56%	45%	46%	50%
Providing adequate opportunities for career advancement	34%	35%	35%	34%	36%	35%	42%	32%	36%	34%	40%	27%	32%	34%
Encouraging employees to come up with innovative solutions to problems	53%	51%	52%	50%	54%	52%	56%	50%	52%	52%	58%	46%	48%	52%

Question 6: Wages and Benefits by Sociodemographics														
Please rate how well the organization does at... (Percent "excellent" or "good")	What is your race?			What is your gender?			What is your age range?				How many years have you worked for the City of Scottsdale?			
	White alone, not Hispanic	Hispanic and/or other race	Overall	Male	Female	Overall	30 years or younger	31 to 50 years	Over 50 years	Overall	5 years or less	6 to 10 years	More than 10 years	Overall
Providing a fair wage for work responsibilities	26%	32%	27%	21%	38%	27%	37%	23%	30%	27%	32%	19%	27%	27%
Providing benefits (vacation, sick leave, health care, retirement plan, etc.)	44%	48%	45%	35%	61%	45%	55%	39%	49%	45%	54%	33%	41%	45%
Allowing flexibility in work schedules (like flex-time, alternative work schedules, etc.)	61%	62%	61%	58%	66%	61%	69%	59%	61%	61%	65%	55%	60%	61%

Question 7: Communication and Decision-making by Sociodemographics														
Please rate each of the following aspects of communication and decision-making by top level management in the organization. (Percent "excellent" or "good")	What is your race?			What is your gender?			What is your age range?				How many years have you worked for the City of Scottsdale?			
	White alone, not Hispanic	Hispanic and/or other race	Overall	Male	Female	Overall	30 years or younger	31 to 50 years	Over 50 years	Overall	5 years or less	6 to 10 years	More than 10 years	Overall
Communicating its strategic direction, vision, mission and values	44%	48%	45%	41%	51%	45%	53%	44%	43%	45%	51%	42%	39%	45%
Communicating information in a timely manner	44%	48%	45%	42%	50%	45%	51%	44%	44%	45%	52%	42%	38%	45%
Sending out information that helps employees to understand the problems and issues facing the City	48%	52%	49%	44%	57%	49%	51%	49%	48%	49%	56%	45%	43%	49%
Welcoming employee involvement in decision-making	30%	36%	31%	28%	35%	31%	37%	29%	30%	31%	38%	25%	25%	31%
Listening to employee opinions	26%	33%	27%	25%	32%	27%	34%	25%	29%	28%	36%	19%	22%	27%



Question 8: Organizational Climate by Sociodemographics														
Please rate each of the following aspects of the organization's work environment. (Percent "excellent" or "good")	What is your race?			What is your gender?			What is your age range?				How many years have you worked for the City of Scottsdale?			
	White alone, not Hispanic	Hispanic and/or other race	Overall	Male	Female	Overall	30 years or younger	31 to 50 years	Over 50 years	Overall	5 years or less	6 to 10 years	More than 10 years	Overall
Promoting a climate of mutual understanding and respect for differences and similarities among members of different groups	63%	57%	62%	58%	68%	61%	79%	58%	57%	62%	70%	58%	53%	62%
Applying discipline fairly and consistently	46%	45%	46%	47%	45%	46%	55%	43%	47%	46%	53%	39%	43%	46%
Communicating standards of ethical behavior	72%	65%	71%	70%	72%	71%	80%	69%	69%	71%	76%	68%	66%	71%
Modeling standards of ethical behavior	58%	57%	58%	57%	60%	58%	74%	56%	53%	58%	67%	51%	50%	58%
Maintaining a work environment that is free of violence or harassment	82%	78%	81%	82%	81%	81%	86%	81%	80%	81%	83%	80%	80%	81%
Maintaining a work environment that is free of drug or alcohol abuse	94%	88%	93%	92%	94%	93%	95%	93%	91%	93%	94%	92%	92%	93%

Question 9: Physical Work Environment by Sociodemographics														
Please rate each of the following aspects of the physical work environment. (Percent "excellent" or "good")	What is your race?			What is your gender?			What is your age range?				How many years have you worked for the City of Scottsdale?			
	White alone, not Hispanic	Hispanic and/or other race	Overall	Male	Female	Overall	30 years or younger	31 to 50 years	Over 50 years	Overall	5 years or less	6 to 10 years	More than 10 years	Overall
Providing the necessary materials, resources and equipment to do the job effectively	74%	73%	74%	70%	80%	74%	80%	71%	75%	73%	75%	70%	73%	73%
Providing a work space to do the job effectively	80%	79%	80%	77%	84%	79%	84%	77%	80%	79%	81%	76%	79%	79%

Question 10: Quality of Support Services by Sociodemographics														
Please rate the QUALITY of each of the following support services in Scottsdale. (Percent "excellent" or "good")	What is your race?			What is your gender?			What is your age range?				How many years have you worked for the City of Scottsdale?			
	White alone, not Hispanic	Hispanic and/or other race	Overall	Male	Female	Overall	30 years or younger	31 to 50 years	Over 50 years	Overall	5 years or less	6 to 10 years	More than 10 years	Overall
Custodial cleaning services	57%	58%	57%	58%	55%	57%	66%	56%	51%	57%	62%	56%	50%	57%
Maintenance and repair services	76%	76%	76%	71%	83%	76%	83%	72%	76%	75%	77%	70%	77%	75%
Facilities management services overall	78%	74%	77%	73%	84%	77%	86%	74%	76%	77%	80%	72%	76%	77%
Fleet maintenance services overall	49%	59%	52%	46%	70%	52%	67%	45%	54%	51%	64%	44%	39%	51%
Recruitment services	63%	63%	63%	58%	72%	63%	73%	60%	60%	62%	70%	57%	56%	62%
Benefits administration	66%	64%	65%	60%	74%	65%	73%	63%	64%	65%	72%	61%	58%	65%
Training services	69%	64%	68%	62%	76%	67%	79%	65%	65%	67%	75%	64%	58%	67%
Human resources services overall	65%	64%	65%	59%	73%	64%	80%	60%	62%	64%	74%	62%	53%	64%
Radio systems	70%	70%	70%	68%	75%	70%	73%	66%	78%	70%	72%	72%	65%	70%
Telephone systems	85%	80%	84%	84%	84%	84%	88%	84%	81%	84%	85%	82%	83%	84%
Network services	85%	80%	84%	81%	88%	84%	84%	81%	87%	83%	83%	82%	85%	83%
Application services	85%	78%	83%	82%	86%	83%	91%	82%	81%	83%	85%	82%	81%	83%
Desktop / Help Desk services	89%	86%	89%	87%	92%	89%	90%	88%	89%	88%	90%	88%	87%	89%
General information technology (IT) services overall	89%	86%	88%	87%	91%	88%	88%	87%	90%	88%	88%	87%	89%	88%
Purchasing services overall	66%	70%	67%	61%	79%	67%	75%	61%	73%	66%	75%	55%	65%	67%
Finance services overall (which could include payroll, budgeting, etc.)	75%	74%	75%	70%	83%	75%	68%	74%	79%	74%	75%	67%	80%	75%
Risk management services overall	74%	69%	73%	67%	85%	73%	81%	70%	73%	73%	78%	67%	71%	73%
Overall City internal services	72%	71%	72%	66%	82%	72%	75%	69%	74%	72%	77%	63%	72%	72%

Question 11: Timeliness of Support Services by Sociodemographics														
Please rate the TIMELINESS of each of the following support services in Scottsdale. (Percent "excellent" or "good")	What is your race?			What is your gender?			What is your age range?				How many years have you worked for the City of Scottsdale?			
	White alone, not Hispanic	Hispanic and/or other race	Overall	Male	Female	Overall	30 years or younger	31 to 50 years	Over 50 years	Overall	5 years or less	6 to 10 years	More than 10 years	Overall
Custodial cleaning services	63%	62%	63%	63%	63%	63%	71%	65%	53%	63%	70%	60%	56%	63%
Maintenance and repair services	76%	76%	76%	72%	82%	76%	79%	73%	77%	75%	76%	71%	78%	76%
Facilities management services overall	78%	77%	77%	74%	83%	77%	84%	75%	77%	77%	79%	74%	77%	77%
Fleet maintenance services overall	48%	57%	50%	45%	69%	50%	64%	44%	51%	49%	63%	43%	38%	49%
Recruitment services	60%	58%	59%	54%	68%	59%	70%	57%	57%	59%	68%	54%	52%	59%
Benefits administration	71%	66%	70%	65%	78%	70%	75%	68%	69%	70%	77%	66%	64%	70%
Training services	72%	66%	70%	65%	78%	70%	82%	67%	70%	70%	78%	65%	64%	70%
Human resources services overall	69%	65%	68%	62%	76%	68%	79%	66%	64%	68%	75%	65%	60%	68%
Radio systems	77%	71%	76%	73%	83%	76%	79%	74%	80%	76%	78%	77%	72%	76%
Telephone systems	87%	80%	85%	83%	88%	85%	85%	84%	87%	85%	85%	82%	87%	85%
Network services	87%	80%	85%	83%	89%	85%	83%	84%	88%	85%	84%	84%	87%	85%
Application services	86%	76%	84%	81%	88%	83%	84%	82%	85%	83%	83%	84%	84%	84%
Desktop / Help Desk services	89%	84%	88%	85%	93%	88%	87%	87%	90%	88%	88%	87%	89%	88%
General information technology (IT) services overall	89%	81%	87%	84%	91%	87%	86%	86%	90%	87%	86%	86%	88%	87%
Purchasing services overall	65%	66%	66%	60%	79%	65%	71%	60%	73%	65%	72%	56%	64%	65%
Finance services overall (which could include payroll, budgeting, etc.)	77%	73%	76%	70%	86%	76%	73%	74%	80%	75%	77%	68%	80%	76%
Risk management services overall	75%	68%	74%	69%	84%	74%	85%	70%	73%	73%	78%	67%	73%	74%
Overall City internal services	72%	70%	72%	66%	82%	72%	74%	69%	74%	71%	76%	63%	72%	72%

Question 12: Familiarity with City Employee Values by Sociodemographics														
How familiar, if at all, are you with the City of Scottsdale Employee Values? (Percent "very" or "somewhat" familiar)	What is your race?			What is your gender?			What is your age range?				How many years have you worked for the City of Scottsdale?			
	White alone, not Hispanic	Hispanic and/or other race	Overall	Male	Female	Overall	30 years or younger	31 to 50 years	Over 50 years	Overall	5 years or less	6 to 10 years	More than 10 years	Overall
How familiar, if at all, are you with the City of Scottsdale Employee Values?	98%	99%	98%	98%	99%	98%	97%	98%	98%	98%	97%	99%	99%	98%

Question 13: Importance of City Employee Values by Sociodemographics														
How important to you, if at all, are each of the following Employee Values? (Percent "essential" or "very important")	What is your race?			What is your gender?			What is your age range?				How many years have you worked for the City of Scottsdale?			
	White alone, not Hispanic	Hispanic and/or other race	Overall	Male	Female	Overall	30 years or younger	31 to 50 years	Over 50 years	Overall	5 years or less	6 to 10 years	More than 10 years	Overall
Plan and Innovate for the Future	88%	89%	89%	88%	90%	89%	88%	90%	85%	89%	89%	87%	89%	88%
Listen, Communicate, Take Action	94%	95%	94%	92%	97%	94%	95%	94%	92%	94%	94%	93%	94%	94%
Respect the Individual	96%	95%	96%	94%	99%	96%	95%	95%	97%	96%	95%	96%	96%	96%
Collaborate as a Team	94%	94%	94%	93%	97%	95%	96%	94%	94%	94%	96%	94%	93%	94%
Learn and Grow Continuously	92%	93%	92%	91%	94%	92%	94%	93%	89%	92%	94%	92%	89%	92%
Focus on Quality Customer Service	96%	95%	96%	95%	97%	96%	95%	96%	97%	96%	96%	96%	96%	96%
Be Accountable and Act with Integrity	97%	98%	98%	97%	99%	97%	98%	98%	97%	97%	97%	96%	98%	97%
Show Caring and Compassion for Others	93%	95%	93%	92%	96%	93%	94%	93%	95%	93%	95%	91%	93%	93%

Question 14: Job City Does in Supporting Employee Values by Sociodemographics														
How would you rate the job the City does in supporting each of these Employee Values? (Percent "excellent" or "good")	What is your race?			What is your gender?			What is your age range?				How many years have you worked for the City of Scottsdale?			
	White alone, not Hispanic	Hispanic and/or other race	Overall	Male	Female	Overall	30 years or younger	31 to 50 years	Over 50 years	Overall	5 years or less	6 to 10 years	More than 10 years	Overall
Plan and Innovate for the Future	52%	60%	53%	47%	64%	53%	62%	50%	52%	53%	60%	46%	49%	53%
Listen, Communicate, Take Action	43%	53%	45%	41%	51%	45%	55%	42%	44%	45%	54%	36%	39%	45%
Respect the Individual	50%	56%	52%	48%	57%	51%	62%	48%	51%	51%	62%	43%	43%	51%
Collaborate as a Team	48%	56%	49%	46%	55%	50%	58%	47%	48%	49%	57%	41%	45%	49%
Learn and Grow Continuously	46%	54%	48%	45%	54%	48%	60%	46%	45%	48%	57%	41%	41%	48%
Focus on Quality Customer Service	71%	67%	71%	67%	76%	70%	80%	67%	72%	71%	78%	64%	66%	71%
Be Accountable and Act with Integrity	54%	56%	54%	52%	58%	54%	63%	52%	54%	54%	65%	45%	47%	54%
Show Caring and Compassion for Others	53%	57%	54%	50%	59%	53%	64%	51%	53%	54%	63%	47%	45%	53%