THE NES™
The National Employee Survey™

Scottsdale, AZ
Internal Support Services (ISS) Report

DRAFT
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Contents

About

The Internal Services Survey (ISS) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The ISS is a subset of questions from The National Employee Survey™ (The NES™) and was developed to measure employee opinions about internal support services (i.e., human resources, facilities maintenance, fleet maintenance, purchasing, GIS, etc). These services rarely are delivered to residents at large and instead are provided to support staff delivering externally-aimed services.

The City of Scottsdale elected to conduct the ISS with its employees. This was the third administration of the ISS to Scottsdale employees (previous ISS administration occurred in 2010 and 2013); the City also administered The NES in 2011. The results can be used by the City to better understand employee assessments of support services, identify opportunities for improvements and efficiencies and monitor perspectives over time.

The survey consisted of two questions asking employees to rate the quality and timeliness of a variety of internal support services and all were asked on a four-point scale (e.g., excellent, good, fair, poor). A third question on the survey asked employees to identify their management status. A copy of the survey instrument can be found in *Appendix C: Survey Instrument*.

Complete Survey Responses

Responses excluding "don't know"

The following pages contain a complete set of responses to each question on the survey, excluding the "don't know" responses. The percent of respondents giving a particular response is shown followed by the number of respondents.

Table 1: Question 1

Please rate the QUALITY of each of the following support services in Scottsdale.	Excellent		Good		Fair		Poor		Total	
Custodial cleaning services	15%	166	40%	436	28%	307	17%	183	100%	1,092
Maintenance and repair services	31%	343	50%	552	15%	161	4%	39	100%	1,095
Facilities management services overall	25%	275	54%	598	18%	198	3%	31	100%	1,102
Fleet maintenance services overall	22%	162	43%	307	23%	166	12%	87	100%	722
Recruitment services	12%	100	44%	360	31%	251	12%	100	100%	811
Benefits administration (Please rate City Staff only)	24%	250	48%	507	21%	217	7%	72	100%	1,046
Training services	19%	189	48%	487	23%	235	10%	104	100%	1,015
Human resources services overall	16%	168	49%	510	26%	270	9%	93	100%	1,041
Radio systems	24%	147	55%	329	17%	101	4%	24	100%	601
Telephone systems	26%	285	54%	588	16%	170	4%	41	100%	1,084
Network services	29%	318	52%	579	15%	169	3%	38	100%	1,104
Application services	27%	246	55%	505	15%	138	3%	25	100%	914
Desktop / Help Desk services	45%	488	45%	488	8%	91	2%	24	100%	1,091
General information technology (IT) services overall	37%	399	51%	562	10%	112	2%	19	100%	1,092
Warehouse services overall	34%	255	52%	391	13%	95	2%	14	100%	755
Printing, Graphics and Mail services overall	42%	346	48%	388	9%	71	1%	10	100%	815
Purchasing services overall	24%	185	53%	406	18%	141	5%	35	100%	767
Finance services overall (which could include payroll, budgeting, etc.)	31%	311	51%	506	14%	134	4%	39	100%	990
Risk management services overall	22%	186	51%	440	22%	189	6%	50	100%	865
Overall City internal services	18%	198	60%	641	20%	210	3%	27	100%	1,076

Table 2: Question 2

Please rate the TIMELINESS of each of the following support services in Scottsdale.	Excellent		Good		Fair		Poor		Total	
Custodial cleaning services	19%	197	43%	442	26%	272	12%	129	100%	1,040
Maintenance and repair services	26%	278	49%	523	19%	197	6%	66	100%	1,064
Facilities management services overall	24%	260	53%	564	18%	190	5%	53	100%	1,067
Fleet maintenance services overall	21%	153	43%	305	22%	159	14%	98	100%	715
Recruitment services	13%	97	44%	340	30%	228	14%	104	100%	769
Benefits administration (Please rate City Staff only)	25%	242	51%	504	19%	190	5%	49	100%	985
Training services	18%	169	50%	468	23%	211	9%	82	100%	930
Human resources services overall	18%	180	52%	515	23%	231	7%	73	100%	999
Radio systems	25%	140	55%	304	16%	91	4%	21	100%	556
Telephone systems	28%	278	55%	539	14%	133	3%	27	100%	977
Network services	31%	312	54%	540	12%	118	3%	28	100%	998
Application services	30%	261	52%	448	15%	126	3%	25	100%	860
Desktop / Help Desk services	44%	464	45%	470	9%	90	2%	21	100%	1,045
General information technology (IT) services overall	37%	384	51%	533	10%	104	2%	17	100%	1,038
Warehouse services overall	33%	242	50%	369	14%	103	2%	18	100%	732
Printing, Graphics and Mail services overall	41%	317	48%	376	9%	70	2%	13	100%	776
Purchasing services overall	24%	178	51%	375	19%	139	6%	46	100%	738
Finance services overall (which could include payroll, budgeting, etc.)	31%	290	51%	476	14%	129	4%	39	100%	934
Risk management services overall	23%	185	51%	418	21%	168	6%	46	100%	817
Overall City internal services	19%	199	59%	610	18%	190	3%	30	100%	1,029

Table 3: Question 3

Do you supervise employees?	Percent	Number
No	72%	828
Yes	28%	325
Total	100%	1,153

Responses including "don't know"

The following pages contain a complete set of responses to each question on the survey, including the "don't know" responses. The percent of respondents giving a particular response is shown followed by the number of respondents.

Table 4: Question 1

Please rate the QUALITY of each of the following support services in Scottsdale.	Excellent		Good		Fair		Poor		Don't know		Total	
Custodial cleaning services	14%	166	38%	436	27%	307	16%	183	5%	57	100%	1,149
Maintenance and repair services	30%	343	49%	552	14%	161	3%	39	3%	33	100%	1,128
Facilities management services overall	24%	275	53%	598	18%	198	3%	31	3%	29	100%	1,131
Fleet maintenance services overall	15%	162	28%	307	15%	166	8%	87	35%	391	100%	1,113
Recruitment services	9%	100	31%	360	22%	251	9%	100	29%	338	100%	1,149
Benefits administration (Please rate City Staff only)	22%	250	44%	507	19%	217	6%	72	9%	105	100%	1,151
Training services	16%	189	42%	487	20%	235	9%	104	12%	137	100%	1,152
Human resources services overall	15%	168	46%	510	25%	270	8%	93	5%	60	100%	1,101
Radio systems	13%	147	29%	329	9%	101	2%	24	48%	551	100%	1,152
Telephone systems	25%	285	51%	588	15%	170	4%	41	6%	73	100%	1,157
Network services	28%	318	50%	579	15%	169	3%	38	4%	52	100%	1,156
Application services	21%	246	44%	505	12%	138	2%	25	20%	235	100%	1,149
Desktop / Help Desk services	42%	488	42%	488	8%	91	2%	24	5%	60	100%	1,151
General information technology (IT) services overall	36%	399	50%	562	10%	112	2%	19	2%	25	100%	1,117
Warehouse services overall	22%	255	34%	391	8%	95	1%	14	34%	397	100%	1,152
Printing, Graphics and Mail services overall	30%	346	34%	388	6%	71	1%	10	29%	336	100%	1,151
Purchasing services overall	16%	185	35%	406	12%	141	3%	35	33%	385	100%	1,152
Finance services overall (which could include payroll, budgeting, etc.)	27%	311	44%	506	12%	134	3%	39	14%	164	100%	1,154
Risk management services overall	16%	186	38%	440	16%	189	4%	50	25%	289	100%	1,154
Overall City internal services	17%	198	56%	641	18%	210	2%	27	7%	76	100%	1,152

The National Employee Survey™ Internal Support Services

Table 5: Question 2

Please rate the TIMELINESS of each of the following support services in Scottsdale.	Excellent		Good		Fair		Poor		Don't know		Total	
Custodial cleaning services	17%	197	39%	442	24%	272	11%	129	8%	94	100%	1,134
Maintenance and repair services	25%	278	47%	523	18%	197	6%	66	4%	48	100%	1,112
Facilities management services overall	23%	260	51%	564	17%	190	5%	53	4%	47	100%	1,114
Fleet maintenance services overall	14%	153	28%	305	14%	159	9%	98	35%	390	100%	1,105
Recruitment services	9%	97	30%	340	20%	228	9%	104	31%	353	100%	1,122
Benefits administration (Please rate City Staff only)	22%	242	45%	504	17%	190	4%	49	12%	131	100%	1,116
Training services	15%	169	42%	468	19%	211	7%	82	16%	183	100%	1,113
Human resources services overall	17%	180	47%	515	21%	231	7%	73	8%	91	100%	1,090
Radio systems	13%	140	27%	304	8%	91	2%	21	50%	562	100%	1,118
Telephone systems	25%	278	48%	539	12%	133	2%	27	13%	142	100%	1,119
Network services	28%	312	48%	540	11%	118	3%	28	11%	119	100%	1,117
Application services	23%	261	40%	448	11%	126	2%	25	23%	257	100%	1,117
Desktop / Help Desk services	42%	464	42%	470	8%	90	2%	21	6%	71	100%	1,116
General information technology (IT) services overall	35%	384	49%	533	9%	104	2%	17	5%	60	100%	1,098
Warehouse services overall	22%	242	33%	369	9%	103	2%	18	35%	393	100%	1,125
Printing, Graphics and Mail services overall	28%	317	34%	376	6%	70	1%	13	31%	343	100%	1,119
Purchasing services overall	16%	178	33%	375	12%	139	4%	46	34%	385	100%	1,123
Finance services overall (which could include payroll, budgeting, etc.)	26%	290	43%	476	12%	129	3%	39	17%	186	100%	1,120
Risk management services overall	17%	185	37%	418	15%	168	4%	46	27%	302	100%	1,119
Overall City internal services	18%	199	54%	610	17%	190	3%	30	8%	92	100%	1,121

Table 6: Question 3

Do you supervise employees?	Percent	Number
No	72%	828
Yes	28%	325
Total	100%	1,153

Trends over Time with Benchmark Comparisons

Trend data for Scottsdale represent important comparison data and should be examined for improvements or declines. Deviations from stable trends over time, especially, represent opportunities for understanding how local policies, programs or public information may have affected residents' opinions.

Meaningful differences between survey years have been noted within the following tables as being "higher" or "lower" if the differences are greater than eight percentage points between the 2013 and 2015 surveys, otherwise the comparison between 2013 and 2015 are noted as being "similar." Additionally, benchmark comparisons for all survey years are presented for reference. Changes in the benchmark comparison over time can be impacted by various trends, including varying survey cycles for the individual communities that comprise the benchmarks, regional and national economic or other events, as well as emerging survey methodologies.

Table 7: Quality of Support Services

	Percent rating positively (e.g., excellent/good)				2015 rating compared to 2013 rating	Comparison to benchmark			
	2010	2011	2013	2015		2010	2011	2013	2015
Custodial cleaning services	56%	56%	59%	55%	Similar	NA	Similar	Lower	Lower
Maintenance and repair services	79%	76%	76%	82%	Similar	NA	Higher	Higher	Higher
Facilities management services overall	79%	77%	77%	79%	Similar	Higher	Higher	Higher	Higher
Fleet maintenance services overall	43%	51%	54%	65%	Higher	Lower	Lower	Lower	Lower
Recruitment services	65%	62%	47%	57%	Higher	NA	Similar	Lower	Similar
Benefits administration	72%	65%	60%	72%	Higher	NA	Similar	Lower	Higher
Training services	75%	67%	58%	67%	Higher	NA	Higher	Similar	Similar
Human resources services overall	69%	64%	49%	65%	Higher	Similar	Similar	Lower	Similar
Radio systems	77%	70%	64%	79%	Higher	NA	Similar	Similar	Higher
Telephone systems	86%	84%	73%	81%	Similar	NA	Higher	Similar	Higher
Network services	85%	83%	79%	81%	Similar	NA	Higher	Higher	Higher
Application services	84%	83%	78%	82%	Similar	NA	NA	Higher	Higher
Desktop / Help Desk services	90%	88%	87%	89%	Similar	NA	Higher	Higher	Higher
General information technology (IT) services overall	87%	88%	84%	88%	Similar	Higher	Higher	Higher	Higher
Purchasing services overall	67%	66%	68%	77%	Higher	Lower	Lower	Lower	Higher
Finance services overall (which could include payroll, budgeting, etc.)	76%	75%	74%	83%	Higher	Lower	Lower	Lower	Higher
Risk management services overall	73%	73%	68%	72%	Similar	Similar	Similar	Similar	Similar
Overall City internal services	76%	72%	67%	78%	Higher	NA	Similar	Similar	Higher
Quality of Support Services Index	75%	73%	69%	75%	Similar	Similar	Similar	Similar	Higher

Table 8: Timeliness of Support Services

	Percent rating positively (e.g., excellent/good)				2015 rating compared to 2013 rating	Comparison to benchmark			
	2010	2011	2013	2015		2010	2011	2013	2015
Custodial cleaning services	62%	63%	64%	61%	Similar	NA	Similar	Lower	Lower
Maintenance and repair services	74%	75%	69%	75%	Similar	NA	Higher	Similar	Higher
Facilities management services overall	77%	77%	71%	77%	Similar	Higher	Higher	Similar	Higher
Fleet maintenance services overall	40%	49%	50%	64%	Higher	Lower	Lower	Lower	Lower
Recruitment services	59%	58%	43%	57%	Higher	NA	Similar	Lower	Similar
Benefits administration	74%	70%	64%	76%	Higher	NA	Similar	Lower	Higher
Training services	76%	69%	59%	68%	Higher	NA	Higher	Lower	Similar
Human resources services overall	69%	67%	51%	70%	Higher	Similar	Similar	Lower	Similar
Radio systems	79%	76%	66%	80%	Higher	NA	Similar	Similar	Higher
Telephone systems	86%	85%	77%	84%	Similar	NA	Higher	Similar	Higher
Network services	86%	85%	81%	85%	Similar	NA	Higher	Higher	Higher
Application services	84%	83%	80%	82%	Similar	NA	NA	Higher	Higher
Desktop / Help Desk services	89%	88%	85%	89%	Similar	NA	Higher	Higher	Higher
General information technology (IT) services overall	88%	87%	83%	88%	Similar	Higher	Higher	Higher	Higher
Purchasing services overall	62%	64%	65%	75%	Higher	Lower	Lower	Lower	Higher
Finance services overall (which could include payroll, budgeting, etc.)	76%	75%	74%	82%	Similar	Lower	Lower	Lower	Higher
Risk management services overall	74%	74%	69%	74%	Similar	Similar	Similar	Similar	Similar
Overall City internal services	76%	72%	69%	79%	Higher	NA	Similar	Similar	Higher
Timeliness of Support Services Index	74%	74%	69%	76%	Similar	Similar	Similar	Similar	Higher

Appendix A: Comparisons of Survey Results by Supervisor Status

The tables on the following pages display breakdowns of The ISS results by respondent supervisor status. The percentages shown in each table are the "percent positive," which was created by combining the most favorable response options (i.e. "excellent" and "good").

ANOVA and chi-square tests of significance were applied to these comparisons of survey questions. A "p-value" of 0.05 or less indicates that there is less than a 5% probability that differences observed between employee subgroups are due to chance; or in other words, a greater than 95% probability that the differences observed are "real." Where differences were statistically significant, they have been shaded grey.

Table 9: Question 1 by Supervisor Status

Please rate the QUALITY of each of the following support services in Scottsdale. (Percent "excellent" or "good")	Supervisor status		City overall
	No	Yes	
Custodial cleaning services	59%	46%	55%
Maintenance and repair services	83%	80%	82%
Facilities management services overall	81%	76%	79%
Fleet maintenance services overall	72%	51%	65%
Recruitment services	61%	50%	57%
Benefits administration (Please rate City Staff only)	74%	70%	72%
Training services	73%	54%	67%
Human resources services overall	70%	56%	65%
Radio systems	81%	77%	79%
Telephone systems	80%	82%	81%
Network services	80%	86%	81%
Application services	82%	85%	82%
Desktop / Help Desk services	88%	93%	89%
General information technology (IT) services overall	87%	92%	88%
Warehouse services overall	88%	81%	86%
Printing, Graphics and Mail services overall	90%	90%	90%
Purchasing services overall	81%	70%	77%
Finance services overall (which could include payroll, budgeting, etc.)	83%	82%	83%
Risk management services overall	76%	67%	72%
Overall City internal services	79%	76%	78%

Table 10: Question 2 by Supervisor Status

Please rate the TIMELINESS of each of the following support services in Scottsdale. (Percent "excellent" or "good")	Supervisor status		City overall
	No	Yes	
Custodial cleaning services	65%	53%	61%
Maintenance and repair services	77%	72%	75%
Facilities management services overall	78%	76%	77%
Fleet maintenance services overall	70%	51%	64%
Recruitment services	61%	48%	57%
Benefits administration (Please rate City Staff only)	77%	73%	76%
Training services	74%	57%	68%
Human resources services overall	73%	60%	70%
Radio systems	81%	79%	80%
Telephone systems	83%	85%	84%
Network services	85%	88%	85%
Application services	81%	86%	82%
Desktop / Help Desk services	88%	93%	89%
General information technology (IT) services overall	87%	93%	88%
Warehouse services overall	86%	78%	83%
Printing, Graphics and Mail services overall	89%	90%	89%
Purchasing services overall	79%	68%	75%
Finance services overall (which could include payroll, budgeting, etc.)	82%	83%	82%
Risk management services overall	77%	68%	74%
Overall City internal services	79%	78%	79%

Appendix B: Survey Methodology

How the Data Were Collected

The City of Scottsdale notified employees of the survey via a Hotline and in their all-employee newsletter on May 28, 2015. Employees also received three email reminder messages with the survey link over the following two and a half weeks. Of the 2,755 employees receiving an invitation to complete the survey, a total of 1,166 employees returned completed surveys, providing a response rate of 42%.

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.

Benchmark Comparisons

NRC's database of comparative employee opinion comprises the perspectives of more than 18,000 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, excluding 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, Scottsdale's results are noted as being "higher" than the benchmark, "lower" than the benchmark or "similar" to the benchmark. These labels come from a statistical comparison of Scottsdale's rating to the benchmark where a rating is considered "similar" if it is within the margin of error (five percentage points or less) and "above" or "below" if the difference between Scottsdale's rating and the benchmark is greater the margin of error (greater than five percentage points).

Appendix C: Survey Instrument

The following pages contain the Internal Services Survey formatted similarly to the Web version.

City of Scottsdale Internal Services 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.

Performance of Support Services

1. **Please rate the QUALITY of each of the following support services in Scottsdale.**

	Excellent	Good	Fair	Poor	Don't know
Custodial cleaning services	1	2	3	4	5
Maintenance and repair services	1	2	3	4	5
Facilities management services overall	**1**	**2**	**3**	**4**	**5**
Fleet maintenance services overall	**1**	**2**	**3**	**4**	**5**
Recruitment services..	1	2	3	4	5
Benefits administration (Please rate City Staff only)	1	2	3	4	5
Training services	1	2	3	4	5
Human resources services overall	**1**	**2**	**3**	**4**	**5**
Radio systems	1	2	3	4	5
Telephone systems...	1	2	3	4	5
Network services	1	2	3	4	5
Application services	1	2	3	4	5
Desktop / Help Desk services	1	2	3	4	5
General information technology (IT) services overall	**1**	**2**	**3**	**4**	**5**
Warehouse services overall	**1**	**2**	**3**	**4**	**5**
Printing, Graphics and Mail services overall	**1**	**2**	**3**	**4**	**5**
Purchasing services overall	**1**	**2**	**3**	**4**	**5**
Finance services overall (which could include payroll, budgeting, etc.)	**1**	**2**	**3**	**4**	**5**
Risk management services overall	**1**	**2**	**3**	**4**	**5**
Overall City internal services	**1**	**2**	**3**	**4**	**5**

2. Please rate the TIMELINESS of each of the following support services in Scottsdale.

	Excellent	Good	Fair	Poor	Don't know
Custodial cleaning services	1	2	3	4	5
Maintenance and repair services	1	2	3	4	5
Facilities management services overall **1**		**2**	**3**	**4**	**5**
Fleet maintenance services overall **1**		**2**	**3**	**4**	**5**
Recruitment services..	1	2	3	4	5
Benefits administration (Please rate City Staff only)	1	2	3	4	5
Training services	1	2	3	4	5
Human resources services overall...**1**		**2**	**3**	**4**	**5**
Radio systems	1	2	3	4	5
Telephone systems	1	2	3	4	5
Network services	1	2	3	4	5
Application services	1	2	3	4	5
Desktop / Help Desk services	1	2	3	4	5
General information technology (IT) services overall **1**		**2**	**3**	**4**	**5**
Warehouse services overall **1**		**2**	**3**	**4**	**5**
Printing, Graphics and Mail services overall **1**		**2**	**3**	**4**	**5**
Purchasing services overall **1**		**2**	**3**	**4**	**5**
Finance services overall (which could include payroll, budgeting, etc.) **1**		**2**	**3**	**4**	**5**
Risk management services overall **1**		**2**	**3**	**4**	**5**
Overall City internal services **1**		**2**	**3**	**4**	**5**

Employment Information

3. Do you supervise employees?
❍ Yes
❍ No

Thank you very much for completing this survey!