

City of Tempe Employee Survey

Findings Report

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2018

Submitted to the City Tempe

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City of Tempe 2018 Employee Survey

Executive Summary

Purpose and Methodology

ETC Institute administered an employee survey for the City of Tempe during the summer of 2018. This is the second employee survey ETC Institute has administered for the City of Tempe, the first was administered in 2016. The survey was designed to objectively assess a number of important areas at the City and to gather input from employees about issues in six major areas:

- Professional Development and Career Mobility
- Organizational/Program/Service Support
- Supervision and Working Environment
- Compensation and Benefits
- Employee Engagement
- Peer Relationships

Participation in the survey was voluntary and employees were allowed to complete the survey during work hours or at home. In order to maintain confidentiality, employees were given postage-paid envelopes to return their survey directly to ETC Institute.

A total of 942 of 1565 employees completed the survey, this provided a response rate of 60%. The overall results have a 95% level of confidence with a precision of at least 2%. The table to the right shows the number of responses by department.

In which department do you work?		
Department	Number	Percent
Police	301	32.00%
Public Works	114	12.10%
Community Services	110	11.70%
Internal Services	110	11.70%
None chosen	100	10.60%
Fire Medical Rescue Department	76	8.10%
Community Development	48	5.10%
Human Services	34	3.60%
City Manager's Office	18	1.90%
Municipal Budget Office, City Clerk's Office, Office of Strategic Management & Diversity, or Internal Audit	15	1.60%
City Court	9	1.00%
City Attorney's Office	7	0.70%
Total	942	100%

Interpretation of “Don’t Know” Responses. The percentage of “don’t know” responses has been excluded from many of the graphs in this report to assess agreement with employees who had an opinion. Since the number of “don’t know” responses often reflects utilization or awareness, the percentage of “don’t know” responses has been included in the tabular data in Section 3 of this report. When the “don’t know”

responses have been excluded, the text of this report will indicate that the responses have been excluded with the phrase “*who had an opinion.*”

In addition to the Executive Summary, this report contains the following:

- Charts depicting overall results for most questions on the survey, and trends with the 2016 survey data where available (Section 1)
- Gap analysis that shows differences between employees who are satisfied and those who are not satisfied with their employment at the City (Section 2)
- Quadrant Priorities Analysis (Section 3)
- Tabular data for all survey questions, and open-ended comments (Section 4)
- Tabular data by department (Section 5)
- Copy of the survey instrument (Section 6)

General Findings

Most Employees Are Proud to Work for the City of Tempe

Nearly all (95%) of the employees surveyed indicated they are proud to work for the City of Tempe, this is the same percentage of employees as 2016. This figure coincides with how satisfied employees are with their current job, 85% of employees surveyed indicated they were either “very satisfied” (35%) or “satisfied” (50%) with their current job.

Quality of Work Environment

Forty-seven percent (47%) of employees surveyed indicated the quality of the work environment in their department was “much better” (20%) or “somewhat better” (27%) since they started working for the City. Twenty-seven percent (27%) of respondents indicated the work environment had “stayed the same” since they started working for the City, and only 27% indicated the environment was worse.

Specific Findings

The findings from each of the major areas that were assessed on the survey are briefly described below. Employees were asked to indicate their level of agreement, on a 5-point scale, with various statements from “strongly agree” (5) to “strongly disagree” (1) for each of the 6 major categories.

- **Professional Development and Career Mobility.** Seventy-eight percent (78%) of the employees surveyed, *who had an opinion*, agreed (ratings of 4 or 5 on a 5-point scale) that they were aware of the City’s educational partnerships, Tempe Professional Development Network, The Mentoring Program, and other programs related to professional development and career mobility; 8% disagreed (2/1), and 14% gave a neutral rating. Other statements employees were most in agreement with include: I receive training to do my job effectively (71%), there is someone at work who encourages my development (59%), and overall, I am satisfied with the professional development opportunities (54%).

- **Organizational Support (Departments).** Sixty-six percent (66%) of the employees surveyed, *who had an opinion*, agreed (ratings of 4 or 5 on a 5-point scale) that the Information Technology department adequately supports their work-related needs; 15% disagreed (2/1), and 20% gave a neutral rating. Other departments most employees indicated adequately support their work-related needs include: Human Resources (60%), and Risk Management/Worker’s Compensation (51%).
- **Organizational Support (Programs/Services).** Seventy-four percent (74%) of the employees surveyed, *who had an opinion*, agreed (ratings of 4 or 5 on a 5-point scale) that the City supports those with a disability; 6% disagreed (2/1), and 21% gave a neutral rating. Other programs most employees indicated adequately support their work-related needs include: my physical work environment (building) is safe, clean and maintained in good operating order (67%), overall, I am satisfied with the support that is provided to employees by the City of Tempe (64%), and the wellness program (62%).
- **Supervision and Working Environment.** Eighty-four (84%) of the employees surveyed, *who had an opinion*, agreed (ratings of 4 or 5 on a 5-point scale) that they know what is expected of them; 8% disagreed (2/1), and 8% gave a neutral rating. Other statements employees were most in agreement with include: my immediate supervisor treats me with respect (81%), I have materials and equipment needed to do my job effectively (77%), my work is appreciated by my immediate supervisor (76%), and I feel safe and comfortable in my work unit (77%).
- **Compensation and Benefits.** Seventy-six percent (76%) of the employees surveyed, *who had an opinion*, agreed (ratings of 4 or 5 on a 5-point scale) that the City does a good job of informing me about my benefits; 8% disagreed (2/1), and 16% gave a neutral rating. Other statements employees were most in agreement with include: I am satisfied with the City’s deferred compensation benefits (76%), and the amount of leave that I receive each year meets my needs (74%).
- **Employee Engagement.** Eighty-five percent (85%) of the employees surveyed, *who had an opinion*, agreed (ratings of 4 or 5 on a 5-point scale) that they are aware of City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity); 4%disagreed (2/1), and 11% gave a neutral rating. Other statements employees were most in agreement with include: I receive information that affects my work in a timely manner from my immediate supervisor (68%), and I am encouraged to be innovative and come up with better ways to do things at work (59%).
- **Peer Relationships.** Eighty-five percent (85%) of the employees surveyed, *who had an opinion*, agreed (ratings of 4 or 5 on a 5-point scale) that their co-workers treat them with respect; 6% disagreed (2/1), and 9% gave a neutral rating.

Trends

Trends 2018-2016. ETC Institute compared the 2016 and 2018 results to better understand how overall perceptions in the organization have changed over the past two years. City leaders can study and utilize trends to determine how their actions have impacted overall employee perceptions. The tables below show the sum of “strongly agree” and “agree” ratings from 2018 and how they compare to the sum of “strongly agree” and “agree” ratings from 2016 in the six major areas that were assessed on the survey. Significant changes are considered any changes of +/-4%.

Professional Development/Career Mobility	2018	2016	Difference
I receive training to do my job effectively	70%	70%	0%
Overall, I am satisfied with professional development opportunities that are available to me at City	54%	55%	-1%
I have received fair consideration for advancement & promotion, when available, within City of Tempe	52%	53%	-1%
There is someone at work who encourages my career development	59%	61%	-2%
I have been mentored at work	50%	52%	-2%
City's programs related to professional development & career mobility, such as educational partnerships, Tempe Professional Development Network, etc., are useful to me	40%	44%	-4%
I am aware of City's educational partnerships, Tempe Professional Development Network, Mentoring Program, & other programs related to professional development & career mobility	78%	82%	-4%

Department Support	2018	2016	Difference
Strategic Management & Diversity	42%	38%	4%
Human Resources	60%	57%	3%
Information Technology	65%	64%	1%
Risk Management/Worker's Compensation	51%	50%	1%
City Manager's Office	43%	44%	-1%

Program/Service Support	2018	2016	Difference
The wellness program	62%	56%	6%
Overall, I am satisfied with the support that is provided to employees by City of Tempe	64%	60%	4%
Director/Chief & Deputy Directors/Assistant Chiefs in my department are demonstrating & communicating same values that are expected of	59%	56%	3%
My physical work environment (building) is safe, clean & maintained in good operating order	67%	64%	3%
The Safe Haven process	27%	26%	1%
City mediation services	26%	27%	-1%

Supervision/Working Environment	2018	2016	Difference
As a supervisor, I am supported when addressing staff issues (If applicable)	63%	52%	11%
As a supervisor, I have been given training, tools, & resources to lead my work unit	62%	57%	5%
I believe Director/Chief & Deputy Directors/Assistant Chiefs in my department support decisions made by my supervisor	62%	58%	4%
Director/Chief & Deputy Directors/Assistant Chiefs in my department listen to me	55%	52%	3%
I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit	52%	49%	3%
Within last 30 days I have received feedback on my job performance from my supervisor	61%	59%	2%
My immediate supervisor gives me clear expectations for work assignments	72%	70%	2%
My immediate supervisor makes good use of my time	71%	70%	1%
My work is appreciated by my immediate supervisor	76%	75%	1%
I have materials & equipment I need to do my job effectively	77%	76%	1%
I believe assignments in my department are distributed fairly	54%	53%	1%
My immediate supervisor knows my career/job goals	65%	65%	0%
I feel safe & comfortable in my work unit	76%	76%	0%
I believe poor job performance is dealt with effectively by managers/supervisors in my work unit	36%	36%	0%
When I request training, my supervisor is open to working with me to ensure I can attend	75%	76%	-1%
The work I perform is evaluated fairly	67%	68%	-1%
My immediate supervisor treats me with respect	81%	82%	-1%
My immediate supervisor supports me in achieving my career/job goals	64%	65%	-1%
I know what is expected of me at work	84%	85%	-1%
My immediate supervisor has tools to deal with conflict	66%	67%	-1%
I am comfortable expressing my opinions about work related issues to my immediate supervisor	72%	73%	-2%
I believe my opinions matter at work	54%	56%	-2%
Overall, I am satisfied with working environment in my department	65%	67%	-2%
I receive constructive feedback on my job performance from my immediate supervisor	65%	67%	-2%
Conflict in my work area is resolved effectively	48%	52%	-4%

Compensation and Benefits	2018	2016	Difference
City's health care plan meets my needs	73%	64%	9%
Amount I am paid is fair for the work I do	60%	51%	9%
I am satisfied with City's deferred compensation benefits	76%	69%	7%
Overall, I am reasonably compensated in pay & benefits for the work I do	68%	61%	7%
City does a good job of informing me about my benefits	76%	71%	5%
Amount that I pay for health care benefits is reasonable	61%	56%	5%
Amount of leave that I receive each year meets my needs	74%	74%	0%

Employee Engagement	2018	2016	Difference
Director/Chief & Deputy Directors/Assistant Chiefs in my department use input from employees to make decisions	48%	43%	5%
Generally, communication between my work unit/division & work units/divisions outside my department is good	50%	46%	4%
Overall, I am satisfied with level of employee engagement in my department	54%	51%	3%
Generally, communication between work units/divisions inside my department is good	52%	49%	3%
I am encouraged to be innovative & come up with better ways to do things at work	60%	57%	3%
I have adequate input on decisions affecting my work	56%	54%	2%
With respect to my job, communication between departments is good	56%	55%	1%
Employees in my department are highly motivated about accomplishing our goals	50%	50%	0%
I receive information that affects my work in a timely manner from my immediate supervisor	68%	69%	-1%
I can express my opinions about work related issues to my department Director/Chief & Deputy Directors/Assistant Chiefs	57%	60%	-3%

Peer Relationships	2018	2016	Difference
My co-workers treat me with respect	85%	86%	-1%
Overall, I am very satisfied with quality of peer relationships among City employee	75%	76%	-1%
Conflict between co-workers is resolved effectively	61%	64%	-3%

Recommendations

Top Priorities to Emphasize. ETC Institute performed two analyses in order to better understand the areas City leaders should focus their efforts to improve the overall employment experience at the City of Tempe.

Gap Analysis. ETC Institute developed Gap Analysis as a means of identifying ways of increasing satisfaction among employees by pinpointing factors that contribute to the differences in satisfaction levels. ETC Institute performed a Gap Analysis on all 69 statements employees were asked to rate their level of agreement with. Focusing on the statements that had the largest gap (difference between the mean agreement rating from employees who were very satisfied and not satisfied) can help the City focus its efforts and boost overall satisfaction. Of the 69 statements the top 10 gaps were found in the following statements:

- Overall, I am satisfied with working environment in my department (Gap = 2.55)
- I believe my opinions matter at work (Gap = 2.43)
- I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit (Gap = 2.35)
- There is someone at work who encourages my career development (Gap = 2.22)
- My immediate supervisor has tools to deal with conflict (Gap = 2.21)
- I am comfortable expressing my opinions about work related issues to my immediate supervisor (Gap = 2.20)
- Conflict in my work area is resolved effectively (Gap = 2.20)
- The work I perform is evaluated fairly (Gap = 2.17)
- I believe assignments in my department are distributed fairly (Gap = 2.15)
- My immediate supervisor supports me in achieving my career/job goals (Gap = 2.12)

The focus of most of these items is with senior leadership and the work environment. Ensuring employees feel the senior leadership is listening and acting on their input will help close the gap between these items, thus improving the overall level employee satisfaction. Senior leadership should work with managers to develop a plan of action that focuses the manager's ability to take constructive feedback from employees and use it to better the overall work environment. Developing a working environment in which employees are satisfied is the greatest indicator of overall satisfaction with their position at the City of Tempe.

Quadrant Priorities Analysis. Quadrant Priority Analysis was used to examine the correlation between the overall satisfaction with a characteristic of working for the City of Tempe and the factors that influence that satisfaction. For example, employees were asked to rate how strongly they agreed with the following statement, "Overall, I am satisfied with the professional development opportunities that are available to me at the City", the Quadrant Priorities Analysis helps determine how important the ancillary statements within the category are to the overall satisfaction of employees. From our analysis we were able to determine which statements are most correlated with the overall satisfaction of each of the five categories of employment at the City of Tempe. The following is a list of the most important statements from each category of the survey.

- **Professional Development and Career Mobility:** The City’s professional development programs are useful. Overall, responses indicated the City’s professional development programs is an area that could be improved upon. Employees also felt the City should ensure employees receive fair consideration for advancement and promotion. Improving the usefulness of professional development programs and ensuring the process for advancement and promotion is perceived to be fair will help improve the overall satisfaction of City employees with this category.
- **Program and Service Support:** Director/Chief and Deputy Directors/Assistant Chiefs in my department are demonstrating and communicating the same values that are expected of me, and my physical work environment is safe, clean, and maintained in good operating order were the two most important statements to respondents. To ensure employees remain satisfied in this area leaders should continue to demonstrate the core values of the organization and the special attention should be paid to the working environment of employees.
- **Supervision and Working Environment:** I believe my opinions matter at work and my supervisor has tools to deal with conflict. These statements are important to employees, and also saw high levels of agreement. To ensure employees remain satisfied with supervision and their working environment senior leadership and managers should focus on ensuring employees believe their opinions count.
- **Compensation and Benefits:** I think the amount I am paid is adequate for the work I do. The survey responses suggest employees see an opportunity for improvement in this category.
- **Employee Engagement:** The City should continue to emphasize working on communication between departments. Employees in my department are highly motivated about accomplishing our goals. The City should continue to encourage motivation within all departments.

These statements are the most correlated to the overall satisfaction with the various category. Continuing to focus on these statements can dramatically influence an employee’s satisfaction within a category, and therefore influence their overall satisfaction with their job.

Next Steps

In order to maximize the effectiveness of the information gathered through the survey, the City of Tempe should do the following:

- City leaders should continue to openly share the survey results with employees. There should not be any penalties or repercussions from the survey.
- Senior managers should review the overall results of the survey and develop strategies to address the issues that are most important to employees. The results of the survey suggest that improvements in the following areas will have the most impact on increasing overall satisfaction among employees:

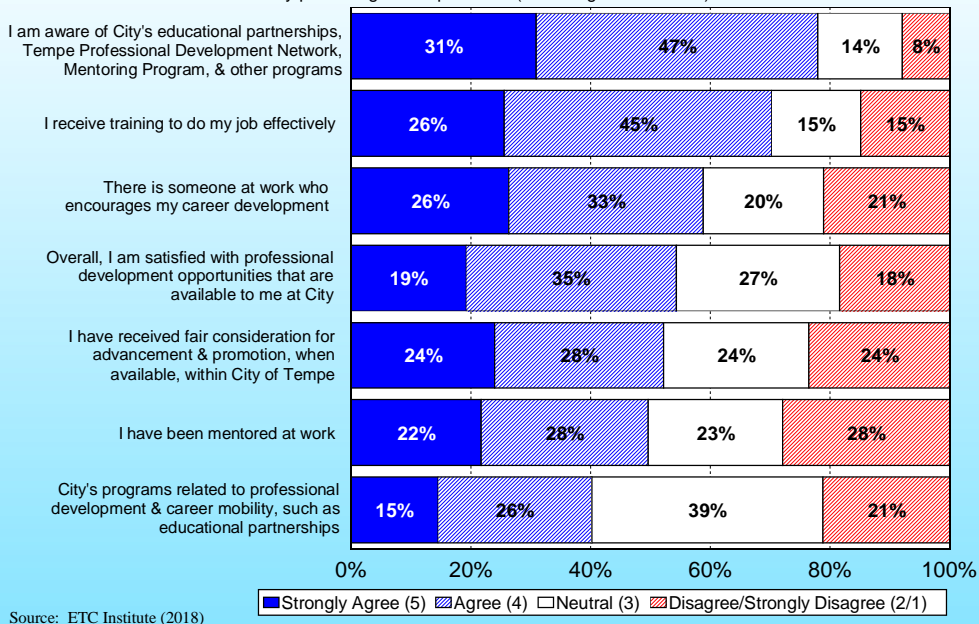
- Ensuring senior managers get and use input from employees.
 - Ensuring employees are given fair consideration for advancement and promotion and are given outlets for professional development.
 - Ensuring supervisors have the tools they need to deal with conflict/problem employees.
 - Ensuring employees feel like they are adequately paid for the work they do.
 - Encouraging better communication between departments and innovation by employees at work.
- The City should hold managers and employees at all levels accountable for future performance by conducting another employee survey in 2020.

Section 1

Charts and Graphs

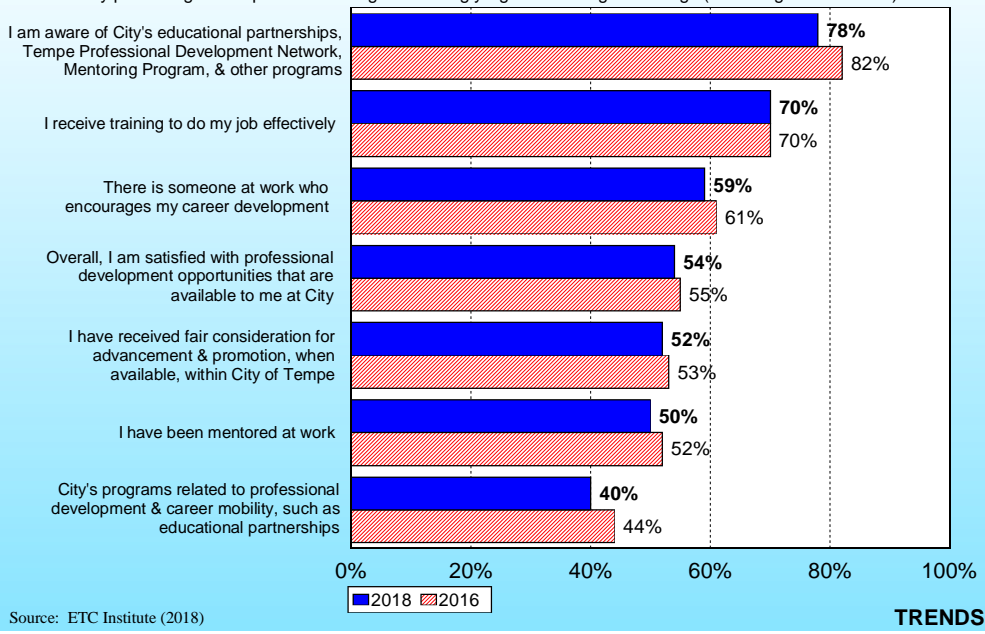
Q1. Level of Agreement with Statements Regarding Professional Development/Career Mobility

by percentage of respondents (excluding "Don't Know")



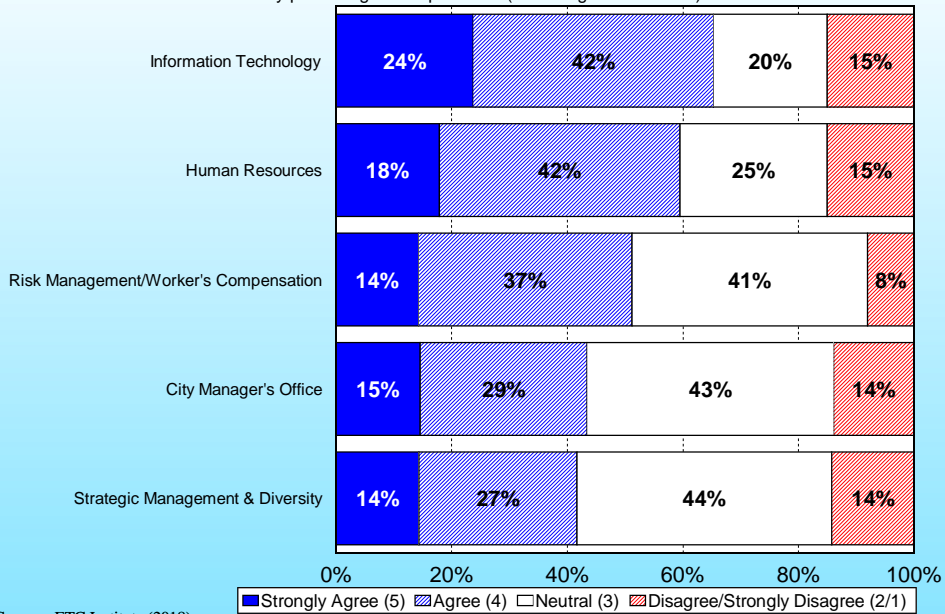
Q1. Level of Agreement with Statements Regarding Professional Development/Career Mobility

By percentage of respondents who gave "Strongly Agree" and "Agree" ratings (excluding "Don't Know")



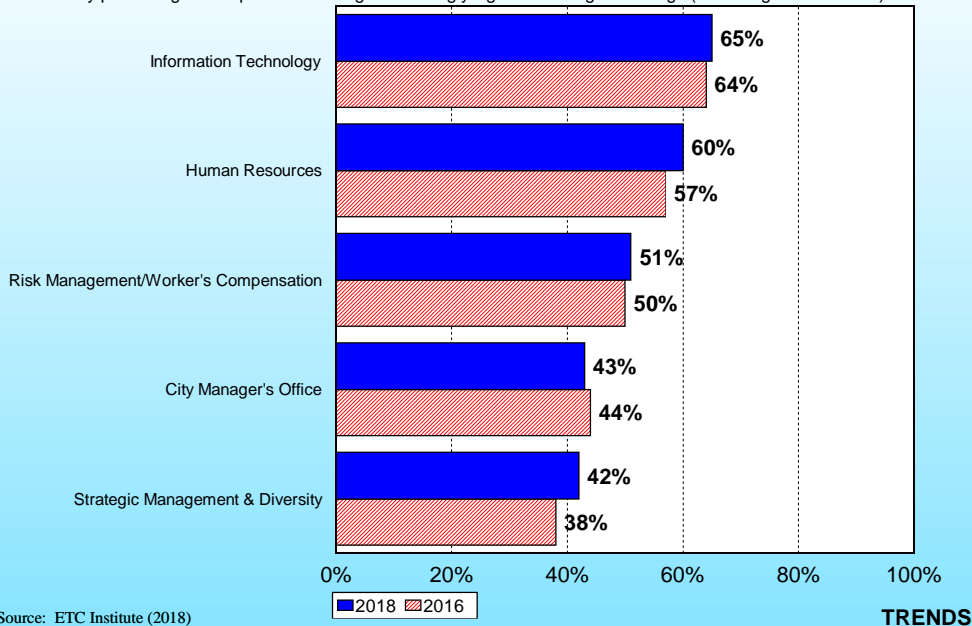
Q2. Level of Agreement with How Adequately Various Departments Support Work-Related Needs

by percentage of respondents (excluding "Don't Know")



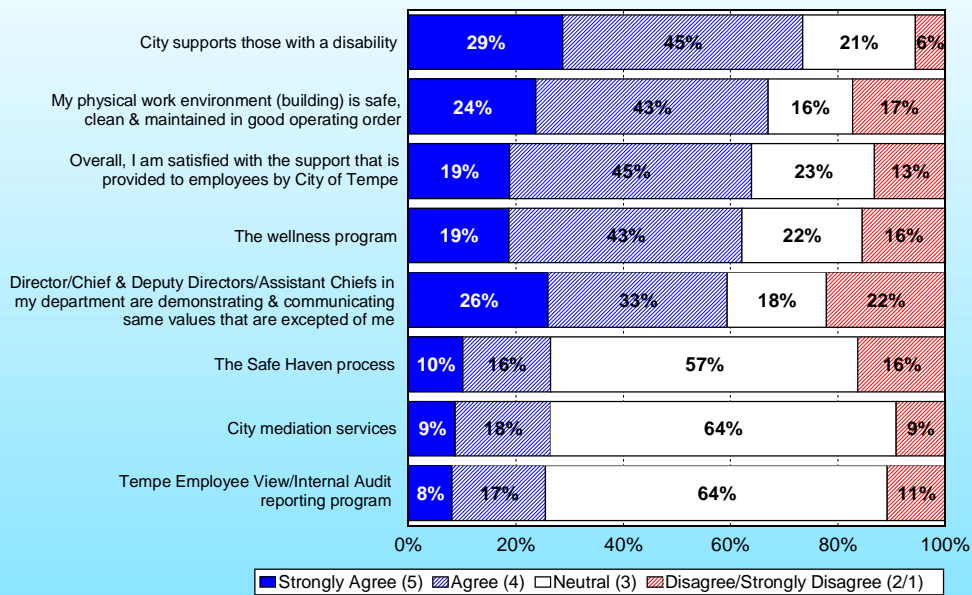
Q2. Level of Agreement with How Adequately Various Departments Support Work-Related Needs

By percentage of respondents who gave "Strongly Agree" and "Agree" ratings (excluding "Don't Know")



Q3. Level of Agreement with How Adequately Various Programs/Services Support Work-Related Needs

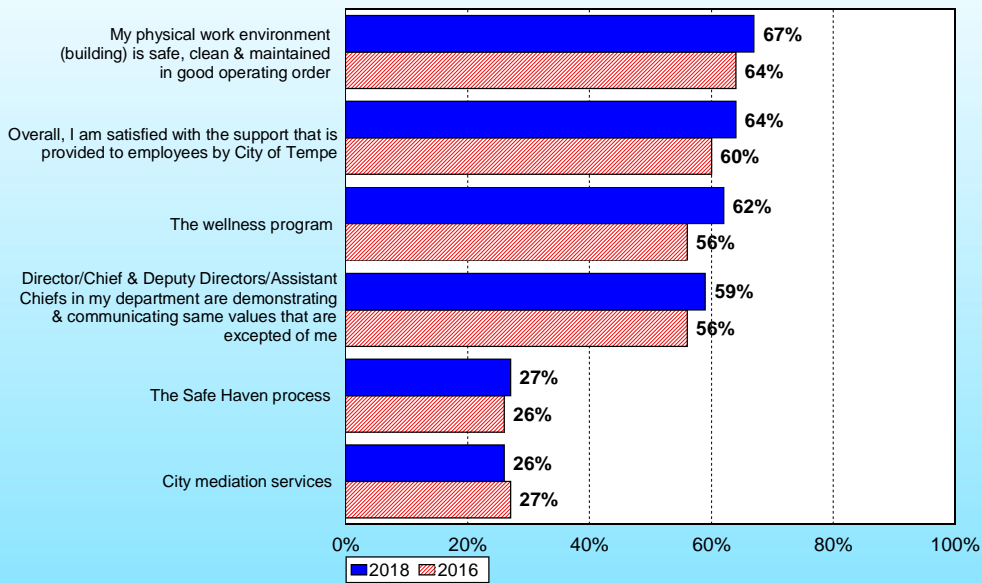
by percentage of respondents (excluding "Don't Know")



Source: ETC Institute (2018)

Q3. Level of Agreement with How Adequately Various Programs/Services Support Work-Related Needs

By percentage of respondents who gave "Strongly Agree" and "Agree" ratings (excluding "Don't Know")

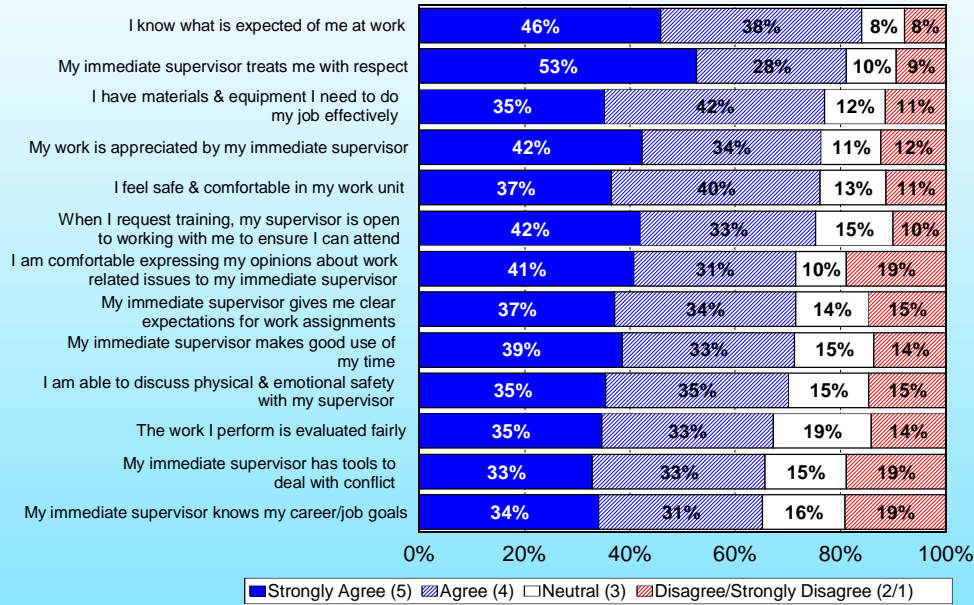


Source: ETC Institute (2018)

TRENDS

Q4. Level of Agreement with Various Aspects of Supervision/Working Environment

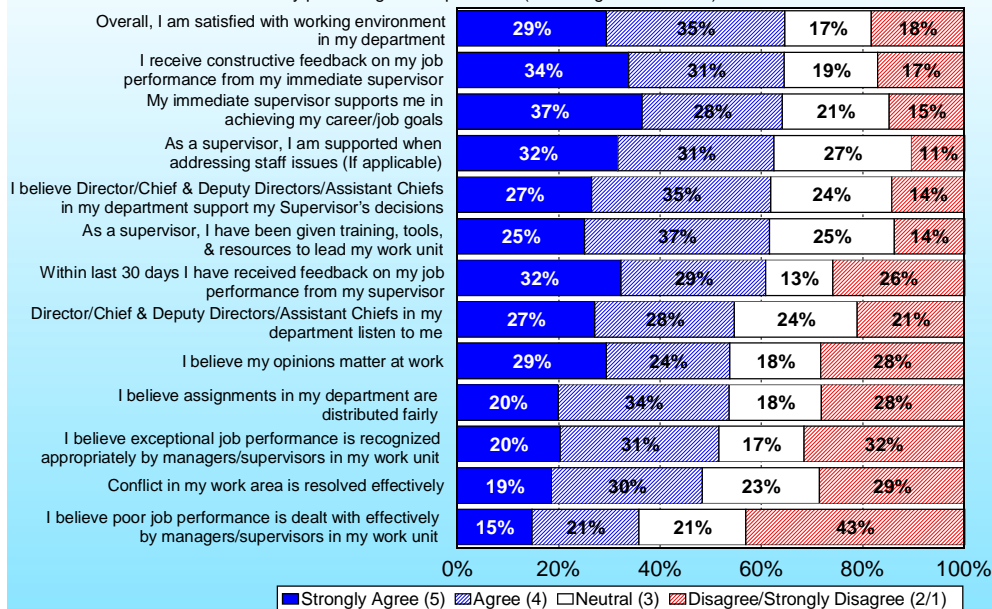
by percentage of respondents (excluding "Don't Know")



Source: ETC Institute (2018)

Q4. Level of Agreement with Various Aspects of Supervision/Working Environment

by percentage of respondents (excluding "Don't Know")



Source: ETC Institute (2018)

Q4. Level of Agreement with Various Aspects of Supervision/Working Environment

By percentage of respondents who gave "Strongly Agree" and "Agree" ratings (excluding "Don't Know")

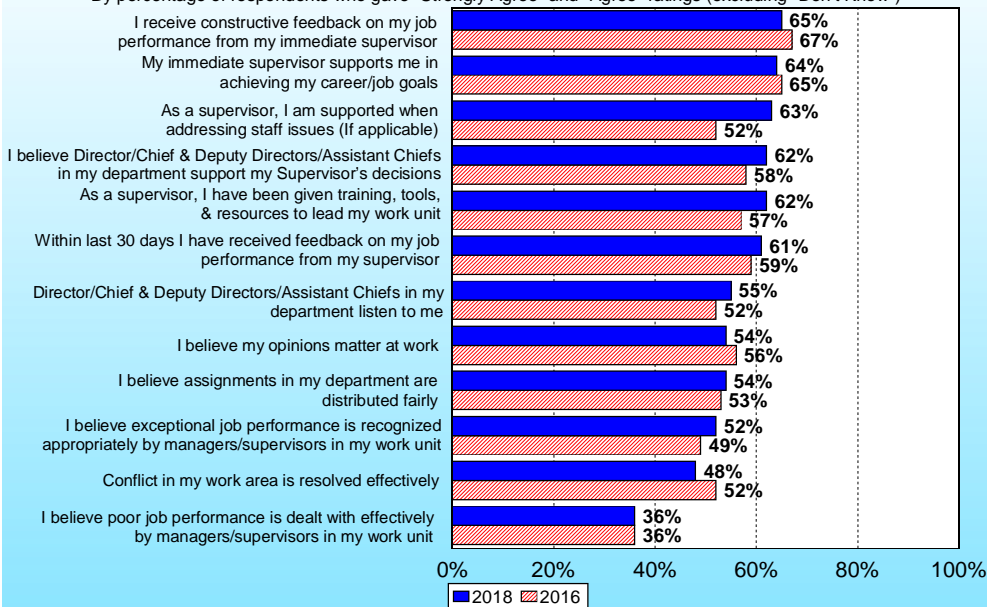


Source: ETC Institute (2018)

TRENDS

Q4. Level of Agreement with Various Aspects of Supervision/Working Environment

By percentage of respondents who gave "Strongly Agree" and "Agree" ratings (excluding "Don't Know")

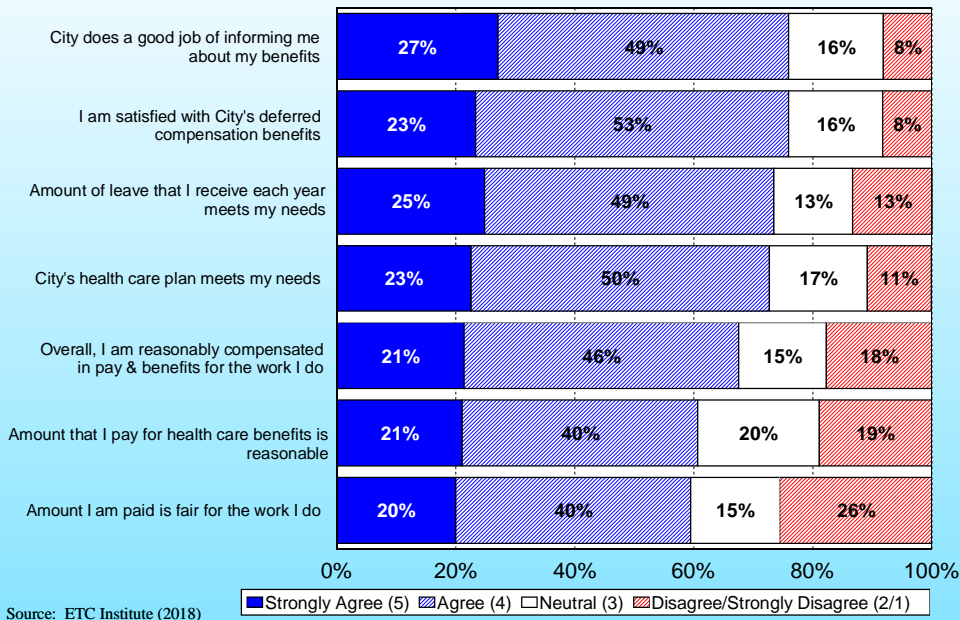


Source: ETC Institute (2018)

TRENDS

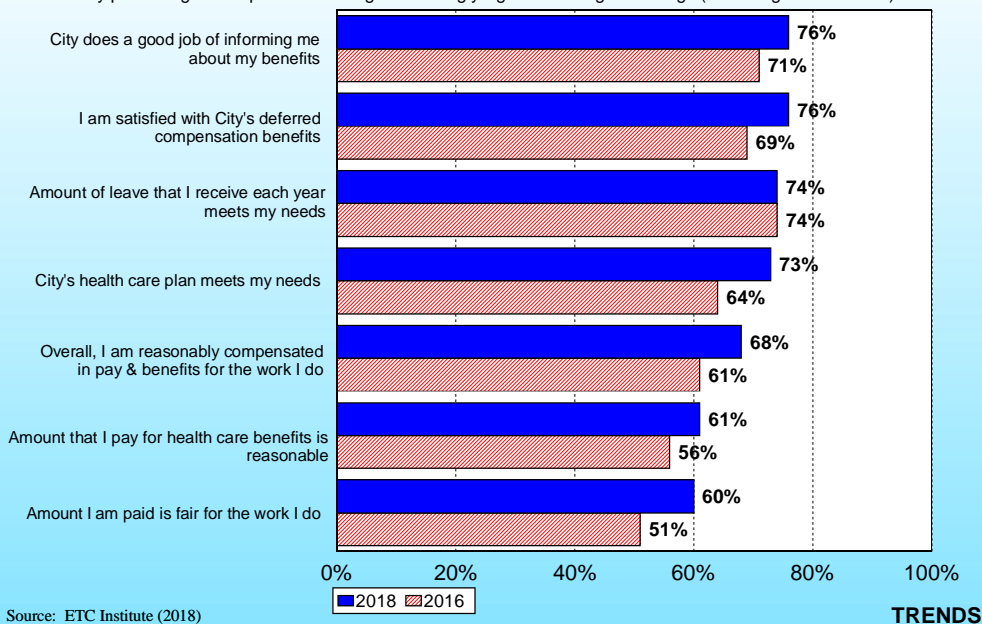
Q5. Level of Agreement with Statements Regarding Compensation and Benefits

by percentage of respondents (excluding "Don't Know")



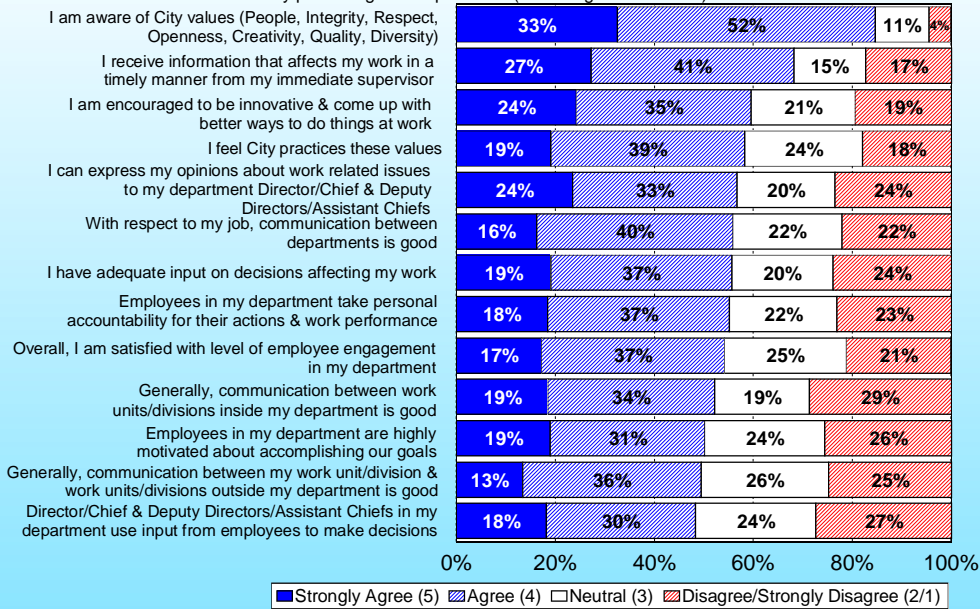
Q5. Level of Agreement with Statements Regarding Compensation and Benefits

By percentage of respondents who gave "Strongly Agree" and "Agree" ratings (excluding "Don't Know")



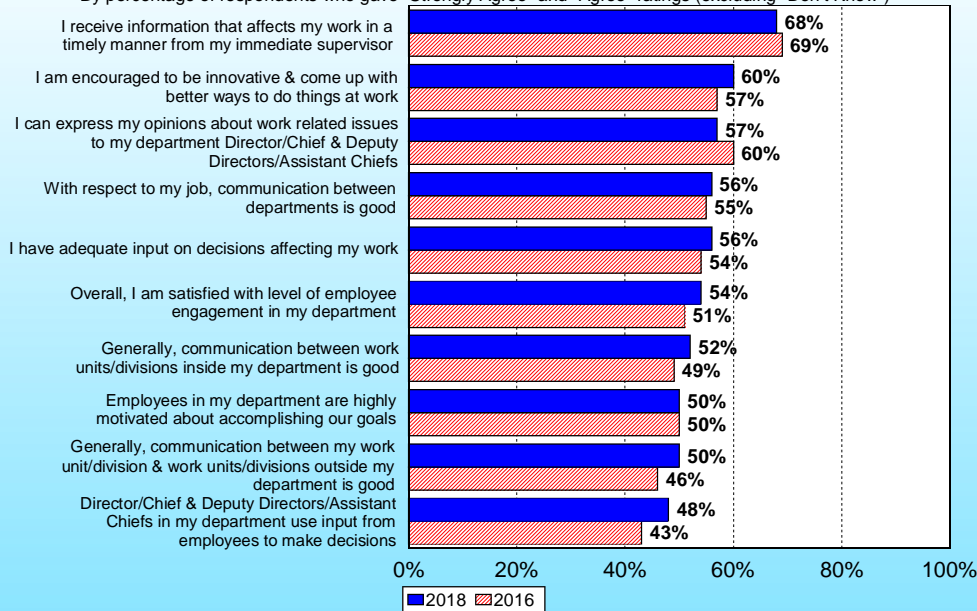
Q6. Level of Agreement with Statements Regarding Employee Engagement

by percentage of respondents (excluding "Don't Know")

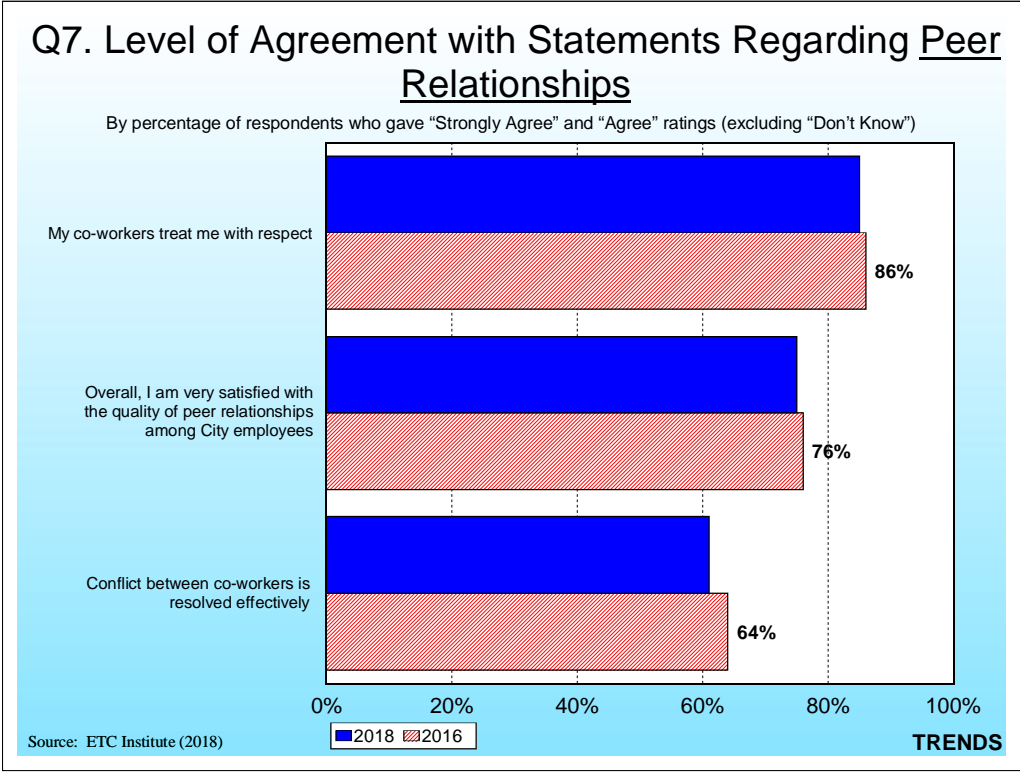
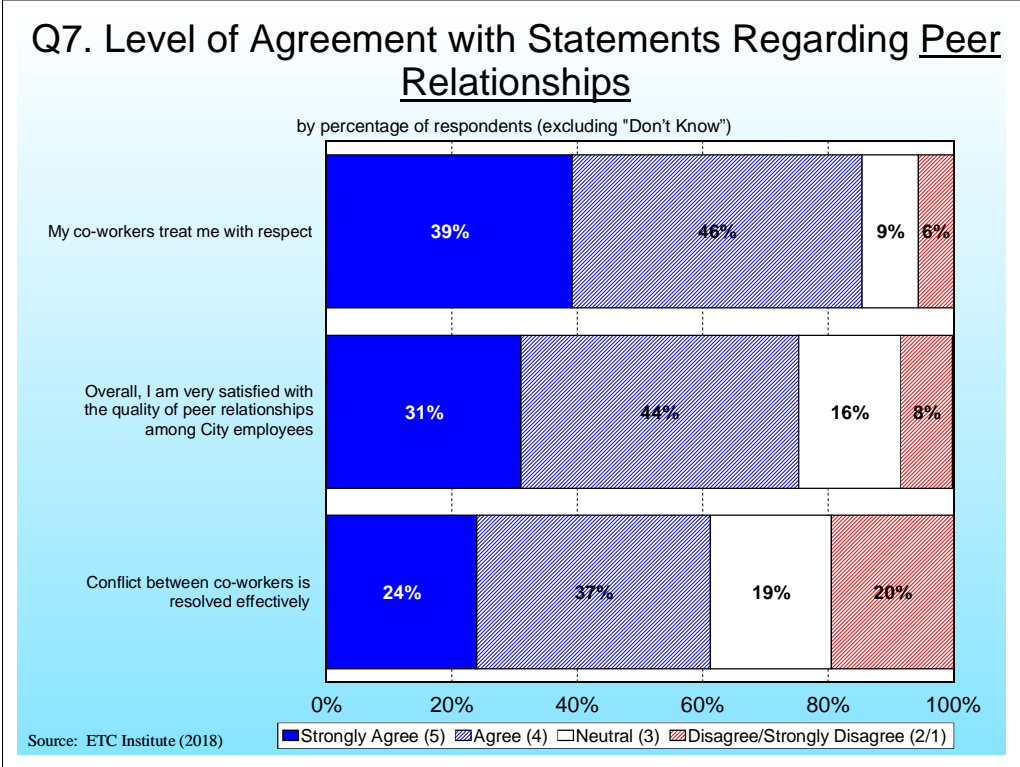


Q6. Level of Agreement with Statements Regarding Employee Engagement

By percentage of respondents who gave "Strongly Agree" and "Agree" ratings (excluding "Don't Know")

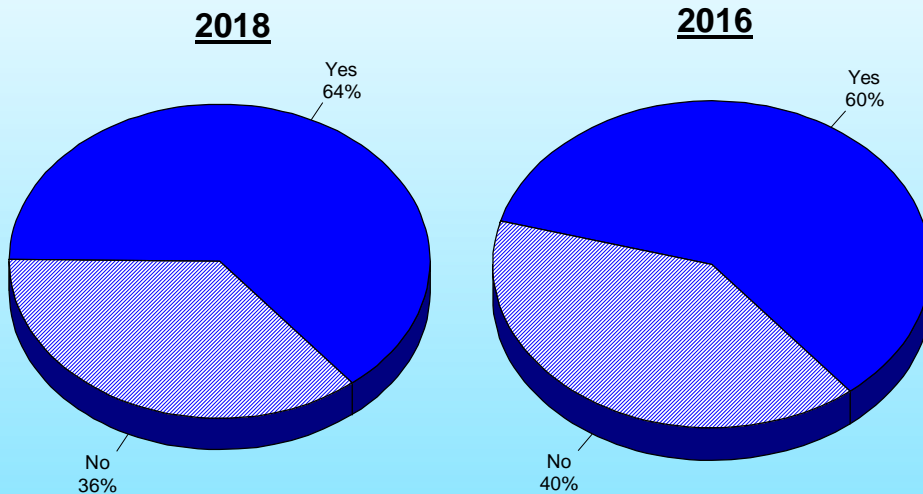


TRENDS



Q8. Are You Aware of the Council Priorities and the City's Strategic Plan?

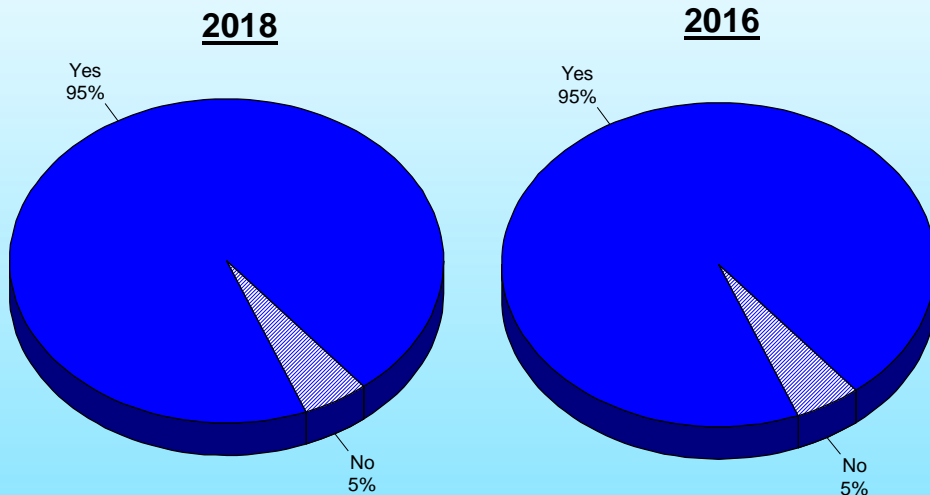
by percentage of respondents (Excluding "Don't Know")



Source: ETC Institute (2018)

Q9. Are You Proud to Work for the City of Tempe?

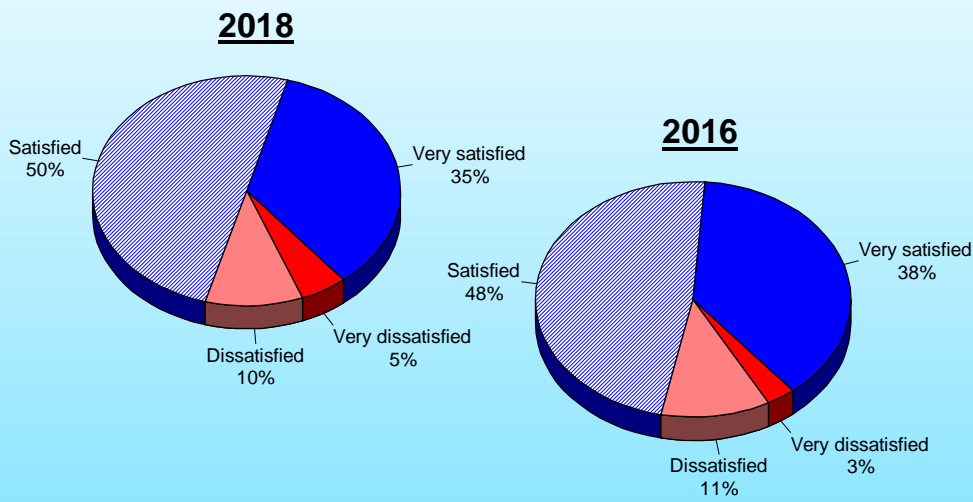
by percentage of respondents (Excluding "Don't Know")



Source: ETC Institute (2018)

Q10. Overall, How Satisfied are you with your Current Job?

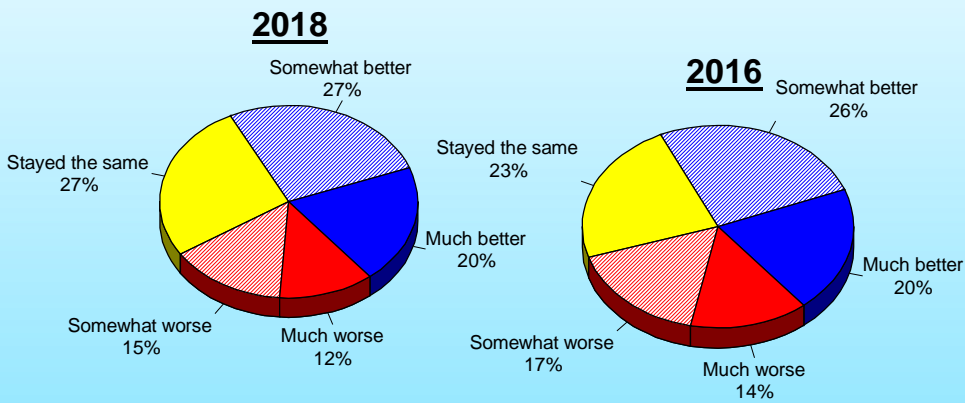
by percentage of respondents (Excluding "Don't Know")



Source: ETC Institute (2018)

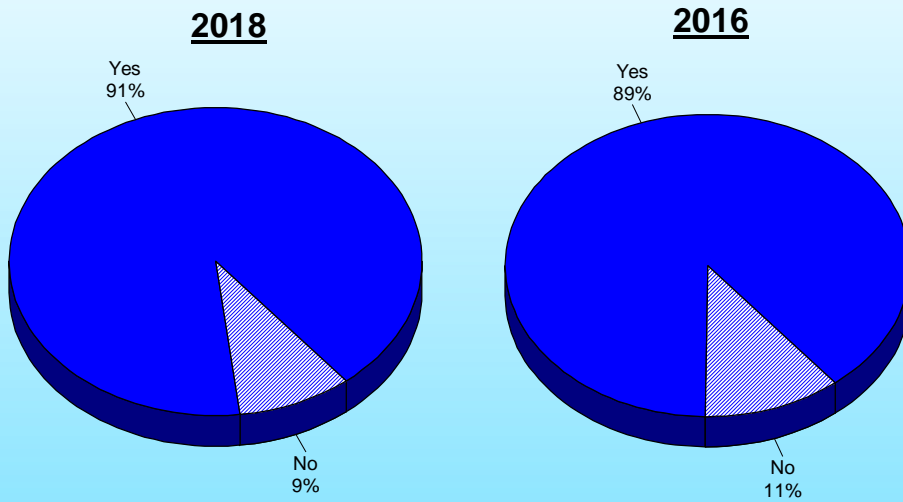
Q11. How has the Quality of the Work Environment in your Department Changed Since you Started Working for the City of Tempe?

by percentage of respondents (Excluding "Don't Know")



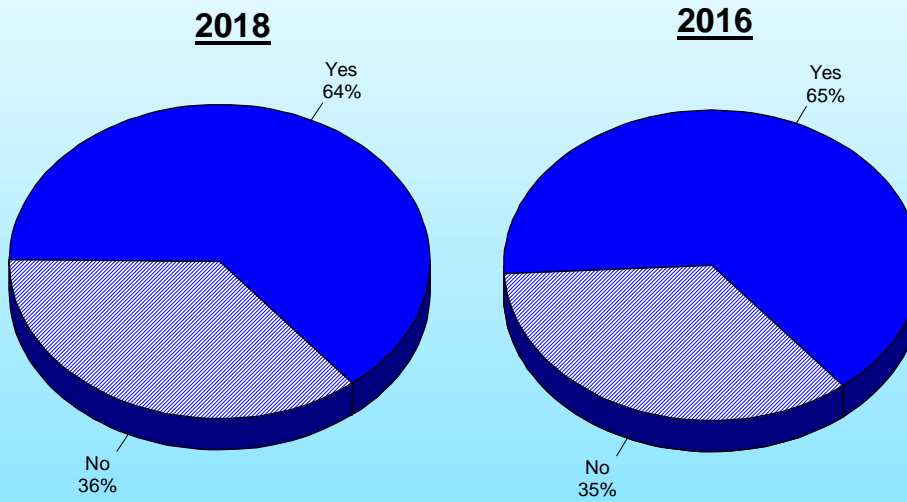
Source: ETC Institute (2018)

Q12. Would you Recommend the City of Tempe as a Place to Work, to a Friend or Relative? by percentage of respondents (Excluding "Don't Know")



Source: ETC Institute (2018)

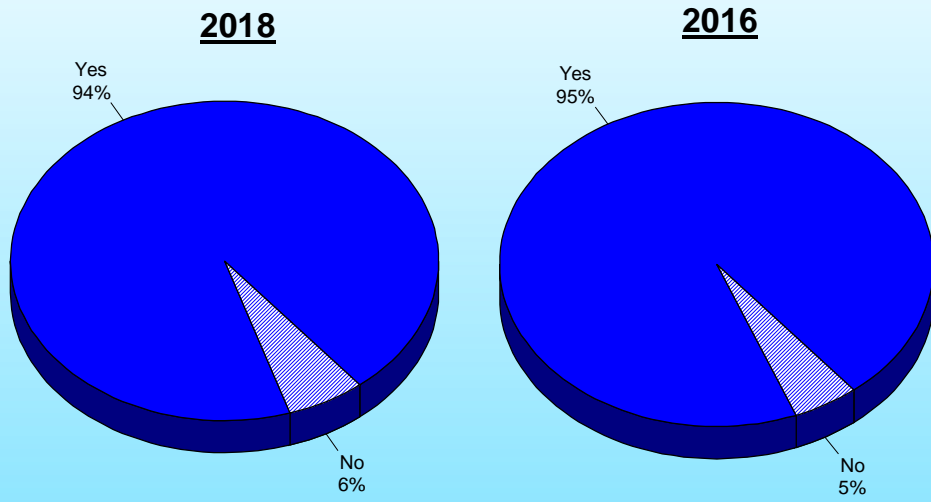
Q13. Does the City's Working Environment and Leadership Encourage you to go Above and Beyond the Minimum Effort that is Required for your Job? by percentage of respondents (Excluding "Don't Know")



Source: ETC Institute (2018)

Q14. Would you Like to Finish your Career with the City of Tempe?

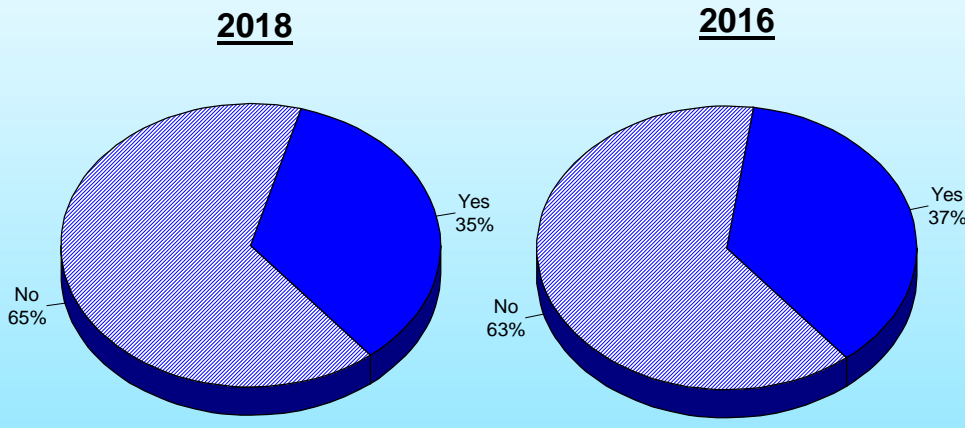
by percentage of respondents (Excluding "Don't Know")



Source: ETC Institute (2018)

Q15. Have you Applied for a New Position Within the City of Tempe in the Past Two Years?

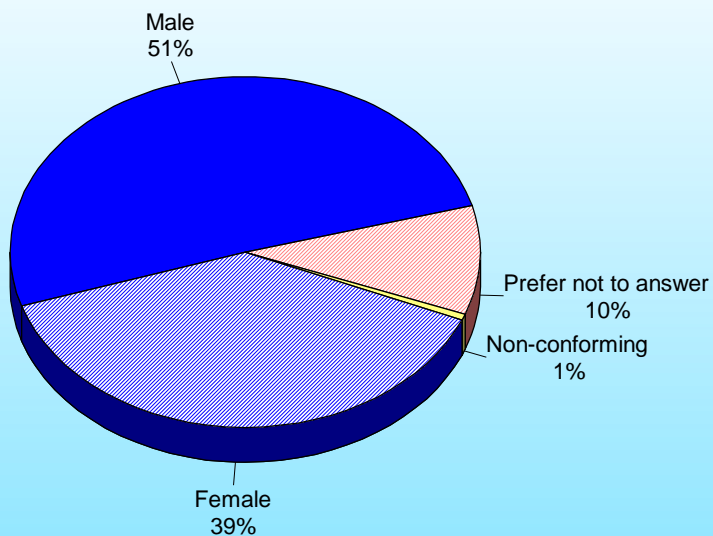
by percentage of respondents (Excluding "Don't Know")



Source: ETC Institute (2018)

Q16. What Gender do you Identify With?

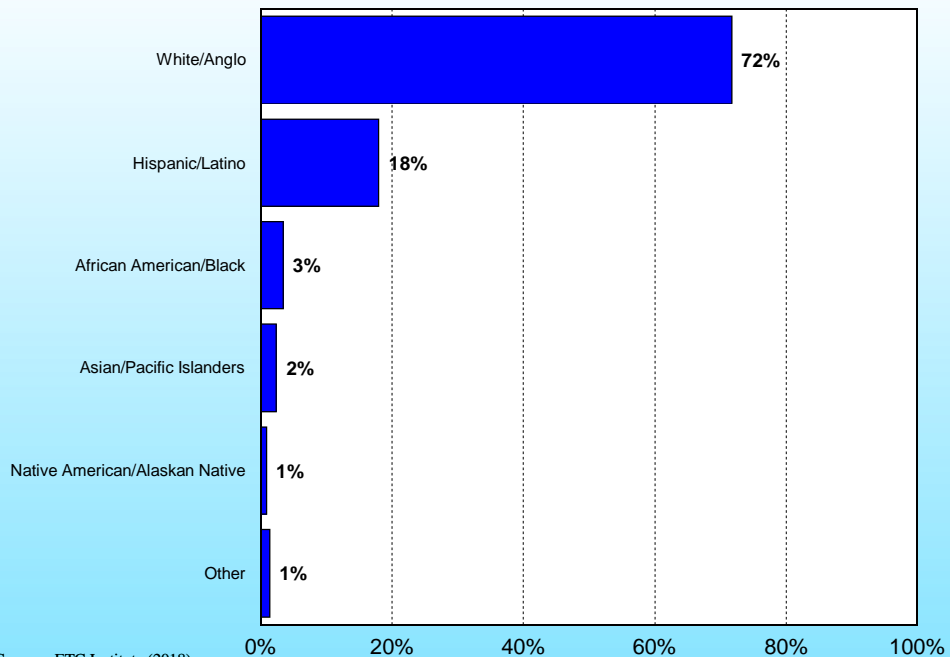
by percentage of respondents (Excluding "Not Provided")



Source: ETC Institute (2018)

Q17. What do you Feel Best Describes your Race?

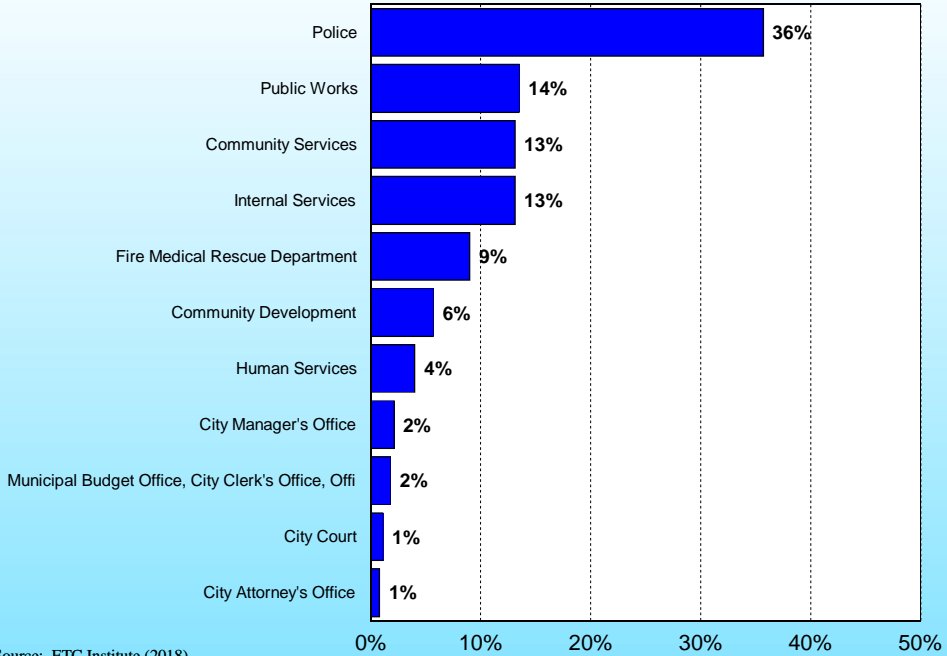
by percentage of respondents



Source: ETC Institute (2018)

Q18. In Which Department Do you Currently Work?

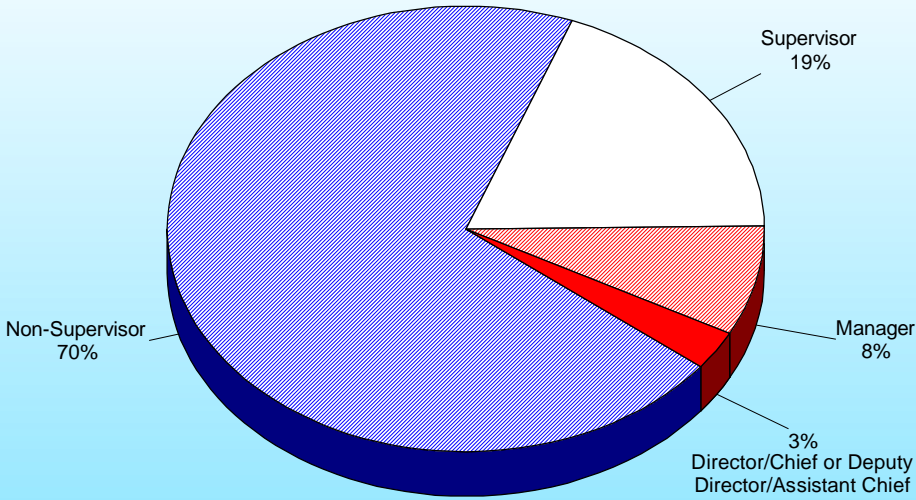
by percentage of respondents



Source: ETC Institute (2018)

Q19. Which Job Type Best Describes your Position?

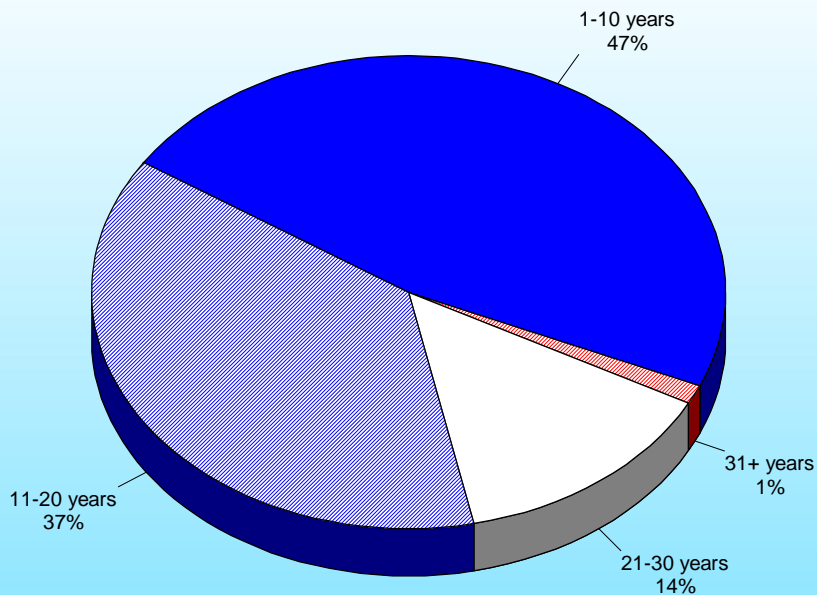
by percentage of respondents (Excluding "Not Provided")



Source: ETC Institute (2018)

Q20. How Many Years Have you Worked with the City?

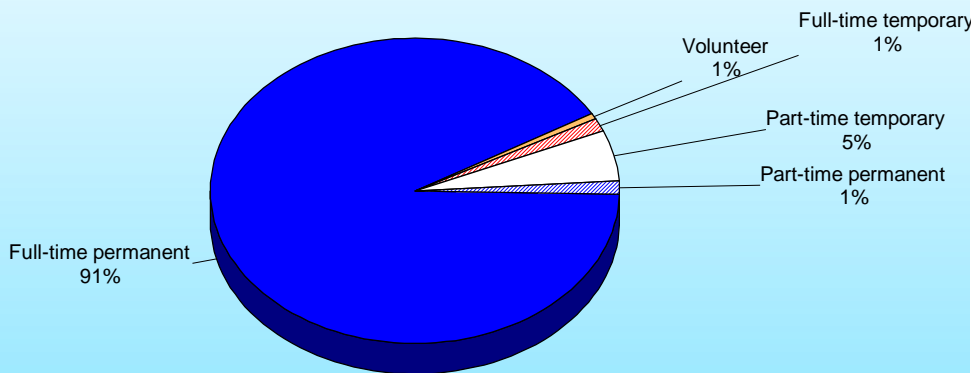
by percentage of respondents (Excluding "Not Provided")



Source: ETC Institute (2018)

Q21. What is your Employment Status?

by percentage of respondents (Excluding "Not Provided")



Source: ETC Institute (2018)

Section 2

Gap Analysis

Gap Analysis

Tempe, Arizona

Overview

Gap analysis is a tool that identifies potential ways of increasing satisfaction among employees by identifying factors that are contributing to differences in satisfaction levels among employees.

The tables on the following pages show gaps in the mean ratings of the perceptions between employees who were very satisfied (rating of 4, "Very Satisfied", on a four point scale) with their current job at the City of Tempe, and those who were not satisfied (ratings of 1-2 "Dissatisfied" or "Very Dissatisfied") with their employment. Items with the largest gaps are the most probable causes of disparities in the organization.

By taking action to address the items with the greatest gaps, managers and supervisors can minimize disparities in the organization which should enhance overall satisfaction among employees over time.

Gap Analysis: "Very Satisfied" Employees vs. Dissatisfied Employees

Differences of more than 2.00 were statistically significant

Rank	Question	Mean Rating for Employees Who Were "Very Satisfied" Q10. Rating = 1	Mean Rating for Employees Who Were Not Satisfied Q10. Rating = 3/4	GAP	Category
1	Q4-26. Overall, I am satisfied with working environment in my department	4.55	2.00	2.55	Supervision/Working Environment
2	Q4-5. I believe my opinions matter at work	4.37	1.94	2.43	Supervision/Working Environment
3	Q4-20. I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit	4.14	1.79	2.35	Supervision/Working Environment
4	Q1-2. There is someone at work who encourages my career development	4.35	2.13	2.22	Professional Development/Career Mobility
5	Q4-25. My immediate supervisor has tools to deal with conflict	4.45	2.24	2.21	Supervision/Working Environment
6	Q4-4. I am comfortable expressing my opinions about work related issues to my immediate supervisor	4.62	2.42	2.20	Supervision/Working Environment
7	Q4-18. Conflict in my work area is resolved effectively	4.06	1.86	2.20	Supervision/Working Environment
8	Q4-10. The work I perform is evaluated fairly	4.54	2.37	2.17	Supervision/Working Environment
9	Q4-19. I believe assignments in my department are distributed fairly	4.13	1.98	2.15	Supervision/Working Environment
10	Q4-12. My immediate supervisor supports me in achieving my career/job goals	4.53	2.41	2.12	Supervision/Working Environment
11	Q4-21. I believe poor job performance is dealt with effectively by managers/supervisors in my work unit	3.75	1.69	2.06	Supervision/Working Environment
12	Q4-11. My immediate supervisor knows my career/job goals	4.48	2.45	2.03	Supervision/Working Environment
13	Q1-3. I have been mentored at work	4.16	2.14	2.02	Professional Development/Career Mobility
14	Q1-4. I have received fair consideration for advancement & promotion, when available, within City of Tempe	4.20	2.19	2.01	Professional Development/Career Mobility
15	Q4-9. I receive constructive feedback on my job performance from my immediate supervisor	4.45	2.44	2.01	Supervision/Working Environment
16	Q4-24. I am able to discuss physical & emotional safety with my supervisor	4.52	2.51	2.01	Supervision/Working Environment
17	Q6-3. Generally, communication between work units/divisions inside my department is good	4.12	2.15	1.97	Employee Engagement
18	Q3-5. Director/Chief & Deputy Directors/Assistant Chiefs in my department are demonstrating & communicating same values that are expected of me	4.25	2.29	1.96	Support Programs
19	Q6-7. Director/Chief & Deputy Directors/Assistant Chiefs in my department use input from employees to make decisions	4.00	2.04	1.96	Employee Engagement
20	Q4-22. As a supervisor, I have been given training, tools, & resources to lead my work unit	4.25	2.30	1.95	Supervision/Working Environment
21	Q4-6. My work is appreciated by my immediate supervisor	4.63	2.68	1.95	Supervision/Working Environment
22	Q6-8. I am encouraged to be innovative & come up with better ways to do things at work	4.27	2.32	1.95	Employee Engagement
23	Q6-6. I have adequate input on decisions affecting my work	4.16	2.22	1.94	Employee Engagement
24	Q4-13. Within last 30 days I have received feedback on my job performance from my supervisor	4.31	2.40	1.91	Supervision/Working Environment
25	Q4-8. My immediate supervisor makes good use of my time	4.59	2.68	1.91	Supervision/Working Environment
26	Q4-23. I feel safe & comfortable in my work unit	4.62	2.72	1.90	Supervision/Working Environment
27	Q6-9. Employees in my department are highly motivated about accomplishing our goals	4.08	2.18	1.90	Employee Engagement
28	Q6-11. Overall, I am satisfied with level of employee engagement in my department	4.14	2.25	1.89	Employee Engagement
29	Q4-7. My immediate supervisor gives me clear expectations for work assignments	4.55	2.68	1.87	Supervision/Working Environment
30	Q6-2. I can express my opinions about work related issues to my department Director/Chief & Deputy Directors/Assistant Chiefs	4.17	2.31	1.86	Employee Engagement
31	Q4-15. Director/Chief & Deputy Directors/Assistant Chiefs in my department listen to me	4.21	2.37	1.84	Supervision/Working Environment
32	Q6-13. I feel City practices these values	4.18	2.38	1.80	Employee Engagement
33	Q6-1. I receive information that affects my work in a timely manner from my immediate supervisor	4.37	2.60	1.77	Employee Engagement
34	Q4-1. My immediate supervisor treats me with respect	4.76	2.99	1.77	Supervision/Working Environment
35	Q4-17. As a supervisor, I am supported when addressing staff issues (if applicable)	4.31	2.59	1.72	Supervision/Working Environment
36	Q3-8. Overall, I am satisfied with the support that is provided to employees by City of Tempe	4.27	2.61	1.66	Support Programs
37	Q1-1. I receive training to do my job effectively	4.34	2.73	1.61	Professional Development/Career Mobility
38	Q1-7. Overall, I am satisfied with professional development opportunities that are available to me at City	4.16	2.56	1.60	Professional Development/Career Mobility
39	Q4-14. When I request training, my supervisor is open to working with me to ensure I can attend	4.59	3.02	1.57	Supervision/Working Environment
40	Q6-5. With respect to my job, communication between departments is good	4.10	2.53	1.57	Employee Engagement
41	Q4-2. I know what is expected of me at work	4.77	3.21	1.56	Supervision/Working Environment
42	Q7-2. Conflict between co-workers is resolved effectively	4.18	2.67	1.51	Peer Relationships
43	Q6-10. Employees in my department take personal accountability for their actions & work performance	4.04	2.55	1.49	Employee Engagement
44	Q6-4. Generally, communication between my work unit/division & work units/divisions outside my department is good	3.94	2.46	1.48	Employee Engagement

Gap Analysis: "Very Satisfied" Employees vs. Dissatisfied Employees

Differences of more than 2.00 were statistically significant

Rank	Question	Mean Rating for Employees Who Were "Very Satisfied" Q10. Rating = 1	Mean Rating for Employees Who Were Not Satisfied Q10. Rating = 3/4	GAP	Category
45	Q5-5. Amount I am paid is fair for the work I do	4.13	2.67	1.46	Compensation and Benefits
46	Q4-3. I have materials & equipment I need to do my job effectively	4.55	3.16	1.39	Supervision/Working Environment
47	Q4-16. I believe Director/Chief & Deputy Directors/Assistant Chiefs in my department support decisions made by my supervisor	4.28	3.00	1.28	Supervision/Working Environment
48	Q2-3. Human Resources	4.04	2.79	1.25	Organizational Support
49	Q5-7. Overall, I am reasonably compensated in pay & benefits for the work I do	4.23	3.03	1.20	Compensation and Benefits
50	Q7-3. Overall, I am very satisfied with quality of peer relationships among City employee	4.43	3.26	1.17	Peer Relationships
51	Q2-1. City Manager's Office	3.89	2.73	1.16	Organizational Support
52	Q1-6. City's programs related to professional development & career mobility, such as educational partnerships, Tempe Professional Development Network, etc., are useful to me	3.78	2.72	1.06	Professional Development/Career Mobility
53	Q3-3. The Safe Haven process	3.55	2.57	0.98	Support Programs
54	Q3-7. City supports those with a disability	4.37	3.41	0.96	Support Programs
55	Q3-6. My physical work environment (building) is safe, clean & maintained in good operating order	4.06	3.10	0.96	Support Programs
56	Q2-2. Strategic Management & Diversity	3.83	2.90	0.93	Organizational Support
57	Q7-1. My co-workers treat me with respect	4.55	3.69	0.86	Peer Relationships
58	Q2-5. Risk Management/Worker's Compensation	3.90	3.12	0.78	Organizational Support
59	Q3-2. City mediation services	3.57	2.85	0.72	Support Programs
60	Q3-4. Tempe Employee View/Internal Audit reporting program	3.57	2.88	0.69	Support Programs
61	Q2-4. Information Technology	3.99	3.38	0.61	Organizational Support
62	Q6-12. I am aware of City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)	4.43	3.83	0.60	Employee Engagement
63	Q5-4. Amount of leave that I receive each year meets my needs	4.11	3.55	0.56	Compensation and Benefits
64	Q3-1. The wellness program	3.87	3.34	0.53	Support Programs
65	Q5-6. I am satisfied with City's deferred compensation benefits	4.21	3.70	0.51	Compensation and Benefits
66	Q1-5. I am aware of City's educational partnerships, Tempe Professional Development Network, Mentoring Program, & other programs related to professional development & career mobility	4.27	3.78	0.49	Professional Development/Career Mobility
67	Q5-2. Amount that I pay for health care benefits is reasonable	3.82	3.50	0.32	Compensation and Benefits
68	Q5-3. City does a good job of informing me about my benefits	4.18	3.88	0.30	Compensation and Benefits
69	Q5-1. City's health care plan meets my needs	4.04	3.79	0.25	Compensation and Benefits

Section 3

Quadrant Priorities

Quadrant Priorities Analysis

Tempe, Arizona

Overview

Today, City officials have limited resources which need to be targeted to activities that are of the most benefit to their employees. Two of the most important criteria for decision making are (1) to target resources toward services of the highest importance to employees; and (2) to target resources toward those services where employees are the least satisfied.

The Quadrant Priorities Analysis is a unique tool that allows managers to better understand both of these highly important decision making criteria for various aspects of the overall employment experience. The Quadrant Priorities Analysis is based on the concept that employers will maximize overall employee satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low and the perceived importance of the service is relatively high. ETC Institute developed a Quadrant Priorities Matrix to display the perceived importance of services that were assessed on the survey against the agreement of various statements regarding service delivery and other aspects of employment at the City of Tempe. The two axes on the matrix represent Agreement (vertical) and relative Importance (horizontal). The items on the far right of the matrix are the most correlated to the overall satisfaction with a category.

The Quadrant Priorities Analysis matrix should be interpreted as follows.

- **Continued Emphasis (above average importance and above average agreement).** This area shows where the City is meeting employee expectations. Items in this area have a significant impact on the employee's overall level of satisfaction. The City should maintain (or slightly increase) emphasis on items in this area.
- **Exceeding Expectations (below average importance and above average agreement).** This area shows where the City is performing significantly better than employees expect the City to perform. Items in this area do not significantly affect the overall level of satisfaction. The City should maintain (or slightly decrease) emphasis on items in this area.
- **Opportunities for Improvement (above average importance and below average agreement).** This area shows where the City is not performing as well as employees expect the City to perform. This area has a significant impact on overall satisfaction, and the City should DEFINITELY increase emphasis on items in this area.

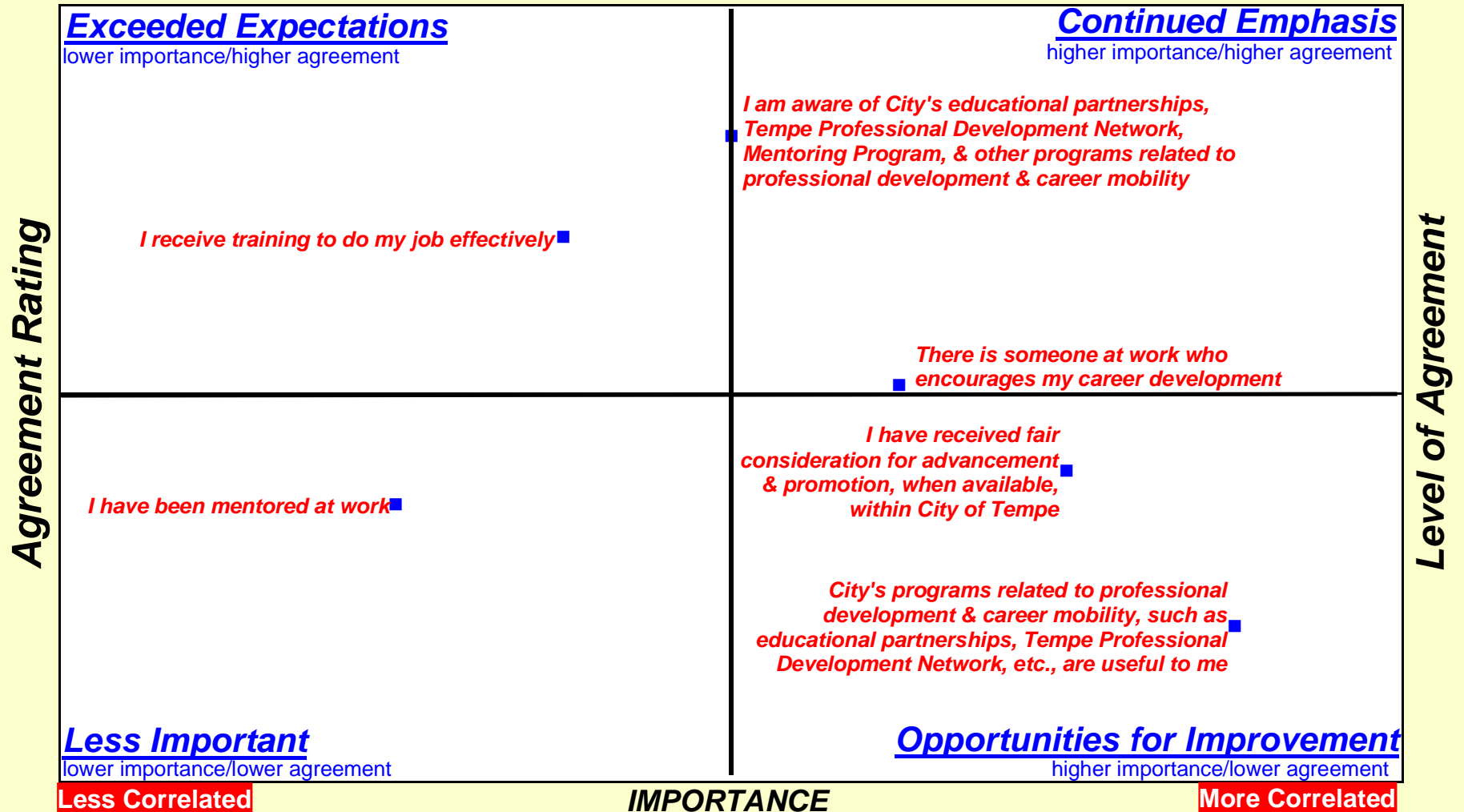
- **Less Important (below average importance and below average satisfaction).** This area shows where the City is not performing well relative to the City's performance in other areas; however, this area is generally considered to be less important to employees. This area does not significantly affect overall satisfaction with employment because the items are less important to residents. The City should maintain current levels of emphasis on items in this area.

Quadrant Priorities Matrices for the City are on the following pages.

City of Tempe Employee Survey Quadrant Priorities Analysis

-Professional Development/Career Mobility-

(points on the graph show the level of importance of each item based on the correlation of the item with overall satisfaction (X -axis) and the level of agreement with the statement shown (Y-axis))

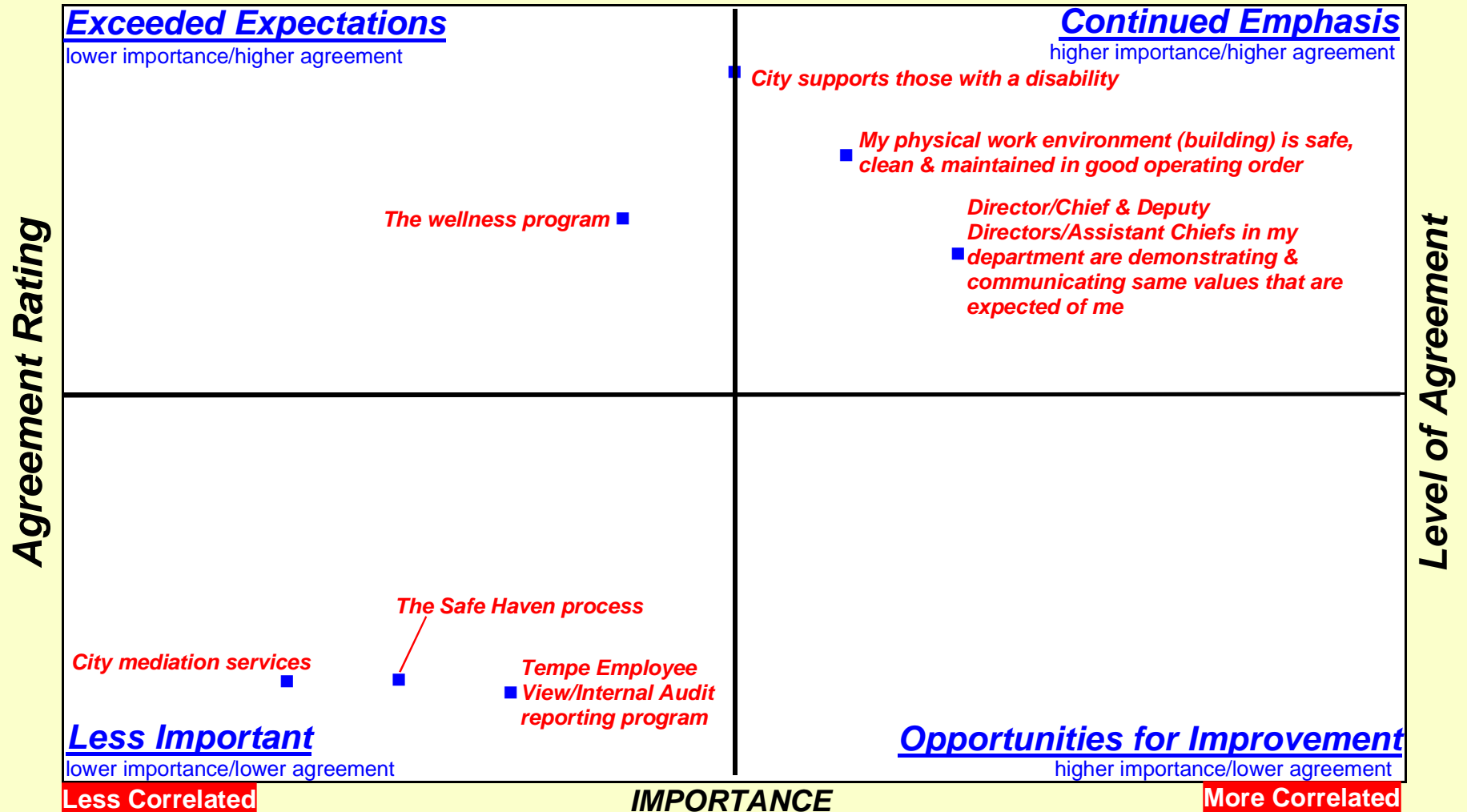


Source: ETC Institute (2018)

City of Tempe Employee Survey Quadrant Priorities Analysis

-Program/Service Support-

(points on the graph show the level of importance of each item based on the correlation of the item with overall satisfaction (X -axis) and the level of agreement with the statement shown (Y-axis))

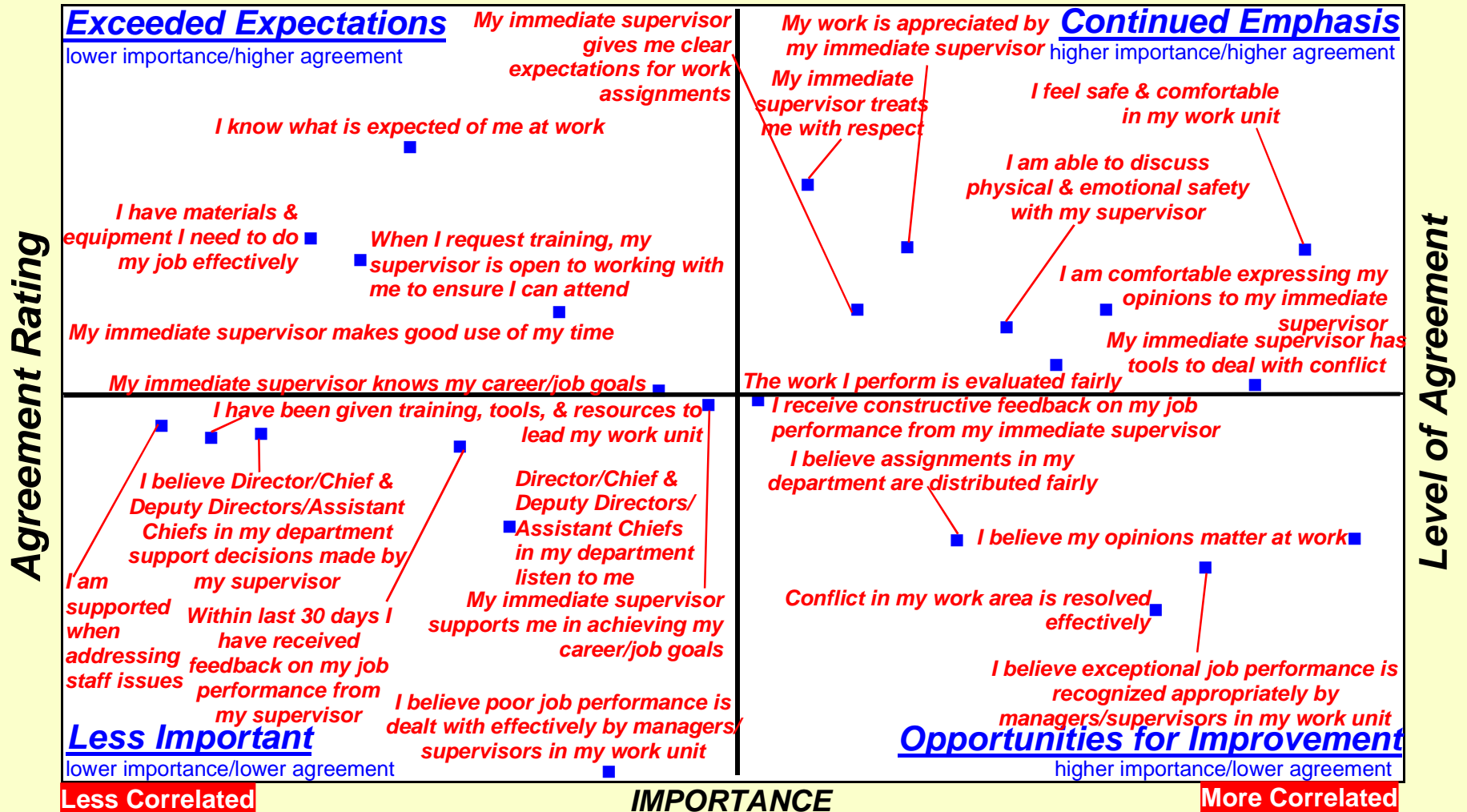


Source: ETC Institute (2018)

City of Tempe Employee Survey Quadrant Priorities Analysis

-Supervision/Working Environment-

(points on the graph show the level of importance of each item based on the correlation of the item with overall satisfaction (X -axis) and the level of agreement with the statement shown (Y-axis))

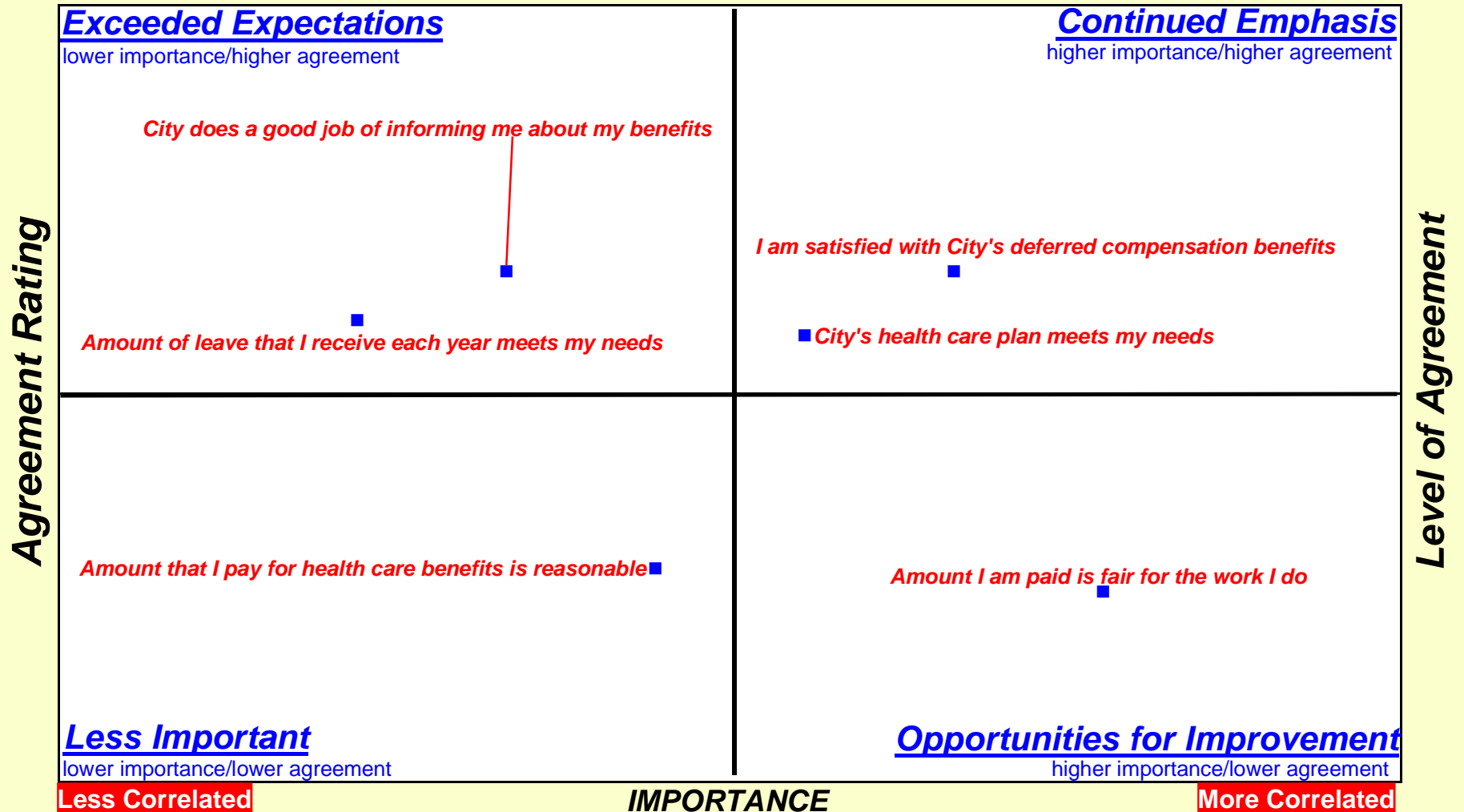


Source: ETC Institute (2018)

City of Tempe Employee Survey Quadrant Priorities Analysis

-Compensation and Benefits-

(points on the graph show the level of importance of each item based on the correlation of the item with overall satisfaction (X -axis) and the level of agreement with the statement shown (Y-axis))

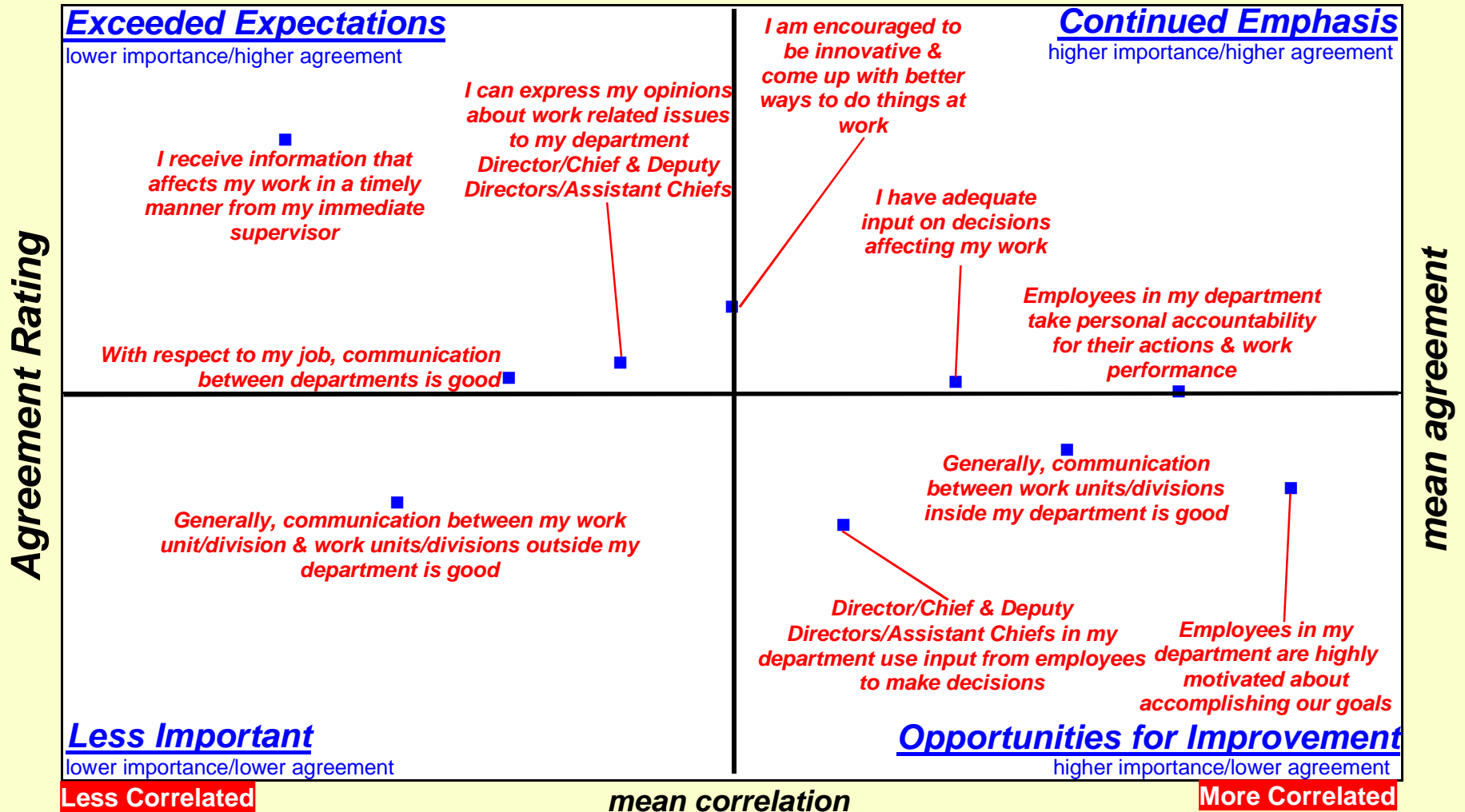


Source: ETC Institute (2018)

City of Tempe Employee Survey Quadrant Priorities Analysis

-Employee Engagement-

(points on the graph show the level of importance of each item based on the correlation of the item with overall satisfaction (X -axis) and the level of agreement with the statement shown (Y-axis))



Source: ETC Institute (2018)

Section 4

Tabular Data

Q1. Professional Development/Career Mobility: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements.

(N=942)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/NA
Q1-1. I receive training to do my job effectively	25.4%	44.2%	14.8%	11.0%	3.7%	1.0%
Q1-2. There is someone at work who encourages my career development	25.9%	32.0%	19.7%	12.5%	8.3%	1.6%
Q1-3. I have been mentored at work	21.0%	27.1%	21.9%	16.8%	10.3%	3.0%
Q1-4. I have received fair consideration for advancement & promotion, when available, within City of Tempe	21.9%	25.7%	22.1%	11.3%	10.1%	9.0%
Q1-5. I am aware of City's educational partnerships, Tempe Professional Development Network, Mentoring Program, & other programs related to professional development & career mobility	29.8%	45.5%	13.6%	5.2%	2.4%	3.4%
Q1-6. City's programs related to professional development & career mobility, such as educational partnerships, Tempe Professional Development Network, etc., are useful to me	13.2%	23.4%	35.1%	13.4%	5.9%	9.0%
Q1-7. Overall, I am satisfied with professional development opportunities that are available to me at City	18.3%	33.3%	25.9%	12.4%	5.0%	5.1%

WITHOUT "DON'T KNOW/NA"**Q1. Professional Development/Career Mobility: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements. (without "don't know/NA")**

(N=942)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q1-1. I receive training to do my job effectively	25.6%	44.6%	14.9%	11.1%	3.8%
Q1-2. There is someone at work who encourages my career development	26.3%	32.5%	20.1%	12.7%	8.4%
Q1-3. I have been mentored at work	21.7%	27.9%	22.5%	17.3%	10.6%
Q1-4. I have received fair consideration for advancement & promotion, when available, within City of Tempe	24.0%	28.2%	24.3%	12.4%	11.1%
Q1-5. I am aware of City's educational partnerships, Tempe Professional Development Network, Mentoring Program, & other programs related to professional development & career mobility	30.9%	47.1%	14.1%	5.4%	2.5%
Q1-6. City's programs related to professional development & career mobility, such as educational partnerships, Tempe Professional Development Network, etc., are useful to me	14.5%	25.7%	38.6%	14.7%	6.5%
Q1-7. Overall, I am satisfied with professional development opportunities that are available to me at City	19.2%	35.1%	27.3%	13.1%	5.3%

Q2. Organizational Support: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with the statement "the following adequately support my work-related needs."

(N=942)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/NA
Q2-1. City Manager's Office	11.7%	22.9%	34.1%	7.9%	3.2%	20.3%
Q2-2. Strategic Management & Diversity	11.5%	21.8%	35.0%	7.9%	3.5%	20.4%
Q2-3. Human Resources	16.2%	37.8%	23.0%	8.5%	5.2%	9.2%
Q2-4. Information Technology	22.1%	38.9%	18.3%	8.8%	5.3%	6.7%
Q2-5. Risk Management/Worker's Compensation	11.4%	29.3%	32.3%	3.6%	2.8%	20.7%

WITHOUT "DON'T KNOW/NA"

Q2. Organizational Support: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with the statement "the following adequately support my work-related needs." (without "don't know/NA")

(N=942)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q2-1. City Manager's Office	14.6%	28.8%	42.7%	9.9%	4.0%
Q2-2. Strategic Management & Diversity	14.4%	27.3%	44.0%	9.9%	4.4%
Q2-3. Human Resources	17.9%	41.6%	25.4%	9.4%	5.7%
Q2-4. Information Technology	23.7%	41.6%	19.6%	9.4%	5.7%
Q2-5. Risk Management/Worker's Compensation	14.3%	36.9%	40.7%	4.6%	3.5%

Q3. Organizational Support: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with the statement "the following programs/services adequately support my needs."

(N=942)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/NA
Q3-1. The wellness program	17.1%	39.6%	20.5%	8.2%	5.9%	8.7%
Q3-2. City mediation services	5.1%	10.4%	37.8%	2.8%	2.7%	41.3%
Q3-3. The Safe Haven process	6.2%	10.0%	34.7%	5.3%	4.6%	39.3%
Q3-4. Tempe Employee View/ Internal Audit reporting program	4.7%	10.0%	36.5%	4.0%	2.1%	42.7%
Q3-5. Director/Chief & Deputy Directors/Assistant Chiefs in my department are demonstrating & communicating same values that are expected of me	23.7%	30.5%	16.8%	11.9%	8.3%	8.9%
Q3-6. My physical work environment (building) is safe, clean & maintained in good operating order	23.4%	42.7%	15.5%	10.4%	6.6%	1.5%
Q3-7. City supports those with a disability	22.8%	35.6%	16.7%	2.7%	1.8%	20.5%
Q3-8. Overall, I am satisfied with the support that is provided to employees by City of Tempe	18.0%	43.2%	22.0%	9.1%	3.5%	4.1%

WITHOUT "DON'T KNOW/NA"

Q3. Organizational Support: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with the statement "the following programs/services adequately support my needs." (without "don't know/NA")

(N=942)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q3-1. The wellness program	18.7%	43.4%	22.4%	9.0%	6.5%
Q3-2. City mediation services	8.7%	17.7%	64.4%	4.7%	4.5%
Q3-3. The Safe Haven process	10.1%	16.4%	57.2%	8.7%	7.5%
Q3-4. Tempe Employee View/Internal Audit reporting program	8.1%	17.4%	63.7%	7.0%	3.7%
Q3-5. Director/Chief & Deputy Directors/Assistant Chiefs in my department are demonstrating & communicating same values that are expected of me	26.0%	33.4%	18.4%	13.1%	9.1%
Q3-6. My physical work environment (building) is safe, clean & maintained in good operating order	23.7%	43.3%	15.7%	10.6%	6.7%
Q3-7. City supports those with a disability	28.7%	44.7%	21.0%	3.3%	2.3%
Q3-8. Overall, I am satisfied with the support that is provided to employees by City of Tempe	18.8%	45.1%	22.9%	9.5%	3.7%

Q4. Supervision/Working Environment: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements:

(N=942)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/NA
Q4-1. My immediate supervisor treats me with respect	52.4%	28.2%	9.4%	4.9%	4.5%	0.5%
Q4-2. I know what is expected of me at work	45.6%	38.0%	8.2%	5.1%	2.7%	0.4%
Q4-3. I have materials & equipment I need to do my job effectively	35.0%	41.6%	11.5%	7.6%	3.7%	0.5%
Q4-4. I am comfortable expressing my opinions about work related issues to my immediate supervisor	40.6%	30.6%	9.6%	10.0%	8.8%	0.5%
Q4-5. I believe my opinions matter at work	29.2%	24.2%	17.7%	15.7%	12.4%	0.7%
Q4-6. My work is appreciated by my immediate supervisor	41.6%	33.4%	11.3%	6.1%	6.1%	1.6%
Q4-7. My immediate supervisor gives me clear expectations for work assignments	36.6%	34.0%	13.6%	8.1%	6.5%	1.3%
Q4-8. My immediate supervisor makes good use of my time	37.7%	32.1%	14.6%	8.5%	5.0%	2.1%
Q4-9. I receive constructive feedback on my job performance from my immediate supervisor	33.3%	30.3%	18.3%	8.7%	8.0%	1.5%
Q4-10. The work I perform is evaluated fairly	33.2%	31.3%	17.8%	7.1%	6.5%	4.0%
Q4-11. My immediate supervisor knows my career/job goals	32.8%	29.9%	15.1%	10.5%	7.9%	3.8%
Q4-12. My immediate supervisor supports me in achieving my career/job goals	35.0%	26.5%	20.3%	7.0%	7.2%	3.9%
Q4-13. Within last 30 days I have received feedback on my job performance from my supervisor	31.6%	28.0%	13.0%	15.7%	9.8%	1.9%
Q4-14. When I request training, my supervisor is open to working with me to ensure I can attend	40.1%	31.8%	14.0%	5.6%	4.0%	4.4%
Q4-15. Director/Chief & Deputy Directors/Assistant Chiefs in my department listen to me	24.9%	25.4%	22.3%	9.2%	10.2%	8.0%
Q4-16. I believe Director/Chief & Deputy Directors/Assistant Chiefs in my department support decisions made by my supervisor	23.8%	31.7%	21.4%	7.0%	5.7%	10.3%
Q4-17. As a supervisor, I am supported when addressing staff issues (If applicable)	14.5%	14.1%	12.4%	2.5%	2.2%	54.1%

Q4. Supervision/Working Environment: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements:

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/NA
Q4-18. Conflict in my work area is resolved effectively	17.3%	27.7%	21.7%	12.8%	13.7%	6.8%
Q4-19. I believe assignments in my department are distributed fairly	18.9%	32.2%	17.2%	13.2%	13.7%	4.9%
Q4-20. I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit	19.6%	30.3%	16.2%	15.7%	14.9%	3.3%
Q4-21. I believe poor job performance is dealt with effectively by managers/supervisors in my work unit	13.8%	19.7%	19.7%	20.0%	20.5%	6.3%
Q4-22. As a supervisor, I have been given training, tools, & resources to lead my work unit	12.1%	17.6%	11.9%	4.1%	2.5%	51.7%
Q4-23. I feel safe & comfortable in my work unit	35.6%	38.5%	12.2%	5.9%	5.1%	2.7%
Q4-24. I am able to discuss physical & emotional safety with my supervisor	33.3%	32.7%	14.4%	5.9%	7.9%	5.7%
Q4-25. My immediate supervisor has tools to deal with conflict	30.8%	30.9%	14.4%	7.6%	10.2%	6.1%
Q4-26. Overall, I am satisfied with working environment in my department	29.0%	34.7%	16.8%	9.9%	8.1%	1.6%

WITHOUT "DON'T KNOW/NA"**Q4. Supervision/Working Environment: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements: (without "don't know/NA")**

(N=942)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q4-1. My immediate supervisor treats me with respect	52.7%	28.4%	9.5%	4.9%	4.5%
Q4-2. I know what is expected of me at work	45.8%	38.2%	8.2%	5.1%	2.7%
Q4-3. I have materials & equipment I need to do my job effectively	35.2%	41.8%	11.5%	7.7%	3.7%
Q4-4. I am comfortable expressing my opinions about work related issues to my immediate supervisor	40.8%	30.7%	9.6%	10.0%	8.9%
Q4-5. I believe my opinions matter at work	29.4%	24.4%	17.9%	15.8%	12.5%
Q4-6. My work is appreciated by my immediate supervisor	42.3%	34.0%	11.4%	6.1%	6.1%
Q4-7. My immediate supervisor gives me clear expectations for work assignments	37.1%	34.4%	13.8%	8.2%	6.6%
Q4-8. My immediate supervisor makes good use of my time	38.5%	32.8%	15.0%	8.7%	5.1%
Q4-9. I receive constructive feedback on my job performance from my immediate supervisor	33.8%	30.7%	18.5%	8.8%	8.1%
Q4-10. The work I perform is evaluated fairly	34.6%	32.6%	18.6%	7.4%	6.7%
Q4-11. My immediate supervisor knows my career/job goals	34.1%	31.1%	15.7%	10.9%	8.2%
Q4-12. My immediate supervisor supports me in achieving my career/job goals	36.5%	27.6%	21.1%	7.3%	7.5%
Q4-13. Within last 30 days I have received feedback on my job performance from my supervisor	32.3%	28.6%	13.2%	16.0%	10.0%
Q4-14. When I request training, my supervisor is open to working with me to ensure I can attend	42.0%	33.3%	14.7%	5.9%	4.2%
Q4-15. Director/Chief & Deputy Directors/Assistant Chiefs in my department listen to me	27.1%	27.6%	24.2%	10.0%	11.1%
Q4-16. I believe Director/Chief & Deputy Directors/Assistant Chiefs in my department support decisions made by my supervisor	26.5%	35.4%	23.9%	7.8%	6.4%
Q4-17. As a supervisor, I am supported when addressing staff issues (If applicable)	31.7%	30.8%	27.1%	5.6%	4.9%
Q4-18. Conflict in my work area is resolved effectively	18.6%	29.7%	23.2%	13.8%	14.7%
Q4-19. I believe assignments in my department are distributed fairly	19.9%	33.8%	18.1%	13.8%	14.4%
Q4-20. I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit	20.3%	31.3%	16.8%	16.2%	15.4%

WITHOUT "DON'T KNOW/NA"

Q4. Supervision/Working Environment: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements: (without "don't know/NA")

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q4-21. I believe poor job performance is dealt with effectively by managers/supervisors in my work unit	14.7%	21.1%	21.1%	21.3%	21.9%
Q4-22. As a supervisor, I have been given training, tools, & resources to lead my work unit	25.1%	36.5%	24.6%	8.6%	5.3%
Q4-23. I feel safe & comfortable in my work unit	36.5%	39.6%	12.5%	6.1%	5.2%
Q4-24. I am able to discuss physical & emotional safety with my supervisor	35.4%	34.7%	15.3%	6.3%	8.3%
Q4-25. My immediate supervisor has tools to deal with conflict	32.8%	32.9%	15.4%	8.1%	10.8%
Q4-26. Overall, I am satisfied with working environment in my department	29.4%	35.3%	17.0%	10.0%	8.2%

Q5. Please rate your level of agreement with each of the following statements concerning compensation and benefits.

(N=942)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/NA
Q5-1. City's health care plan meets my needs	20.1%	44.4%	14.6%	6.7%	2.9%	11.4%
Q5-2. Amount that I pay for health care benefits is reasonable	18.9%	35.5%	18.3%	12.3%	4.6%	10.5%
Q5-3. City does a good job of informing me about my benefits	25.3%	45.5%	14.9%	5.2%	2.3%	6.8%
Q5-4. Amount of leave that I receive each year meets my needs	23.2%	45.4%	12.3%	8.4%	4.1%	6.5%
Q5-5. Amount I am paid is fair for the work I do	19.2%	38.0%	14.4%	15.5%	9.0%	3.8%
Q5-6. I am satisfied with City's deferred compensation benefits	20.9%	46.9%	14.1%	5.0%	2.3%	10.7%
Q5-7. Overall, I am reasonably compensated in pay & benefits for the work I do	20.5%	44.3%	14.1%	10.9%	6.1%	4.1%

WITHOUT "DON'T KNOW/NA"

Q5. Please rate your level of agreement with each of the following statements concerning compensation and benefits. (without "don't know/NA")

(N=942)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q5-1. City's health care plan meets my needs	22.6%	50.1%	16.5%	7.5%	3.2%
Q5-2. Amount that I pay for health care benefits is reasonable	21.1%	39.6%	20.4%	13.8%	5.1%
Q5-3. City does a good job of informing me about my benefits	27.1%	48.9%	15.9%	5.6%	2.5%
Q5-4. Amount of leave that I receive each year meets my needs	24.9%	48.6%	13.2%	9.0%	4.4%
Q5-5. Amount I am paid is fair for the work I do	20.0%	39.5%	15.0%	16.1%	9.4%
Q5-6. I am satisfied with City's deferred compensation benefits	23.4%	52.6%	15.8%	5.6%	2.6%
Q5-7. Overall, I am reasonably compensated in pay & benefits for the work I do	21.4%	46.2%	14.7%	11.4%	6.3%

Q6. Employee Engagement: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements.

(N=942)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/NA
Q6-1. I receive information that affects my work in a timely manner from my immediate supervisor	25.9%	39.1%	13.8%	10.9%	5.6%	4.7%
Q6-2. I can express my opinions about work related issues to my department Director/Chief & Deputy Directors/Assistant Chiefs	21.2%	29.9%	17.8%	12.1%	9.1%	9.8%
Q6-3. Generally, communication between work units/divisions inside my department is good	17.4%	31.7%	18.0%	17.2%	9.7%	5.9%
Q6-4. Generally, communication between my work unit/division & work units/divisions outside my department is good	11.9%	32.0%	22.7%	15.3%	6.7%	11.5%
Q6-5. With respect to my job, communication between departments is good	15.1%	36.8%	20.4%	14.5%	5.9%	7.2%
Q6-6. I have adequate input on decisions affecting my work	18.0%	34.5%	19.2%	13.2%	9.4%	5.6%
Q6-7. Director/Chief & Deputy Directors/Assistant Chiefs in my department use input from employees to make decisions	15.7%	26.0%	21.1%	13.0%	10.7%	13.5%
Q6-8. I am encouraged to be innovative & come up with better ways to do things at work	22.8%	33.4%	19.9%	9.4%	8.9%	5.5%
Q6-9. Employees in my department are highly motivated about accomplishing our goals	17.5%	28.8%	22.4%	14.5%	9.0%	7.7%
Q6-10. Employees in my department take personal accountability for their actions & work performance	17.1%	34.2%	20.2%	12.1%	9.3%	7.1%
Q6-11. Overall, I am satisfied with level of employee engagement in my department	16.1%	34.7%	23.0%	12.3%	7.5%	6.3%
Q6-12. I am aware of City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)	30.3%	48.6%	10.1%	3.2%	1.0%	6.9%
Q6-13. I feel City practices these values	17.6%	36.2%	22.0%	10.7%	5.8%	7.6%

WITHOUT "DON'T KNOW/NA"

Q6. Employee Engagement: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements. (without "don't know/NA")

(N=942)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q6-1. I receive information that affects my work in a timely manner from my immediate supervisor	27.2%	41.0%	14.5%	11.5%	5.9%
Q6-2. I can express my opinions about work related issues to my department Director/Chief & Deputy Directors/Assistant Chiefs	23.5%	33.2%	19.8%	13.4%	10.1%
Q6-3. Generally, communication between work units/divisions inside my department is good	18.5%	33.7%	19.2%	18.3%	10.3%
Q6-4. Generally, communication between my work unit/division & work units/divisions outside my department is good	13.4%	36.1%	25.7%	17.3%	7.6%
Q6-5. With respect to my job, communication between departments is good	16.2%	39.7%	22.0%	15.7%	6.4%
Q6-6. I have adequate input on decisions affecting my work	19.1%	36.6%	20.4%	13.9%	10.0%
Q6-7. Director/Chief & Deputy Directors/Assistant Chiefs in my department use input from employees to make decisions	18.2%	30.1%	24.4%	15.0%	12.4%
Q6-8. I am encouraged to be innovative & come up with better ways to do things at work	24.2%	35.4%	21.0%	10.0%	9.4%
Q6-9. Employees in my department are highly motivated about accomplishing our goals	19.0%	31.2%	24.3%	15.8%	9.8%
Q6-10. Employees in my department take personal accountability for their actions & work performance	18.4%	36.8%	21.7%	13.0%	10.1%
Q6-11. Overall, I am satisfied with level of employee engagement in my department	17.2%	37.0%	24.6%	13.1%	8.0%
Q6-12. I am aware of City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)	32.5%	52.2%	10.8%	3.4%	1.0%
Q6-13. I feel City practices these values	19.1%	39.2%	23.8%	11.6%	6.3%

Q7. Please rate your level of agreement with each of the following statements concerning peer relationships.

(N=942)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/NA
Q7-1. My co-workers treat me with respect	37.5%	44.2%	8.6%	3.8%	1.5%	4.5%
Q7-2. Conflict between co-workers is resolved effectively	21.9%	34.0%	17.6%	11.9%	5.9%	8.7%
Q7-3. Overall, I am very satisfied with quality of peer relationships among City employee	29.4%	42.0%	15.5%	5.7%	2.1%	5.2%

WITHOUT "DON'T KNOW/NA"

Q7. Please rate your level of agreement with each of the following statements concerning peer relationships. (without "don't know/NA")

(N=942)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q7-1. My co-workers treat me with respect	39.2%	46.2%	9.0%	4.0%	1.6%
Q7-2. Conflict between co-workers is resolved effectively	24.0%	37.2%	19.3%	13.0%	6.5%
Q7-3. Overall, I am very satisfied with quality of peer relationships among City employee	31.0%	44.3%	16.3%	6.0%	2.2%

Q8. Are you aware of the Council priorities and the City's Strategic Plan (Planning Process)?

Q8. Are you aware of Council priorities & City's Strategic Plan (Planning Process)	Number	Percent
Yes	567	60.2 %
No	315	33.4 %
Not provided	60	6.4 %
Total	942	100.0 %

WITHOUT "NOT PROVIDED"

Q8. Are you aware of the Council priorities and the City's Strategic Plan (Planning Process)? (without "not provided")

Q8. Are you aware of Council priorities & City's Strategic Plan (Planning Process)	Number	Percent
Yes	567	64.3 %
No	315	35.7 %
Total	882	100.0 %

Q9. Are you proud to work for the City of Tempe?

Q9. Are you proud to work for City of Tempe	Number	Percent
Yes	779	82.7 %
No	39	4.1 %
Don't know	124	13.2 %
Total	942	100.0 %

WITHOUT "DON'T KNOW"

Q9. Are you proud to work for the City of Tempe? (without "don't know")

Q9. Are you proud to work for City of Tempe	Number	Percent
Yes	779	95.2 %
No	39	4.8 %
Total	818	100.0 %

Q10. Overall, how satisfied are you with your current job?

Q10. Overall, how satisfied are you with your current job	Number	Percent
Very satisfied	312	33.1 %
Satisfied	439	46.6 %
Dissatisfied	88	9.3 %
Very dissatisfied	42	4.5 %
Don't know	61	6.5 %
Total	942	100.0 %

WITHOUT "DON'T KNOW"**Q10. Overall, how satisfied are you with your current job? (without "don't know")**

Q10. Overall, how satisfied are you with your current job	Number	Percent
Very satisfied	312	35.4 %
Satisfied	439	49.8 %
Dissatisfied	88	10.0 %
Very dissatisfied	42	4.8 %
Total	881	100.0 %

Q11. How has the quality of the environment in your work area changed since you started working for the City of Tempe?

Q11. How has quality of environment in your work area changed since you started working for City of Tempe	Number	Percent
Much better	179	19.0 %
Somewhat better	233	24.7 %
Stayed the same	232	24.6 %
Somewhat worse	132	14.0 %
Much worse	101	10.7 %
Don't know	65	6.9 %
Total	942	100.0 %

WITHOUT "DON'T KNOW"

Q11. How has the quality of the environment in your work area changed since you started working for the City of Tempe? (without "don't know")

Q11. How has quality of environment in your work area changed since you started working for City of Tempe	Number	Percent
Much better	179	20.4 %
Somewhat better	233	26.6 %
Stayed the same	232	26.5 %
Somewhat worse	132	15.1 %
Much worse	101	11.5 %
Total	877	100.0 %

Q12. Would you recommend the City of Tempe as a place to work, to a friend or relative?

Q12. Would you recommend City of Tempe as a place to work, to a friend or relative	Number	Percent
Yes	710	75.4 %
No	72	7.6 %
Don't know	160	17.0 %
Total	942	100.0 %

WITHOUT "DON'T KNOW"**Q12. Would you recommend the City of Tempe as a place to work, to a friend or relative? (without "don't know")**

Q12. Would you recommend City of Tempe as a place to work, to a friend or relative	Number	Percent
Yes	710	90.8 %
No	72	9.2 %
Total	782	100.0 %

Q13. Does the City's working environment and leadership encourage you to go above and beyond the minimum effort that is required for your job?

Q13. Does City's working environment & leadership encourage you to go above & beyond minimum effort that is required for your job

	Number	Percent
Yes	516	54.8 %
No	295	31.3 %
Don't know	131	13.9 %
Total	942	100.0 %

WITHOUT "DON'T KNOW"

Q13. Does the City's working environment and leadership encourage you to go above and beyond the minimum effort that is required for your job? (without "don't know")

Q13. Does City's working environment & leadership encourage you to go above & beyond minimum effort that is required for your job

	Number	Percent
Yes	516	63.6 %
No	295	36.4 %
Total	811	100.0 %

Q14. I would like to finish my public service career with the City of Tempe.

Q14. I would like to finish my public service career with City of Tempe		
	Number	Percent
Yes	694	73.7 %
No	45	4.8 %
Don't know	203	21.5 %
Total	942	100.0 %

WITHOUT "DON'T KNOW"

Q14. I would like to finish my public service career with the City of Tempe. (without "don't know")

Q14. I would like to finish my public service career with City of Tempe		
	Number	Percent
Yes	694	93.9 %
No	45	6.1 %
Total	739	100.0 %

Q15. I have applied for a new position within the City of Tempe in the past two years.

Q15. I have applied for a new position within City of Tempe in past two years	Number	Percent
Yes	311	33.0 %
No	575	61.0 %
Not provided	56	5.9 %
Total	942	100.0 %

WITHOUT "NOT PROVIDED"

Q15. I have applied for a new position within the City of Tempe in the past two years. (without "not provided")

Q15. I have applied for a new position within City of Tempe in past two years	Number	Percent
Yes	311	35.1 %
No	575	64.9 %
Total	886	100.0 %

Q16. What gender do you identify with?

Q16. Your gender	Number	Percent
Male	444	47.1 %
Female	340	36.1 %
Non-conforming	5	0.5 %
Prefer not to answer	86	9.1 %
Not provided	67	7.1 %
Total	942	100.0 %

WITHOUT "NOT PROVIDED"**Q16. What gender do you identify with? (without "not provided")**

Q16. Your gender	Number	Percent
Male	444	50.7 %
Female	340	38.9 %
Non-conforming	5	0.6 %
Prefer not to answer	86	9.8 %
Total	875	100.0 %

Q17. What do you feel best describes your race?

Q17. Your race	Number	Percent
Hispanic/Latino	142	15.1 %
African American/Black	27	2.9 %
Native American/Alaskan Native	8	0.8 %
Asian/Pacific Islanders	19	2.0 %
White/Anglo	567	60.2 %
Other	11	1.2 %
Prefer not to answer	153	16.2 %
Total	927	

WITHOUT "PREFER NOT TO ANSWER"**Q17. What do you feel best describes your race? (without "prefer not to answer")**

Q17. Your race	Number	Percent
Hispanic/Latino	142	18.0 %
African American/Black	27	3.4 %
Native American/Alaskan Native	7	0.9 %
Asian/Pacific Islanders	19	2.4 %
White/Anglo	566	71.7 %
Other	11	1.4 %
Total	772	

Q17-6. Other

Q17-6. Other	Number	Percent
Mixed	1	20.0 %
Multi-racial	1	20.0 %
Bi-racial	1	20.0 %
Middle Eastern	1	20.0 %
Not White	1	20.0 %
Total	5	100.0 %

Q18. In which department do you work?

Q18. In which department do you work	Number	Percent
City Attorney's Office	7	0.7 %
City Court	9	1.0 %
City Manager's Office	18	1.9 %
Community Development	48	5.1 %
Community Services	110	11.7 %
Fire Medical Rescue Department	76	8.1 %
Human Services	34	3.6 %
Internal Services	110	11.7 %
Police	301	32.0 %
Public Works	114	12.1 %
Municipal Budget Office, City Clerk's Office, Office of Strategic Management & Diversity, or Internal Audit	15	1.6 %
None chosen	100	10.6 %
Total	942	100.0 %

WITHOUT "NONE CHOSEN"**Q18. In which department do you work? (without "none chosen")**

Q18. In which department do you work	Number	Percent
City Attorney's Office	7	0.8 %
City Court	9	1.1 %
City Manager's Office	18	2.1 %
Community Development	48	5.7 %
Community Services	110	13.1 %
Fire Medical Rescue Department	76	9.0 %
Human Services	34	4.0 %
Internal Services	110	13.1 %
Police	301	35.7 %
Public Works	114	13.5 %
Municipal Budget Office, City Clerk's Office, Office of Strategic Management & Diversity, or Internal Audit	15	1.8 %
Total	842	100.0 %

Q19. Which job type BEST describes your position?

Q19. Which job type best describes your position	Number	Percent
Director/Chief or Deputy Director/Assistant Chief	24	2.5 %
Manager	66	7.0 %
Supervisor	160	17.0 %
Non-Supervisor	587	62.3 %
Not provided	105	11.1 %
Total	942	100.0 %

WITHOUT "NOT PROVIDED"**Q19. Which job type BEST describes your position? (without "not provided")**

Q19. Which job type best describes your position	Number	Percent
Director/Chief or Deputy Director/Assistant Chief	24	2.9 %
Manager	66	7.9 %
Supervisor	160	19.1 %
Non-Supervisor	587	70.1 %
Total	837	100.0 %

Q20. How many years have you worked with the City?

Q20. How many years have you worked with City	Number	Percent
1-10 years	402	42.7 %
11-20 years	319	33.9 %
21-30 years	120	12.7 %
31+ years	11	1.2 %
Not provided	90	9.6 %
Total	942	100.0 %

WITHOUT "NOT PROVIDED"

Q20. How many years have you worked with the City? (without "not provided")

Q20. How many years have you worked with City	Number	Percent
1-10 years	402	47.2 %
11-20 years	319	37.4 %
21-30 years	120	14.1 %
31+ years	11	1.3 %
Total	852	100.0 %

Q21. What is your employment status?

Q21. What is your employment status	Number	Percent
Full-time permanent	808	85.8 %
Part-time permanent	12	1.3 %
Full-time temporary	12	1.3 %
Part-time temporary	47	5.0 %
Contract employee	1	0.1 %
Volunteer	5	0.5 %
Not provided	57	6.1 %
Total	942	100.0 %

WITHOUT "NOT PROVIDED"**Q21. What is your employment status? (without "not provided")**

Q21. What is your employment status	Number	Percent
Full-time permanent	808	91.3 %
Part-time permanent	12	1.4 %
Full-time temporary	12	1.4 %
Part-time temporary	47	5.3 %
Contract employee	1	0.1 %
Volunteer	5	0.6 %
Total	885	100.0 %

Q1a. (Optional) How could the City improve professional development/career mobility for employees?

- Would be nice if temporary staff that wanted to could attend some more TPDN meetings that were held after work or after 5 p.m. (2) It would be nice if City recognize part-time staff that have been working for the City for years as well.
- A co-host program for the Masters of Public Administration.
- A single person, I.E. dept head, should not be in charge of hiring. Should be a group decision as to eliminate favoritism. Hiring your unqualified buddy seems to be a theme these days.
- Actually hire the best person for the job rather than a PC/Diversity applicant. Last hire in our department was a total joke. Admin. lost whatever creditability they have tried to create.
- Actually support the education programs, I have been unable to get a straight answer from HR and they have gone back on approval for training which is clearly covered by tuition reimbursement.
- Actually take into account during a recruitment that an employee has participated in one of the partnerships, TPDN, etc.
- Add more training opportunities.
- Add some type of evaluation tool for programs like TPDN so that it doesn't continue to be an escape mechanism for employees who simply wish to duck out of work. There needs to be some buy in from the employee to demonstrate that there is some actual benefit to their attendance.
- Add unit specific training.
- Additional trainings provided thru City (not specifically tied to TPDN) but free for all staff on variety of topics.
- Adequate staffing and workload balance are very important because you have to have time to invest in professional development without feeling like you're falling behind or letting someone down.
- Advertise it more.
- After an internal job selection process has been completed, have an independent third-party review/compare all of the applications and interview answer/scores for fairness.
- Allow employees that deserve to be mentored/promoted have the tools to do so without having to answer "What ifs?".
- Allow employees to apply to and receive approval thru a neutral 3rd party city department. Too many times I've seen requests for training denied for 1 employee due to staffing just to have the same opportunity be given to another employee in the same work group, or Department Administrators and Managers directing their Supervisors to select only certain employees over and over again when training opportunities arise bypassing equally qualified or in some cases more qualified and experienced employees or Supervisors for the training.
- Allow employees who are unable to leave their job during the day to participate in professional development training opportunities online or over the weekend.
- Allow everyone access to training not just managers and the people they mentor.
- Allow everyone to attend training, seminars etc. In my area, those that need to maintain certification, licenses, etc. are always encouraged to attend while it not so easy for others to receive approval.
- Allow for tuition to be used for more than just college credits. College provides a great foundation but is limited on what it can provide a working adult already in a specific field/profession. Departments are limited with their budgets and tuition is available for every employee.
- Allow licensed, degreed professionals in public works to attend professional conferences annually, rather than limit participation based on an artificial budgetary constraint.

- Allow professionals to attend lunch meetings, trainings, and events relative to their field - these items may require minimal fee or registration and are often offered by professional organizations.
- Allow seasonal, temporary employees to participate or make it clear that they can participate.
- Allow those with college degrees the ability to use tuition reimbursement money to put towards training when the budget cuts force training funds to be cut.
- Allow tuition reimbursement for advanced degrees; particularly for those in jobs that benefit from having an advanced degree.
- Allow tuition reimbursement for higher degrees or certificate program that are field-specific; provide funding for professional development including conferences; required HR review of compensation and position if duties increase or are significantly changed, with an eye toward fair remuneration based on the increased responsibilities even if the title / position remains the same (such as 10% others get when changing positions).
- Allow tuition reimbursement to be used for department related training and expenses.
- Allow work groups to shadow, change of responsibilities, offer opportunities to attend different meetings etc.
- As a new member to the wave making community I was thrilled to learn about all the opportunities for growth and mentorship city wide. My experience in receiving that mentorship and growth opportunity is counter to what has been communicated. I feel as though my supervisor (and those higher up in the chain of command) are unwilling to permit growth opportunities while on the clock. I have instead had to turn to my own network and my own pocketbook to continue enriching my career and hoping that these steps will play into growth either within the city or in other areas of employment. As a supervisor I have been given limited resources to support my part time staff in their growth and feel that again I am not able to support their cultivation and growth as I am limited by a wages cap and the time available to build up a team space and provide them space to not only grow as a team but in their individual skills.
- As a temporary employee, I am rarely aware of any of the employee goings-on and what the city offers. When there are emails regarding professional development, I never know if they apply to me and which ones I am able to take part in.
- As a temporary employee, I have worked for a few years without hearing about any employee events or programs (such as free transit passes). When I do receive emails regarding professional development, I never know if they apply to me or not.
- As a temporary working I was unaware of the professional development programs that are offered to adults. I work mainly with teenagers and know their opportunities, but I would have liked to hear about the adult programs to help me progress in my career development.
- Assign a higher-ranking person to be your mentor from the start of your career.
- At this point in my career I feel like it is all great.
- Better communication. (Mentioned twice.)
- Better notification of what's available.
- Better provide and promote cross-training opportunities.
- Bring back the original Promote From Within Policy.
- Bring back the partnerships that were available before including industrial skill trades training.
- Budget for national conferences, market the learning opportunities.
- By allowing reimbursements for courses that are indeed job related, but not necessarily through accredited colleges or universities. Sometimes community organizations offer workshops and training that better help us in our roles when specifically serving Tempe. Maybe you could offer an

approval on a case by case basis, as long as the training is found to be professionally relevant by our managers.

- By defining clear internal career paths and internal promotion over external recruitment even if there is only one qualified internal candidate.
- By encouraging them with financial incentives or alternative benefits (not necessarily medical benefits but things like discounts on recreation classes, opportunities working on additional projects with pay incentives that also facilitate new experiences, etc.), really some type of program that keeps motivation fluent. Having a free city bus pass doesn't truly benefit a longer distance commuter who resides outside of the public transportation system.
- By hiring the most qualified individuals for the job, not the most popular.
- City supervisors need to make it part of their job to mentor employees as part of Professional Development. Too many times, employees are not promoted because they are not given the hands-on experience in one particular area. Supervisors should make it a goal to provide projects to cross functionally train employees.
- Communicate better what is out there and available. Make these more accessible.
- Consider bringing back the Master's program as well.
- Continue to encourage higher education, but also take employee work experience in to account, in some cases, equal account.
- Convene an employee summit to discuss the issue then work to create solutions; but it may be unsolvable due to the nature of city business.
- Create a Masters in Public Administration educational partnership.
- Create more opportunities within workgroups.
- Create paid development staff meetings to encourage attendance.
- Develop a city-wide succession plan.
- Develop career ladders for each position showing the advancement opportunities available for different classifications.
- Don't pick only favorites to go to training, it should be offered to everyone in the department.
- Due to short staffing, I am too busy to take advantage of most of the opportunities offered by the City for professional development.
- Each department is unique in its developmental programs. We need programs for each department overseen by the city.
- Each employee should be allotted an amount of money for training each year based upon their position in the city, currently a person asks for the same training each year needed for their position but are denied due to the lack of funding.
- Each position within a department should have the opportunity for advancement.
- Educational opportunities and training do not matter when the fleet department does not promote from within its own ranks.
- Eliminate bias.
- Eliminate politics.
- Employee performance reviews. feedback from more supervisors/managers indicating understanding of employee interests and goals.
- Encourage a pay increase if successfully completed program or courses. Most employees do not take advantage of the programs/classes, because they feel stuck in their current position. Most employees feel that new job opportunities are very political, and predetermined. To gain new training/education a small salary increase would help incentives more employees take advantage.

- Ensure that all management I saw are of what professional development tools are available and that they are actively encouraging subordinates to utilize these tools for advancement.
- Ensure that qualified internal applicants are allowed lateral transfers to increase skill set instead of competing with outside applicants via interview.
- Equal access to management rather than certain staff get mentored while others are ignored. Sufficient staff levels to equitably distribute workload, to allow time to hone skills and develop. Programs offered may be great, but there isn't time to participate with workload.
- Establish mentorships.
- Fairness with testing processes.
- Feedback from HR when asked instead of being ignored.
- For special assignments have a required minimum training regiment that each new member of the unit must attend regardless of cost.
- For those who don't have any positions above them without moving to an entirely new area (who have specialized skills), it would be good to have opportunities for developing leadership and broader management skills.
- Fund training across all levels of employees.
- Get buy in from Department Directors and managers, otherwise employees can't attend freely.
- Give employee a chance for promotions before going outside.
- Giving the current employees training to be able to step up when an opening happens in that area.
- Go back to internal recruitment first for all positions instead of the current internal/external recruitment policy.
- Good oh boy no need to encourage employee they hire friend ex-coworkers.
- Have dates available for employees to shadow someone that works in the field they want to.
- Have interview panels that are not stacked with members that are biased towards certain candidates.
- Have it matter. Too many people advanced in their career based off of who you know.
- Have management fill out a form that they have met with their employees to see if they are interested in improving their professional development.
- Have more inhouse career programs available.
- Have more one on one with managers/supervisors w employees to find out if it's something they want to do. Not wait for them to come to us first.
- Have supervisors and management staff promote the development of all its employees not only a select few that they like or show favoritism too.
- Have them mean something to employees who utilize them. There really is no point when employees who haven't lifted a finger to improve themselves seem to be the ones with more career mobility.
- Having completed the Supervisors Academy so much of what is taught in there is in direct conflict with what is really going on within the City. I have heard this comment made by other who have also attend this training. I wish that there really was some place employees really could feel safe having conversations to have issues addressed without fear of retaliation. Safe Haven, HR, nice on paper but not in reality.
- Having education and training programs in-house isn't as useful as using outside resources, or sending staff to outside seminars, workshops, and/or training. I believe staff are less receptive, almost dismissive, of training opportunities offered in-house.
- Hire from within instead of outside hires all the time.

- Hire from within the organization. I have seen SO many talented, skilled, educated co-workers be passed over for promotion because of the "good ol' boys" who "know" a better external candidate.
- Hire from within, promote from within.
- Hiring more from within. Encouraging employees to apply for other jobs within the city and not to get stagnant.
- Hold supervisors accountable in relation to career development, especially when it is in the departments strategic plan.
- Holding supervisors accountable for Career Development with their assigned subordinated. Current supervisors have not assisted with my career development.
- Horrible
- Host more diverse training classes within the city geared towards culture and leadership.
- HR employees should sit in as observers on interviews, conversations are taking place that have no bearing on the interview questions/process. Interview process can be reviewed. Lateral transfer policy should be the same across the City.
- HR or various departments can periodically take more time going through the various aspects of professional development that the City has to offer.
- Human Services is a joke when it comes to promoting within. If you aren't management, professional development/career mobility is non-existent. How about actually providing professional development to your existing employees? Yes, the city has training available, but management makes it nearly impossible to take advantage of those opportunities because the functionality of the office would suffer.
- I am a new temporary employee and have not explored the professional development opportunities and did not know about them. I am still in training and am happy with how it's going right now.
- I am fairly new to the team, so I cannot give a very accurate account of my department's professional development, but I believe that there are efforts in the works for better professional development with our new arts manager, Ruth Saeger. I am excited to be a part of her team.
- I am not aware of any professional development.
- I am only a temporary employee-seasonal, so I do not feel like the professional development programs are meant for myself.
- I believe employees should be compensated.
- I believe the Leadership Development Courses could have been updated to reflect current trends, practices, and technologies. Some of the courses I've taken were taught by people that were somewhat unfamiliar with the programs or subject matter, almost as if they were a last-minute replacement for the real instructor. (Full disclosure, it has been several years since I've taken some courses, so this may have very well changed since then.)
- I came to the city with many of the skills needed for my job. I am satisfied with professional development opportunities that the city makes available, but few relate to my areas of specialization.
- I feel that many of the resources are geared towards full time employees, it is hard to know what is available to part time employees.
- I feel that the city could improve the professional development for employees who have an option to go to seminars outside of the state by just sending them, as opposed to having them write a paper for permission. Many employees will never have the opportunity to attend due to the fact they feel as if they are being asked to beg.

- I get too many emails about professional development.
- I have not received any direct mentoring from my Manager, and I think mentoring in specific managerial duties would be invaluable when moving from a Supervisor role to a Manager position.
- I have not used the available resources.
- I see there are educational programs for bachelors and associates degrees but nothing for masters, other than typical tuition reimbursement.
- I think overall, the city does a fantastic job of encouraging professional development. The issue in our area, Solid Waste and Recycling Services, is that internal promotions are difficult due to the good ole' boy network.
- I think the city can really do a better job of thinking outside of the box when it comes to training/conferences. be open to suggestions and actually consider them. My field is very specific, and I have been turned down going to a very specific conference that was directly related to my field. That is short sighted.
- I think the City does an excellent job of providing training and educational opportunities to employees.
- I think the City's programs have been a good idea. I know people that have enrolled in them and their reviews have been a little above average and worth their time. Specific job-related opportunities within the IT department have been limited and severely restricted and often rejected.
- I think the hiring process might be broken. In an effort to remove all discretion from the process, you will often end up with the best interviewee, not the best employee. By not allowing existing knowledge of a current employee's history and habits, you often remove one of the greatest advantages of hiring an internal candidate.
- I think there should be a higher focus on getting employees with labor intensive jobs the skills (i.e. custodians, landscapers) needed to advance to other positions in Tempe.
- I think we do a great job.
- I was denied an interview on multiple occasions by my supervisor for a job opening in my area that I exceeded the job qualifications for and I know was more than adequately qualified for. I believe these reasons were personal and not professional.
- I would like to see more leadership qualities from staff occupying the role of; Senior, Supervisor and/or Manager. Promoting based exclusively on tenure or technical proficiency alone does not equate to a good leader or good leadership. When promoting staff into a leadership role, more emphasis should be placed on the value of being a good leader such as; leading and developing co-workers or directs, working with staff and their strengths, communication skills, and the ability to interact with their employees in all manners, not just the ability to tell someone what to do, or how to do it.
- I would like to see that employees are also able to use tuition reimbursement for outside travel or trainings.
- I'm in a specific niche, so maybe more specific trainings.
- Implement a process where employees who've been on for 5 to 7 years are working on the daily SKILL-SET, a check-sheet, of this is what my supervisor is doing... this is what I need to learn/do to be a supervisor one day. Although, this isn't necessarily true for all job descriptions; still possible for most.
- Improvement can begin with management. We need more managers to also be mentors and encourage their employees to pursue higher education and or move up the "ladder".

- In 2006/2007 the police department upper management advised they were putting together a mentoring program for officers testing in the promotional process which never happened and is still lacking - especially for women.
- In Business Solutions there is no upward career track available to programmers. It would be nice if there was an opportunity (like there used to be) to work your way up.
- In IT Business Solutions, management has the attitude that there is not a career path for internal employees, and that employees have bad attitudes, so we need to replace them with external candidates. We should really consider candidates from the inside first.
- In IT, employees are pigeonholed into doing specific jobs and when they are good at it, they don't get promoted, which is demotivating. Middle managers/supervisors need to change their thinking and attitude, otherwise, get better management. I see unfair treatment by supervisors in terms of assignments, their favorite employees get whatever they want to work on and others who are not a 'yes' man don't get a fair treatment.
- In my department, there just isn't really much room for advancement, not really able to create positions either.
- In our department (IT) Business Solutions management does not allow you to grow into a new position. They NEVER hire from within.
- Incentivize completing certifications and education. You will get more educated and trained employees this way. Like the NAU cohort going on right now. There is no incentive for people to complete the Bachelor's degree. No purpose for them just a sense of completion to have it. I know the City of Scottsdale and Town of Gilbert both incentivize education.
- Include broader scope accepted degrees from ASU.
- Increase contractual partnerships with ASU, NAU, and Grand Canyon University offer coursework leading towards a degree for which tuition reimbursement can be used.
- Increase funding for external conferences.
- Increase the development opportunities for civilian employees in Police.
- Increase tuition reimbursement.
- Individuals need to be evaluated for their strengths and expertise and placed into appropriate positions.
- Information on many of the programs offered by the City are difficult to locate on the intranet. Information should be easier to access online.
- Instead of the current flattening out the structure of our workgroup, the older, tiered structure encouraged higher pay incentives and advancement initiative.
- Inter-departmental awareness opportunities would be really cool like staff could visit staff from all of the other departments maybe once or twice a month.
- Internal candidates are not considered in my area. Outside applicants with equal or less experience are given the jobs. There are no steps above our current job titles, so no career mobility is available.
- Internal promotions should be the preference before hiring from the outside.
- It could allow employees to learn new jobs without having previous experience always as a deciding factor.
- It often seems like outside applicants are chosen for positions within the city over internal applicants, which is both frustrating and demoralizing for current city employees. It would be nice if the city would put much more emphasis on hiring/developing internal candidates who would like to move to another position within the city but may need development or training to meet the job requirements.

- IT professionals need development and that can be achieved by attending technical training classes and conferences.
- It seems that career opportunities only exist in one own's dept. We wait until someone retires or moves on and then try to move up. As a line level employee if I want to move to a supervisor position the only chance I have to move up is with in my dept. Even then if I have never been a supervisor I cannot get the experience required to even put in and be considered for that position. In my opinion that is why other city's candidates have a better chance at being considered for those positions.
- It would be helpful if the information on programs available for employees was easier to locate on our intranet.
- Job descriptions are written so employees cannot qualify to apply. That leaves no room for advancement or additional learning opportunities.
- Long-term temporary positions should have a higher level of visibility/oversight within the organization. These are strong opportunities for employees to demonstrate their value, while vetting themselves in the recruitment process.
- Look into increasing the amount offered for tuition reimbursement.
- Loosen up and allow employees to take additional training classes for personal career growth with-in the City of Tempe and not just provide limited training for their current job function (example: Custodian wanting to learn Programming to try moving into the I.T dept.). Increase tuition reimbursement to cover the rising cost of books and college classes. Improve the interview panel process, HR needs to pick the employee panels and not leave it up to hiring area/dept. or manager (good old boy still lives) VERY HARD to get promoted. Another Idea, is to offer an employee training library for career and professional growth (example: any full-time employee can study after hours to become a Project Manager, Service Desk Consultant, or City Code Inspector, etc..). Require all full-time employees to attend the Supervisor Academy and change the name to "Employee" Academy or develop a new Employee Academy to display possible career paths an F.T.E. may want to explore.
- Make classes available easier to get and a variety of schedules.
- Make it a part of the expectations upon and reviews/performance measurement of executive and middle-managers.
- Make it more accessible and provide briefings to Police.
- Make it requisite on Supervisors to encourage and allow time for skills training and advancement.
- Make supervisors academy, civil treatment in the workplace, crucial conversations, etc. mandatory for all hires or their applicable positions as a supervisor.
- Make sure promotional opportunities are fair especially when filling temp detail positions. Go back to only needing 3 qualified candidates to keep the recruitment internal. Visit departments and speak with employees about the various career development tools. Make sure supervisors and managers aren't holding employees back by denying training opportunities.
- Make them more known, build trust within the employees of the department so they feel comfortable reaching out to mentors/others to help them.
- Management should be professional at all times.
- Managers and supervisors need to understand the city of Tempe's plans for professional development resources. It seems they only agree at certain times when deputies or human resource personnel are present.
- Managers should ensure all employees are allowed to attend seminars and training. It is a given that certain employees will always be allowed while others are not.

- Many of the professional development opportunities are very "business-centric" I would like more opportunities for professional development that are relevant to my field. Currently only supervisors receive opportunities for professional development in their field, when they are already at the height of their career and the development may not be as useful for them.
- Many times, availability to the programs doesn't work with work schedule and work load.
- Master's Program.
- Maybe have some informational lunch-n-learn sessions or record an online info webinar about all of the training opportunities available?
- Maybe more contact from HR to the part timers about what is available? Internal "job fairs"?
- Maybe some options for professional development in an employee's specified profession (i.e. certifications, seminars, etc.).
- Meet With front line employees once or twice a year at the treatment plants to give them an overview of the great training and programs the City has to offer them.
- Mentor to promote within.
- Mentoring, training, interview skills.
- Mentors and tracking the employee's progress in their professional development.
- Mentorship programs for people who want to promote.
- Mimic Phoenix PD by encouraging higher education with monetary reward via CEP's.
- More advertising on the intranet site. I have to search through several levels to find the information.
- More direct information about what these programs are and what they offer. I often hear about them from colleagues but not from the city itself.
- More information on upcoming classes.
- More liberal tuition reimbursement policies. Include training outside of university courses.
- More mentoring and be given the opportunity to advance with the departments fairly, not have to compete with the managements favorite employees. Good ole boy network is alive and well.
- More mock processes for the particular assignments.
- More options for mentoring within one's department. Provide professional development to transfer to another department within the city.
- More soft skill trainings, there are a lot of online webinar services and companies that will offer these to employees, it could replace your entire Supervisor's Academy, some services offer certificate programs that the City can then add to job descriptions to encourage people to take and use these courses to grow in their careers. some focus on communication, supervision, employee reviews, dealing with difficult people or situations, how to overcome a career setback, you name it, they have it.
- More useful job-related presentations/seminars from different departments, encourage involvements with perks or incentives (involvement=opportunities=career advancement=promotion), market TDPN at events like picnics.
- Most of the training in my field requires travel to national conferences and funding is limited for out of state travel.
- My experience with professional development and career mobility has been fantastic.
- My Supervisor make it very difficult to go to any development. He goes to many because he needs CEU's for his CIH CSP. He tells us he gets scholarships but has never in the 10 years I have been here told us or taught us how to do the same thing.
- Need career path for "professionals"; not just supervisory/management routes.

- Need more professional development in specific area of work; through regional/national training and conferences.
- Need supervisors to get more involved with employees.
- Need to get more staff to enroll in LDP classes so that they are not cancelled due to low enrollment. Have not been able to complete the classes that are offered.
- Networking shouldn't be the basis for getting promotions. Provided a leadership program with best practices taught by professionals would help advance Tempe to become a professional organization versus one of who knows who and who is in line to get their bosses' job! The outcome would be that employees would have career mobility.
- New employees are often targeted by long-term employees. Sometimes due to professional jealousy, spitefulness, or grudges. These destructive and harmful tactics are often aided by the very same people entrusted by the organization with creating a diverse, equitable, and inclusive city.
- No improvement needed.
- Not available to me as I am not off Probation.
- Not aware of professional development/career mobility opportunities.
- Nothing. There are ample opportunities. The only difficulty for most is finding time to utilize the opportunities available. The City has gone way out of its way to provide opportunities for and encourage professional development.
- Notify employees of opportunities/seminars, etc. for professional, personal and career opportunities and mobility.
- Offer classes at various hours so that employees who work shift details can more easily work them into their schedules.
- Offer mentoring.
- Offer money for professional development. In my field the best professional development opportunities are conferences, but I can't afford to go without funding and funding through the city is never available, while funding through other venues is extremely competitive.
- Offer more opportunities.
- Offer more opportunities for training, seminars, webinars, etc.
- Offer more training and FTO program.
- Offer multiple days/times that would allow employees working non-traditional work hours to attend.
- Offer not only tuition reimbursement but also student loan repayment assistance after a defined number of years of employment.
- Offer occasional pay raises.
- Open a viable master's degree program.
- Opportunities for those who work nights and weekends.
- Overall there is not a lot of opportunity for advancement or growth. Opportunities to learn new things and work with different tools do occasionally pop up but there is little opportunity to use those skills to move up within the City. Promotion opportunities are not available too often within my department and when an opportunity does become available the policy seems to be to hire from outside the company. Either we are not getting the correct training/feedback we need to advance or there isn't any faith in our ability to grow beyond our current positions. Career paths need to be more obvious and attainable, so clear goals can be set and reached.
- Partner with a university, such as ASU, to offer an MPA program for City employees.

- Partner with ASU to offer a bachelor's degree program at a reduced cost for specific types of degrees such as "Starbucks" and companies like them. ASU's Main Campus is in Tempe and there is no relationship or special programs offered to Tempe City Employees in the way that there has been with Northern Arizona University in the past. If possible, try to create degree programs that could be completed using the current tuition reimbursement amounts offered by the city to city employees.
- People are still hired out of good old boy network or who's turn it is to get a promotion, not off of merit or background, for example education, certs for job, etc..
- Pertaining to the division I work in, management should do more to develop the talent in-house so that long time, loyal and knowledgeable employees are not passed over when opportunities for promotion within the career path become available.
- Please reinstitute the master's degree educational partnership program.
- Please stop sending constant emails about professional development. Or at least provide the opportunity to opt out.
- Prior to the last round of educational partnerships, a survey was conducted, and the majority of respondents noted they wanted a master's program cohort, but for some reason it was not offered, and a bachelor's was offered instead, the City could improve by using the employees' feedback. The programs offered through TLC/Strategic Planning Office could be improved, but more importantly, those should be considerations during any internal hiring process. We continue to encourage employees to seek professional development, but the hiring process doesn't effectively take that development into consideration in many cases. Years ago, HR analysts would meet with candidates not chosen for a promotion to discuss their interview as well as opportunities for development. Having received that feedback, I thought it was very helpful.
- Promoting qualified employees from within instead of hiring for supervisory/advanced positions from the outside.
- Provide a corporal position to mentor officers to be Sergeants within the PD, if it is the most important position in the dept. Why do we not treat it as such when preparing for it?
- Provide a higher-level program for Managers, Deputies and Directors mentoring for new or newly promoted, including Executive coaching.
- Provide a matrix outlining what training could help in certain positions throughout the city - whether it is training offered by the city or with one of the partners.
- Provide funding for opportunities for training as it relates to career development, even if that training is available from an outside organization.
- Provide greater individual budgets to attend, classes, seminars, and conferences.
- Provide more degree partnerships such as an MPA through ASU.
- Provide more detailed information.
- Provide more opportunities to attend out of state conferences to evaluate how other agencies are managing similar problems.
- Provide more professional development programs.
- Provide practical application examples. Assure upper management follows practices taught in classes.
- Provide staff positions for firefighters and engineers, instead of only captains.
- Provide workshops.
- Put Training money in each areas depts. so staff can pursue PD in their specialization or area of work.

- Rather than funding the Tempe Professional Development program, the city should spend that money on more robust skills training at conferences and seminars. That information and networking would be more useful to people and would keep our workforce at the top of their skills and learning about the latest in their fields.
- Rather than just sending out emails or posting fliers about professional development opportunities, managers and department heads should talk about these topics with employees.
- Remove supervisor approval for classes.
- Schedule the TPDN activities during non-work hours or at locations close to buildings where people use something other than a vehicle to get to work. For example, using the light rail to get to work does not allow one to travel to venues that are far from the office.
- Send fewer, more thoughtful emails. Also, having controversial speakers, such as an Israeli military person, might not be the most unifying choice with such a huge conflict happening over there. It's important to be mindful, respectful, and intentional.
- Skill based pay increases.
- Some supervisors feel professional development is not important and the role of a police officer is not to be in training but to be at work, sick, taking calls.
- Specific to the PD, having/allowing more programs where employees can be paired with employees in the desired workgroup/management position so they get more, practical, hands on experience that will benefit them, not only in a testing process, but also in the position itself.
- Staff need flexible schedules. It also helps with families!!
- Streamline the external training and travel process. The current process is redundant and cumbersome.
- Support and engage in memberships of outside organizations that are specific to the areas of that department so that Tempe is more aligned with outside agencies.
- Support from Command Staff within the PD for training, outside of the free ITD training for Professional Staff within the PD - INCLUDING funds. Professional staff are not even asked when it comes time to budget time if there is training they would like to take.
- Survey staff to get a better understanding of training needs and gaps.
- Take a closer look at units where professional training is crucial for career development; yet there is a training budget of \$0. (Please note that my responses are also impacted by having a supervisor who does not seem to genuinely support employee development, but rather, seems to prefer her employees to be uninformed and without resources.)
- Talk about career paths.
- Teach Supervisors how to be professional when dealing with employees and not to degrade employees.
- Tempe fails the middle management employees in giving opportunities to advance to upper management. Upper management fails to truly mentor existing staff to be able to fill specific upper management positions. It seems the preference is to fill positions through "nationwide searches" (more important sounding thus bolstering their position) instead of promoting/mentoring internal staff. While it may be able to keep good middle management staff it certainly builds indifference, bitterness, and resentment. This of course fails in encouraging loyalty, and showing the value of preserving institutional knowledge. It has nothing to do with the programs or training opportunities provided but it is the mind set of upper management.
- Tempe has pretty good professional development educational opportunities, but I don't feel like they really help when it comes time to apply for a promotion. If a person completes the supervisor's Academy, does it qualify them to be a supervisor in the eyes of an HR analyst? If

someone attends the Certified Public Management program, do they have a better chance at being promoted to a manager? My experience is no. If the city offers these programs, then participation should be strongly considered when employees apply for jobs.

- Testing for advancement in PD to areas like CIB/SIB should not be held once a year. It limits others from potentially advancing.
- The advancement of employees should be based on performance and workload; not simply tenure and prior experience. Promotions and reclassifications should be allowed with no contest if an employee has exhibited the necessary skills.
- The city could create non-management paths for career growth/promotion.
- The City could improve on this question by actually incentivizing employee growth. As it is employees show up to get their 3% increase and then drone throughout the rest of the year. Provide greater monetary incentives besides a rate increase in one's pay every year. Add real performance incentives/salary increases, not Starbucks gift cards from the dept deputy. Such gifts are a joke and an insult. It's no wonder that talent doesn't want to work in public service. Why drone through a career that provides little growth opportunity or financial incentive? The City could become a less flat organization. Between the City Mgr. and a mid-level staff in any division there are what, 3-6 levels of bureaucracy? Where is there to advance to unless your boss dies or retires? And then you might get passed over for someone else from a different division who has mgmt. experience that you were waiting on your boss to die/retire so that you could advance but are instead passed over because said person from another division already has the requisite experience. More money, less flat structure, more real positions, and opportunities for advancement. Anything less is a cop out.
- The city currently lacks a structured/formal interdepartmental cross-training or succession planning mechanism to provide exposure to new skill sets/experiences. Related to that, job posting minimum qualifications would need to be amended to accommodate these experiences as relevant, or satisfactory for application.
- The city provides great opportunity for career development. However, you have to fight management to allow you the opportunity to get involved in any of these programs.
- The cost of TPDN events is inhibiting for many.
- The interview process is incomplete; in addition to the general questions, interviewer/interviewees should be able to ask follow up questions. A decision to move forward is based on too little info.
- The mentoring program is not effective in assisting employees to be ready to promote. I have formal education to high level and therefore more education will not make me any more promotable than I am now.
- The opportunities are geared only to low level employees.
- The programs are fine in theory, but there is a road block mentality rendering them useless to most, especially when asking for outside training or certification. Help gets requested but the answer is often "no, we don't support that". Those rules could be modified.
- The training is good, and all the right stuff is being said. However, the actual results of giving new opportunities for career mobility are very limited and just don't happen enough.
- The Tuition Reimbursement should be used for training seminars and professional conferences (continuing education). Not just for Tuition through a University or College.
- There are certain career paths at the City such as a Programmer/Analyst which have no career advancement beyond that title.

- There is no recognition or assistance of staff who are trapped in the Non-Benefitted Temporary Employee category. We are invisible.
- There is very little advancement within IT.
- There still is an "old boy" network. Need to work hard to lessen that impact on employees looking to advance their career at Tempe.
- They should be fee-free.
- To consider and hire the most qualified person based on what they know not who they know, a common practice in city hiring.
- To think innovatively, the City should look outside of itself for professional development opportunities. Currently all career mobility avenues are within the organization making it provincial and small in terms of growth.
- TPDN should be consistently allowed across all work groups. Maybe place minimum hours that supervisors must allow.
- TPDN should have relevant speakers. The Board should be required to approve all speakers rather than one individual choosing them based on personal relationships.
- TPDN workshops are too expensive and offer very little value in return. The job shadow thing that was discussed a few years ago has never gone anywhere. This needs to be promoted at work groups better so supervisors can bring people in and employees can benefit from learning new skills in other departments.
- TPDN would be more useful if they more opportunities for employees to meet rather than just talking. Networking across the city should be easier.
- Training classes thru an institution like ASU etc.
- Training in other areas. Certification programs for each department
- Trust the supervisor if he/she feels confident to promote/flex an employee. Employees at a level 1 in a flex class shouldn't be doing the work of a 2 while getting paid as a 1 just because HR/PW denies the flex...the supervisor's opinion should be trusted.
- Tuition reimbursement has not kept up with rising tuition costs. Maybe it's the circles I run in now, but there used to be a buzz about getting degrees and now I rarely hear it talked about. Possible that it is related to the increased personal cost of an education.
- Very generous.
- Water needs to be its own Department again!
- Water should be a department.
- While I have only been with the organization for a short time, I have found it and its members to be quite supportive. I know that the City provides a number of excellent resources, some of which I may not be privy to yet. I admittedly need to study these areas further before making any suggestions.
- While the City provides a program for new Supervisors within the organization, perhaps a more in depth offering for higher level positions within the City may be a consideration. This would allow for either new Manager positions or higher an opportunity to gain inside into budgeting, CIP processes, organizational structure, etc.
- While the City provides ample professional development opportunities, that is just a first step to success. An individual can attend all these sessions but without adoption or enforcement of what is learned, the needle has not moved to progress.
- While the city provides professional development opportunities, I have observed, in several instances, that these opportunities do not apply to everyone, in part, due to new managerial personnel having outside candidates pre-determined.

- Wish there was more communication about training and classes offered to employees. Wish there were training tracks offered specific to office-related positions, i.e. - Program Coordinator, Admin Assistant, etc.
- With fairness.
- With Motivation and good communication.
- Would like to see alternative times for development classes for those of us who work 24/7 schedules.
- Would love to be able to attend classes. Dispatch is on overtime already and most of us don't want to create more overtime.
- You have employees who do shift work, yet your professional development meetings are ALWAYS at lunch time during the week. I'm so happy for the rest of the city that they get an hour lunch. I get 30 minutes and cannot make it to the meetings, not to mention the people who work from 8pm to 6am. Are they supposed to get up at what would be midnight for you, in order to attend a day training? Why aren't there classes at night? Or online?

Q3a. (Optional) How could the City improve organizational support for employees?

- None. This is an incredible place to work. Truly.
- #1 Wellness program is a joke. Get out of my personal business. #5 They have no idea what we do. Communication is nonexistent. #6 Have you ever seen our custodial staff "clean" a building? The alcoves in our building get "cleaned" maybe 2 times a year yet the spiderwebs and windows are never touched. I start sneezing almost immediately when I walk into my office. It definitely needs to be updated and thoroughly cleaned.
 - Bring back custodial services to the offices -- vacuum, empty garbage's. 2. Address the homeless situation. I feel very unsafe walking from the parking garage to City Hall, especially after a night meeting. I have experienced walking past unleashed pit bulls and human feces on the ground.
- 6) The Hardy PD Substation has become shabby and not well maintained. The exterior looks dated and messy. The interior also does not project a very professional image.
- Actually, do something more than just talk about it.
- Administration seems to be all about themselves.
- Again, by offering ALL employees the same benefits.
- All bathrooms and sinks should have hot water.
- Allow ALL employees PT & FT A VOICE as to what takes place in their work environment!!
- Although facilities and custodial work hard to maintain our building, the infrastructure is old including cubicles supplying electricity.
- An informational document or packet that goes over what is available and for whom (this may exist and I do not know). Note: Many of these programs and services I have not needed personally and thus am uncertain how to rate them.
- An IT department who actually knew what they were doing. Much, much more, and better communication from management team. Our director has been here 2 years, has yet to visit one of our work group staff meetings... or to even walk by and say hi and introduce himself.
- As a field person, there seems to always be a challenge between admin and the field. Critical area as many departments have limited full time staff.
- As a part-time temp employee, I am not eligible to receive some of these benefits. Although I understand to a degree, I resent that I receive emails that exclude me. So, please stop sending me emails about programs if I am not allowed to participate in.
- As a temporary worker, I don't know if I am allowed to participate in these types of programs. More information on what programs are offered and what programs different levels of workers (like temporary employees) can participate in would be valuable.
- As an oil painting instructor at the Edna Vihel Center I find that the facilities for oil painting are poor. My students often complain of poor ventilation and some have even had to cut their class experience short due to ventilation issues. In the future, when newer facilities are made available for the 2-D arts, I recommend a good ventilation system for such media as oil painting, printmaking, or other fume emitting media.
- At TCA, we're not in our groove yet just lots of changes in the past couple of years. We hope our new "Managing Director" can lead this dysfunctional family.
- Be fair to ALL employees, not just those who are exempt.
- Be fairer about following payroll guidelines for everyone, no favoritism.
- Be more proactive in supporting employees. We don't need a sergeant coming in to disrupt the flow and change everything around. It was working fine, and now is a mess!

- Better access to resources available to City employees, i.e. training development, access to necessary websites to complete job, having administrative rights and transparency to programs or information necessary to complete job.
- Better cleaning more often. It's unpleasant to use the bathrooms on many days. Trash often overflowing. We often have to refill paper towels. (TP is good.) Bathroom cleaning should increase when programming and building usage increases. I NEVER see custodial and don't believe they ever check on things during the day.
- Better communication from city leadership.
- Better management and communication especially with the communication/dispatch dept.
- Better wellness program.
- By addressing older building needs and concerns and upgrading as necessary - for safety (camera's at the Library).
- By ensuring that directives from the chief are upheld down the chain of command and that lower level managers aren't pushing their own personal agendas instead.
- By having a fair & honest Manager whom employees trust and feel free to talk about issues and trust, that improvements will be made where appropriate. In IT, since we don't have that, nobody approaches the manager or share problems. There is no trust or confidence in the Manager that they will do the right thing. Having a trustworthy management who have right values and believes in doing the right thing, is the biggest support for employees. Unfortunately, we lack it here in IT. We need a culture change and hopefully the new Deputy from 'outside' can bring that change.
- By supporting the employee.
- Carpets are dirty, restrooms are not always clean and low on supplies. Custodial will not remove large items from office, we have to take them ourselves to a trash bin outside the office. I was told that they could not take large items because they might hurt themselves, but it was okay if we hurt ourselves removing the items.
- Change in leadership in IT.
- City Manager's Office should have a better understanding of what services the city provides at the division level. Senior Management is isolated and out of touch.
- City pool. No need for Uber. Call "city pool". Did your car break down? Need to call in late? That's ok. Get your car to a safe place and we'll city-pool you over to your worksite. No one from your worksite is disrupted in their day and you've gotten to your destination w/o additional cost or worry. Also, good when you don't have a city assigned vehicle to your area and you need to get from your site to a meeting.
- City should invest more in employees who are performing rather than creating continuous process for employees to be supported in playing the victim under the assumption that the complainant is right until proven wrong. It is a disservice to those employees who are truly harmed. Allegations should be investigated and concluded in a timely manner rather than extended for months to create chaos in workgroups. City Manager's office and Internal Services should be held accountable for favoritism in their application of rules and processes rather than modeling/creating an environment of egocentrism and entitlement with no regard for the organization a whole.
- Communication at all levels.
- Communication is at an all-time low within the department. Decisions are made without discussion or input from front-line workers; there is very little inclusiveness promoted.
- Constancy in program prioritization and measurement of progress. Lack of governance.

- Continued focus on transition planning.
- Custodial Services of bathrooms needs greatly improved. Safe Haven processes are not applied consistently across work sections; action or in action is not based on concrete evidence or factual investigation but rather opinion or like/dislike of the accused. Safe Haven is often a crutch for employees to avoid accountability.
- Department administrators roll out new policies and procedures before notifying employees of all possible procedures and instructions. When employees ask questions, they are belittled publicly in meetings. Employees feel uncomfortable asking questions or raising concerns in meetings, because they expect to be met with subtle and passive aggressive ridicule.
- Directors and Deputy Directors need to be aligned with Council goals and abide by the same practices that they enforce.
- Directors and deputy directors need to hold managers accountable for their actions and lack of actions. When they are informed of numerous deficiencies in management and support they need to address them and be solution oriented instead of ignoring them.
- Drop the condescending, better than you attitude that seems to be prevalent among the Managers and especially the Deputy Managers.
- During medication take some useful remedies, don't just sit some thought and then do nothing.
- Employee support is a hassle to most upper management. What is done is either for show to the Council, staff or the public or to try to appease the "problem staff" It does value/reinforce the typical hard-working staff.
- Employees need to be constantly reminded of the services the City of Tempe provides. Through flyers but more importantly, word of mouth from supervisors and command.
- Ensure the Departments have adequate space for staff to work. There are departments with huge open, useless spaces, and departments that are having to double up in offices because of "space needs". Management keeps "looking into it" but nothing gets done.
- Ensure the Safe Haven process is actually confidential.
- Ensuring parity for all employees surrounding work areas and work spaces. Having adequate space for work groups to function well.
- Establish transparent performance measures for all levels of the organization, including the manager and deputy manager-level positions, to ensure that core competencies at all levels are being met.
- Exemplifying the values they want others to emulate (e.g., civility).
- Find program to assist those with a mental/medical absence so they are not left without pay if gone longer than their sick/vacation/leave time allows.
- For everyone to be accountable. Rules need to apply to all employees and whatever rules you have in your area need to apply to all staff including upper management.
- For example, number 7 there is a work order to fix the handicap button, it has been 3 weeks now and nothing happens. number 6 it depends on me because I am the one that empty the trash cans and have to clean my area.
- Furniture and carpet is old and worn out. The Wellness program is too online-reading based to be helpful. IT needs to improve their higher requirements because the Help Desk people are not very knowledgeable or helpful.
- Get more Sylvia Moir's.
- Getting rid of the Safe Haven process would be helpful to start. I don't think it's conducive of a supportive working environment and I think that if a complaint is made it should be made to HR specifically and investigated by HR professionals.

- Give IT a seat at the table instead of putting IT under two individuals that know nothing about IT and care nothing about IT.
- Go to each department and reach out to the employees working there.
- Handicapped parking for employees needs improvement. The 2 stalls out front of HQ are often occupied by customers. I suggest making employee only handicapped parking on the west side of HQ (Myrtle).
- Handle legitimate employee concerns and correct employees that are misusing the City's desire to be fair and consistent. Strongly support supervision when a good decision has been made. Do not let employee's shop around the City for someone to take up a cause that has already been properly addressed. Thoroughly consider how labor union MOU's are impacting the productivity of the Cities' workforce and trust between supervision and line level. Properly staff up to handle new workloads created by initiatives such as open data.
- Harassment from management to workers should be taken seriously by the City of Tempe.
- Have managers at work create the work schedule that can be accessed online.
- Have the same expectations of employees within the same job class, or start holding employees accountable.
- Having AC duct work cleaned or replaced due to constant dust being shot out from air conditioning.
- Having supervisors who really show us the example of being good workers, as well as ending the favoritism, and the managers correct errors between employees and supervisors and be fair.
- Hire enough people to DO the job. Our building is FILTHY because there simply aren't enough people to clean it. We are the BUSIEST City government building and have MINIMAL security staff. With FOUR buildings on our campus - we need MORE cameras and security officers.
- Hold deputies accountable for bad behavior.
- Hold the Director/Deputy Directors (upper level positions) to the same standards/levels of accountability as the supervisors.
- Housing and THS needs more room and updated equipment.
- HR could be more helpful. Sometimes staff are yelled at and spoken over when merely trying to get assistance or trying to understand an issue. A certain arrogance is often on display there. Not with everyone but definitely with some top-level supervisors.
- Human resources and Information technology do their best to support other departments, but it is clear they need more resources.
- I am fairly new to Tempe (1yr.) and it is very clear what the Council's vision for the Community is, and I think Temp does it very well. However, there is no clear direction or vision for the Administrative side of the City. Where is that going? Where is that innovation? How are we going to get there? The Strategic Priorities are largely externally focused, but what about the City Manager's Strategic Priorities for the internal City functions?
- I am not familiar with most of the support programs and therefore I do not know if they are helpful to me. While I am sure departments such as the City Manager's Office and Strategic Management/Diversity do many things to support the work-related needs of employees, I do not know exactly how this is accomplished.
- I believe the Director and Deputy Director could improve transparency in our department. There are no updates in real time. We have quarterly meetings, but things change more often than that.
- I completely understand markets, budgets, etc. but as an employee that has been here almost 20 years, I feel as if the city used to care way more for the employees in regard to health insurance, benefits, etc. Now, I feel like the city only cares about money and the employees are left to just

'suck it up' and take what we're given instead of the city fighting to get us the highest quality health benefits. I have family that work in Mesa, who have had a WAY harder time financially than our city, yet they have never taken away the amazing health benefits they have for their employees no matter how hard the economy has been hit. I believe Tempe is the premier city in the valley, and the state, and I believe it could do WAY better in terms of fighting for better benefits for the employees.

- I didn't know the City had mediation services.
- I do not believe that the department supports their employees unless it suits their purpose.
- I don't know how any of these apply.
- I feel that the city could improve by having more supervisors that actually cared about employees. The bad apples are being supported and moving up. It's a safety concern for me and a lot of colleagues.
- I feel the Public Works Department, where I work, has become too large and inefficient. Smaller departments, with less dependencies would improve efficiency.
- I have brought it to the attention to both my coordinator and director that there are health, safety, and fire concerns both at a local and national level in terms of how some chemicals are stored and disposed of at our facility, but have not gotten a response or concern. Some of these issues are storage and disposal of flammable art materials and chemicals that can cause long term permanent damage and disease to the respiratory systems of maintenance employees that sweep/mop the work spaces and do daily activities.
- I have not needed to utilize many of these services listed above.
- I have witnessed some patrol officers not receive support from their direct supervisors that should have been referred to Employee Assistance Program and the Police Department's CISM/Peer support program. Instead they were pushed to keep working (told you better be at work-write you up put on a Performance Improvement Plan for missing work, etc.) through depression issues, divorce, and their supervisors did not want to understand their situation which could be very detrimental for the officer and the employees working with this officer.
- I not really sure whom is in charge of the Arts center and it's programs. It has been a new surprise or issue for nearly a year, on weekly basis, since the last supervisor left. There is no central person in charge, policy and schedules change each round of classes. Changes I am unaware of until the first day of a class. It seems more money and image driven than reality and actual consideration for how the facility runs and the needs for the community. I have gone above and beyond the duties of my job description I was I hired for years ago, and no significant recognition for it.
- I noticed that the doors in the 525 building do not have a handicap button to open the doors after swiping the badges. I know there was one employee in the 525 building using crutches temporarily and having a very difficult time getting in and out of the work area to the bathroom. There should really be handicap access buttons on all the doors in the City buildings.
- I really did not understand what exactly did you mean by adequately support my needs? Do I use these programs? So, I answered them if I use this support.
- I think it's a double standard for management and employees. Ex: They took away our 980 schedules and made everyone 8-5 with the exception of a few employees who are able to get different schedules.
- I think Rosa and Ginny are exceptional employees with a tremendous amount of empathy and they have created an extremely valuable program with the Safe Haven process. I applaud them as I do Jon O'Connor and others within Human Resources. While I respect and value the Safe Haven

process, I am concerned with the timeline of the current investigation within Solid Waste and Recycling Services. While I understand the need for thoroughness, my concern is that retaliation will continue until there is some sort of resolution. Morale is low, and it is an extremely toxic work environment.

- I think the City as a whole is trying to help the employee. The IT department management treats its employees as interchangeable tools. Just equipment to be replaced.
- I think the City can improve by sending out more information on support for city employees.
- I would like to see the City bring in a speaker such as Chad Flemming from Team Never Quit. <http://teamneverquit.com/speakers/>
- If additional personnel is not available to our area, then being able to rely on our computers is a necessity. When our IT requests to help streamline our workload also cannot be dealt with in a timely manner it is very frustrating. Additional support in IT would definitely help in certain areas.
- I'm new and not yet aware of all the services.
- Improve building maintenance.
- Improve communications about what is going on in the City, and tell us of happenings among and between City departments, not just work anniversary announcements.
- Improve housekeeping in the office portions of the water/wastewater plants. Only basic cleaning (centrally located trash/recycling and vacuuming common areas) is done intermittently. Cleaning of offices/cubicles on a regular basis would be more cost effective than staff taking time to vacuum, etc.
- Improve the wellness program. Encourage employees to participate in the program and offer more activities/options for points and/or rewards.
- Improved IT support for existing and new software programs.
- In certain instances, in an effort to make collaborative decisions, there may be too many layers of bureaucracy to make timely decisions. Further, when decisions are made and approved, they must often be sent to other departments, up or down stream, who are simply going to follow the direction of whomever approved the decision. It may not always slow a decision down, but it certainly adds to the cost of making a decision.
- In order to improve support, management at all levels needs to actually know their employees and be involved in the work that is going on even if it is just a high level of involvement. I have never really talked to the deputy director of my department and he never made any effort to speak to me. This is true at most levels of management other than my direct supervisor. How can anyone know what the needs are if they never ask?
- Increase face-to-face contact between department directors (or deputies or managers) with line employees, whether one-on-one or in a group setting.
- Increase staff in facilities to provide daily custodial care of facilities.
- It appears that the top of the org chart cares more about the top than those below.
- IT management is truly uninspiring. This is because they are unengaged with employees. It's all about the status of work rather than the abilities and struggles of work/home life. Basically, they don't care, especially in Business Solutions.
- IT structure is odd and not conducive to our workgroups. Wait times on new employee emails and simple issues are 2 weeks. Our system was created by IT, but now is left with many issues that need attention and upgrades that need some specific resource allocated. The library complex has improved with added security, but more is necessary.
- It would be helpful and time saving if the Mail Codes were added to the employee address book.

- We've heard about having quarterly meetings with staff from different workgroups and that hasn't happened. Unfortunately, Human Services is a lot of talk and no action. Strategic Planning seems to be the main focus for management because it makes the department look good; but the organizational support for employees is seriously lacking.
- Janitorial duties are not being done in the building I work in.
- Keep equipment up to date with industry.
- Keep us more informed.
- Leadership starts at the top. Diversity Office is just a pawn of the City Manager's Office. Consistency across the entire organization in discipline, travel, treatment.
- Let part-time employee's know what sort of resources are available to them.
- Listen more.
- Locker room at the Hardy substation needs update. Many lockers have broken shelves, poor latch systems, struggle to hold all necessary police gear, and lack amenities such as built-in chargers such as at the Apache station.
- Look at conditions at the library- some areas are not well temperature controlled.
- Make deputies follow the rules.
- Make sure the mediation services are advertised and available to employees. Some buildings are cold while others are hot. Are we really saving on energy costs when employees have to bring heaters to work? Employees go to Safe Haven as a last resort. It's nice to have someone to listen to you, but stronger results are needed.
- Make the employee feel like their complaints matter/take them seriously and then actually do something about it if it is true. Don't make the employee continue to come work under circumstances that are hostile, and they get retaliated against.
- Make the safety of our employees important. Ensure all city facilities are ADA accessible.
- Make the Water Division a Department. Water is essential and should be treated as such. Being a division puts too many layers between its issues and the City Manager's office.
- Management and leaders need to listen but also put the ideas or corrections into action. Management and leaders seem to let things go even though there is proof that something is causing an issue.
- Management needs to actually SUPPORT employees. That does NOT HAPPEN in library.
- Many low performing and unethical employees not most but enough to shape our culture are successfully lowering the bar for accountability. Not every complaint is worthy of investigation, based on the situation and the likelihood of false allegations.
- Master's program.
- Meet with each employee one on one from time to time.
- Meet with front line employees a couple times a year at their location to remind them of the safe haven, mediation, etc. This will help new employees and tenured employees to keep up with the services provided in case they even need help.
- More classes or outreach?
- More communication needed, and expectations meet with results as of facility maintained and fast communication between directors and employees.
- More information for the questions I answered with "don't know".
- More opportunities need to be available for dispatchers to vent and relieve stress related to the job. Working in such a stressful environment with inadequate equipment and psychological resources makes things difficult.
- More staffing for CIB, not enough detectives for the amount of cases coming in.

- My Deputy Director needs to do a better job of demonstrating the core competencies that are expected of all City employees.
- My physical work environment is relatively safe and in fair operating order as are other locations that I may work out of or travel to, but the cleanliness of lots of City locations, especially those that serve the public are in dire need of custodial services. There are services that are supposed to be performed on a yearly basis, based on custodial services list of services provided, but some of those items haven't been addressed in 3-5 years. Custodial is constantly short staffed and not able to keep up with the demands. There are facilities that used to have 1-3 designated custodians and now those facilities only have 1 custodian on a part-time basis since they have to cover a "route". The level of service currently provided due to the lack of staffing should be considered highly unacceptable, especially in areas that serve the public on a regular basis. This is something that needs to be addressed sooner rather than later. As minimum wage continues to increase and close the gap between it and the starting pay for a custodian, it will only get harder to find and hire custodians. The growing economy will continue to contribute to the issue as well.
- Need department all hands meetings on a quarterly or semiannual basis. Currently the whole department does not meet at all.
- Needs to filter resources and opportunities to line level and have the support of supervisors.
- New leaders in department still working on changes and process. have to wait and see what direction will be taken.
- Not sure what to say to this only that we in our dept. do not see any of the mentioned above only after something is really wrong with a situation. Reactive not proactive.
- Numerous complaints against the fleet manager have only resulted in additional "training" for the entire fleet department's staff.
- Objectively look at the needs of each department, regardless of how much money it generates or how politically beneficial it can be to you.
- Offer more classes at random times of the day or night. Hard to get coverage in dispatch.
- Office and bathrooms often have roaches, ants, and mosquitoes. Have concern using the women's restroom because of mosquitoes. I do not believe management in my department demonstrates the same values that are expected of me.
- One possible improvement: make sure all employees have ergonomic chairs, and are not sitting in 15+ year old office chairs.
- Organize social support groups.
- Our building could definitely be cleaned and maintained better.
- Our building a/c is inconsistent and there isn't much storage.
- Our office is never vacuumed unless we do it ourselves, restrooms mopped on occasion never see entrance lobby cleaned.
- Our technology is kind of a disaster.
- PDHQ building has an AC vent that is constantly blowing on my cube. I have submitted several requests for it to be adjusted and nothing has ever happened. The PDHQ basement smells like mildew and something does not seem right with the air quality.
- Physical work environment with aging facilities and posturing for needed space impedes positive workflow.
- Please explain how a full-time temp employee can destroy a city vehicle and have ZERO repercussions and full-time employees are disciplined for anything and everything, is this more good old boy or racial bias.

- Provide better physical security in public buildings and enforce security policies, make security a priority.
- Provide free access to city exercise facilities, provide gym membership stipend, or negotiate a deal with a gym to provide discounted rate for city employees.
- Provide more support for line level staff and 1st line Supervisors.
- Provide the necessary help, i.e. number of employees, in order to provide the level of service expected. Stop setting ridiculous performance measures that cannot be met.
- Provided mandatory leadership training and peer review for supervisors.
- Providing more clear information during testing processes.
- Providing more information on City mediation services and the Safe Haven process.
- Re: #6, I do think the City needs to be more proactive about facility/employee security/safety. We also need overall plan for space needs/facility upkeep.
- Respect and respond to employees participating in safe haven process; act quickly; do not ignore truthful and well documented complaints related to management; hold management to the same standards and rules as apply to employees; recognize there is a larger problem when multiple people either quit or raise concerns about management behavior.
- Rethink the safe haven process to be run by HR. Causes too much confusion and separation.
- Safe Haven is NOT private. That whole Diversity area has people that talk! Their friends with each other, so how safe is that?!?! HR is not so private, nor do they keep things personal. They report anything an employee says to the Supervisor! How safe is that?!?! Communication from the Directors/Chief/Deputy Directors/Assistant Chief only happens when we are getting surveys like these. Once it's over there is backlash! You can say there won't be but there is!
- Safe Haven should be handled by an external source, not internal. There is no trust in the process. Don't know what Internal Audit does; Director in department is doing a good job. My physical work environment is safe but worn down and budget to "spruce it up" is asked from my own tiny source of funding rather than from facilities/P.W. for example - the paint in the public areas needs to be refreshed but unless it is actually damaged I was told it had to come from my budget. The wellness program is doing well and has gotten better with the new vendor.
- Security could be improved in the facility - Tempe Center for the Arts - particularly on busy event days. Safe Haven process response time MUST be improved.
- Set up Spanish language training with a company such as "Interlingua" in Phoenix, AZ where employees could meet in groups with a teacher and gain Spanish training at a reduced rate. The city of Phoenix already does this and therefore Interlingua charges lower prices for their classes for groups of Phoenix city employees giving the city of Phoenix employees better options for learning Spanish at a lower cost.
- Side employee door at Police/Courts building is major weak-link in security and recipe for disaster, more than half the lights outside PD-Apache not working, need employee designated to conduct video surveillance 24/7 on PD & City facilities and work directly w/PD dispatch.
- Some deputies could try harder to make what they do match with what they say. Being rude and being direct are not the same thing.
- Steven Methvin provides a high level of operational support. The Safe Haven is very misguided. It should be outsourced for investigations and report through HR. Employees continue to use the Safe Haven when they are in the disciplinary process or approaching it. It's a "sanctuary for them". Tempe is headed backwards to the "gotcha" days and high performers are discouraged and will leave to be appreciated somewhere else. This has been shared in exit interviews that are

never shared with the Department Directors or Deputy City Managers. I guess it's another black hole with Internal Services.

- Strategic Management and Diversity is vague for goals within my department and does not include any benchmarks for us in some of the fields like "strong community connections" which is the core of the work that I do.
- Streamline and remove redundant processes in place that often competes with each other and prevents the go-forward steps to complete a task. The existence of redundant processes only adds to confusion, and is very often used as an excuse by staff members to hide behind them and not get the work done. It is a key factor to the speed of how things get done in the City
- Streamline the HR process, and remove barriers, which could mean removing cumbersome rules, or removing stubborn individuals. Change the HR culture to one of support-- from the current state of constant disapproval.
- Take adequate time to learn the problems, not just listen and ultimately disregard, then help find a workable solution.
- Take employees seriously when they voice concern over a manager. Follow through with interviews of eyewitnesses. Maintain all city buildings and support their upkeep, not just certain high-profile buildings.
- Take the time to listen to employees to get a better understanding of any needs they may have to improve their workload and functionality.
- The city does well with our work environment however, the South Hardy Police station could use new carpet, more impounding lockers, men's locker room update, sealing around the bottom of the doors, and general upgrades to the building and parking lot.
- The City is not a bad place to work. However, when I see the lack of character and flaunting of ones position to "target" someone that may not have the same beliefs its wrong. The Department Manager, the Deputy all know that there is something not above board
- The city offers plenty of organized support for employees. The real question is why are people not taking advantage?
- The City, and in particular the Police Department, has been very supportive in my short time here. While I do not know how each department functions with regards to onboarding, I was very impressed by the meetings and special events that Chief Moir invited new hires to; to introduce them to the department and allow department members to meet them. There has been an open line of communication since my start and the support for career advancement is excellent.
- The Community Development offices afford little security. Anyone could access the "more secure" areas if they had the intent. The offices in the Garden Level often times have a foul odor. Further, they are rife with mosquitoes, gnats, and cockroaches.
- The elevator in our building was out for over a week. One of our workers has a bad back; one has a severe knee injury that resulted in a knee replacement; one has a foot injury: all 3 of these people were forced to climb the stairs to the second floor for an entire week. There is no hot water in the bathroom on the second floor, unless we let it run (WASTE) for five minutes. I am NOT exaggerating. I'm sure I don't need to quote the CDC's stance on washing hands with hot water. This is probably part of why our sick usage is so high, but no one will fix it. There are these really cool things called tankless water heaters you could toss right under the sink and we could actually have hot water to wash our hands with after using the restroom. The wellness program is not user-friendly. Why can't we see a running total of our points? It makes no sense. The portal is difficult to navigate, and the information provided is fairly useless.

- The gym's at Hardy and Apache have dirty floors. The cleaning people do not appear to clean the gyms.
- The I.T. department is horrible, they do not help with the day to day problems and are lazy. A task could pull a front-line employee away from assisting with the citizens because I.T. refuses to write a program because they are too busy. Human Resources, what is that?
- The IT department needs to hire younger people who actually know how to fix computers.
- Over 20 employees in my work group have filed formal complaints with HR and Diversity, it has been over six months and absolutely nothing has been done or addressed. We are now being retaliated against by the individuals being investigated and have continued to go to Diversity regarding these problems that are still continuing. The City has done nothing as an active investigation has been going on for over six months now. We have no one to turn to, as it is the management under investigation. I have taken Diversity and Safe Haven classes and our management has just about violated everything the City teaches us not to do. Our current management has made the working conditions and environment horrible. The City could improve the organizational support for employees by actually doing what they teach us, and doing their job. How many people have to file formal complaints before the City addresses the problem?
- The most disappointing aspect of working in Tempe is that those entrusted with ensuring that diversity, inclusion, and equity is achieved are the same who disparage, smear, intimidate and create intolerable situations for employees. Employees don't fear Tempe becoming a more diverse and inclusive organization, but they are frustrated with the intimidating tactics and narrow views of our diversity champions.
- The strategic management and diversity office is known to target departments and employees who they feel don't see their view of the city of Tempe. There is a long history of harmful tactics that have been used to bully, intimidate, slander and belittle employees who they have 'labeled' as unsuitable to work in Tempe. Rumors are started and spread that damage and sabotage individuals and programs. Careers have been harmed and people hurt.
- The physical environment of the Hardy Police Station is lacking in both landscape appearance and maintenance. Interior ceiling tiles need replacing as well. This facility is not up to the standards of the rest of the city buildings.
- The Strategic Management Office belongs in Human Resources and is no longer useful. It's simply a place to go to avoid being held accountable. People make accusations and then a bogus investigation ensues. Please put an end to this.
- The structure of the IT support is antiquated. Each of the major departments should have their own IT person(s). All of these IT people throughout the city should meet as a regular committee for consistency. The current method of IT employees belonging to one central department and assisting the individual departments on a part time basis does not give the IT folks enough time to truly understand and buy in to the needs of the department. There is too much technology and it changes too fast for part time IT involvement in the different departments. By being embedded with an individual department, they can bring their IT knowledge of the vast choices for systems that are available and how they work to the table with a clear understanding of departmental needs. Creating superusers within a department takes employees away from their main functions to try to teach them enough about software to give some relief to IT. However, I would argue the person that was hired for the IT background would be much better at this than the superuser we train. There are still some things like 2900 type issues that can be efficiently worked on through a central department and oversight for the IT consistency committee.

- The Tempe Public Library could use more thorough cleaning of the furniture and carpets in the buildings used frequently by patrons how leave messes behind. We have many homeless adults and parents with babies/toddlers.
- The touch screen in the jail has been down for months, and it is a safety/security issue.
- The wellness program continues to be frustrating, and I don't see the value in continuing it. In particular, the process for the biometric screening is useless, and sometimes embarrassing. I receive direction about my health from my doctor, and I don't believe it's appropriate for the nurses who perform the screening to diagnose, assess, or recommend treatment.
- There exist too many disparate support services with different objectives. For example, HR, Diversity, Department, and Division support for comparable services with uniquely different perspectives and approaches to providing support.
- There is no security at the front desk of the building I work at and we do get members of the public who become quite agitated. The city should have a security guard at every public entrance. Not just on site or a security guard who occasionally walks by.
- There needs to be an increased support for those suffering from mental illness. There is so much pressure to do more and more, but no real support for the toll that can take on everyone's mental health, especially those prone to depression or anxiety.
- They could provide additional knowledge of programs and services available to employees. I do not personally have knowledge of some of the programs listed above.
- Those in leadership must be aware that many of us come to work for a public agency because we seek a balanced lifestyle where home life is just as important as work life.
- Too many managers are being hired instead of front-line employees. These added layers portray that top management doesn't want to hear from front-line employees.
- Training budgets with transparent application / approval processes.
- Transparency. We need to be included in decisions that come from higher up, especially if director/chief and deputy director/assistant chief are not directly affected or involved in the consequences of those decisions. At the very least, communicate. "Not wanting people to panic about the change" is not a good reason to not inform us of the change. Period.
- Two things need serious re-consideration: 1) the Safe Haven process has been abused by employees who make unsubstantiated claims against supervisor and managers to avoid being held accountable and to detract attention from their own behaviors and poor performance. I suggest an audit of the program by an outside agency. 2) The building facilities are decrepit and embarrassing. The City should take more pride and put more capital resources into them.
- Upper management in the City currently runs on the mentality of, do as I say not as I do.
- Use facilities funds for facility needs such as painting walls that are dated or dirty rather than just damaged; changing a step to a ramp; energy saving changes; security items. Most of the things we need in our facilities are things we are told need to come out of our own (tiny) budget. We just don't have the funds, so these things don't get fixed/done. For safe haven, there is no trust that the issues we may bring will remain confidential; there seems to be no opportunity to get counsel on a subject without it being either dismissed or blown up; for a true safe haven, the service should be provided by someone outside the city. For question on directors/deputy's - my director is fine.
- Water needs to be its own Department again!
- Water should be a department.
- We have issues with getting things done over here at our Kyrene Building in Water. We have lights that have been out, and people come out and then they go out again. We have 2 drinking fountains downstairs that are outside that have had no cold water to them for a month now.

Things like this should be addressed at some point. I know we are shorthanded, and they are to, but what can we do to help them. Can we get the bulbs from the vendor and change them out ourselves? Not sure what to do about the drinking fountains?

- We talk the talk to make ourselves feel good, but it is lip service. We need to walk the walk too.
- Wellness program causes more stress, some employees use work time to fulfill requirements. City Manager and Deputy should get out more and talk w/lower level staff; hierarchical communication results in trickle down messages and frustration when original intent is not understood or trusted by final message recipient.
- When employees are participating in the Safe Haven process or receiving City mediation services, this should be done in a private, secure, confidential setting either in a closed, sound-proof conference room or an offsite location, not in a conference room on a busy office floor where people's voices are easily heard even with the door closed. This is very distracting and rude to the employees who are trying to do their work and should not be exposed to others' private matters.
- When work related issues involving employees happen it should be investigated fully so the same/similar incident doesn't happen to someone else. Also, when an employee is involved in something, they should receive more support.
- With regards to Human Resources, we receive money into a Voya account month after reaching a certain tenure. There are NUMEROUS employees who had NO idea about this benefit and that they had to change their elections. Therefore, those employees have been earning simple interest in the accounts that we use for medical expenses while in retirement instead of earning interest from mutual funds. Human Resources did a poor job of notifying employees to sign up for these accounts and change their elections. When contacted, HR employees boasted about how great their own accounts are doing but seemed not concerned that there are employees with 18 years on who have been earning simple interest for YEARS because they were never advised they needed to change anything. With regards to the question about the physical work environment. It's frustrating to have to ask for areas of the PD to be cleaned; gym or bathrooms. We have literally had to put in work orders to have showers cleaned, broken items fixed, light bulbs replaced.
- Working conditions vary tremendously from place to place.
- Working in an office for 8 hours a day is long and physically strenuous. There are better options for standing desks that improve back/neck health available that the City should offer to employees that work in this environment.
- Workshops on risk management, alleviate Queen Bee work attitudes.
- Workstations are not appropriate for every City job. A physical office should be considered for individuals that require private communications on a regular basis.

Q4a. (Optional) How could the City improve supervision and/or the work environment for employees?

- Accountability, fair workload distribution, cross training with staff members.
- Add more staff. The City does not have adequate staffing in many areas, so quality and timeliness of service are negatively impacted. Also, at times my manager is not treated with respect by peers or managers above her.
- Address systemic problems at the source; support employees who make an honest effort to follow the guidelines for improving work conditions; recognize that ongoing stress on the job affects an employees' mental, physical, and emotional health on and off the job.
- Addressing employees who perform poorly. Taking action when employees bring issues to management's attention, instead of sympathetically listening but doing nothing.
- All employees should be treated fairly and with respect. It is disheartening to hear horror stories about how some employees are treated; from unnecessary micromanaging to screaming. It is unprofessional. The eLog system used only in Public Works needs to stop. It is punitive and used as a "gotcha" tool.
- Allow more opportunities for staff to learn supervisory duties.
- Appropriate space for employees. We are doubled up and can't deliver effective and ethical services to our clients.
- As long as employees refrain from expressing any opinions that differ from management, things are just fine. Job assignments and schedules can be changed at a moment's notice and with no real explanation.
- Ask the employees directly on how they think the supervisor is doing and how the supervisor effects the unit.
- Avoid favoritism, cronyism and good ole boy decisions.
- Because we have more security officers patrolling the library I feel safe and am not worried about questionable behavior by the patrons.
- Better communication. I am a part time employee (summers only) and the limited amount of information that I receive is subject to change at any moment's notice. It's incredibly frustrating.
- Better listening and communication.
- Better outlining of job duty priorities as expected by management would be nice.
- Better way to document our yearly performance that all supervisors are mandated to complete for their subordinates, we use Bluet Team which most supervisors only put discipline in and don't fill out your yearly performance goals and accolades.
- By creating trust between supervisors/managers and employees. Unfortunately, since people don't change, we are stuck with poor management which has a domino effect. Employees tend to not work in a team environment. We need a Deputy who is a true leader who promotes trust, honesty, accountability, and always believe in doing the right thing.
- By streamlining more open communication about standards and policies, access to training and growth opportunities, and filtering the proper information required of employees to do their jobs properly. In my specific department, there is very little communication provided from superiors and I often find it difficult to complete delegated tasks (especially with a limited part time schedule required by the city and no access to pay incentives).
- City needs comprehensive equity, diversity, and inclusion training across the board. There also has to be more flexibility in allowing the firing bad staff. Otherwise we won't be able to retain good employees. We have toxic individuals at the City who have committed egregious acts and

are able to hang around bouncing from job to job. We should be able to get rid of horrible poisonous employees. The City is too risk averse in this area.

- City needs to address pay inequity issues. Current HR rules frequently result in performing employees who have been in their job multiple years making less than those promoted or hired to the same position. In a perfect world, we would actually pay for performance instead of longevity.
- Clear benchmarks outlined for giving feedback to new employees. Training and onboarding processes put in place and procedures for supervisors bringing in new employees and specific modifications to be made when bringing in a new supervisor to the space. A better-defined evaluation process for employees so that new employees not being given feedback by their supervisor know how/when it is appropriate to ask for this input.
- Consequences for poor performance! High performers are ignored while low performers are coddled and given no consequences other than repeated PIPs.
- Consistency amongst supervisors in dealing with employee issues/problems. Some supervisors address issues while others don't or issues continue to linger with certain employees/supervisors.
- Consistency among Supervisors when it comes to the expectations of their professional staff. A standard, vs being lazy because they don't want to deal with it.
- Consistent expectations for all employees by supervisors and managers.
- Continue to have open dialog.
- Continuous supervisor development courses.
- Create clear rules with less gray areas. Provide a sick time abuse policy, for the employees that misuse their time.
- Deal with management in a clear and concise manner so that further retribution will cease.
- Dealing with other supervisors and their managers can be difficult due to their micromanaging ways.
- Department Directors should make themselves more known with the PT staff as I have never met my department director. I would not be able to point her out if she walked into my facility.
- Deputy PW Director is more interested in managing the minutiae of the department and does not appear to trust staff with basic day-to-day decisions. I think we would all be better served if he/she would take a long-term, big picture view of the Department's efforts, and less effort on small details like travel budgets and training approvals.
- Director does not offer a greeting when I do see him.
- Director is fine, but deputies need improvement.
- Display equal treatment. Less favoritism of sub-departments or employees.
- Distribute in-custody cases more evenly among the units, to include outside units like traffic, SIB, and Gangs.
- Do not reward bad behavior. If an employee has a history of being hostile that employee should be disciplined accordingly and not be given an opportunity for advancement.
- Eliminate foul language, favoritism, cliques, management should support their lower staff, respect their decisions, and take the time to explain why they can't support them. Admin staff should support staff, not bicker, and refuse to do their job, making others do more work.
- Employ those who TRULY CARE about their programs.
- Encourage more open and honest feedback- corrective as well as appreciative.
- Encourage supervisors to engage with direct reports as well as the department manager engaging with all dept. employees.

- Ensure supervisors are in it for the right reason, are competent in their field, are trustworthy, and have leadership skills. Interview employees from different workgroups - despite "no retaliation" and other similar policies, employees are still hesitant to report major issues.
- Establish mandatory evaluations and an attendance policy tied to salary performance instead of a blanket 3% for everyone. Not everyone does their best at their job.
- Everyone knows that people who over perform just get more work and people who underperform get moved into an easier position while keeping their pay. It would be great if employees who perform their jobs get a better raise than those who constantly cause problems and underperform. And if for some reason an employee who underperforms is called out, they run to the safe haven and then for sure nothing happens.
- First, employing new employees who have the interest and desire to work with the city of Tempe doing good work, only this way we would form a great team where you could work with people who really enjoy the work. that the work is the same for everyone and that the favoritism and corruption between The Director/Chief/supervisor etc. is over and do their work in a fair and professional manner. and use new supervisors or correct those who are already here to do a better job and do it in the most professional way. or that they excite supervisors who try to motivate their employees as well as worthy of recognizing the performance of their workers, but starting in the part where they put the sample of being not only a supervisor who orders but also supports and is part of the team and by Finally, it is better to communicate among employees. The supervisor tries to unite the employees and not separate them.
- FTO program. Offer communication courses for supervisors.
- Generate a supervisor evaluation tool that guarantees the ability for employees to communicate challenges as needed, and enables management teams to follow-up with staff teams appropriately.
- Get all the exterior lights working at Apache-PD, get live video cameras on-line and establish a job dedicated to monitoring them 24/7 in house and working directly with PD-dispatch.
- Give directors the option to give perks to employees when a job is done well such as movie tickets, other gift cards or days off.
- Give us enough space so staff doesn't have to double up.
- Handle situations effectively with coworkers as adults before taking them in with sups and better communication.
- Have a mentor supervision program sat up to help new supervisors become successful the first year or two. Check in with employees of that supervisor and make sure they are getting the support and resources they need from their supervisor. Quit promoting people and then thinking that's all that needs to be done to make them good supervisors. Not everyone should or knows how to be a supervisor.
- Have a supervisor on Sunday's at the Library.
- Have more open communications between supervisors and employees regarding topics.
- Have supervisors who are respectful to their employees, don't talk down to them or about them, and who do not allow themselves to enter the gossip train.
- Have supervisors/managers understand what their teams do and be able to actually do their job. too many mgrs. have skills that've gone away because their whole job becomes meetings, outlook scheduling and meetings about the meetings. They forget how to actually do anything of substance.
- Help us get some kind of rule/regulation that will curb call ins. sick time is abused as a whole in this City. The City I worked for 16 yrs. ago in Colorado had a rule that if you call in before or after a Holiday, you do not get Holiday pay. Are hands are tied when it comes to employees

calling in sick. Sick time is theirs to use when they are sick, yes. But it should not be used as just time to have a "day off". If employees are using more sick time then they accrue in a yr. and do not have any type of FMLA issues, I believe that is a BIG problem.

- Hire more drivers, so all routes are covered everyday no more open routes, making drivers that are there cover extra work on an already full work day.
- Hold employees accountable.
- Hold supervisors accountable for retaliation.
- Hold supervisors accountable in all aspects. The area I currently work in has a clear divide among peers that has been created by the lack of accountability by the supervisor. When major issues regarding safety and work place matters are brought up by members of the unit, the Supervisors typical response is "stop being negative, that's stupid, no it's fine" and immediately disregarded.
- Holding employees accountable continues to be an issue. There has been no improvement since the last survey. Work load distribution in my work area continues to be an issue. Some employees don't have enough to do, yet others have a huge workload.
- HR creates unnecessary barriers for supervisors to adequately address concerns with staff members.
- I am happy with my immediate supervisor in Business solutions. However, there is an overall dissatisfaction with the recent reorganization and the project process which is glacially slow, over-sized, inefficient, vague in terms of responsibility, ineffective at meeting the customers' needs and frustrating for those that have to work within in its convoluted and shifting machinations. To improve our work environment, reduce our stress and reduce the customer's wait time the process needs to be dismantled.
- I am quite happy with my work environment and the people that I work with.
- I believe supervisors do not get enough training on dealing with staff. Most supervisors are just put in their position without ever supervising employees in the past.
- I do not believe that the assistant Chiefs care what a line level Officer has to say. If issues are brought to their attention, they ignore it unless it suits their views. Supervisors are able to identify issues with Officers but have their hands tied when they attempt to address them especially if the subject of the issues is (protected).
- I feel supervisors and directors hand off the extra work they do not want to do or staff for onto current employees. They get there at 8 and leave at 5pm, maybe even not come in on Fridays and are salaried employees. My previous supervisor stayed and got the job done that needed to be done without adding an unnecessary burden on the lower temporary staff. It seems no consideration is given to employees or students of communication or needs until the employee finds out about it at that moment and they are required to think fast and resolve it as best they can and representing the City of Tempe make an apology and make them happy. Reporting to supervisors usually creates a resolution, that gets repeated again at later date.
- I feel the city could improve supervision by allowing employees to talk to someone who actually cares and is not buddy buddies with the supervisor that way when there's a safety issue it will actually get resolved as opposed to us getting laughed at in our face. Also, why are the supervisors allowed to lie to us and trick us? When we bring it up, we get e-logged. Why does HR work with the supervisors to bully/pressure us into signing papers and forms to take away rights from us?
- I get no feedback on my performance; I am pulled from my tasks to assist with tasks related to another part of my Department which makes getting my tasks done. As a supervisor, I have had to use the progressive disciplinary process three times before an underperforming employee

finally got the message and quit. This progressive disciplinary process takes too long and rewards poor performers by dragging the situation out.

- I have not had an evaluation EVER! How can I know if my work matters to anyone without such tools?
- I know evaluations are in the works but as the immediate supervisor is new there has not been an evaluation since my arrival as an employee.
- I suggest each employee that supervises or may supervise in the future attend training such as the AGTS Supervisor Academy and receive coaching/counseling regarding how to coach/counsel!
- I work in City Hall and a coffee machine in the Garden employee break room would be welcomed. Also, the new TV located in the Garden employee break room is not connected and therefore does not work. It would be nice to have it available for lunch breaks.
- If employees are not performing they should be counseled or given a PIP. Most supervisors or Director just jump to a Part I with no regards to impact on motivation.
- I'm quite lucky in my career with the city as every supervisor I've had has been quite good, if not great. Each has been different, but each has cared about the work and the employee. They really have been something to look up to.
- Immediate supervisor creates conflict; there have been attempts to address it. Poor performance of lower level employees is dealt with effectively but not with those in upper management. Who bosses the bosses? Our situation is somewhat unique. Most of the DD and D are doing a good job.
- Improve the ePerformance system to make it more meaningful and useful.
- In all of my years of providing feedback in surveys such as this one, I have never had to mark so many "strongly disagrees" related to management. While I really love the City of Tempe and my actual job, the incessant drama and deplorable behavior that is allowed.
- In IT Business Solutions, the manager does address issues of accountability or inappropriate behavior. They seem to avoid conflict, so conflict between employees is not addressed in a timely and fair manner.
- Employee morale is also low because the manager does not offer mentoring opportunities to assist employees in meeting their career aspirations.
- In my workgroup, it's my immediate supervisor that causes conflicts, interferes in getting work done, passes additional workload on to subordinates, engages in conversation and comments inappropriate to the workplace. Even though the city may know there was an issue, there doesn't seem to be any way to effectively address it. Or maybe they don't know that this is going on in a pervasive way that undermines our ability to work effectively and comfortably.
- In this department, many employees are not held accountable, bad behavior is not dealt with, conflict is not dealt with. Morale would improve if leadership enforced accountability and fairness.
- Instill the belief that we are all working for the citizens of the Tempe rather than each supervisor worrying about their next promotion.
- Institute an effective review program; require supervisors to take annual supervisory training.
- It all starts at the top and when you don't have the proper people at the top that trickles down to the manager and supervisors and they feel like they are untouchable and can do what they like. The line level employees are the ones that suffer because they have nowhere to go. The safe haven/diversity doesn't work the way it should either. People continue to get retaliated against when they stand up and say something.
- It is a tough job and we're supporting each other with limited resources.

- It is not clear if bad behavior is being addressed when a situation arises. Verbal assurances to people impacted are shared that the issue will be addressed however, there are no changes in behavior or action that leads one to believe that feedback is given. The bad behavior reoccurs, and folks are just so used to it and things just gets brushed off in hopes that the issue will go away eventually. There are supervisors that are in their position but do not exercise their position and responsibility to address, correct, and apply the right expectations to staff members and expect change in the right direction.
- It would be helpful that managers balance their knowledge of design and construction. An outside consultant should be hired to evaluate the work distribution since this has not been properly addressed.
- Kid Zone is one of the most high functioning work groups I have ever run across. Jill and Jeremy lead a team that handles staff issues with compassion and connection. Shelley has listened to our needs and responded with trust and support. As with any work group there are challenges, but the admin has created a vision, and everyone works on a daily basis to achieve those goals. Kid Zone should be a model for other departments and divisions.
- Leadership is about getting work done through people. The management at all levels need to be aware of that. Many are put into management positions without the proper skills to do the job. When selecting a person for a management position close attention needs to be paid to the person skills and behavior.
- Leave it up to the supervisor, anyone above the supervisor should handle any situation with care, the immediate supervisor will be sufficiently involved to take care of any issues.
- Less overtime. We're all about to pull our hair out. There's hardly any down time.
- Lines of communication.
- Listen more to employees instead of data, computer simulations, etc.
- Listen to employees and say something more than useless sayings/phrases. Actually resolve issues and don't just hope they go away.
- Make sure job positions are distributed equitably throughout the department.
- Make sure the supervisors/managers are properly equipped to do their job and not in over their heads.
- Make the Water Division a Department. Water is essential and should be treated as such. Being a division puts too many layers between its issues and the City Manager's office.
- Managers should be required to have formal training and education in how to effectively supervise employees. Managers should also be required to complete continuing education in supervision of employees. I have never received any form of performance evaluation related to my job. I do not believe that managers in my department generally support the ideas and suggestions of their employees. Complaints about the behavior of other employees and similar work environment issues are not addressed by managers in my department. Hard workers in my department are treated no different than employees who fail to meet standards. There is no motivation for someone in my department to work harder or do better.
- Morale is already bad enough in the jail, but certain supervisors (mainly on dayshift) make it worse for everyone... including jail staff, sworn officers and even the prisoners.
- More communication, meetings, and teambuilding activities.
- More evaluations, not just on an annual basis, as well as not allowing time spent with the City to play a role in evaluations and poor performance not be affected.
- More on site visitations; delving into the daily work duties; rather than a quick visit.
- More team building and communication.

- More training for supervision. Need to be attentive to the supervisors in charge, make sure they are performing their duties properly and treating their employees fairly. not abusing the privilege of the position.
- My answers above relate only to my immediate shift supervisor. if it was the communications director, every answer would be strongly Disagree.
- My area deals with employees in a hostile manner, employee cannot trust their supervisors.
- My colleagues and I feel as if leadership or management doesn't fully support our needs or help resolve our concerns. Things are left alone in hopes things resolve themselves. Also, roles and responsibilities are not well defined.
- My department is a cluster!
- My department is currently undergoing management transition and functional reorganization. The declared objectives are on target, I hope we achieve them.
- My immediate supervisor and manager are both hands on, involved and attentive. However, I have no contact with deputy or director level "chiefs."
- My immediate supervisor has amazing management skills. However, the deputy director has very poor management skills and this causes a lot of confusion, uncertainty and makes the work environment challenging to manage as an employee.
- On Sundays, librarians are EXPECTED to act as "librarian in charge" but NOT given the adequate tools. There are usually FIVE supervisors in the library on Fridays - and ZERO on Sundays. This has NEVER happened before. Librarians are NOT PAID as supervisors yet continually expected to be in charge of a building that sees nearly a million customers. We've had many, many incidents involving arrests, deaths, etc. and NO supervisor is present. In the past, the only time librarians were expected to act as "in charge" was when a supervisor was sick or was on vacation. Else, there has ALWAYS been a supervisor on duty every day of the week, including Sundays
- My immediate supervisor realizes that we are all just cogs in the machine and does what she can to alleviate the stress of our job. Unfortunately, her supervisor is more concerned with budget and outside demands. I feel my work group is not appreciated.
- My situation is a little more difficult, my direct supervisor is great, but I also report to another outside my department and they can be challenging.
- My supervisor always works with me to help me receive training, but there is only so much they can do. If there is no money for this training, then it doesn't matter how much they work with me, it won't happen.
- My Supervisor barely communicates with staff. When given assignment it typically is taken over by him or goes nowhere. We typically find out what is going on in our workgroup from people in Public Works and we are not even in that Department. Retaliation is a major fear in our work group.
- My supervisor is rarely approachable since office door is always closed. When meetings are held I provide issues, but supervisor does not like conflict and doesn't offer much assistance.
- My thought...if it's not broken, don't fix it. I like the management in my department, they all do a great job!
- My work area, IT Business Solutions, has a terrible overall culture. There is no trust in this division. Just last week two separate coworkers came to me and said, I don't like coming into work, there is no energy, no desire to excel, just going through the motions. IT has silos that are enforced by management, there is no communication between work groups or management.

- My work environment is good, I am comfortable with that. As for supervision, it would appear to me that our department has good ideas and good vision, but zero direction to implement our direction and vision. I believe that we could do a lot better with how to implement our vision if we had direction to go along with the vision.
- Need a supervisor that actually knows what's going on with the employees.
- Need additional support from the Deputy Director. He/she does not provide clear direction, so it is difficult to know which direction we are headed.
- New supervisors should be interviewed by representing team members before being hired to insure compatibility with the team. The focus should be on creating a successful workforce/team and leader rather than an enforcer to subordinate relationship.
- None. Again, this is a great place to work.
- Not combining another department into the same space and expecting an employee to cover extra duties of that other department also. Also, all senior services should be in the same department.
- Not enough room for staff. No security in library. We need security with a scanner.
- Not sure. In my department we have a supervisor who comes into work angry almost every day. His way of dealing with employees is to degrade and humiliate them at every chance he gets. Our whole department knows about his anger issues but refuses to address his problems.
- Not to have favorites! I don't feel comfortable speaking with my Supervisor if he has to report it to the Director! You can communicate but feel ignored. I don't ask for much but when I do, it's not allowed or given!! Grapevine is THICK in our environment. We have too many snitches to feel comfortable in our work unit!
- One person in particular is not being utilized as they should be. They get to sit at desk and play video games on their phones and the city cell phone. they literally do nothing except answer an occasional question to staff and are getting paid 80 k +. How is this fair to the others?
- Only referring to first line supervisors, mine have failed to hold subordinates accountable and maintain discipline. Staffing issues are a constant issue because of a lack of accountability, causing safety concerns.
- Our current physical work environment, including office space, workrooms, and general facility, is not as safe as it should be. Our offices and workroom have far too much access from public and city staff from other departments. Staff from other departments, service workers, delivery personnel have access to our work area with very little restriction. I don't feel it's a secure environment for employees. Staff areas have no secure barriers from general public. Increasing violence and unlawful activity from public in our facility is being addressed as much as possible, but security doesn't have the kind of support from the city that they need. More quality security cameras in our facility would be extremely helpful. Not enough security assigned to our area. Although security staff has increased, there still isn't enough to cover the entire campus. There has been some improvements we still have a long way to go. I regularly receive complaints from my staff and from patrons in or facility that they often feel threatened in the current environment. Many senior individuals and residents with families have expressed a concern that our facility isn't safe, and they don't want to bring their family here anymore. Several staff members and patrons to our facility have expressed concerns that the homeless population is hugely catered, they feel often at the exclusion of residents wanting to come in and use our facility. The grounds surrounding the library complex is dated and feels unsafe. Urban camping is an ongoing issue along with an increase in criminal activity such as drug use. Staff in our facility deal with an increasing hostile and threatening environment with a select group of individuals. Although the efforts made by the city are appreciated greatly, I'm often concerned that due to budget restraints

and other reasons, it may take something bad happening to a staff member or member of public before adequate support and attention is given to the problems. We work extremely hard to provide excellent programs and services for our community. Without safe, up to date facilities brining more residents into our facilities to participate in the services we off is getting increasingly difficult.

- Our department needs more money for training opportunities to be so.
- Our section has a severe communication problem. Issues are not addressed and communicated at the lowest level possible. Communication between the workgroups is all channeled through the supervisors rather than directly to responsible employees creating a lack of trust and an uncomfortable work environment.
- Our supervisor does the best possible with the resources given. More staff positions are needed and although they are requested, they have not been received.
- Our team experiences challenges with other departments and we don't really have a good way of dealing with it. We can say something, but nothing seems to change. Perhaps it would be good to be proactive and work to establish roles and responsibilities and encourage others more strongly to follow so that interactions are more productive and efficient.
- Overall, I believe the PD does well with this but could improve in certain areas. For example, when certain employees constantly underperform or are blatantly lazy, I have far too many times seen management just say 'oh, that's how they've always been' or just make a blanket statement to everyone that they need to pick up the pace and work harder instead of addressing the problem employees directly and working with them to fix the issue or placing them on a performance improvement plan to address the issue. I do not see a need to chide the employees who are already working hard every single day and shift rather than take on the issue head on and work directly with the problem employees to address the issues.
- Personally, I see a disconnect in the way that employee improvement is handled within my bureau. I don't believe that the director is comfortable with the progressive discipline process and therefore does not allow the line level supervisors make good use of progressive discipline.
- Positive changes are occurring within the department, but there are gaps in training, processes, and procedures. I would like to see a formal evaluation tool used by supervisors that helps tailor goals, training, and coaching for continuing development / improvement. There is a lot that is stagnant.
- Problems employees should be addressed, especially when they create animosity among a team that affects work flow.
- Provide more security during the mornings.
- Provide training for Supervisors in listening and hearing.
- Provide training on how teams can work together and be less emotional about disagreements.
- Providing a supervisor that is central to my work location, that know what is going on in the classrooms, knows the needs, the problems, at the forefront of customer service, health concerns, ensuring stability and understanding how programs work before making changes. This area has had problems for almost a year, I just wish it would return to a more normal work environment and some was really in charge. The current supervisor seems like a puppet, I'm never sure who I am talking to or should be talking to.
- Re #2, I know what is expected of me at work because I know what my job is and what my job duties are - NOT because my supervisor communicates with me (because he doesn't). I state this to make it clear that my answer to #2 should not be interpreted as a positive reflection on my supervisor. My supervisor has no involvement in the work I do.

- Receiving constructive feedback on performance would be beneficial.
- Recently have a new supervisor. My PREVIOUS supervisor would have scored lowest of all the above questions. I am confident the new supervisor will do well. Next survey will be more detailed in my responses.
- Recognize exceptional performance, and deal with lazy employee who many times comes in late, and then spends time putting on makeup.
- Require mandatory evals of supervisors from their subordinate and provide protections for retaliation.
- Rigorously train/mentor managers on how to value their employees to the same degree they value their own bosses and their own careers.
- Safe haven promotes divisiveness when it supports personal agendas or creates advantages for employees who are "favored". Any future review of the safe haven process should not include those who currently administer safe haven but rather a third-party should be brought in for a fresh perspective and unbiased evaluation. The city should look to privatize safe haven. An outside entity eliminates the bias that has been so prevalent since safe haven's inception. All employees deserve to be treated with respect and fairness - that is not currently happening in safe haven.
- Safety does NOT exist in the library!!!! We were told that it will be THREE YEARS before we get cameras! We have police incidents almost EVERY DAY!!
- Security is still an issue - if someone wants to do harm, there is nothing to stop them.
- Seems like some areas within the City react swift and too harshly when dealing with poor work performance, but other areas of the City do not hold employees accountable until it reaches levels of epic proportions of unsatisfactory work.
- Several staff members have too little to do. Often times, they aren't in the office and are unaccounted for as others have to pick up "the slack".
- Stop allowing people to run to the safe haven and accuse people of things they didn't do.
- Stop giving pay increases and promotions to people who either don't do much work, or do poor work, but excel using work time to make proper connections.
- Stop protecting subpar failing employees from discipline or and threatening good employees with more discipline.
- Stop taking away work from those who are inept and giving it to those who excel. It isn't fair.
- Stop waiting on challenging employees to retire. Address their work performance. The work load shifts to others when this is allowed to happen.
- Stronger, more transparent, leadership in Planning.
- Supervision and work environment at the supervisor level is very good, but there seems to be a disconnect and an over emphasis on numbers/data at the Deputy and Manager level.
- Supervisor needs to be way more welcoming when it comes to career development/advancement. Also, they need to allow those to attend training whenever possible. There is strong favoritism in this area.
- Supervisor was promoted years ago and still does not possess basic supervisor skills, is in articulate, cannot manage their own work, does not know what the work group is working on or cannot be of assistance.
- Supervisors at the Management level in recreation are not qualified. Deputies and Directors need to recognize and take actions that may be difficult but necessary.
- Supervisors can acquire more information, knowledge compare with other or similar situations in different areas. For example, I thought that we had an ok supervisor until a situation came up and he has showed his poor skills. when hiring a new employee, he got upset when he was told that

doesn't look like that the new person was a good fit, that is why the probation time is for, I think. the supervisor answer I make the decisions here. End of the problem very sad.

- Supervisors in my work area need to feel that they can hold poor workers accountable when they fail to produce at an effective level.
- Supervisors lack much needed support to meet expectations, particularly related to personnel issues.
- Supervisors must be more direct and quick to respond on employees needs per my instructor position.
- Supervisors need more hands-on training with employees.
- Supervisors over other supervisors must ensure that their employees are doing a good job supervising and leading their divisions and provide constructive feedback, professional development, and guidance and assistance as needed. It's important that leadership in key positions are given the support they need to be successful, especially when so many depend on their leadership.
- Supervisors to be truthful, admit when mistakes are made, be empathetic/compassionate, use risk management/safety/security towards clients & workers, provide proper and needed supplies/technology, alleviate some Queen Bee theory attitude, offer extra pay when employee works over time at least, treat employees humanely, provide nonjudgmental/demeaning open door policy when employee shares concerns or complaints, respect employees & don't lie to them or provide false direction, alleviate abuse of power supervisor attitude.
- Supervisor's Training is provided by the City, but it is difficult to encourage supervisors who have been working with the City for a long time to change their ways, learn new things, and implement the information given to them to be better supervisors. I'm not sure if training is the issue or higher management not disciplining and/or acknowledging the fact that supervisors under them are not doing their best job managing their employees. It seems that a good amount of employees know and do their job correctly but there is also a good amount of poor managers and a few individuals that work under them that make it a negative experience to work here, at times. I'm not sure what can be done for the current managers but in the future, I think the City would benefit from not just promoting from within their own employee base but also employing new individuals with a fresh perspective from outside the City. Just because someone works here long enough should not be a prerequisite for good management skills. There needs to be a higher bar set for management. As an entry-level employee, I feel that there is a high expectation of doing good work, but this expectation is not held for supervisors or employees that have worked here for a long time.
- Tempe needs to take a look at upper management. They do whatever they want based upon personal desire and seemingly not City policy. The mentality is "do what I say, not what I do."
- The best work environment at TCA would be one where the deputy director isn't at TCA every day.
- The City can help the work environment by teaching the Supervisors and Deputy Directors about mental disability/disability, communication, and leadership.
- The City could improve supervision and or the work environment for employees by addressing the abusive and unprofessional management we work under.
- The city could promote and or hire people who have the skills set and educational background to do their jobs. It is evident that a select few people put people into positions solely based on relationships and favoritism. Managers also need to be held accountable. If they demonstrate lack

of knowledge the responsibility should not fall onto the employees to compensate for their lack of ability and skillset.

- The City could provide an adequate number of custodians, so that we don't have to vacuum and take out the trash. The City could provide an adequate number of resources to complete the number of projects we get with a higher degree of review and oversight.
- The city does not have enough "tools" to effectively recognize our employees who do exceptional work on a routine basis. We call them the 'go to' employees. This is not the fault of the department supervisors.
- The City has employees that have worked for the City for many years, and those employees are not always welcoming to new employees. New employees are then found to be eating lunch by themselves with no person assigned to them to really help them feel accepted and wanted at the City of Tempe.
- The City is seriously lacking in training for supervisor on laws around employment. EEOC, ADA, Ethics, etc. etc. When HR is asked how we get this training to protect our supervisors nothing happens. They create the Supervisors Academy which is all about Tempe specific issues. Organizationally there is no support for supervisors outside of our department. Each department is left to figure it out which is creating inconsistencies and distrust. The physical environment is terrible, the buildings are falling apart, the carpet is worn out, the custodians are trying but can't keep people and employees are abusing their leave time, so they are always short people. Invest some money in updating and remodeling -- fresh paint or anything to make it feel like a nice place to come each day. Compared to the other valley cities I'm embarrassed to invite them to our facilities!
- The City needs to get involved and take action when a work environment is identified as being hostile. Changes must be made to an area to improve the moral instead of ignoring the issue and hoping it will either go away or people will stop "complaining."
- The City needs to start listening to the employees. Many times, complaints/issues fall upon deaf ears or nothing seems to be done to correct work areas desperately in need of an overhaul. If you continuously ignore your employee's complaints, they will eventually stop complaining not because the problem has gone away, but because there is no point.
- The Communications Center is well organized and is equipped with the tooled necessary for call takers and dispatchers to perform their duties. Additionally, the supervisory staff is top notch and truly cares about the city and their team.
- The Community Development Office - Planning specific is a great place to work and the environment is great.
- The department is not concerned about the Officers especially the line Officers in patrol. The line Officers are continually asked to do more with less and to pick up bits and pieces of other areas of the department. Too many people are allowed to whatever they wish and if you complain about it, you are the problem. Supervisors have no power to take care of problems that they observe especially if the problem is "protected."
- The Fire Medical Rescue Department needs to revamp its awards program.
- The ISD Director and Finance Deputy were very accommodating when I had an unexpected situation arise. I was very grateful and appreciative for all of their support.
- The Library is a terrible work environment. I have always felt like a burden to Community Services. Human Services is often looked down on by Community Services staff simply because of the population we serve. Problems seem to escalate rather quickly to the Deputies and/or Directors that don't need to.

- The lower level of the library has the potential to be a very dangerous location.
- The office is freezing, which makes it hard to do work and concentrate sometimes.
- The only resolve to conflicts in the fleet department take place when the employees make an effort to resolve issues. The many conflicts between the fleet manager and the staff are handled by the fleet manager's policy of "Let's compromise. We'll do it my way."
- The problem isn't necessarily that we aren't listened to. I feel like I'm listened to, sure, but then ignored, which is honestly worse. Don't pretend like you care what I think and then ignore it. Having an open-door policy is only helpful if people feel respected and like you actually want to help find a solution. Supervisors are often not on the front lines, so they have to rely on those of us that are to tell them what's actually happening. If they don't hear us, they're making decisions and policies while ignorant and uninformed, and that's bad news for everyone.
- The safe haven process has disrupted discipline processes, caused confusion amongst management, and the city has not trained employees how to use that process.
- The supervisors should be accountable for their job duties. a performance evaluation should be given to supervisors bi-yearly.
- The supervisors should be more involved in career pathing for employees.
- The technology tools could be improved upon, we need newer versions, laptops for better meeting mobility and efficiency, better remote accessibility. When I started as a Supervisor at Tempe, I was looking for training on how Tempe handles things, and the only thing I found was the Supervisor's Academy, not really what I was looking for, no written policies, procedures, or review processes to use as performance management tools. Online training programs could bridge this gap. Need more robust recognition programs too. And an emphasis on Supervisors and Departments celebrating Departmental milestones and achievements.
- There are supervisors who bully people. Something needs about this behavior. Many people have complained but nothing happens.
- There is a complete lack of communication between departments.
- There is a disconnect with my supervisor and those who she supervises. She is a wedge between us and other supervisors in the department.
- There is a supervisor in my department who is a **SERIOUS MICROMANAGER!!!! STOP HIRING SUCH MICROMANAGERS!**
- The work unit I'm in is full of **PROFESSIONAL** staff - with Master's degrees. We do **NOT** need micromanagers!
- There is little to no training given to Sergeants in the PD. I have been a Sergeant for 17 years and to the best of my knowledge have never gone to a leadership training or tactics training.
- There is **NO** "evaluation" tool in place - and there needs to be. And while my immediate supervisor is **AWESOME**, the chain above is lacking.
- There is no real reward system for managers to give employees and conversely, there is no real fear of punishment for those who are under-performing. Need better reward system and easier to get rid of those who don't work.
- There seems to be a fear to correct bad behavior. I feel it is because of a lack of documenting, because the little I have seen when discipline gets started the one that somehow offended threatens a lawsuit against the City and little to nothing gets done about the situation. The City has to back off, and I think missing documentation is a big part of that.
- There seems to be a lack of accountability given to higher level employees that can lead to resentment and frustration from staff who must work around and/or manage more than they are

tasked to due to poor work ethics of other employees. ALL staff should be held accountable to following prescribed procedures and methodology in managing meetings and projects.

- There seems to be many hurdles to overcome, if a supervisor/director needs to take appropriate action when a staff member is not performing at the level of her/his position or not showing up to her/his shifts regularly. I have recognized that some staff may grossly misuse the services offered through the Union and Human Resources. Even if a supervisor/director would like to take action for the benefit of the staff team and customer needs they cannot due to policies mandated by the Union or HR. A mandatory evaluation form and attendance policy should be administered for all city staff. This would encourage accountability and help deter staff from abusing particular services made available by HR and the Union.
- This is the worst environment I have been in during my 20+ years with the city. Stop hiring rude management staff.
- This section is a disaster in every way for IT Business Solutions.
- Train Supervisors in Positive Conflict Resolution; Realize that the success of their employees is a true measure of their own success: "This is how it's always been done" isn't necessarily WHY things should still be done that way.
- Train supervisors so the "learning curve" is a shorter one. A new supervisor who is not equipped to run a program effectively and learns as they go creates chaos and a lot of mishaps. Also, a new supervisor who wants to immediately change many aspects of the program without ever having seen the program run, not only creates chaos but everyone has to suffer through the supervisor's mistakes. It is extremely frustrating as an employee who has been there a while and their voice is not heard or cared for. Communication by my supervisor is poor. I will literally be in the same room and my supervisor will tell someone else to tell me something rather than tell me him/herself. I have gotten emails and texts from other employees to relay his/her communications because supervisor communicated to them with something pertaining to me instead of talking to me directly. I find that insulting, aggravating, and suspicious. I don't always get follow up on my communications or concerns. I often feel like I don't know what's going on at my job. I receive updates from co-workers instead of from supervisor. I also see my supervisor favoring a department and that department is where his/her background lies. That's hurtful and unfair to my end of the program and our patrons. Also supplies have been basically a nightmare. Supplies needed to do my job properly are not there and it causes a lot of stress and anxiety for me. I worry and panic about it all the time, it even keeps me up at night, it is that stressful.
- Treat employees equally - less favoritism.
- Troubled employees are not effectively dealt with.
- Trust staff and not micromanage.
- Wage compression still an issue within this workgroup. Compensation lagging behind other cities. Supervisors work in the 2nd highest area of liability yet are not compensated for that.
- Water needs to be its own Department again!
- Water should be a department.
- We happen to be very tight on space in our department and it definitely impacts our work and our moral at times.
- We need evaluations!
- We need stronger leadership, the kind where leadership is not afraid to instruct poor performance. Seems there is some resistance in looking an employee in the eyes and explaining what direction he/she is supposed to be heading and the right way and the wrong way to get there.

- With limited full-time staff currently in place, it is left up to those individuals to assume increased work duties and responsibilities. Rarely is an "A" mtn award handed out or outstanding employees recognized as employee of the month or year. Can be a demotivator to the employee.
- With the change in admin at Edna Arts, things have been confusing and undefined for quite some time.
- Work environment within division is great. Department is suffering.
- Work is not distributed fairly. There are at least four individuals in my division who do little to no work. If the work they produce isn't done well, there are no consequences. This hurts morale.
- Workloads need to be evaluated and revised.

Q5a. (Optional) How could the City improve compensation and benefits for employees?

- Offer longevity bonuses. 2. Offer a better match to the deferred com program.
 - Provide educational opportunities for employees to learn how to maximize their HRA.
- 2.) Now that the economy has improved since the recession, restore the pre-2009 healthcare benefits to employees. 3.) Employees who voluntarily demote to a position of lesser responsibility than his/her peers, and who has been with the city a significantly shorter amount of time than his/her peers, should not be at the top of the pay range as his/her peers.
- 10-year employees should be in the middle of their pay grade - many are not even close
- 3% Raises are not covering the increasing cost of living and increasing cost out of our paychecks for medical and other insurance benefits.
- 5% raise or bonus each year.
- A 3% raise for those who preform is way too low. At the very least, allow high performing employees (who can) work from home or give them more vacation time.
- A cost of living raise would be nice. We have not had one in years.
- Additional benefits beyond compensation and health care should be centrally accessible, as in the My HR page. instead, we have to search for them in different places.
- Additional leave time to help reduce stress would be appreciated.
- Address compression issues in organization. Hires from outside the organization are able to negotiate pay which is not the case for promotions from within the organization.
- Address salary discrepancies within identical positions.
- Again, long-term temporary employment with the city is not-optimal, with no strategy in place (or no communicated strategy) to develop these individuals into permanent employees (with the incentive for vacation, etc.).
- Allow internal candidates to negotiate for higher salaries when promoted. External candidates are treated better than internal candidates.
- Allow performance raises. I am mid-level with 2 degrees and 8 years of experience however due to the standard increases someone hired straight out of college makes the same as myself.
- Allow us to contribute to our HSA account for group three employees.
- Always impressed with the effort being made to make sure COT employees benefits are the best.
- Apply benefits without union input - equally throughout the organization.
- As a part time employee, I am not offered health care.
- As a Police Department employee, I would like the limit on my comp time bank increased to 480 hours which is the amount that every other city employee has.

- As a temporary employee, I was never notified by human resources or my supervisor, of any benefits I had, however small, until I had been working here for over 4 years. Also, when compare to other places that provide art instructors and staff in the Phoenix area, the pay is considerably lower. However, I still always give my best at my job.
- As for deferred compensation - experiencing a hardship (medical), Nationwide makes it difficult to get your own money to support your needs.
- As I stated earlier, the benefits offered to us as employees are ok and far better than nothing. I do believe the city used to fight much harder and provider much better health benefits in the past. I have worked for the city just under 20 years and I believe our health care benefits now are far more expected (as denoted by the markets so I understand that part of it) but provide far less care for the cost than we used to get, and I believe the city could fight much harder to compete for better benefits for the same cost.
- ASRS with holdings leave little to put into deferred compensation. Although I realize there is nothing you can do about that.
- Be more competitive with health insurance rates.
- Be more competitive with the market as well as recognize high performing employees.
- Be more innovative with types of benefits for employees with different family/life/financial circumstances. We go with what appears to be 'fair' when in reality it is simply doing what is easiest.
- Benefits for just spouse and employee is pretty high considering rate of pay for some, especially when there's additional medical balances not paid by insurances that can be just as pricey.
- Benefits have had increasing costs and fewer benefits over the past 10 years. I would rather have more benefits than more pay at this point.
- Better match on 401K. Give consideration to those that have worked less than 10 years.
- Bigger raises than 2%.
- Bring back 5% increases.
- By not taking away certain benefits when promoting within the department.
- Choose insurance providers with better benefits and programs. Improve the chiropractic coverage for better quality of life. Again, bring back VSP and GET RID OF AVESIS!
- Cigna has become increasingly hard to deal with and attempted to deny claims that were eventually covered but took 8 months and many hours to correct the situation. HR staff and the appointed advocate were great though.
- Combine sick and vacation to PTO. Or don't penalize people for taking sick time.
- Compression is a huge problem. Those hired at the bottom of the range during the recession are making the same as those hired now even though more experience and more time with City. The vision insurance is terrible now and only really works at the big places rather than small, local opticians.
- Consider benefiting long-term FT temp employees, rather than just leaving them as temp to avoid having to provide benefits.
- Consistency in messaging and information delivery. HR seems to be emailing citywide benefit changes more frequently and not steering traffic to their website or call center for help. This leaves a lot of us guessing, debating, calling with questions, and not caring about what changes are coming because these messages are treated as noise.
- Continue to be competitive to attract/retain the best qualified candidates.
- Continue wage studies and evaluate job responsibilities.

- Custodial employees have one of the most rigorous application processes and have the second lowest full-time pay in the city and can't keep staffing levels high enough.
- Dedicated Subject. Everybody want to be paid higher. everybody would like free health care. I just can't get over the fact that when I decided to work for the city was for the fact that I wanted health insurance once I retired. but the city removed the benefit. I know that it was very costly but to take it away not fare.
- Detention employees need more compensation for tender employees.
- Don't use city health care plans.
- Eliminate all employer paid insurance and allow employees to seek own insurance.
- Employees should be able to negotiate for higher salaries. Otherwise we're just tied to 3% pay increases. We should be able to negotiate anywhere on the range when starting a job at the City. There should be merit-based raises based on added value brought to City residents.
- Employees should be appropriately placed in salary ranges by years of experience in a position.
- Employees who bring years of experience to a position should be compensated at a higher wage than someone with less experience. The City benefits from their previous experience. Why should a change in employer lower their rate of pay just to come work for the city?
- Fabulous benefits and compensation!
- Fair (and comparable) wages for part-time employees. Stop spamming all COT employees with daily emails about benefits that many of them can't even receive. Surely, it's not difficult to have email lists for all benefit eligible and non-eligible so you're not shoving the benefits you don't give in underpaid worker's faces as much as humanly possible.
- Fair higher pay should be budgeted for and applied. Retirement (especially) and insurance should be optional. When I am awarded more hours (to try to make a livable wage) the compensation does not reflect in my pay because there is one more mandatory thing taken from my pay.
- Favoritism is applied to senior management with range adjustments made unfairly. Health care costs are increasing disproportionately with pay. Need to also include a CPI adjustment as well as a pay increase.
- Flex schedule available to everyone not just some people.
- Flex schedules (9/80's should be for everyone) not only the privileged few.
- Flex schedules were taken away this year with little warning. Put out as a discussion point one day, removed on the next day. Flex schedules allow employees to do Mon-Fri appointments without taking time off of work and effecting the moral work schedule.
- For my years of experience and education, I am significantly underpaid compared to the other individuals in my same position and in my same department. This has been discussed with management, and the response was, "Well, she should have negotiated better when she was hired." I am very unhappy with this situation and am looking to leave the department or the city to go somewhere I feel valued. For a city that touts equal pay and rewards businesses for doing so, Tempe does not actually care about equal pay.
- From my experience, the City of Tempe offers a very competitive compensation and benefits package. Looking at similar roles in other organizations Tempe tends to lead the pack in this area. While I have not been employed by the other municipalities, I can't imagine working for a better organization.
- Gain the employees confidence, by increasing interest and involvement. Mutual changes that the employees feel part of the process.

- Give back Group three's health insurance benefits just like Group Two. That's what we/I signed up under, only to have it COMPLETELY changed, yet the firemen get there "changed:" benefits for all NEW employees. Group Three should be in Group Two!!!
- Give non-essential employees the week off between Christmas and New Year's.
- Give raises in timely increments rather than let employees work somewhere for say 4 years with no pay increase.
- Give us a fair pay raise instead of a cheap 3%.
- Great work with this!
- Gym discount for city employees will be beneficial.
- Have a higher match amount for deferred compensation. It gives employees incentive to save more for retirement.
- Have HR re-evaluate status and pay of all current Temporary Employees. Offer pro-rated health benefits and other compensation benefits to all employees.
- Have HR stop lying to employees, they tell employees one thing and the supervisor another.
- Haven't Received a COL or a raise larger than a half a percent in over 9 years.
- Health benefits are getting worse over the years I have worked here, time off for sick needs to be increased like vacation time according to longevity in city.
- Health care plan deductible is high.
- Health insurance is always complicated and customer service is difficult to deal with, this may be a fact of life outside the control of the city.
- Higher annual raises.
- Hire an unbiased 3rd party to handle the market survey.
- I am not clear what factors are considered with regards to compensation, merit awards, etc. I hope that performance outweighs tenure.
- I am part of wage compression. I stuck it out with the City during the time when there was no raises for 5 years. People who are hired after me are getting paid as much as me and I have been here for 10 years. Very unhappy with how my loyalty has been treated.
- I am thankful for the upcoming pay increase.
- I am unhappy with the Dental coverage options the city provides. Cigna dental is horrible.
- I am very happy with the City's compensation and employee benefits.
- I believe employees should be paid more per their job description and not a set pay for all levels or jobs.
- I believe that the City has good benefits in regard to medical, sick time, and vacation time, but I am not happy with the fact that compensation is compacted with the market studies and step program for non-supervisory employees. I also believe that it is very difficult to argue to be paid a higher income, while negotiating pay before working for a position. And after you come in at the bottom, that is where you stay unless you move positions or are promoted. It encourages a culture where employees leave a position every few years, instead of staying and providing institutional knowledge. I believe that if someone has the skills and background required of a position, that experience and education should be interchangeably substituted. This is the case for some positions, but many of them have a required amount of only experience or only education requirements for higher pay. The City offers salary negotiation courses, but I don't see how that will be of much use if we cannot implement them and it actually works.
- I don't believe we are adequately compensated for the work we do in the jail. Other work groups got big pay increases and we got less than one percent. Not nearly enough considering cost of living and other expenses are steadily increasing.

- I don't know how else to say it; this is a great place to work.
- I don't know what and if I receive benefits as a temp employee. I do believe that other cities pay teaching artists more than what is paid here.
- I don't like that every time we switch plans, I have to find a new healthcare provider in network. I receive inconsistent care because I have to start over from square one every time.
- I feel my pay should be higher.
- I feel pay raises should be based on performance, not that everyone gets the same raise. This breeds mediocrity, why should I work 110% when I will be compensated the same as my coworker who works 50%? We are adults, not everyone deserves a gold trophy.
- I feel that the city could improve compensation for employees by having the lowest paid employees get higher percentage "pay raises," separating cost of living adjustments from the "pay raise" and taking into account the fact that inflation is not being accounted for. Ill provide a real example that is very similar to the majority, a 59 cent "raise" is about 30 cents inflation meaning we only receive 29 cents. Why is this both our pay raise and cost of living? The bottom ranges of some of the jobs I have looked at are catching up to people who have been with the city for over ten years, they are closer to the bottom than the top of the range. Meanwhile the supervisors a few years back when I saw the papers got 5 dollars plus in raises meanwhile the workers were mostly getting around the 60-cent mark. The percent system of raises is not fair nor just, all the money flows to the top. Meanwhile when I was comparing the value of money of what I made in 07 to now, turns out is the same. The dollar number is higher, but the value is the same, meaning I'm making the same as when I started and that applies to a vast majority of the employees at the city.
- I feel the city offers great benefits and pay, however sometimes it is difficult to take vacation when an individual wants/needs, due to the inflexibility of management and the short staffing on specific days.
- I frequently have had questions regarding benefits and HR didn't know the answer and said to search the website, poor customer service.
- I have a very generous leave package but am unable to use it due to low staffing and high activity levels. I lose hours every year because I go over 450 banked.
- I have done jobs that Sr. Management assistants do, I am not paid accordingly! I come in on my day off to finish up work, I'm not a salary employee. I do not get paid accordingly and do more work than most in my area and other areas! So strongly disagree and extremely disappointed!
- I have worked for City of Tempe for over 25 years. The pay is very low. I teach classes, and I'm expected to bring in more and more students. I should be compensated more when I have worked there so long, and bring in my own students.
- I have worked for the city for many years, but I have not received reasonable pay increases. My out of pocket costs increases far exceed my pay increases. Since I have started working for the city my quality of life has decreased; my ratio of income vs expenses has gone down.
- I just want to remember that for many custodial that we are for more than 10 years with the city we were not paid as it should be. what a custodial should gain without having to wait for only 3% of the rate each year, when we wait for more than 7 years to pass the resection in the US a few years ago.
- I often have additional bills long after visits to the doctor even when using in network providers. This is annoying and costly.
- I only become upset when I see what peer workload/responsibility is compared to mine. "Totally unfair" as POTUS would say.
- I wish raises were at least 2% above inflation. I wish the amount of deferred comp was higher.

- I would like to see improvements even if minor in the amount the city contributes to matching 401K and 457 programs.
- I would like to see ways of better compensating people who work hard versus people who just to the minimum. It does not seem fair that people get compensated the same but, yet workload and responsibilities differ.
- I'm very happy with the compensation and benefits provided by the City.
- Implement step rate changes and market adjustments similar to Police and Fire. It is unfair that long term employees cannot reach the top of their range while new employee are hired at the higher market minimum and many times above minimum of their range.
- IMPORTANT: The City MUST have a mechanism to address salary inequities for existing employees within a job class. There are several examples of employees within a common job classification with similar education, experience, and background, making widely different pay and NO way to address it. Our compensation practices are too rigid and prescribed.
- Improved health benefits where we only pay copays and NOT receive bills in the mail after rendering service like pre-2008.
- In regard to wellness program, if we are going to continue with the point system - they need to include more physicians for points (i.e. Dermatologist - pre-skin cancer screenings, ob/gyn visits for cancer prescreening, etc.). The system we have is a bit limiting on points, I feel quite a few things are missing.
- Include parking allowance to those who have to pay for parking.
- Increase matching contributions.
- Increase step to ensure movement through the range. Pay higher than the 75th percentile - if you want us to be the best - pay us the best wage.
- Increase the city paid 401k contribution.
- Increase the monthly amount that is paid to Group 3 workers for retiree health care.
- Increasing the amount of vacation time one is able to earn.
- Increasing the matching funds would be good. HR and managers should understand emerging professions instead of trying to fit people in outdated roles.
- Individual job duties within the different departments need to be examined further. There are some people who have the same title but do drastically different work depending on the department. Some positions need to be reclassified based on actual duties performed.
- Instead of talking about reclassification for certain employees, actually follow through with it.
- Introduce job performance pay. Offer for a limited percentage of employees in each department, a .2%-1% pay adjustment for exceptional workers.
- It seems every year that the cost of our health care goes up, no matter how many "Healthy me in Tempe" classes/courses we do. Compensation growth does not appear to be matching the growth of our City, or the private sector.
- It seems that employees that are connected to the people downtown that reclassify, create, fluff up and change job descriptions get raises but those of us that are not connected to that/those individuals to not get the same courtesy. If you're in the clique, your job description will be revised, reclassified, or changed and submitted and supported for more money. I believe if an employee thinks they may be eligible for more money, someone at HR should work with them to change their job description or work to reclassify the employee. Some employees don't know how to go through that process and need help doing that.
- It would be nice to catch up to the levels of where the economy is and get more than a 3 percent raise that you have to fight tooth and nail to get. There's a big difference between 3 % of 45,000

dollars and 3 % of 125,000 dollars when the 125,000-dollar man is saying that 3 % is more than enough.

- It's really discouraging how small the annual pay raise is. Lately the salary market studies have felt meaningless because I don't think I will ever get near the top of my range.
- I've been at my same position at the same pay over 10yrs & the only thing that has changed is the increase in duties.
- I've come to find the dental benefits are not nearly substantial enough to meet my needs even with the high-end coverage.
- I've long been the poster child for wage compaction. Until a reasonable solution is found, I will continue to make only slightly more than a new hire in the same position.
- Job responsibilities should be evaluated periodically and paired up to see if HR job description matches. If it not, then job descriptions should be revised, or job responsibilities should change accordingly.
- Look at better option for mental health issues related to residential treatment - not covered under our plan and is an out of pocket expense.
- Look no further if you want to see "workplace privilege" than the people charged with ensuring diversity and equity is achieved. They enjoy more special rights, advantages, and protections than any other employee.
- Make pay increases equally among employees, not using a percentage of yearly salary.
- Many of us have not had a raise in 11 years, talk about feeling unappreciated.
- Maricopa County credits vacation accrual time based on the number of years paid into ASRS for those who come to work for the County from another ASRS municipality.
- Market benchmarks should change as a matter of routine.
- Match more to 401k for Police.
- Medical co-pays and out of pocket expenses keep rising significantly every year making medical expenses a huge burden compared to pay increases.
- Medical insurance coverage and premium should be per person. Someone with 1 child should not have to pay the same as someone with 5 children.
- Merit based raises or promotions.
- Merit pay over longevity.
- More information needs to be provided for what the health plans include in regard to maternity/pregnancy issues.
- More vacation spots for fire employees.
- Move to partial pay for performance, especially in non-union jobs. Create compensation and benefits plans to reward something else besides seniority. Unify Union plan benefits.
- My job duties and responsibilities increased significantly without additional compensation. Although there is good pay and benefits, it is fair to be asked to do so much more at the same rate?
- My pay is about 68% of what others doing my same job make in the Phoenix metro area working for cities like Phoenix, Mesa, Scottsdale. This is fact. Our pay should be compared and adjusted.
- My position is called a Senior Engineering Associate, but most of my job responsibilities are that of a Construction Manager. My immediate supervisor and Deputy Director believe my job is more of an Inspectors position. Inspections consist of about 5%-10% of my actual responsibilities. When we started to see if we could change our job titles or a reclassification we were told that it wouldn't be supported because HR is trying to reduce the number of job descriptions. We have been told on several different occasions they want to keep certain jobs

lumped together, but after we have been told no those other positions are being broken out of our classification. This doesn't seem like a reasonable or logical resolution.

- My position, when compared/reviewed for pay, is compared to another position that isn't close in comparison.
- Nationwide - need more of a portfolio for 457 and 401 options on stocks and large cap.
- Need individual evaluations and bonus pay for performance.
- Next June I'm enrolling in insurance, the prescription program is not good. I've paid cash price for services and it's been half the cost of insurance/towards deductible. When I ask the provider why that is, they say that insurance pays so little they have to overbill. My part that I pay is part of the "overbilled" amount. Ridiculous!!
- Nothing, compensation, and benefits are great.
- Offer an HDHP with an HAS.
- Offer not only tuition reimbursement but also student loan repayment assistance after a defined number of years of employment.
- Offering additional projects or programs that will allow for professional development, help employees gain relevant experience, and offer possibilities for pay incentives, if willing to show a strong work ethic and interest in lateral movement.
- Officers work 10-hour shifts. We should receive 10 hours of sick time a month. It does not make sense to only earn 8.
- Overall, the City of Tempe does a good job in this area. I would like a simpler medical plan, I prefer a single payor system even if my premium goes up a bit. Getting a bill every time, you see a doctor for a co-pay or co-insurance feels like you are being nickel and dimed to death and then you start to question your plan/benefits overall. I think the City should match an employee's contribution to their deferred comp account 100%. This would really incentivize employees to contribute and prepare as much as possible for retirement. I would also like to see the City match funds for employees who donate to their kids schools fundraisers. And some sort of student loan payment plan would be awesome for those that have reached their formal educational goals and are paying on student loans. These should be reimbursable up to the maximum tuition reimbursement amount each year.
- Paid paternity/maternity leave. If the City wants to recruit any millennial/post-millennial once the Boomers & Gen-Xers retire/die off it needs to move into 2018 and recognize that providing actual support to new families is something that more private sector companies are doing, and that Tempe looks foolish for its failure/ignorance. Tempe's 'progressive' stance is bologna if I'm told that I have to take PTO when my child is delivered.
- Part time employee.
- Part time employees at Costco receive benefits that are better than what we receive as full-time employees for the City. Better co-pays and deductibles.
- Pay equally - fire gets 5% step - everyone else should too. Pay should exceed the market. Tempe used to be ahead of the rest of the cities in talent and innovation. It no longer is.
- Pay employee for overtime tasks.
- pay more money and get better benefits.
- Pay will always be an issue, but where we are at we are not payed to the same standards that other agencies pay at. Other agencies top out more than we do and are job deals with so much more liability then the rest of the city it should be looked at differently.
- Performance bonuses. More accurate job titles/descriptions / pay for unique roles.
- Performance-based pay increases.

- Please work on reducing medical premiums and reducing the cost of medical equipment and prescriptions. We have prescriptions that are \$100 every 3 months, and none of it applies to the deductible. And now medical has increased. It is a burden.
- Provide fair raises to employees. CPI is 3.2% and city employees receive 3%.
- Provide leave plans that align with career level not just years of service. New employees in higher level jobs should not need to start at the bottom of the ladder just for coming to COT.
- Provide more funding for retirement healthcare accounts for Tier 3 employees.
- Put us in the top 10 percentile of our surrounding municipalities.
- Quit wasting money on that stupid wellness program.
- Raises should be a bit higher. The vision coverage lacks and could be better. The co-pays for certain options seems high for a pair of glasses. Example...\$75/co-pay for progressive lenses, which a high percentage of people need.
- Reinstate the 3-5% annual COLA raises for all & show appreciation for the employees that have supported the city and have gone many years without raises or compensation.
- Relate more closely to same type of work in the private sector and to other municipalities.
- Replace the eye care provider - it is not providing quality eye exams and many providers do not operate as professional eye care providers (return to previous provider).
- Restore the retirement health care benefits I was promised when I was hired! The "wellness" plan is stupid and useless, if you want to inspire more healthy employees, the health assessment is useless, the big points should be to have a yearly physical from a doctor who will sit down and talk about all the results with you.
- Review workloads and compare different municipalities for compensation.
- Reward workers who do a great job every day, show up for work every day, don't abuse sick/vacation policy, show loyalty to the city and responsibility to the taxpayers.
- Separate the Police Department Job Class of Administrative Assistant from the rest of the City. They are NOT equal.
- Sick leave and vacation leave should be one category: paid time off. This eliminates the practice of employees calling in "sick" because they do not have enough vacation time. In the current system, poor physical and mental health is actually encouraged because healthy people who do not take sick leave have to work more days and make up for the work not done by people calling in sick.
- Since we seem to be stuck in getting 3% raises, I'm glad to see the City increasing deferred comp and other benefits. Benefits are costly. Encourage employees to review their total compensation statements so they understand the true costs of their benefits.
- Skill based pay increases.
- Some employees, non-full time, work hard for the city and the students that come for its programs, far below what other cities and institutions pay in some areas. They do it not for the money, but for the programs and how they feel it is important to have such programs for culture and community development.
- Stop making everyone a temp worker. I run an entire program (mostly on my own) and I am a part-time temp. I can't live off of what I make, but I have too much work to find another job.
- Sure, the amount of leave I receive each year meets my needs, but I'm not allowed to use it. I have almost 200 hours of vacation on the books that I cannot use due to restrictive department policies. I've been here for 18 years and can only take a total of 3 weeks a year, even though I earn more. How is this just compensation for my longevity and hard work?

- Suzanne Olson, Benefits Manager, is the best thing HR has ever done. She is very knowledgeable, outgoing, and excellent at reaching out to employees to help them understand their benefits. She is a breath of fresh air. Especially compared to other benefits staff that are so rude and abrasive in their communication or so withdrawn you can't get any information drawn out. I hope Suzanne can turn things around and over time hire more people like herself! The one issue with the amount of leave time that is accrued is that employees abuse it and don't save it for emergencies. It's disappointing to see they get more help because they planned poorly. Those who manage their time should be rewarded instead of the other way around.
- Take into account workload and job scope on a particular employee compared to others.
- Talk directly to the people DOING the job to make determinations regarding compensation evaluation. My job is in no way comparable to a Library Technician but that is the standard of comparison for my pay.
- Tempe has awesome benefits!
- Tempe pays below industry standards. HR works hard to compare Tempe job classes with the lowest conceivable comparable job classes in other cities without any knowledge of the field nor what it is staff does. The supervisors for a job class being reviewed should be consulted as to which jobs classes in other cities are comparable. Also, it is a whole lot easier for some in management to bring in staff above the bottom of the pay range than for others, the time, and hoops most have to go through hire above the minimum are unreasonable.
- The city doesn't have any program compensation for employees that have been here for more than 15 years or are not making even half or their range after being in the same position for more than 10 years. Maybe give an annually bonus that goes to the HRA account to employees that have been here for more than 15 years.
- The city has used various ways of calculating wages around the Metro area to avoid keeping us in the top 2% per the MOU.
- The City is doing a sufficient job regarding compensation and benefits.
- The City is doing well in this area. Thank you for keeping us informed!
- The City needs to consider a paid maternity/paternity leave program. Staff who go out for this reason are usually earlier in their careers, and do not have the leave built up to be able to stay home and adequate amount of time without going unpaid. Those who have built up time generally are not in child-bearing years. This is a great way to show other cities/towns how progressive Tempe REALLY is. Let's start making positive waves that support employees and families in work-life balance.
- The city really needs to consider/look into a performance-based salary or bonus to employees. I understand that this is the public sector and not the private sector. However, the combination of guarantee pay increase and can't really get fired, offers zero incentives for employees to work hard. Most of the employees that I work with do the minimum because if they work hard or not they will still get the same raise as people who work hard. It really sets a negative tone for those that work hard and truly care about their job/city.
- The City was up front about my pay and I agreed! Benefits, have changed over the years and getting more expensive out of pocket.
- The city's current compensation and benefits skew towards seniority. This is likely as symptom of the various unions negotiating on behalf of all employees. As a result, benefits that would support and benefit newer/younger staff are underrepresented. For example, the city currently lacks maternity/paternity leave and does not offer short term disability. Both benefits are critically

important to employees earlier in their careers that don't have large banks of leave time. The city does exceed FMLA leave lengths, but that isn't particularly helpful if you are in an unpaid status.

- The cost for family benefits are extremely high. It is also disappointing coming to the City of Tempe and having to start at the bottom with vacation time accrual after having work myself up to a higher accrual rate at my last job. The first vacation bump is after 5 years. It would be nice to see that closer to 2 or 3 years. Also, the annual Mediflex amount is the same whether you are a single person on a plan or a family. The Mediflex is not enough to cover my expenses even after I use my flex spending account.
- The dental plan is only good for preventative care.
- The employees should receive a yearly step more than a cost of living raise, especially with the increases in health insurance premiums.
- The health care is so much worse than when I first started. I would not mind going back to HMO Cigna as an option if it reduces out of pocket/paycheck deductions.
- The health care plans could be reevaluated. While I consider our healthcare coverage to be affordable, the costs continue to rise and will one day not be affordable. The City could/should look at other plan options. As an example, my spouse's employer recently added an alliance network that includes the banner health system and dignity health within the valley, anything outside of the valley within AZ is considered out of network. Outside of AZ items are covered as being in network. The employee cost of the traditional plan for employee plus children was approximately \$400 per month, under the new alliance plan with almost identical co-pays and deductibles is only \$12 per month.
- The market survey should be a more transparent process and allow for dialogue to ensure HR and the employee(s) understand outcomes.
- The new wellness program is terrible. Terrible navigation of the website. If you are going to continue with this points system, CHCW was way better. I waste a lot of time at work trying to reach 100 points. The whole process is just a waste of time. With regards to pay, it would be nice to receive a cost-of-living adjustment.
- The pay for my position is about 60% of the same position on the private side. I know because I have to work a second job on the private side so that I can afford to pay my bills, and I get frequent offers of employment.
- The pay for the department is a little unbalanced when it comes to experience and education. I would recommend increasing the pay often so that employees know they are more valued.
- The pay is lower than it should be.
- The pay should not be based on what Department oversees your workgroup.
- The peer comparison for pay adjustments should be reviewed by the employee prior to actually doing the biennial review. Opinions and searches for equivalent jobs should be a participatory process.
- The pension program takes too big a cut. I'd like to put about half of what they are taking into deferred comp.
- The structure of how individuals move through their range is far too slow. The market study moves beyond what the city adjusts/compensates so we have employees losing ground when compared to the market study which at top for Tempe is 75th % of the market. That is frustrating and insulting. Directors should have the latitude to adjust employees accordingly.
- The vision coverage is horrible. Please go back to VSP and never do business with the company again. Very few quality providers.

- There are many specialized jobs in IT and we do not follow the IT industry standards of these positions and the hierarchy of the positions. HR wants to have less job titles to simplify their work as opposed to matching the work duties with industry standard positions.
- There are no merit-based pay increases based upon what my supervisor has told me.
- To move up on our pay scale every year, also to be able to compensate those employees who work hard and go above and beyond for the work group. Based on performance should an employee receive a raise, it is unfair when someone who does not perform their job duties to now be paid more money for work they are not doing.
- TSA reps have done well with our benefits with the hard stand budget has taken on raises.
- Tying benefits to the wellness program would be a wonderful improvement - and INCENTIVE for staff to improve themselves.
- Unknown. I wish I had an intelligent and informed answer, but I don't. It feels wrong that an employee who does not face mortal danger every minute of shift gets paid more than those who do.
- Wage issues have gone unfair and blatantly ignored for months. 14 Months later, I'm still fighting the battle for compensation. Communication was completely not there.
- Water needs to be its own Department again!
- Water should be a department.
- We need more/better options than Cigna!
- When entering my position, I was informed of the various forms of schedules offered and was under the impression that a 4/10 schedule was acceptable. After joining the team, I was then told that this is not something that was supported and that instead the best that could be done was a 9/80 schedule. There are many times that I now feel that I have to take vacation and/or sick time to support my families wellbeing when a simple 4/10 schedule would have afforded me the space needed to manage the work life balance that I was attempting to create when making my career shift into Tempe.
- When non-supervisors are REQUIRED to act as supervisor (i.e., librarian in charge) PAY THEM AS SUPERVISORS! Since the supervisors do NOT work Sundays, the librarian who has ALL of the exact responsibilities as a supervisor SHOULD BE PAID accordingly!
- When reviewed/compared to other cities, my position is compared to something that isn't relative.
- When the city does a market study and the range increases, individual pay should increase proportionately. It is disheartening to be in a range for four years and see the market study come back with a 5% pay range adjustment and find yourself at the beginning of the range again. Especially true for upper management that loses MOU benefits when promoting. It feels like your experience and taking on the added stress of a higher position is not appreciated when you suddenly find yourself back at entry-level pay.
- Whereas salary employees are exempt from overtime, it shouldn't be the norm. And what happens when those overtime hours/days can't be accommodated within the current pay period? "You lose it", is what I've been told. Not a major issue if it only happens occasionally, but when it becomes a regular occurrence is when your employer is taking advantage of you.
- With the downsizing that took place years ago we are still feeling the effect of the staff that were cut and not hired back. As far as pay, we should be paid the same wage that the other entry level positions are paid. Grounds Keepers, Parks irrigators etc. it should be a standard wage for all these positions. Especially the positions that require poly-graph to be considered for employment.
- Work with outside partners to provide more discounts to staff; i.e., employee network only does so much for travel. if you don't travel that much/or have a family - where's the benefit??

Q6a. (Optional) How could the City improve employee engagement for employees?

- "The City" implies everyone practices these values. Some do, or try to. Many do not, including upper management regarding integrity, respect, openness, and diversity. Hiring practices!!
- #1. I receive no information/input from my supervisor regarding my job, which is fine because I work independently. My supervisor does not know my job. #2. I can express my opinions/concerns to anyone, but nothing is ever done to resolve issues. Lastly, communication within my work area is pretty much slim to none.
- #2 and #7. Our Deputy Director has not been here long enough to gauge. Prior to him/her coming this past 2 years our division was led by fear and intimidation. There was no communication and employees did not ask questions or share ideas because they were told it was not our business to see other workgroups team goals or have employee discussions because when employees were seen talking they were told it was unproductive. There is no transparency and everything is secretive. Again, this is before the new Deputy came. Hopefully he/she will see though certain Managers and Supervisors and Change will happen. The plants do not proactive the City's wonderful, important Values listed above. It's opposite.
- Accountability for your actions. It seems that the employees that follow the rule are the ones held to the rules and the ones that do not seem to get away with whatever they wish with impunity.
- Accountability needs to be at all levels in the organization, not just line staff. Stop empowering the unions.
- Actions speak louder than words. Managers hide behind their vision statement, but do not practice it. It becomes one-sided for their benefit instead of the team.
- Address issues where some staff is overly emotional which leads to poor communications.
- Address resistance to change. Utilize goal setting and employee performance and quit making technology excuses as to why we are not implementing.
- Again, each department is different within their own "culture", however having a consistent program that is followed or used would be helpful.
- All hands meetings.
- Alleviate Queen Bee theory attitudes. Have more compassionate attitude towards diversion clients as well as safety/security with case records by concealing /certificates to workshop.
- Another disastrous section for IT Business Solutions. Employee input has never been important, we only act like it is after the decisions have been made by management. Personal accountability is completely destroyed as management must be in control of all communication and process rules over employee interaction and common sense.
- As far as talking with directors, dept. heads I do not feel comfortable about bringing concerns to them. Too many times I have seen someone try to do this and the answer is "Use your chain of command". Is this the military?
- At this point I am still learning about my job at the Library. I don't know much about upper management and how I fit into the structure as a City employee.
- Because of bureaucracy, if there is a workplace issue involving me, it usually is known by multiple people (administrative assistant, supervisor, manager) before it is relayed to me. Although I feel comfortable being able to express my work-related opinions to the managers in my department, I do not feel my ideas are given much merit (they'll always listen to the union though). I believe most of the employees in my department have a "every person for themselves" mindset and are not motivated to excel. Employees in my department are not asked to contribute ideas regarding our goals and therefore we do not care to accomplish them. The goals are usually set by managers who have no idea what it will take to achieve them.

- Better awareness of the good people down in the trenches who are getting psychologically beat down by living in the corruption and abuse of the system.
- Better city-wide incentives.
- By hiring those who CARE about the programs they are hired to run.
- By management having a willingness to hear bad news. Unfortunately, the messenger gets shot anytime someone brings up an issue management doesn't like to hear. In fact, there has been wide-spread retaliation.
- By providing trustworthy management from top down. That will improve the work environment in general, which encourages employees to be engaged. Promote team work across various sections and not constraint them within their own areas.
- City Council and Management also needs to display the City Values. Do not be hypocrites. Humility goes a long way.
- City doesn't practice these values consistently.
- City preaches these values, morale is decreasing, and trust is low. Do not feel valued. Many feel stressed and over whelmed.
- City values are not practiced Citywide. There are some pockets where employees are an afterthought. They are not treated with respect. Integrity is lacking among the management team. The City Manager must make sure that Deputies and Managers take the City values seriously. Employees will want to be engaged when they believe the City has their best interest in mind. Once the trust level is broken, it is extremely hard to have engaged employees.
- Come down from the throne more to visit employees and not going to constant out of state conferences with special "chosen officers" and meeting with other groups to get their input on how to run the department instead of asking employees how to improve it.
- Communication.
- Communication could be vastly improved.
- Communications ignores employees, lies directly to their faces and every time I have tried to think of a way to make this place better or more efficient, I've been shut down.
- Consistency of performance measurement and improve inside department team communication/collaboration.
- Consistency. There needs to be one set of rules followed by everyone.
- Create more employee functions. I really love the yearly picnic in November. The opportunity for smaller departments to get together for a pizza party or equivalent would help employee engagement and moral.
- Cross training into other departments in the event help is needed will build better relationships.
- Decisions are made in our department with little or no input from employees.
- Department heads only want to hear an idea of it's the same as their idea. They are at-will, so they don't want to take any chances or do anything innovative because it's too much of a risk. Make everyone at-will so people are held accountable and do their jobs.
- Director is good - deputies need improvement.
- Don't show favoritism. and if someone comes up with a great idea, don't ignore it and six months later claim it was the "favorite" persons idea.
- Employ people at the "top" that have the so-called City values. And showcase employees at the "bottom" that have illustrated them.
- Encourage an environment of employees supporting one another rather than trying to criticize or bring each other down.
- EVALUATIONS with accountability and goal setting measures.

- Find meaningful ways to reward high performers.
- Find ways for teaching artists and other instructors to take part in various engagements. As we are in and out of the building with odd hours, it's easy to never hear about changes or other things that are going on. Also, many of us do not have easy access to city emails.
- Firm supervisor to handle employee issues and ideas, no just your favorite ones, all employees.
- From the top down.
- Get off this data driven mode of operation and get back to actually listening to the employee and taking their input and not just play the part of caring for and about our input.
- Get rid of our manager. She is awful, controlling, and needs to be stopped.
- Get rid of bad supervisors. More open communication between supervisors/staff and between workgroups.
- Great Place to Work.
- Have more open communication and provide more department wide forums for employees to express their thoughts.
- HR does an extremely poor job of communicating important information.
- HR should meet with work groups on a regular basis to discuss various items. Professional options for work group specific training should be provided and supported.
- I am not certain. We had Arts & Culture Day which I think worked really great for everyone.
- I believe improvement in this area comes from the top down. When you hire Directors and Deputy directors that do not do this, the employees feel like they have no say.
- I believe the City fosters mediocrity in its employees by not initiating a performance-based evaluation and increase system. (i.e. Performance Based Salary Increases) This de-values the work of high-functioning employees, and shows them that their 110% capacity is valued at the same level as another's 30% capacity.
- I believe the employees in my division are motivated and take accountability for the work they do, but this statement does not apply to the department as a whole.
- I don't think the city can do anything about managers/deputies who don't have better sense than to say, "What's your problem? What do you want me to do?"
- I feel the city could improve this by getting rid of the bonuses the supervisors get by saving money we get the short end of the stick and end up with cheap equipment that breaks often. We need supervisors that care about if we make it home or not at the end of the day, I'm tired of getting laughed at by some of them for asking for safety equipment or just equipment in general. Also, by being heard when we tell someone about a bully supervisor or coworker, as opposed to firing the person that gets bullied or worse when sexual harassment occurs to a man.
- I feel the city has these values of people, integrity, respect, openness, creativity, quality, and diversity, but I feel that implies mostly to customers and image, more so than before, in my area, an even then, not fully. I have felt that my work was a hostile workplace a couple times in the past year. I felt fellow employees were being singled out or treated unfairly, for personal rather than professional reasons. Upper management or human resources did not acknowledge or address these concerns appropriately, once notified. When you or someone does something wrong, it is wrong. I know I and multiple employees have felt and still feel uncomfortable at work or feel we have to pick the slack, unnecessarily. Management, when in a bind, asks us to pick up the slack, instead of doing it, as most managers would do, because they are in charge, they are salaried, it is part of their job description, and are compensated by far better pay with benefits.

- I feel the city should hire more from within, as this way, supervisory/managerial positions can be held by those that understand the city's values. When the majority of those in the higher positions within a department are external and have worked together at other entities, they tend to overlook Tempe's values and override them with the values they are used to entertaining.
- I give feedback to my supervisor and director, but rarely get a response. I have gotten more than the usual no response from the director in relation to my emails about work issues since my immediate supervisor sent out the email forward with this survey.
- I had a co-worker that had been being treated very poorly and disrespectfully by the supervisor. There were witnesses to the many occurrences. She was afraid of not being listened to by the supervisor's director, so she did seek out someone else to report the occurrences to, she also went to HR. She was not supported, listened to, or helped in any way. She resigned, she was forced out. She was an excellent, knowledgeable, and valuable employee. It was a great loss. Everyone else got the picture that there is no support or anything you could do about something of that nature.
- I perceive favoritism.
- I would like to see more attempts at engagement from the City Manager - we used to get emails that let us know the status of the organization, the direction we were going in, etc. - we no longer receive those, and I think that is unfortunate.
- I would love to somehow teach employees that the phrase "That's not my job" or "That's not part of my job description" should be eliminated. Rather, it should be "I will do what it takes"
- If you're asking how we can network better. There would have to be a forum or event that brings everyone together, even a game day. However, there will never be one person that knows all. Hard to get to know everyone when you don't need to contact that department, daily/weekly, etc.
- Implement yearly reviews, set goals, have consequences for those not doing their job, or doing it so poorly that it negatively affects others and their workloads. Reward those who perform and excel.
- Implementing a personnel evaluation form and attendance policy for all staff would reinforce accountability for those that choose not to be engaged professionally. Some staff choose to work with minimal effort while others are putting in twice the effort. This is possible due to the lack of formal evaluative measures. Once expectations are set by the City we can begin to develop a team with a shared mission that encourages each other in a positive direction. Currently, in the City of Tempe, those that don't want to work are able to abuse the services made available to continue to not work.
- Improve communication about all matters.
- Improved communication and interaction within the Department.
- In IT Business Solutions, there is still confusion about the roles and responsibilities of the Solutions Architects and Project Managers. Over the last 4 years several processes have been created for the initiation and management of projects. None of these processes have been adequately explained and employees are not held accountable for the roles and duties that they have been assigned. This has created confusion, frustration, and low morale. It appears that some individuals have chosen not to do their work or are not competent enough to complete their assignments. This impacts the entire IT organization.
- In my area we are handed bad ideas without input and told to make them work. When we are asked for our opinions on the process and we give an honest answer we are told why our opinions are wrong and nothing changes.

- In my department which is public works the communication is horrible. The mentality from management is things will get done my way. There is this favoritism by the manager that if you're liked you do well, if not they will find a way to make it miserable for you, so you leave.
- In my experience I have felt a cold, unapproachable, inauthentic communication style from those above me. I have also felt that the few attempts I have made to allow for a vulnerable honest dialogue was met with a push back that surprised me. I was sad to discover the city that outwardly communicates values of inclusion, authenticity and creativity appears to be one of closed-door conversations and surface dialogues. More spaces for employees to connect and create the city that carry the values promoted is what I think would take us a step closer to the values and the city we strive to be.
- In my opinion, Tempe's Diversity Office has fallen behind in the advancement of LGBTQ issues. The anti-discrimination ordinance and HRC Municipal Equality Index were pioneering, but those initiatives were at the direction of councilmembers not the advocacy of 'professional' staff. The makeup of the Diversity Office has not changed since 2002. It's time for fresh perspectives. The Diversity Office should have stopped the DTA from handing out "rainbow" roses on the steps of City Hall during the 2018 LGBTQ Pride Week. It's an insulting stereotype to think that colorful flowers represent the courageous and honorable LGBTQ men and women who serve the citizens of Tempe. How is it that Tempe has several members of its senior management team that are LGBTQ, but they have never been invited by the Diversity Office to speak with our LGBTQ workforce about issues important to them?
- In our area we have employees that lack ambition, are lazy, under perform and the workload is not spread out evenly because certain staff members do not want to expand their skills.
- Institute an effective review program so that deficiencies can be recorded and tracked in a uniform way.
- It would be nice to see the org charts and meet our supervisors. I have never met any higher ups.
- It's really hard for the City to engage employees since each employee will have different needs and desires. Strong supervisors articulating clear, attainable goals with appropriate feedback in a timely manner is about the best you could hope for.
- Keep staffing levels as close to full as possible.
- Kid Zone work group is 100% employee engagement. Other CS departments work with KZ on a consistent basis to achieve long term goals and be a shining star in the community. Denise's Outreach team has the best interest of the city and CS when in the community promoting our classes and programs. Great things happening in CS.
- Less overtime, something needs to give.
- Listen to us.
- Make suggestions and responses open unless topic protected by law.
- Make the Water Division a Department. Water is essential and should be treated as such. Being a division puts too many layers between its issues and the City Manager's office.
- Management could be a lot more self-aware about the communication and other issues ongoing within the department. I do not feel comfortable going to management about issues, as many times nothing will change from it, or I will be treated differently for bringing up any issues.
- Management more engaged with the employees, hire managers who are not feared by the employees for retaliation if they ever disagree with management.
- Morale at public works, solid waste has never been lower, thanks to management practices and permission from city.

- Morale is at an all-time LOW in my department. With recent hires from OUTSIDE the organization - it's even worse than before. There were fabulous INTERNAL QUALIFIED applicants who were dismissed. Makes coming to work MISERABLE!
- More communication about budget and how that affects wages, hours, staffing, etc. or generally things that affect employees.
- More open forms.
- My immediate supervisor excels at gathering input and building a sense of team work and strong communication between the staff they supervise and other city departments. The Deputy Director does not seek input from employees and gives unclear direction on decisions that directly affect my ability to complete the work that is assigned.
- Offer more opportunities for employees from different worksites to engage socially with each other.
- Often times our work is driven by Councilmember input and direction on program operations vs what is best practice, evidenced based.
- On a smaller level, from supervisor below there needs to be more interactions and engagement with staff, as well from Direction and Manager below, there needs to be better direction to those that are going to implement the direction and vision. Often, we are given a vision and zero direction to accomplish a task or application, as well when we are done with a task or responsibility, there is no feedback once a decision has been made. I would like to see less metrics on employee growth such as ePerformance and more one to one mentoring, highlighting the value of being a leader and the responsibility of being in a leadership role. I like that the City has programs and leadership classes, yet I would like to continue to put more emphasis on leading when you are in a leadership role. Our IT department should do a better job of communicating their work, all other departments besides IT should be accepting of having a window of maintenance so that critical IT infrastructure can be properly maintained.
- Only diversity relating to q12...none of the other values are anything other than lip service.
- Open door policy.
- Our current management doesn't allow or provide the employees to have much if any input when it comes to work schedules, daily operations, and work-related projects. When we provide input (even on work related projects) the management rarely listens or agrees on our suggestions. It takes numerous meetings, going over the same things only to have the management change things in every meeting. (We take two steps forward, then three steps back.) At the end of the day, it's managements way or the highway. This is why most of our programs are unsuccessful, management has a goal, but doesn't have the insight how to accomplish or achieve the goal.
- PD special assignments are full of Officers and Sergeants that are stagnant and no longer deserve their positions. They stay too long and deprive others of the opportunity to learn a specialty. Officers in patrol see it and are frustrated that they cannot get into these positions or promote to these positions until people retire. Some have left for other agencies to get special assignments. Motivated officers are being wasted and lazy employees are empowered to be lazy.
- Pertaining to current first line supervisors, need to be held accountable. Are not open for discussion, squad is run as dictatorship. Input from line level is disregarded and often classified as irrelevant.
- Please consider this carefully, whenever Internal Services management and upper management come to our Business Solutions meetings and ask questions of us they are generally met with a pretty silent group. No one talks because no one feels safe or comfortable sharing their thoughts. There is a lack of trust earned through years of listening to employee input and then ignoring it,

or making sweeping changes with no employee input. If they want employee engagement to go up, they must earn our trust through listening and then doing.

- Please listen to all employees. Regardless of their title, each person should be given a chance to be heard. It seems that only those that "rank high enough on the food chain" get to voice their opinions. When you continuously ignore a person and their ideas/opinions, they will stop speaking up. No one wants to work in an environment where they have no voice.
- Potential of merit-based pay in addition to the negotiated MOU agreements within the employees range, as well as make any bonus that was negotiated in the MOU on available on a merit-based system.
- Provide a workplace that is supportive of employees and addresses their concerns; pay special attention to areas or divisions where there are ongoing problems, where multiple good employees stay because they are committed to serving the community in spite of uncomfortable work conditions.
- Put all senior services in the same department. Senior services/human services= recreation....not education, or others.
- Q2 neutral because we utilize the chain of command, not go directly to a chief level supervisor.
- Reach out to immediate staff and ask for opinions on how to improve team work.
- Some employees have a sense of entitlement when allowing too much input when feedback is necessary instead.
- Some employees take responsibility while others place blame on everyone but themselves. We don't know what the goals for our department are so how can we be engaged in getting them accomplished.
- Some of these questions has a two-side answer. The department I services has internal issues. My staff and I try to work with it.
- Some supervisors get upset often and create drama this does not help communication.
- Somehow get employees who lack motivation and accountability, engaged either by discipline or training. These employees bring morality down. Somehow find a way to get these employees engaged or have them held accountable due to lack of output.
- Sometimes communication between my department and other departments needs improvement. More opportunities for joint meetings might help.
- Team meetings.
- The City could make workshops mandatory for employees for things like crucial conversations, diversity etc. Everyone needs to be on the same page.
- The City does not promote from within enough.
- The city has inclusive policies and practices, but not all departments adhere to them. Employees are beginning to feel disengaged from the City.
- The City lets supervisors and management in Solid Waste treat staff poorly with no accountability.
- The city manager and deputy city managers should engage with the staff. Stop by different departments and say hello to staff. They can also participate in employee events like TPDN or employee picnics. I do not believe that the majority of staff outside of the downtown area know what they city manager or deputy city managers look like.
- The City only practices these goals in the public eye. Most communication from staff is through the grape vine and family members that work in different sections with-in our department.

- The City should really start to listen to not only the Director level, but every other employee as well. It seems as though the City Hall Third Floor is only concerned with themselves and their direct reports. It feels as though the rest of the City "is not their concern."
- The drivers have everything put on them to take care of because in the end its the drivers responsibility, or so we are told.
- The power of the MOU and employee groups has lowered the drive of employees to do the best work they can.
- There are currently 4 senior centers in Tempe. Two of the centers are run by the City of Tempe, and two are run by a contracted agency, Tempe Community Action Agency. The two centers run by the City of Tempe are currently in different departments (Human Services and Community Services). This makes it difficult to have similar direction and goals among staff and supervisors of the two City run senior centers.
- There are employees who use the system and benefits to their advantage, and leave others to pick up the slack. These people need to be curbed and mentored.
- There are no goals set in my department. Seems that managers and deputy in my department feel uncomfortable having meetings regarding development, and setting goals.
- There is very little communication in IT. All communication goes up to management but very little has come down. We are discouraged to talk with employees outside of our own work groups, IT is very siloed. Management makes decisions and then asks for input. On two occasions when I make comments or suggestions I have received a blank stare and my supervisor just went on to a new topic. Loyal employees have become disengaged and apathetic.
- There is very little engagement in IT, just distrust.
- There needs to be more communication between bureaus inside the department as a whole.
- This goes back to my management training comments in a previous section. Many people are in management positions that they shouldn't be in because of their lack of skills and behavioral issues.
- Too many employees are focused on 'what's in it for them' and what they are owed and are not focused on what is in the best interest of the organization. This tone is set from the top down; lack of integrity, inconsistency in applying rules, and favoritism creates a culture of 'every man for himself' and getting what is 'owed' over doing what is best for the organization.
- Too many Officers do not take responsibility for their actions. these same Officers are the ones that are promoted or sent to specialty units because they "tested well". They do not have the ability to do the jobs that they are testing for, only the ability to study for the test. The Assistant Chiefs do not care what the line Officers (Patrol) have to say. They only want to hear that everything is great. Patrol is continually asked to do more with less with no help from supporting units.
- Too many people do not take accountability for their actions they often avoid calls for service or have poor work habits. These are often the same people who are promoted or advanced to specialties because they tested better, rather they are capable of doing the job.
- Try communicating about more than the blood drive and employee anniversary dates.
- Water needs to be its own Department again!
- Water should be a department.
- We are routinely asked for input...and then none of our suggestions are adopted. This leaves us feeling like no one actually cares and the input asked for just so management looks good on paper.

- We have a big issue with after hrs. work. We are asked to use our accrued vacation time to take time off if we work past the time allotted for us to work in a day. We are about the heaviest overtime crews in the city and if we work 18 hrs. and are fatigued from work and need time off the next day, we should not have to use our own vacation time to do this.
- We need more Departmental meetings sharing City and our Departmental issues.
- While I do feel that I am encouraged to be innovative, provide feedback and come up with new ways to do things, I feel that most often these ideas are put to the side and it was just a check off item from a list. There is a lack of follow thru, and often the staff that performs are stuck taking on most of the responsibilities, and everyone else just flies under the radar. To create a high performing team, everyone should be expected to drive results. A hierarchical organization is not a successful environment for innovation to thrive. Folks do not feel empowered nor supported to be creative, and explore different ways to do things to obtain a successful outcome of a task.
- While I understand that any person at any level can talk to anyone, sometimes this can lead to unintended consequences and undermine the chain of command. This approach, while seemingly good could have deleterious consequences in practice. Needs to be thought-through more comprehensively.
- While I'm told the city and department value employees I see decision being made or not made that affect employee without seeking input or any real care for the employees.
- With all due respect, I repeat it again employing new supervisors less favoritism with the employees and that they be very professional in their position.
- You can give input to Supervisors/Directors. However, the Supervisors/Directors do what they want and or make the situation worse! Plus, there are too many snitches not one Supervisor can keep a secret even if it has to do with a personal issue. Somehow the whole staff knows and then others in other departments!
- You're doing it through this survey.

Q7a. (Optional) How could the City improve peer relationships among employees?

- Accountability for your actions. Some employees seem to get away with their lack of effort while the ones that do the work are the ones held accountable for not doing or finishing what is required.
- After working here for over 3 decades... the city's gotta accept that not everyone is going to "be buddy buddy lunch pals" and "get along" all the time. however, getting treated with respect is VERY DIFFERENT. you gotta GIVE respect to earn someone else's respect. you gotta at least LIKE your job or you won't like the people you work with. if you're lucky and you at least LIKE your job -or LOVE your job (like I do). Then getting along w/others is cake!
- Again, less overtime. this is a stressful job.
- Again, I would say this is up to the individuals. The city can't do anything about people who can't act like adults in the workplace. I am really surprised at how petty some of these people are.
- Allow for a little fun for employees so they have a chance to bond.
- Allow for team building nights to occur every other month.
- Allow supervisors and managers to "lead" employees.
- Better training for those supervisors with communication/conflict resolution issues. It is blatant that some departments do not get along and the managers/supervisors do nothing but fuel the fire.
- Bullying is an issue in the jail. Certain supervisors/employees go after certain employees.
- By being up front and honest in dealing with a conflict that deals with those individuals.
- By treating everyone equal rather than indifferent due to mental disability.
- Continue opportunities offered now.
- Continued training on Conflict Resolution, Accountability, and Difficult Conversations.
- Create a culture that increase honesty, no retaliation, no difference between employees.
- Create more opportunities for social engagement.
- Diversity and sensitivity training should be required for ALL City employees.
- Employee exercise/teams/yoga/rec opportunities whether formal or informal - provide the opportunity to play with each other.
- Encourage an environment of employees supporting one another rather than trying to criticize or bring each other down.
- Encourage healthy feedback models- for positive and corrective feedback.
- Encourage more mixing between City departments in a social setting, or even in a professional setting with training sessions or committee work.
- Ensuring that everyone is treated fairly and equally would be beneficial.
- Everything is based on years with the city so there is going to be a problem. Old tiers get first pick.
- Fair treatment to all employees in the amount of work assigned and expectations of that work. In addition, there should be less tolerance of individuals throwing their work onto other people.
- Frustration and poor communication. When you do not provide information, it is made up.
- Fun team building activities.
- Get rid of favoritism.
- Get rid of the safe haven. If you try to have an open conversation and the person doesn't agree with your point of view, they run to the safe haven and make shit up.
- Getting to the know the person prior to judging and spreading rumors.
- Give employees opportunities to work with diverse groups and individuals. Look for someone willing to tear down silos between departments and let them encourage collaboration.

- Great Place to Work.
- Have the supervisors ask the employee how things are going with other peers and not have the supervisor retaliate and disregard what the employee is trying to tell them.
- Having a supervisor who works hard so that relations between partners are more integrated, loyal, respectful, and resolving the differences between them, to work together in an equivalent way, and taking advantage of the potential of each of them.
- Having more group projects will help build better working relationships between coworkers.
- Hold employees accountable for their actions towards disrespect regardless of how long they have been working for the city or regardless whether they're supervisors or not.
- Holding people accountable for their lack of work. Celebrating more of the smaller wins will also build trust that seems to be lost with leadership and management.
- Host meeting at different locations with the host location give a brief overview of what goes on there.
- I am a LONG-time employee - and what I see has been what I would call either "preaching to the choir" - and/or NOT talking to a specific individual about an issue, rather, reprimanding an entire work area for the "sins" of one individual. For example, Person A is constantly late for work. Rather than talk to Person A, the entire work group is talked to like a bunch of children and made to feel badly - even though it's only Person A who's the "culprit" of being constantly late. Supervisors, particularly the Dept Directors are chickens in this respect.
- I believe that I have a good relationship with my peers, but communication should always be encouraged and supported.
- I feel and believe my fellow employees at my own level communicate and work better together than management is able to achieve. The left hand does not know what the right hand is doing, in many cases. It seems we are always the last to know what has been decided and we shuffle about and work outside management to make things work, as flawlessly as possible, for the customers/patrons. We notify the supervisor and the director, but nothing really comes of it and the same problems are repeated again.
- I feel my co-workers easily resolve issues amongst ourselves, best when management is not involved since management creates problems more than resolves them.
- I feel the city could improve by being listening when we tell someone about a bully supervisor or coworker, as opposed to firing the person that gets bullied or worse when sexual harassment occurs to a man.
- I get along well with my co-workers, or at least those that practice a similar work ethic to mine. Other employees with less commitment (or those that can be heard snoring in their cubes) are not well appreciated making relationships with them more difficult if respect is required.
- I highly value and respect my co-workers.
- I think for the most part peer relationships in other departments beside public works are great. Here in Public works the environment is so toxic that relationships aren't good because everyone is on pins and needles and that's the way management likes it.
- I think it's a good idea that Community Relations be moved under Strategic Management and Diversity. Communicating the priorities of the city is very important so this makes perfect sense.
- Improve morale.
- In IT Business Solutions conflict between employees is not dealt with effectively.
- Increase true accountability across the board for all levels, even union people.
- Increased trust through direct communications. The city models indirect communications.
- Input from supervisors. Good comments.

- Involving staff in group events that promote camaraderie.
- It amazes me how people deal with the issues and continue to do their best. An example of this I watch our division work there tails off amidst incompetent leadership and threats of their boss. He never since I have been here helped any staff prepare for jobs. He treats them like second class citizens. He comes across as a super nice guy to his managers but in person he is shift.
- It occurs naturally when employees are comfortable and confident with their work environment.
- Lack of inclusion Deputies encourage flocking and clicks.
- Management could conduct themselves in a more professional manner. Yelling at each other, using profanity, and slamming doors creates a hostile work environment.
- Managers/Supervisors need to stop pitting employees against each other and causing conflict. The Deputy needs to hold the managers/Supervisors accountable for moral. Moral is so low at the plants because they are being led with fear and intimidation. The same Managers/Supervisors have been allowed to lead this way for 10 years. We have lost so many great tenured employees that didn't need to retire they were forced out by the dysfunction and stress.
- Mandatory training, renewed every three to five years, on crucial conversations, addressing conflicts, interdependency of work groups, valuing everyone's contributions.
- Many times, issues are addressed to a group or the whole staff hoping the one or two individuals who are the "offenders" or problems. This is not good supervisory practice and does not address the conflict. Hard workers are not acknowledged and those who are able to pawn off their work on others seem to get the ahead.
- Monthly team building exercises within work groups.
- More compensation will help to hire better employees.
- More focus on relationship building. Currently too task focused.
- More interactivity. As a new employee to COT, I did not feel welcomed or respected.
- More opportunities for employees to get to know each other.
- More social engagement.
- More team building and communication.
- More team building opportunities.
- My co-workers within my work unit and outside of my work unit are awesome. I wish management could take note of it.
- My interactions with peers are purely functional, there is not much of a team sense of comradery.
- My peers are awesome, and I wish they could be recognized more for the teamwork and camaraderie that they display.
- Offer more opportunities for employees to work on community projects together or start a bowling league. The return of the employee picnic is nice.
- Offer work group teambuilding activities or workshops.
- One of the goals of the City of Tempe is to break down departmental silos. I support that goal, however over the last 2 years I have determined administrators and council may at times misunderstand what it means to break down silos. For instance, if a council member is spearheading a project and asks Human Services to lead the project in a Community Services space, communication and an understanding of each department's function and capacity is vital. I witnessed that the completion of a project is so important to one individual, particularly a council member or deputy director, undue pressure is exerted on staff in Human Services thus causing conflict between Human Services and its neighbor, Community Services. I think it is vital that council members understand the difference of advocating for an initiative and positioning themselves as a staff manager/supervisor. My first year as a non-supervisory professional

circumstances and poor interdepartmental communication required that I politic and play mediator between both departments, insert myself in meetings and discussions that directly impacted, my daily job, the people I served and the space I worked in. The relationship, from my vantage point has improved significantly, due to good leadership and advocacy for our role in Community Services and the hiring of a few professional, respectful, and diplomatic Human Services staff. My politicking and mediation have come to a close and I am able to once again do my job which is serve the public. However, I am aware conflict still arises between both departments usually regarding the use of space and poor communication by Human Services. I think it is time this problem be addressed, if it hasn't already. Shared space can allow for a very productive partnership, however in the City of Tempe, both department's missions do not always overlap as others might expect. As more grants are written to acquire more staff for Human Services I think it is important to begin considering the need for an actual Human Services building. This would benefit everyone by releasing tension in the work place, allowing each department to grow while not negatively impacting the work of others, creating clarity for customers in need of services, and fostering a healthier relationship between both departments.

- Peer relationship within our department is actually really good; we are able to solve problems quickly and respectfully. Unfortunately, it is when problems are dealt with by upper management, that it becomes inequitable and employees needs and concerns are not met.
- Perhaps offer smaller group opportunities to gather outside of work such as discount for a Tempe 5k or movie night.
- Provide professional counselor-led employee grievance and discussion sessions.
- Provide the opportunity for small department team building and get togethers.
- Reduce waste. Consistency of prioritization of efforts and measurement of resource utilization in service to efforts and elsewhere.
- Respect all employees whether full or part time, etc.
- Safe Haven, while started with the best intentions, has evolved into a way for employees to target one another with complaints that deliberately damage coworkers' professional and personal reputations. Regrettably, little is being done to stop it by the areas responsible for its oversight.
- Some employees get away with being disrespect full to other employees and when complaint about it is made, excuses like that's just how sound so is. That is not acceptable.
- Some peers need more attention than others. They have their own drama, and can't distinguish work related and personal issues.
- Stop allowing certain people to hide behind management and say "Andrew said".
- Stop supervisors from discouraging & limiting interactions between work groups. In our area some supervisors specifically speak poorly of other groups.
- Stop the gossip!! It is so destructive. The Diversity Office is the worst. They believe whoever goes there first. They play so much favoritism it is a disgrace. They have people sign a confidentiality form, so no one can compare what they were asked. It protects the Diversity office, not the person who brings forward the complaint. I have firsthand experience by going on my behalf and also being interviewed. And, others have shared their own experiences and they are all bad.
- Supervisors should document when there is repetitive bad behavior, non-compliance, or poor work performance, so that action can be taken to improve performance or to dismiss non-performers.

- Teach supervisors and managers to effectively settle disputes among employees and divide workloads equally. Most disputes stem from some feeling like they are given more work to do than others.
- Team building exercises.
- The City has an ingrained hierarchy. If you do not have the right title, it is almost impossible to work with other departments in getting information or completing tasks. So many times, I have heard a person respond, "And why do YOU need this information?" People are so unwilling to share their resources and work together as a team. It almost feels like every man/woman for themselves.
- The City has done absolutely nothing to measure (much less improve) the morale among the employees in my department. There is a lot of passive aggression and minimal communication between employees in my department. Communication with employees in different work groups within my department is verbally discouraged by the department head and division managers. The employee interaction within my department has a negativity which is toxic.
- The idea of hierarchy is so ingrained in City employees that anyone with a title that is below, or seen below them is disregarded and treated as nothing. It would be very difficult for employees to have relationships with each other when nobody is considered a "peer."
- The only reason employees get along well in IT Business Solutions is because of the employees not the management. Management creates the drama with their incorrect assumptions and conclusions without regard for the facts, then they resolve their own mess and act like they did something of value. A them and us, disrespectful environment between employees and management.
- The relationships between the line level employees is very good to the supervisory level, it is above this level that the real problems are. The arrogant, condescending, and demeaning way that the line level employee is treated by those above the supervisor level is where the real problems are. It seems like it's expected for them to act like this, as if anyone beneath them is just that, beneath them.
- The relationships/drama in other departments that affect me is not being resolved. It's sad that nothing has been done to fix it.
- The supervisor should talk to the employees and tell them they need to be professional and call them out on childlike actions.
- There has got to be an effective way to end or minimize the amount of drama/rumors/gossip that occurs in this workplace as it often times feels like bullying by adults.
- There is a lot of tension, historical events that folks carry around in my department. Folks, including and especially supervisors tend to hold on to these grudges and factors in to decisions made across the department. This is a direct result of issues not being addressed, in an individual AND group setting. A team or organization should have the same level of understanding of each team member's role. Accountability is key and should be interpreted as a tool for self-improvement where the department and the City benefits from.
- There is a ton of conflict in my current work group but since it hasn't spilled over into work performance it is not acknowledged and swept under the rug.
- There should be employee functions to bring the employees together.
- This sounds like a broken record, but objective accountability would be a great start. Hard to foster relationships with employees that do a little work, no work, or bad work, because they know they will be paid the same and get the same pay increases as the worker ants who have pride in their jobs and strive to do great work every day.

- Those that have served for many years need to have better attitudes and provide positive examples as well as encouragement to those that are newer to the City.
- Training from time to time on how communicate better among peers.
- Water needs to be its own Department again!
- Water should be a department.
- We had Arts & Culture Day which worked really great for everyone. I think evaluating departments and their needs to relieve stressors that put pressure on peer relationships.
- When employees know & trust their supervisors that they will not be reprimanded or they are not being watched when they talk to other employees from other sections/areas with in the division. This goes back to some supervisors who are controlling and insecure.

Q22. If you have any other comments/recommendations that would improve City operations, please write them in the space below.

- How is a full time temporary employee allowed to destroy a city truck and have ZERO repercussions and is allowed to keep working when full time employees are being written up for anything and everything, is this a buddy thing, or a city of phoenix friend thing or a racial thing or does the city just not care that this happened and the temp is bragging about how he is protected by his manager due to the fact that he plays basketball with him and he will be given a full time position soon and not to worry. This same temporary employee brags about how he does as little as possible and that he is intentionally trying to get the white full-time employee he works with either written up or fired.
- HR's failure to give a straight answer to employees and then tell the supervisor something different on the same issue.
- A colleague has been passed over for a job FIVE TIMES even though it was a job s/he previously occupied. Management years ago, essentially forced a demotion and colleague was assured getting the job back later would be easy. The current management has used improper hiring practices.
- A comprehensive staffing plan needs to be developed and fully funded to address staff shortages throughout the City. This should be separate from the regular or supplemental budget processes, which fail year after year to address this issue. The level of activity/demand for services in the community has risen significantly over the last several years and staff levels have not been addressed to accommodate them. Increasing staffing is one of the best ways to increase the quality of service to the community and achieve the new performance goals as directed by Mayor and City Council.
- A few changes have been made recently in regard to clocking in for one. We used to be able to clock in on our own phones, with some time added in for prep work before or cleanup after. We were recently told we have to use a city phone at the facility to clock in...and I was told I cannot put in for prep time. If I use 30-15 minutes at home to pack supplies for class, I am no longer allowed to input that time. I don't think that is right to employees. We bring supplies to enhance our classes, and keep the interest and excitement for students going. Yet we aren't allowed to input time to be paid for that??? This is wrong.
- As stated in the 2016 survey, in some areas we need management with great managerial skills and good behavior. There are people that are not in management at the City of Tempe but have had management experiences with other private and public organizations. I stated in the 2016 survey that the mission and values of the city should be promoted by the management more within the Internal Services organization, but that hasn't happened yet. Interview panel stacking should be stopped. There have been several individuals that should have been given a promotion because they had the skills, attitude, and proper behavior to advance. Within Internal Services there has been one Manager that makes hiring decisions based on her personal feelings of an individual rather than professional, which has resulted in many missed opportunities for the organization as well as the person applying for the job position. There needs to be a top down approach to addressing the management issues of the City with special attention being given to the Deputy Director position and under. We (the City) has not been hiring the cream of the crop in all levels on management. They need to take note of the many all-stars (non-supervisory) that are currently employed with the city. Rather than focus on going outside to hire non-supervisory positions, since the change really needs to happen at the management levels, these are the positions we should be looking outside for. Within Internal Services, specifically Information Technology, we could use some fresh ideas, people that have great conceptual skills as well as

human/interpersonal skills, people who view Tempe's IT as a service to the City Business Units and people who have a clear understanding of the relationship between Business and Technology.

- Communications department has drastically gotten worse.
- IT needs a change in leadership or it will continue to degrade as a support division.
- City management has not made an adequate effort to investigate employee complaints to the fullest extent they deserve; City management always backs supervisors and never supports staff - staff are disciplined but supervisors remain untouched.
- I recently talked with another instructor, and she told me she was NOT using City of Tempe phones for her time input...she refused to. I didn't know we had a choice. There is a new person in the office, that has tried to come in like a tornado and upset the flow of everything. There are many unhappy employees and part-time employees that have been treated like a child from this person. I'm extremely surprised that City of Tempe is allowing this person to change so many things that were flowing nicely, and now there are many upset employees. I've been tempted to quit, but I do love what I teach, and hate to give it up. Some of these changes, and less pay, is very upsetting and concerning to me and others.
- It seems like there is new chaos happening every week when I come in. It's chaotic for my students too. Not good. I was told I am no longer able to push my classes out a week, if I have to miss a night, due to illness or vacation, etc...., and that I cannot select a qualified instructor to come and teach my class if I need a substitute for an emergency. I've been able to do that for the 25+ yrs. I've worked at Tempe. Very upsetting.
- We now have to have one or two or more people signed up as temp employees to be called if needed. One of my subs has had two different appts set up to meet with the "supervisor", and she cancelled both times.
- All senior services should be in the same department. Some senior services should absolutely not be in the education department. Recreation would be best. Senior services being in the same department would help all centers to be on the same page, and work better to provide better organized programs for the senior population. Senior services are greatly overlooked by the city and more organization and budgeting should be put into place, so we can serve the senior population more thoroughly.
- Allow Chief Officers to have matching benefits (Not negotiating ability) to the Firefighters in the MOU which they supervise.
- Almost all of my concerns from the previous employee survey still exist. I do not feel that anything has changed in my department since the last employee survey. Based on some of the comments I read in the last employee survey, I certainly hope some changes have been made somewhere - if not in my department.
- Be a better model for "equal pay for equal work." To expect businesses in Tempe to commit to this, the city needs to as well. Instead of writing things off on the pay structure, make changes when they need to be made.
- Be a trend setter rather than follow trends, especially small superficial trends. Focusing lots of resources on areas that serve a very small percentage of the population doesn't make sense, look at the City, facilities, and services holistically. There are certain areas in the City that continue to add employees, but without having work space for them.
- We have a great police department, a new fire station being built, a wonderful art center, an aging, but great library that has had some small-scale remodels, a new splash playground, but not a great recreation facility.

- Regarding supplementals, there are items submitted every year that are either contractual obligations or have offsetting revenue, those items should not be a part of the discussion as they should be funded separately. Items submitted the previous year should be considered again prior to considering new submissions.
- Before rolling out a new system, vet it (strategic management; council priorities; open data; contract management). These programs are rolled out without proper training for employees and changes are disruptive. Too much unnecessary effort is created erroneously.
- Better explanation of roles and responsibilities would benefit everyone in my department. We have several employees that do not carry their weight when it comes to responsibilities and only a small amount of employees that really complete their work.
- Apathy is acceptable when it shouldn't, and trust is lacking. No one is held accountable for things they don't do and things they do incorrectly. Leadership and management does not get involved and they tend to have the employees figure resolution when there is conflict which I think makes things worse.
- Bring back the shower program for the homeless.
- Chief Reese is the best!
- City are missing lots of residents not signing up to city activities for lack of publicity. Also, I feel there's a big gap in communication between me and my supervisors to fill my job needs in a fairly quicker time manner.
- City employment is a creative dead-end and has become boring/rote with no hope for advancement/growth. Hire managers who understand what is cutting edge in terms of operations and drop the dead weight.
- I'm actively courting industry/private sector career options and do not plan to still be at Tempe the next time that management gets around to sending out this survey.
- City Management is out of touch and doesn't seem to appreciate employees work. Senior management is impersonal and needs training on emotional intelligence and how to relate to people.
- City of Tempe has become not an enjoyable place to work anymore. I have been here for 19 years and it has gotten progressively worse in Public Works the past 3 years. It has gotten so bad that people don't like coming in, it's become a hostile work environment and management openly shows favoritism and retaliates and nothing seems to be getting done. I go to these training classes about discrimination, hostile work environments, safe havens, retaliation, etc. but it seems like the City talks a good game, but they don't put their money where their mouth is when it comes to dealing with these issues. It's just sad to see the city fall to these new lows.
- Communication is so important, and Neighborhoods and Community Relations should be housed with Diversity. One message. One voice. It would help move the brand forward.
- Create a partnership with ASU to allow for city Police employees to receive tuition discounts.
- Deal more swiftly with human resources/harassment issues. The drama in public works, solid waste department, has not been dealt with and it's ridiculous that nothing has been done for over 7 months to resolve/fix the poor treatment of employees.
- Directors should not be allowed to swear, consistently use the f word, and talk negatively about other leaders and employees.
- Religious and family situations should not be the reason for unbalanced workloads.
- When discussing issues, the issue and not the person should be the focus.
- Apply goal setting and performance feedback with or without systems - and monitor that it is being done across the City.

- The City Manager should follow-up with employees when he has promised to do so - Trust starts at the top.
- Take action on the employee survey information and stop the paralysis by analysis.
- Bite the bullet and replace PeopleSoft. Quit looking for the same system solution for Finance, Payroll, Benefits, HRIS, etc. Interconnectivity is the key.
- Do more celebration of successes.
- Explore ways to incentivize/reward high performers. The unions handcuff this to a degree, however everyone knows who is excelling and who isn't. Let's move forward in a progressive manner and move away from a litigious prevention decision-making style.
- Fix IT.
- Fix the Police Lieutenants package.
- Get out from under State of Arizona's control.
- Give newer employees more information about how they fit into the grand scheme of things, such as how many people work above them or the specific branch of city service in which they work.
- Give people an incentive to stay. Morale is so low. Perhaps leaders should try seeing what it's like on the front lines once in a while, especially before making decisions.
- Give the Human Resources Department more power to deal with non-productive or insubordinate employees. The culture in the City of Tempe is that it is impossible to be terminated, so savvy, lazy employees push their habits to extremes knowing their job is safe. Departments then function poorly, and other employees become disgruntled knowing some are not putting great effort into their job or contributing effectively and responsibly. The machine cannot run at maximum capacity if some of the components are not working!
- Greater team cohesion among directors. More opportunities for women to contribute at the highest levels.
- HGN/SFST school should be mandatory for post-basic police training. The DUI enforcement abilities outside of the Department's Traffic Bureau is seriously lacking. Drug Recognition Experts are constantly called to make DUI arrests that Patrol Officers should be qualified to make. DUI offenses are not occurring less, officers are becoming increasingly defective at identifying DUI offenses. Traffic Bureau Officers and Sergeants stay in their positions far too long. They need to cycle out so that the experience and training can be spread out further throughout the agency. Officers will be more prepared and more motivated to detect DUI offenses after they complete the HGN/SFST course. Make it mandatory, arrest more DUIs, save lives, reduce harm, reduce property loss.
- Human Services has more bad days than good. I wish I could say something good about it, but I can't. If you want to get promoted, you have better luck if you work outside our department. We got rid of a few bad apples and I was hopeful the culture would change, and focus would be shifted to the staff who has worked tirelessly to keep Human Services afloat and it hasn't. Employees are told they are replaceable by management and sometimes even treated like they are replaceable. Management thinks an annual breakfast forgives the fact that staff isn't appreciated. I used to love my job and love what Human Services stood for, but it seems like we have lost our way.
- I am a proud resident and employee of the City of Tempe. Thank you for conducting this survey I hope it informs actions, practices and policies moving forward.
- I am fairly certain there is mold growing in the garden level offices. It would be nice if there would be regular deep cleanings of the areas. Management who wasn't so worried about keeping their jobs they can actually do their jobs and a better reward system for employees who perform

well. The longevity bonus checks are sad, at the pittance amount they are, it would be better if you just kept them.

- I am happy and proud to work for the city of Tempe, especially after attending the human services breakfast meeting today and learning more about the city of Tempe and the services that are available for families. I am extremely happy with all my supervisors, immediate and higher up. I am happy to have this opportunity and would love to become a fulltime permanent employee for the city of Tempe. Thank you for this opportunity.
- I am looking at jobs at other cities. My dept has become such a disaster that I am leaving.
- I am proud to serve the city & community of Tempe and to provide wider-reaching service for visitors, researchers, and all others with an interest in and connections to Tempe and its rich history.
- I am proud to work for the city of Tempe. I am surrounded by good people who work hard and care for one another.
- I believe that employees should have increased compensation for obtaining additional training, certificates, or degrees that apply to their field of work. For example, if someone working facilities has written proof of electrical training like a certificate he should be compensated for obtaining that training. I think it would definitely motivate employees to get more training on their own, and overall strengthen the city's work force.
- I do not want to come across as ungrateful for my employment here at the city of Tempe, it is a privilege to be employed here and I wish things were more consistent and fair across the board with promotions shift opportunities and work assignments. It seems that if you are a good employee you are given the most difficult and high profile assignment because it is known that you will do the job whereas if someone falls short of performing up to potential of what is expected they are not required to, or not wanted to perform tasks that require attention to detail or a skill level for that certain task because they are not trusted by the supervisor to do the job. there is a level of unfairness to hold one employee to one standard and another employee to another and yet they are getting the wage of pay, in some occasions the low performer is getting paid more for the same job just a different expectation. I feel we should get paid according to performance not just because we have the seniority. Seniority is fine but if you have been here for twenty plus years and you have been a mediocre performer what is so great about seniority if someone else is doing the work that is expected and the senior person is held to a different standard. This is something that needs to be changed with in the city. It is detrimental to morale and to the work group as a whole. It gives the impression that it is ok to have two sets of standards. That is never a good idea, nor should it be acceptable in any department within the city of Tempe.
- I do see the organization trying to improve. In my situation is a little more difficult. I work for one department, but serves another. Some challenge has arisen, and some resolved. Overall, we are working towards a better outcome. Some of my peers are very difficult to work with, but it's not about her, it's about serving our community. All is good.
- I enjoy working for the City and take pride in my work, but it has become very hard to work when you get written up for going above and beyond and always helping the city employees.
- I had a on the job fall / injury and no one ever followed up and I was never seen by the specialist I was refereed to and my case was closed with no one from the city contacting me to see that I was ok, it was never clear to me who my contact person was with the city. I was very disappointed I was treated that way.

- I have NEVER been treated as well at any other job as I am in the Tempe fire Medical Rescue Department. They are open for ideas and take great care of safety and their people. I am proud to work for the City of Tempe and the Tempe Medical Rescue Department. I won the lottery when I was hired!
- I have recommended employment with Tempe to family members. A parent of mine applied for a job and got a first interview. My parent never heard anything more. I think it is disrespectful not to contact interviewees to let them know that they had not been selected, so they are not waiting for weeks to hear something.
- I have some, but I prefer not to do it at this time due to lack of time, but I would gladly do it on another occasion. And also thank you for being able to participate in this type of survey.
- I have to reiterate the new Deputy in our department seems to be very forthcoming and seems to be functional and that she comes from a good place and really has the best interests of the City at heart. The past 10 years our Division has been led by dividing employees and not treating them with dignity and respect. Instead of taking the high road and doing what's right, manager/supervisors will go to lengths and spend time, effort, and money on being right. They are superior and look down on and treat employees as though they are not valued. Employees at the plants keep their head down, don't offer ideas suggestions, don't get involved, do the minimum and go home. Management need to change over the plants and control center or something bigger than TTHM violations is inevitable. Employees need to be valued and held in high esteem. Imagine the productivity and overall happiness that would result. Happy employees means success!!
- I have utilized the training, educational and development opportunities available in the City. Regardless of the many years I have worked for the city and the numerous times I have applied for open positions within my career path, I have been continuously passed over for jobs that I do on a daily basis. I believe that the hiring practice within my division is unfair and predisposed. When an organization offers development opportunities and an employee takes every advantage of those opportunities, the hiring process should in some form or fashion recognize the effort. Otherwise why spend the money if you do not plan to take advantage of the investment.
- I have worked in Senior Services in the same position for 3 years but under 3 different departments. I think that all of the senior centers/services should be in the same department in order to get their needs met.
- I haven't been here very long but so far this is a wonderful place to work: caring, supportive leadership, phenomenal benefits, smart, creative co-workers. I am very happy to be working in Tempe. Thank you for asking us all what we think.
- I know City leadership were excited about the responses to the "do you plan to finish your career with the City" type questions last time. I don't feel this reflects upon the employee satisfaction levels, because the answers to the other, more detailed questions, were fairly negative. I personally answered "yes" because I have put in so much time that I don't want to lose the pension. I expect you'll find a lot of employees answered affirmatively to that question just because of ASRS.
- I like to work for the City. But there is a lot of gossip and supervisors with very low skills that makes you wonder. Also, if you have 2 years to retire what would you do? just wait is not too much and then it will be over, or the other choice quit? There must be a way to improve satisfaction and pride to be a city of Tempe employee.
- I like working for the City of Tempe. I have many good things to say about multiple areas of my department; however, my unit has many issues, the biggest of which is the supervisor. I am

driven to go above and beyond because I like my profession and care about the work that I do; however, the leadership and work environment in my specific unit does not contribute to that, and if anything, has great potential to diminish an employee's motivation to do good work.

- I love working for the City of Tempe that is why I stayed but with the new management, it has been the worst that I've seen everyone that I worked with for years have left this department all who have left or retired stated that if it wasn't for the management, they would have all stayed because they loved their jobs and working for this department and being a City of Tempe employee. We have lost very valuable people over 10 employees have left or retired because of this current staff. I think I am next to leave.
- I love working for the City of Tempe. It's a GREAT employer, and I've enjoyed close to two decades of employment with this organization. In my division of Public Works, we've had an extremely high rate of turn over. We have some SERIOUS management problems. This division used to be such a GREAT place to work. When the City hired these two individuals, the work environment has become HORRIBLE. My co-workers are great, but the unprofessional conduct, language, hiring practices, disregard for policy and procedure, favoritism, and good old boy club of this management is too much. I've watched management bully, intimidate, lie, show no human decency for co-workers with disabilities, retaliate, and the list goes on and on against the employees of this division. Nothing will ever get resolved or improve unless the City addresses the problem (Management) Diversity, HR, and City manager need to make Tempe GREAT again.
- I love working for the City. I love the stability it gives us all. I understand that with this stability you will have individuals that will take advantage and do less than. What I do not understand is how some of these individuals continue to be rewarded for doing a subpar job with promotions, special parking allotments, office space, accommodating schedules, etc. It has become increasingly difficult to enjoy coming to work when I find a good portion of my day is spent doing someone else's job. I understand we are supposed to be a team here at Tempe and that we must pitch in when needed. But when you are consistently finding yourself doing what is clearly someone else's duties on daily basis, we have a problem. To make it worse, the problem is well known by most people in that area and nothing is being done. This tells me that myself and my time mean less. How is that a motivator? A person can only put up with this type of environment for so long before they find employment elsewhere. Have you ever wondered why the City is consistently losing great employees?
- I only know the area that I work in, but it is the most unstable work environment I have been in for about the past year since my multiple years here. I am not sure whom I am talking to for a supervisor. There seems to continue to be a lack of true leadership and understanding at the Edna Center. Employees don't know what is going on and have to compensate last minute, and are at the forefront of customer service and trying to keep people that have been utilizing this center for years happy and returning, and new patrons happy, too. Going above and beyond their call of duty on multiple occasions, repeatedly to pick up the slack, and not adequately compensated or recognized. It has seemed like a hostile workplace, and the same people to be in charge has not adequately addressed it to fellow employees below them.
- I really enjoy the department that I work for and the supervisors and directors that I have.
- I recommend that the city replace my manager. His narcissism, lack of empathy, closed mind, and low opinion of fleet employees (and most everyone else) discourages productivity and has brought moral to a new low. I used to take pride in my work. Now, I don't care and only do what I have to do.
- I recommend shortening the probation period for new hires. 6 months seems unusually long.

- I think new employees that do not qualify for garage parking should be given a stipend to help pay for a covered spot after they pass probation. I think Tempe is a great place work and has great leadership and is innovative and always looking to do things better and more efficient.
- I think that all of the City employees should receive help by the UAEA. I am currently under a year as a full-time employee, but I have been working with the City of Tempe since July 2015 as a contracted temporary employee and I do not have someone to defend me against HR and the Department that I am working in. There are continuing issues that are being hidden by HR and Community Development. I was told by the Deputy Director that my supervisor stated that " My probation was extended, due to my performance going down after I got out of the Mental Institution". Everything on my Performance Improvement Plan was a one occurrence that happened after I got out of the Hospital. I don't know what to do at this point, but I wish someone would protect me. This is not fare. I made it this far for a reason.
- I was a former supervisor in my department and went to part-time hours 7 years ago for family reasons. I have applied and interviewed for 5 different full-time positions with the City, all of which I did not get. I would love to come back full-time but my own employer keeps hiring outside candidates, some who have less experience than me. This has affected my ability to be enthusiastic about my future here. It feels like discrimination, but I don't know why. Bias against the internal? Biased against part-time status? I don't know. The City trained me, put me through the Certified Public Manager program, and all that time and effort and taxpayer dollar wasted on an education and experience that is now underutilized. Making internal candidates interview into positions which they already hold (or have held) is a waste of time, effort, and resources. You have a stocked bullpen of talent - why does it come down to only an interview? Why aren't internals allowed to bid on positions before they go external? Why does management think this is OK? We already have a huge brain-drain - why push internals out?
- I was not going to participate in this survey because I don't believe it will do much other than let people vent, but I have seen such a downturn in the leadership of this city from where it was and I have a glimmer of hope that someone, somewhere, will take some of the genuine constructive comments to heart and remember we are here to serve the citizens, paid with the citizens hard earned money, and we are not here to just focus on ourselves and see what we can get away with on a daily basis. Good people are being DESTROYED by working with lazy uncaring employees who have effectively beat the system. Everything people hate about government workers and government waste is throughout Tempe on a daily basis. It feels like a once great organization is dying a slow death, cancer of corruption and self-interest is tainting even the most dedicated. Is anyone even reading this?
- I think the City has a lot of potential. I am happy working for the City because I have goals in which I will be moving to a different area to work in with the city. However, the area I am in now, has me feeling like there is so much need for improvement regarding supervisory disrespect. I think the city would improve in this area if they held supervisory staff accountable for disrespectful actions. It is difficult to feel secure reaching out to human resources when you work in such a small department and feel like you would be retaliated against.
- I think the moral in the PD has improved with the change in leadership at the Top. Council made a great choice when going outside the department for the Chief of Police position. Great selection.
- I would highly recommend looking at our existing hiring practices to allow more efficient processes that allow for faster and quicker turnarounds for filling positions.
- Increased IT support to field operations throughout PW.

- I would like the city to be more open to its employees about what changes happen within their department. There was a change in my department that happened, and it was discreetly mentioned, and it would have been more beneficial if an email was sent to all the employees that this would effect. So, just transparency on changes that happen within departments would be nice to have.
- I would like to respond to this question: "Does the City's working environment and leadership encourage you to go above and beyond the minimum effort that is required for your job?" I answered no. This question makes me sound like a slacker for saying "no". I would like to set the record straight by saying that I do go above and beyond, but I do so for my customers, because my customers rely on me to support them and I feel a responsibility to do my best for them.
- I would like to say that not everyone in the City is doing a poor job, but that the overall culture and management in Tempe makes it a negative experience. It encourages poor employees to stay within the City, while pushing good employees to leave. There are a lot of organizational challenges that Tempe faces to fix these issues, but I really hope they do. Tempe has the potential to be a great place to work but the bad environment makes it an undesirable location to continue a career. Benefits and decent pay alone cannot be the only draw to work here.
- I would like to see better support for the city's Public Works/Water by those at the Council and strategic planning level. Public Works, to me, is central to the City's infrastructure. They, in essence, provide what all of us rely on in our day-to-day lives. In my job, I always try to support Public Works/Water with the best services that I can. But they need more support. They are such a large entity, perhaps some consideration should be given to allowing Water more autonomy as a separate department with its own internal services support group. Provide them the resources and technology tools to help them achieve the goal towards becoming a great "Smart City"!
- I would like to see the City of Tempe be more forward thinking in the ways it can offer benefits to its employees. I recently heard from a friend that the State of Arizona has instituted an infant at work program or allows for temporary reassignment until a baby is six months old! I have seen pregnant people here at the City of Tempe, and the City does not offer paid maternity/paternity leave or have an infant at work program. Leaving a newborn in a daycare or babysitter at six or eight weeks old is ludicrous, not to mention the stress that puts on the new parent(s). Allowing an employee to bring the newborn to work with them, mother or father, would reduce the amount of time an employee is absent, from work, reduce postpartum depression (mother), and overall improve the mental health of the new parent. The City of Tempe would also see less employees leave in order to stay at home with their child longer. This is a benefit the City of Tempe could implement that would cost the City very little money to do so and improve employee satisfaction.
- I would like to see the current performance management program (ePlan, eLog) repealed and replaced with something better. Sometimes I get the impression that Public Works is the only departments still using it. I would like to see the new system align with the Council's strategic priorities and performance measures.
- Identify employees with disabilities So as to determine parity with the community.
- Institute hiring of more people with disabilities.
- If we are serious about health and wellness we would remove vending machines from all city buildings. It is a main contributor to how our city pays out some claims. We would do a more in-depth medical screening, and not go thru hoops to not be charged 25\$, the process is not effective.
- I'm extremely proud to work for the City of Tempe. I believe in my heart we are the best city in the state and stack up to any city in the country.

- Improve safety measures, secure buildings (key audits-key permissions), reduce criminal behavior on site. The dangerous behaviors of public using the facility is on the increase, if customers do not view it as a safe place, they will go elsewhere.
- In an attempt to safeguard employees from disparate treatment, we routinely treat other employees disparately. The Safe Haven process in its current form is being misused to conduct investigations and violations of rules - - better performed by the Human Resources Department. I think the Diversity Office is critical, but needs to radically change its role. The purpose of Diversity Office should be inclusion, teambuilding, conflict resolution, and harmony. Most employees view it as divisive by virtue of its role.
- In general, this is a great place to work. There are always ways to improve, but Tempe is a great place.
- In the last few years the process changes in IT have increased the volume of work in all the workgroups. We are required to do more but our employee numbers are not increasing. Quite often the end-user needs are forgotten, and work is process oriented. We have forgotten our core value of customer service and that we all work for the citizens of Tempe. We need IT experts in our software solutions or departments need to be able to hire their own consultants and experts.
- In the past there has been discussion about promoting from within and while that's not always possible I think there needs to be more effort to at least give current employees a chance - i.e. I know of instances where current employees may not have been as well qualified as outside applicants, but they weren't even given any consideration in the form of an interview or making a short list and I was shocked to find out the person was not given a chance. You have to respect the fact that they know the system, they do the work, and they are good responsible employees.
- Investigations against rogue managers that are on probation should not take months to resolve while leaving employees in the dark about the outcome.
- It is all about communication and trust. If you communicate the truth even if individuals disagree it is the truth. When employees see Supervisors that have obvious personal relationships (romantically) that are in different departments that use their positions to sit on interview panels, committees, and discipline of employees it becomes very hard to see fair and equitable treatment. It is not that Department Managers don't know they chose to turn a blind eye (they even admit they have seen it) because it may get uncomfortable or even legal. Fair and consistent through the organization. It is difficult to want to go above and beyond when the person you are supposed to follow lacks basic morals.
- It is disappointing to see that some upper management is not held to the same standards as their employees.
- I think it is important for Deputies to live in Tempe to better understand the community values and concerns.
- It is too bad that there is nowhere for the non-PC, hardworking, get the job done employee, to go if there is a problem in the work place. HR doesn't want to address it; Safe Haven is only looking out for the PC employee who 9 times out of 10 couldn't get another job in the work place and everyone knows it. Biggest waste of city resources is the "HR & Safe Haven" divisions/departments. Only person in those departments who I think could be trusted is Jon O' Connor and he is so far removed from anything other than a termination it's a waste.
- It would be nice if when we hire people from other cities we could know more about why they're leaving. We don't need "resigned in lieu of termination" people supervising us.
- It would be nice to have a breakdown of how the City works together as a whole. How all of the Departments flow together or connect.

- It would help if the department leaders would plan better in terms of staffing special assignments and promotions. There seems to be a lot of confusion and last-minute decisions.
- It's sad and disappointing to see Council and Departments talk a promoting a culture to promote from within only to see them bring non-qualified people in leadership roles.
- It's strange seeing supervisors that don't know what the people they supervise are doing. There is no motivation to do anything less than minimum, and overachievers are ridiculed and bullied because they make the collective look bad. Years spent with the city is seemingly valued higher than any kind of achievement. It's really a shame.
- I've loved my job through the city of Tempe up until recently when we obtained a new supervisor. It is sad to see such a wonderful program that was an awesome environment to work in become unraveled and chaotic. I was hoping time would iron things out but so far it hasn't. It's frustrating and stressful.
- I've said it in the past, but I'd like to see a 7th supervisor position in Detention to provide 24hr coverage and still be able to efficiently provide administrative functions to assist our Lieutenant with day-to-day operations.
- Just completing my first month of employment here with the City of Tempe that's why there are many I don't know responses. So far so good.
- Keep up the good work!
- Know your employee group and utilize their knowledge to improve equipment, services, and facilities.
- Last survey results indicated employees wanted better communication and accountability. However, when accountability is high, communication goes down and the complaints start coming. Employees complain through HR, Diversity, Audit, Unions, City Manager, etc. etc. However, the supervisors holding them accountable have nowhere to go. They try and then they give up and stop trying to hold people accountable.
- This organization is so contradictory and poorly aligned with its internal goals it is just a mess. Please work to create an environment where it's about surprises and who can get who first. Regardless of where an employee takes their concern there should be transparencies and the accuser should have to work with the accuse. There is no better way to get the truth than to sit everyone down together to get to the bottom of the issue.
- Make it mandatory for every supervisor to take management classes regarding employee conflict, developing leadership skills and how to manage employees on a day to day basis. No exceptions. We have supervisors in our department who have been promoted on the good ole boy network versus possessing the skill set necessary to do the job.
- Make the Water Division a Department. Water is essential and should be treated as such. Being a division puts too many layers between its issues and the City Manager's office.
- Master's Program and CPM.
- Meetings: A lot of time goes into meetings; some are worth it, but many just seem to be inefficient and/or ineffective. We could save many hours a week by cutting down on a few meetings and conducting the business in another way or being very targeted and efficient with them. That time would go into doing tasks that serve the public. Those meetings that do need to take place - train people on how to run an efficient meeting please. A lot of time is wasted when the lead or the members of the group don't stay on task. I may regret saying this because I don't want to be left out of important meetings but as a city, we should look at finding ways of cutting down the hours that go into meetings. Communicate by email, conference call, use Skype so you can participate from your desk but still see everyone, create group docs, and send them around for

input, etc. Even public meetings - lots of employee time with very little feedback from in-person meetings; it becomes a forum for special interests that have the time and energy to go. To get broader and balanced input, other methods should be considered. Collect the information you need in 21st century formats to save all that time. And how many people from the same division need to be at these to be effective? Make sure a representative with good information from multiple areas is present and have fewer go.

- Security - money was allocated through a bond last fiscal year but hasn't been spent to upgrade security. Meanwhile, lots of troubling incidents are happening. Please expedite the implementation of the security improvements.
- Cost and Task Consolidation -- Consolidate costs and tasks to the appropriate department and ensure adequate funding is provided for all aspects of a project. For example, I.T. is our technology group. All technology should be purchased and maintained by that group. Some is, and some isn't. For example, they budget for computers but not some of the programs we need to do our work (if they are specialized programs); they budget for some computers but leave off peripherals. We can't function without all the components to do our jobs and it makes sense that I.T. handles all of it. In Facilities, some things are paid for and other things are asked to pay out of the asking department's budget. It's all needed and may impact safety of people and property; these things should be taken care of.
- Marketing and Graphics - it seems that this area is really stretched thin; particularly in the graphic arts area (but the PIOs are overloaded too). A city this size should have double the number of graphic designers on staff. I believe there are only two for the entire city's needs. I imagine divisions that can afford it pay for outside graphic services. Not all of us have that much of a budget.
- More comprehensive medical benefits would be ideal.
- Much of my less-than-positive responses are due to a particular work situation / single supervisor that is unique to our work group and not in response to the overall quality of the city. Though since the city as hasn't dealt effectively with the issue / person, it should be held accountable.
- The suggestion to take concerns to Safe Haven or Internal Audit is not viable as there is no trust in those people/places. There needs to be a true place to go for counsel, advice, mentoring that doesn't result in a backlash. There has been more than one occasion that when speaking with one of these, that the issue was not kept confidential and became a confrontational situation that escalated the issue rather than resolved it. That situation needs to change to make employees feel truly "safe" in talking out issues. Perhaps it should include a trained counselor. Please consider changing how this process is handled.
- My work ethic drives me to go above and beyond, the overall work environment and leadership and ceaseless new and additional competing demands are disincentivizing. I do my best and go home.
- Need to look in why certain areas of the PD have such high turnover rate? New supervisor not being flexible and understanding to employees and does not treat them with respect.
- Often times the most qualified person is overlooked for a lesser-qualified individual because of who they know. The qualifications for a position in Recreation need to be updated. Those that are overlooked are the ones who actually care the most about a program and care the most about those programs. So many of the employees in Recreation do not care about their programs - they are only there for the money. Work ethic is extremely poor as is morale.
- Overall the Police Department has taken a turn in the right direction with Chief Moir. I believe the department in general is still the best in the state and provides quality training to better its

employees. The primary issues are with regard to the Downtown bike squad. The current Sergeants have poor accountability and have not helped with career development nor do they listen when issues about safety are brought to their attention.

- Aside from the current issues occurring on the particular squad, The Police Department is moving in a direction that makes me excited for the future and gives me motivation to advance my career.
- Part time options would be great! I often feel torn between family and my career and have considered quitting a job that I love because it is difficult to manage both. It would be great to see part time or job share options.
- Please actually listen and do something positive.
- Please clean the buildings much better.
- My work car is mechanically fine and is about 12 years old. I constantly get complaints that the paint job is terrible the sticker identifying the vehicle mostly have peeled off. I was asked if the car was bought at auction is it could not possibly be a current city vehicle. For several years these constant complaints have been passed along to MGT who does not want to hear about it, and get mad if the complaints are passed along. So, we quit passing along out citizens' complaints. This is the same for multiple cars in my work group.
- Please do your best to disguise these results. I have known managers in the past attempt to tie these responses to particular staff.
- Please don't confuse my love for my job with a love of working at the COT. As a place to live, it's great. As a place to work, it's only good because my job is fun and rewarding. My job and my coworkers are far better than the City of Tempe as an employer. Being satisfied with what I do for a living is different than being satisfied with my employer. I love my job, but my relationship with my employer is manageable at best.
- Please stay focused on consistent advancement of priorities like regulatory compliance. Saying one thing is important and funding or piling on pet projects with immediate need outside of official channels and process shows management's lack of communication and inconsistency thereby diluting the value of leadership's message on priorities to the workforce. Something either is or is not a ranked priority and actions speak louder than words.
- Provide more staff support to offset the additional worked required by the Office of Strategic Management and Diversity.
- Provide the BEST technologies to help make our jobs efficient. Purchasing inefficient equipment without the employees input that actually do the work day to day is not good management.
- Standardize a performance-based salary increase or give an actual step increase year to year.
- Recently started in THS and am surprised at the lack of space and security. The same people that go to the court use our facility as well. Security is definitely an issue. There are staff that have no desk to sit at. The CMS does not support the department at all. There are so many areas that need improvement in the housing and human services area.
- Morale is HORRIBLE! How in the world can the COT, in good conscience, say it promotes "wellness" when every time I turn around, there's an "ice cream social" or a "pizza party" or CANDY being distributed to "good" employees. NOT A SINGLE person in my department has lost a single pound because of the "wellness" program. It's a line item meant to appease someone, but it serves NO actual purpose. MAKE EMPLOYEES ACCOUNTABLE for the lifestyles they choose. If eating ice cream and cookies is important to them - then they can pay MORE for health insurance to cover THEIR diabetes, heart disease, etc. - and for those of us who choose to EAT WELL and EXERCISE, LOWER our premiums. Rather than give everyone who participates in the screening a discount - give the discount to those who PROVE that they're committed to a healthy lifestyle. There are companies and organizations that DO this fabulously - the COT needs

to revamp its program. And, for the record, the current company, Provata is markedly worse than its predecessor, CHC (and they were pretty bad!).

- Recognizing employees for exceptional performance should move beyond one's ability to apply a tourniquet while on a Dispatched call for service. Detectives and Officers save lives and improve lives within the community in many different ways: daily methodical, consistent, reliable, and trustworthy service (SROs); Negotiations (CNT/ SWAT); Educating the public (CPU); Volunteerism within the community and humanizing the profession of public safety also saves lives.
- Safe haven / HR response and investigation time MUST be improved.
- Safety needs to be looked at on the Library campus for patrons and staff.
- Since the last employee survey, I have not seen any changes in my department or entire organization. I don't even know if anything has been implemented: changes/updates/programs. First, it took a very long time to get the last survey results. At one point my department was working on setting up changes based on the survey result, but nothing happened - did not see any changes and we did not have any further meetings or discussions about it.
- Sometimes I wonder if the pot is stirred simply so that the safe haven has something to do.
- Someone should be auditing the hiring process in public works. Some of the blatant misuse of power is quite disheartening, frustrating, and worse. "Do as I say" and all that. In addition, the hypocritical behavior displayed by my upper management chain of command makes it very hard to support and respect. We can all love the City of Tempe and really have no issues with Council, but the longer someone is in an upper management job, the more opportunities they have to abuse the power they are entrusted with. Does no one care? Most long-term employees are held hostage by the pension plan (which may not be a horrible thing, at least we have one!) and really are good workers with their priorities in the right place. However sometimes this good work goes unappreciated and definitely unrewarded. Good strong people with proven performance and tenure are passed up for promotions because someone is a better brown nosier, a better "yes" man, or better looking, or "friends" or "buddies" with the person hiring. How does a public works upper management person get a hiring panel with only his direct reports on the panel? Really? The rest of us appropriately have to have "diverse" panels that are much more difficult to manipulate and control. No oversight, that's how. This degrades trust and moral.
- Split off the Water Utility Division to be its own department again. Having Water Utility under Public Works just does not make sense.
- Stop using the Water enterprise funds to pay for flood irrigation which benefits private property owner within the City of Tempe. They need to pay their fair share like every other property owner that pays to non-flood irrigate their properties.
- Split up the Public Works Conglomeration.
- Stop spending money on these surveys that have been done for decades. It is wasteful, especially if you don't listen and take action based on what you find out.
- Streamline communication from the top down!
- Sunshine is the best disinfectant.
- Supervisors/Directors of the department turn GREAT employees into ordinary employees just by the way they manage. Too Controlling, micromanaging, favorite employees, not flexible. YOU really need to get on the Supervisors/Directors! SERIOUSLY! All you have is new Supervisors/Directors in the "open" positions when one retires, and another comes along just like the one that left! You can change an employee but that doesn't mean you're going to change how

they think!! There "thinking"/"mentality" need to change with the times!! Update their thinking on how to treat employees! Maybe someday we can all be GREAT again!!

- Tempe used to be considered a great place to work. Things have changed a lot over the years which have reduced employee morale. The "good old boy" attitude is still alive and well in Tempe, contrary to what some would have us believe. I have seen blatant favoritism shown in certain hiring decisions which should not ever be allowed. (And these are positions which I did not apply for, so I am not saying this as a disgruntled employee who was not the 'chosen' one.) There is also an extreme lack of communication in some work areas, unless you are a part of the 'in group.'
- Thank you for giving employees an opportunity to express their feelings about working for the City of Tempe. Hopefully things will continue to improve. Management can't be afraid to hear the truth or bad news. When they do, they have to be willing to resolve the issue. The City Manager can't be everywhere, but he has an obligation to make sure the entire operation is running smoothly and not at the expense of employees being mistreated.
- Thank you for making this survey available to all employees and thank you for considering our input. I love my job with the city even if I don't always agree with how situations are handled around me. I am disappointed with the manner in which upper management and human resources handled an employee-supervisor situation that was completely unprofessional on the new supervisor's part and resulted in the long-time employee quitting instead of disciplinary action for the supervisor. No eye-witnesses were ever interviewed, and there was not fair treatment of the employee. Politics and strong personalities in upper management seem to outweigh fairness and equal treatment of subordinates. The safe-haven procedures do not work.
- The city of Tempe is a fantastic place to work. There are wonderful people who work hard, care tremendously for others and take pride in the work they do. Like every workplace, there are also those who destroy reputations, confidence, and the character of departments because they are negative, frustrated people. These people, regardless of what level they are at in the organization, should be escorted out. Managers, if hands-on and positive, typically know what is necessary to create and maintain a successful, happy team. my recommendation would be to allow managers to have say and voice requests. These are the comments and recommendations that need to be heard by the city manager and council. This should not be a time for a manager to be negative, but instead an opportunity for the manager to provide positive illustration of his/her assessment of their team/division.
- The City and especially the PD need to do a much better job of implementing new and effectively utilizing current technology.
- The City needs to address safety at the Library and having more of a police presence or substation there. Cameras would be ideal - a lot happens there, and many of the buildings on that campus are very dated, with dated problems. Such as the a/c problem at the Vihel Center- even when "fixed" last summer there still are temperature issues, with some offices being hot and others being cold. When offices are created or added in existing City buildings they need to pull in the appropriate professionals ahead of time (i.e. mechanical engineers, contractors etc.) before staff are moved to ensure quality working conditions. And if problems arise, they need to be addressed quickly and fixed correctly not just the cheapest way. That project took a long time to complete and the fear is - it really isn't fixed.
- The city needs to place consistency and fairness at the top of its value system. Formal internal processes are completely lacking resulting in subjective decisions and inconsistent decisions. The city would also benefit from ceasing to support and encourage a culture of victimization. Management is not supported at an organizational level for creating structure and holding

employees accountable for the exact values the organization touts. There is an overall lack of integrity or value-driven decision making.

- The City of Tempe is a great place to work. I just wish the City would hold accountable supervisors in the same manner they do line staff. Fellow coworkers and I are tired of coming into work and be harassed on an almost daily basis.
- The city should address the employee parking situation. There are fleet cars in spots that could be going to employees who have to walk multiple blocks from the parking lot to work. The other alternative is paying to park nearby. Both of those situations shouldn't be happening especially when there are available spaces being taken by city vehicles that could be placed elsewhere.
- The culture has changed over the years, it has become less like a family, less friendly. There does not seem to be a clear vision from Council or Management to follow, we change direction based on latest trends rather than long range vision. Staff is always on the defensive rather than feeling empowered or supported, they are questioned and criticized. When staff speaks up about issues, they may be chastised for being complainers or inflexible to change; this has led to inefficiencies in work, wasted time and effort. There are disparities in how work groups and individuals are treated, and we don't follow the city values of openness or respect or integrity.
- Morale is at an ALL TIME LOW!
- The employee survey should be moved to Human Resources for oversight.
- The lack of a real employee evaluation process and the limitations on being able to reward employees who are performing well above expectations and those who are just coasting along (or worse yet actively doing a poor job) is really demoralizing. It's hard to push yourself to do more, do better, push through challenges (or encourage your employees to do so), when there are so many people that don't who still get the same raises and benefits. I have never worked somewhere that doesn't have at least some form of merit-based pay increases, in addition to across the board raises. Just showing up each day and doing the minimum should not reward someone as much as coming in and pushing yourself every day.
- I know the unions are beneficial, but it seems like the ability of the City to address issues is so constrained by the unions (and people using them as a weapon), that the only option is to wait for people who are either not doing their job well or have other issues decide to leave or retire. If everyone around a person thinks they are not good at their job, especially if they are a deputy/manager/supervisor there should be a way to address that.
- The leadership within the space I am in has fallen apart in the last year. I had to repeatedly ask for the materials I needed to do my job successfully and I do not feel valued as an employee. If you wish to keep your seasonal people coming back year after year, you need to make sure we feel valued.
- The Library has sent a message LOUD AND CLEAR to Sunday staff - "they do not matter!" By this, I mean that there is NEVER a REAL supervisor scheduled on Sundays. Why? Because none of the supervisors WANT to work it. It is THE BUSIEST DAY for the library - with the FEWEST staff - and NO supervisor.? Why are they exempt from Sundays? To me "as needed" implies that IF the supervisor is sick or has scheduled vacation - then I am to step in and "act" as such. I am NOT PAID as a supervisor – yet expected to do supervisor duties simply because the supervisor does NOT WANT to work? How convenient!
- The Library is a great place to work now. There are new projects to work toward, goals to meet, and our voices are being heard for inclusion.
- The police department continues to get busier and busier with the amount of crime that is occurring in our city. As a detective, we are not receiving additional PCN's to accommodate for

the additional cases coming in. When a new position needs to be created due to workload in a high-profile area, bodies are just moved from one area to the new area and those positions are not refilled. When I started with my unit nearly three years ago, we had 7 detectives. We now have five for the reason previously stated. Our work assignment/title has since changed; however, the amount of work continues to increase and is more than 5 detectives can comfortably handle, which will eventually effect the end product. If you compare the amount of sworn officers per capita for the City of Tempe over the last decade, you will see the number of officers per resident/person is getting smaller. This is effecting the employees morale and motivation to perform their duties and is causing valuable resources (detectives) to return to patrol instead of supporting CIB and the valuable role CIB plays in working for our victims and the courts to prepare cases for prosecution. "As of 2010, the Tempe Police Department had more than 330 sworn police officers in patrol, investigations and support areas and approximately 150 civilian staff serving a jail, identification unit, communications and records groups and numerous other support units and positions. The employees serve a community of over 170,000 residents [2] in addition to an influx of more than 50,000 college students [3] and thousands of people who study and work in Tempe." That is from the City's Wikipedia page, and if you compare those numbers to today, we have about 345 officers. If you go back, I don't believe there has been much change and the city is not keeping up with staffing for the growth Tempe has experienced over the last decade, if not more.

- The Police Department is a phenomenal place to work; however, I do not think the same is true throughout the rest of the City.
- The supervisor in this department needs to acquire more skills and leadership quality to better lead our department. There is lots of favoritism which is highly noticeable. Major improvements are needed for better operation and success.
- The upper management needs to do a better job at leadership. Fire needs to mind the chain of command. Let officers do their jobs. Also, stop assuming the worst and getting upset. Recognize your people when they do a good job.
- There are too many strategic priorities. I've taken one course on this topic and even I know that a good organization has 3 or 4 maximum priorities. We have over 100. It consumes a large amount of staff time. One person in particular in the Strategic Management Office is miserable and it's so obvious. The departments have very little say in the process.
- There needs to be greater clarity regarding policies for Exempt employees, particularly regarding expectations of working beyond 40 hours without just cause. Flex hours need to be available to be taken outside the same pay period, especially in areas where overages are generally unplanned.
- There is a lack of response from city leadership about employee issues. Employees have gone to city management about issues in PW, yet nothing has been done. Recently Community Services made a sweeping mandate removing all flex time for employees. Allowing flex time is an easy morale booster and something that some employees depend on. It's fairly easy to manage if the director/deputies take the time to set fair parameters, yet they chose to do away with it unless the employee can show there is a benefit to the city, such as Kid Zone. Overall, it seems that we have gotten away from valuing employee morale/doing the right thing in favor of protecting certain management and Department Directors/Deputies.
- There seems to be no repercussion for the attitudes and treatment towards line level employees from Management, Deputy Managers or anyone above supervisor level and it has created a two-tier level of employees, them against us.

- Through the years, I have asked to be a trainer, I was a trainer in Florida, doing the same as I am now. They went right past me and went with the younger people with much less service than I had.
- Use an unbiased outside company to handle the market survey's required by MOU's.
- Water needs to be its own Department again!
- Water should be a department.
- We need more clarity on what things need to be run through the chain of command vs HR or even Safe Haven. The current processes do not allow for transparency or improvement.
- When there is discrimination or verbal abuse in the work place by a coordinator, and multiple employees witness it, and it is brought to the attention of human resources and the director, it should be dealt with accordingly. It should not be swept under the rug. Nearly everyone in the art building was aware of this event, in some way.
- Why? nobody does anything about it!
- Will be interesting if the survey this year has any relevance or if the issues are ignored again.
- Work out a deal with Starbucks that says I earned a \$5 Starbucks gift card/coupon for taking time out of my day to complete this survey, or at least the department/area with the most percentage of surveys turned in gets a pizza party? Can't do most overall because PD might win, every time, so it would have to be a percentage.
- Years with the City break down should have more choices in the 1-15-year category. Turnover in the under 15-year category is an important metric to report. Most employees in the over 15-year category probably won't be leaving until retirement.
- Yes, I would like to finish my career with the City because I am almost ready to retire. Do I go above and beyond, why? I used to because I truly loved this organization, the leadership communicated, seriously open doors with Andrew, who has time for that, you basically patted us on the head and said there, there. Someday the actions of a few in leadership positions will become public scandal and then we all lose. The public trust and more importantly the trust of each other.

Section 5

Tabular Data by Department

Q1. Professional Development/Career Mobility: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements. (without "don't know/NA")

N=942

	Q18. In which department do you work												Total
	City Attorney's Office	City Court	City Manager's Office	Community Development	Community Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	
<u>Q1-1. I receive training to do my job effectively</u>													
Strongly agree	57.1%	33.3%	16.7%	12.5%	17.8%	48.7%	35.3%	24.8%	30.0%	21.1%	26.7%	10.4%	25.6%
Agree	28.6%	66.7%	50.0%	41.7%	41.1%	30.3%	44.1%	40.4%	49.7%	49.1%	60.0%	40.6%	44.6%
Neutral	14.3%	0.0%	16.7%	20.8%	21.5%	14.5%	2.9%	17.4%	10.0%	10.5%	6.7%	29.2%	14.9%
Disagree	0.0%	0.0%	11.1%	20.8%	18.7%	2.6%	11.8%	11.9%	6.7%	14.9%	0.0%	16.7%	11.1%
Strongly disagree	0.0%	0.0%	5.6%	4.2%	0.9%	3.9%	5.9%	5.5%	3.7%	4.4%	6.7%	3.1%	3.8%
<u>Q1-2. There is someone at work who encourages my career development</u>													
Strongly agree	14.3%	22.2%	38.9%	15.2%	28.0%	51.3%	36.4%	19.6%	27.2%	20.4%	40.0%	15.3%	26.3%
Agree	28.6%	33.3%	22.2%	34.8%	25.2%	28.9%	24.2%	30.8%	38.9%	30.1%	26.7%	32.7%	32.5%
Neutral	14.3%	22.2%	11.1%	19.6%	23.4%	9.2%	27.3%	19.6%	20.5%	22.1%	13.3%	22.4%	20.1%
Disagree	28.6%	11.1%	5.6%	19.6%	18.7%	9.2%	6.1%	13.1%	9.4%	15.0%	13.3%	15.3%	12.7%
Strongly disagree	14.3%	11.1%	22.2%	10.9%	4.7%	1.3%	6.1%	16.8%	4.0%	12.4%	6.7%	14.3%	8.4%
<u>Q1-3. I have been mentored at work</u>													
Strongly agree	14.3%	11.1%	33.3%	15.6%	18.7%	52.0%	31.3%	14.3%	22.3%	16.2%	20.0%	12.8%	21.7%
Agree	0.0%	44.4%	11.1%	35.6%	25.2%	33.3%	9.4%	24.8%	33.1%	25.2%	46.7%	20.2%	27.9%
Neutral	28.6%	22.2%	22.2%	20.0%	24.3%	5.3%	37.5%	24.8%	23.3%	23.4%	13.3%	25.5%	22.5%
Disagree	42.9%	11.1%	11.1%	17.8%	22.4%	5.3%	15.6%	12.4%	16.9%	20.7%	13.3%	24.5%	17.3%
Strongly disagree	14.3%	11.1%	22.2%	11.1%	9.3%	4.0%	6.3%	23.8%	4.4%	14.4%	6.7%	17.0%	10.6%

Q1. Professional Development/Career Mobility: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements. (without "don't know/NA")

N=942

	Q18. In which department do you work												Total
	City Attorney's Office	City Court	City Manager's Office	Community Development	Community Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	

Q1-4. I have received fair consideration for advancement & promotion, when available, within City of Tempe

Strongly agree	33.3%	25.0%	37.5%	22.7%	17.3%	54.8%	28.0%	15.5%	24.8%	18.0%	33.3%	15.2%	24.0%
Agree	16.7%	25.0%	12.5%	25.0%	16.3%	21.9%	28.0%	33.0%	36.7%	30.0%	25.0%	18.5%	28.2%
Neutral	0.0%	25.0%	37.5%	29.5%	28.6%	9.6%	36.0%	22.7%	23.4%	22.0%	25.0%	31.5%	24.3%
Disagree	16.7%	12.5%	12.5%	9.1%	21.4%	12.3%	0.0%	10.3%	9.8%	14.0%	0.0%	17.4%	12.4%
Strongly disagree	33.3%	12.5%	0.0%	13.6%	16.3%	1.4%	8.0%	18.6%	5.2%	16.0%	16.7%	17.4%	11.1%

Q1-5. I am aware of City's educational partnerships, Tempe Professional Development Network, Mentoring Program, & other programs related to professional development & career mobility

Strongly agree	42.9%	25.0%	38.9%	36.2%	32.4%	51.4%	45.2%	35.8%	20.6%	31.6%	53.3%	25.3%	30.9%
Agree	28.6%	75.0%	50.0%	46.8%	41.9%	33.8%	41.9%	50.9%	50.0%	51.8%	33.3%	47.5%	47.1%
Neutral	14.3%	0.0%	0.0%	12.8%	16.2%	12.2%	6.5%	7.5%	18.2%	12.3%	13.3%	17.2%	14.1%
Disagree	14.3%	0.0%	11.1%	4.3%	7.6%	1.4%	3.2%	4.7%	7.3%	3.5%	0.0%	4.0%	5.4%
Strongly disagree	0.0%	0.0%	0.0%	0.0%	1.9%	1.4%	3.2%	0.9%	3.8%	0.9%	0.0%	6.1%	2.5%

Q1-6. City's programs related to professional development & career mobility, such as educational partnerships, Tempe Professional Development Network, etc., are useful to me

Strongly agree	0.0%	42.9%	23.5%	9.3%	8.9%	31.4%	13.3%	15.0%	13.5%	14.2%	21.4%	9.4%	14.5%
Agree	28.6%	28.6%	23.5%	25.6%	22.8%	21.4%	20.0%	26.0%	30.1%	32.1%	7.1%	16.7%	25.7%
Neutral	57.1%	28.6%	35.3%	34.9%	41.6%	34.3%	50.0%	38.0%	38.0%	33.0%	42.9%	44.8%	38.6%
Disagree	14.3%	0.0%	17.6%	23.3%	18.8%	10.0%	16.7%	18.0%	12.8%	13.2%	21.4%	12.5%	14.7%
Strongly disagree	0.0%	0.0%	0.0%	7.0%	7.9%	2.9%	0.0%	3.0%	5.6%	7.5%	7.1%	16.7%	6.5%

Q1. Professional Development/Career Mobility: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements. (without "don't know/NA")

N=942

	Q18. In which department do you work											Total
	City Attorney's Office	City Court	City Manager's Office	Community Development	Community Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	

Q1-7. Overall, I am satisfied with professional development opportunities that are available to me at City

Strongly agree	28.6%	12.5%	29.4%	21.3%	8.9%	41.7%	32.3%	16.0%	19.5%	15.3%	21.4%	13.3%	19.2%
Agree	28.6%	50.0%	17.6%	29.8%	32.7%	31.9%	32.3%	37.7%	40.8%	40.5%	28.6%	21.4%	35.1%
Neutral	28.6%	25.0%	41.2%	31.9%	32.7%	20.8%	29.0%	18.9%	27.0%	23.4%	35.7%	34.7%	27.3%
Disagree	14.3%	12.5%	11.8%	10.6%	16.8%	5.6%	3.2%	22.6%	11.0%	13.5%	7.1%	15.3%	13.1%
Strongly disagree	0.0%	0.0%	0.0%	6.4%	8.9%	0.0%	3.2%	4.7%	1.8%	7.2%	7.1%	15.3%	5.3%

Q2. Organizational Support: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with the statement "the following adequately support my work-related needs." (without "don't know/NA")

N=942

	Q18. In which department do you work												Total
	City Attorney's Office	City Court	City Manager's Office	Community Development	Community Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	
<u>Q2-1. City Manager's Office</u>													
Strongly agree	28.6%	20.0%	38.9%	12.8%	3.8%	59.1%	19.2%	7.8%	10.7%	5.2%	21.4%	10.1%	14.6%
Agree	28.6%	20.0%	33.3%	38.5%	26.9%	28.8%	23.1%	31.1%	30.0%	27.1%	28.6%	22.8%	28.8%
Neutral	42.9%	40.0%	22.2%	35.9%	52.6%	9.1%	46.2%	48.9%	48.9%	45.8%	7.1%	45.6%	42.7%
Disagree	0.0%	20.0%	0.0%	5.1%	11.5%	3.0%	11.5%	6.7%	8.2%	16.7%	28.6%	15.2%	9.9%
Strongly disagree	0.0%	0.0%	5.6%	7.7%	5.1%	0.0%	0.0%	5.6%	2.1%	5.2%	14.3%	6.3%	4.0%
<u>Q2-2. Strategic Management & Diversity</u>													
Strongly agree	33.3%	16.7%	23.5%	10.3%	7.3%	46.2%	11.1%	17.6%	9.2%	7.2%	35.7%	11.5%	14.4%
Agree	0.0%	50.0%	29.4%	33.3%	26.8%	30.8%	14.8%	25.3%	32.5%	22.7%	35.7%	17.9%	27.3%
Neutral	66.7%	16.7%	35.3%	30.8%	47.6%	15.4%	59.3%	45.1%	50.0%	49.5%	14.3%	47.4%	44.0%
Disagree	0.0%	0.0%	11.8%	12.8%	14.6%	7.7%	11.1%	11.0%	5.7%	15.5%	14.3%	9.0%	9.9%
Strongly disagree	0.0%	16.7%	0.0%	12.8%	3.7%	0.0%	3.7%	1.1%	2.6%	5.2%	0.0%	14.1%	4.4%
<u>Q2-3. Human Resources</u>													
Strongly agree	14.3%	14.3%	23.5%	9.5%	15.8%	54.8%	13.3%	18.0%	17.8%	6.4%	26.7%	7.7%	17.9%
Agree	71.4%	57.1%	29.4%	40.5%	40.0%	32.9%	43.3%	45.0%	48.0%	34.9%	40.0%	35.2%	41.6%
Neutral	14.3%	14.3%	41.2%	33.3%	33.7%	6.8%	26.7%	15.0%	26.0%	29.4%	20.0%	31.9%	25.4%
Disagree	0.0%	14.3%	0.0%	9.5%	8.4%	5.5%	13.3%	14.0%	5.2%	17.4%	6.7%	12.1%	9.4%
Strongly disagree	0.0%	0.0%	5.9%	7.1%	2.1%	0.0%	3.3%	8.0%	3.0%	11.9%	6.7%	13.2%	5.7%

Q2. Organizational Support: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with the statement "the following adequately support my work-related needs." (without "don't know/NA")

N=942

	Q18. In which department do you work												Total
	City Attorney's Office	City Court	City Manager's Office	Community Development	Community Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	

Q2-4. Information Technology

Strongly agree	28.6%	33.3%	27.8%	11.4%	21.4%	49.3%	40.6%	30.8%	18.5%	19.3%	33.3%	14.1%	23.7%
Agree	57.1%	66.7%	38.9%	38.6%	43.7%	35.6%	37.5%	36.4%	45.2%	42.2%	40.0%	39.1%	41.6%
Neutral	14.3%	0.0%	27.8%	18.2%	18.4%	8.2%	6.3%	11.2%	26.7%	20.2%	0.0%	27.2%	19.6%
Disagree	0.0%	0.0%	5.6%	15.9%	11.7%	5.5%	15.6%	15.0%	6.7%	9.2%	0.0%	10.9%	9.4%
Strongly disagree	0.0%	0.0%	0.0%	15.9%	4.9%	1.4%	0.0%	6.5%	3.0%	9.2%	26.7%	8.7%	5.7%

Q2-5. Risk Management/Worker's Compensation

Strongly agree	16.7%	25.0%	30.8%	11.1%	6.3%	42.4%	13.6%	10.1%	12.0%	11.0%	33.3%	11.0%	14.3%
Agree	16.7%	25.0%	15.4%	30.6%	35.0%	39.4%	36.4%	39.3%	40.2%	42.0%	44.4%	24.7%	36.9%
Neutral	66.7%	50.0%	53.8%	47.2%	50.0%	16.7%	50.0%	41.6%	36.9%	44.0%	22.2%	50.7%	40.7%
Disagree	0.0%	0.0%	0.0%	5.6%	3.8%	0.0%	0.0%	4.5%	7.2%	2.0%	0.0%	6.8%	4.6%
Strongly disagree	0.0%	0.0%	0.0%	5.6%	5.0%	1.5%	0.0%	4.5%	3.6%	1.0%	0.0%	6.8%	3.5%

Q3. Organizational Support: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with the statement "the following programs/services adequately support my needs." (without "don't know/NA")

N=942

	Q18. In which department do you work												Total
	City Attorney's Office	City Court	City Manager's Office	Community Development	Community Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	
<u>Q3-1. The wellness program</u>													
Strongly agree	14.3%	11.1%	35.3%	22.7%	20.9%	32.8%	14.8%	17.3%	15.7%	16.8%	40.0%	13.5%	18.7%
Agree	42.9%	66.7%	41.2%	50.0%	37.4%	31.3%	48.1%	53.8%	42.3%	49.5%	40.0%	36.0%	43.4%
Neutral	42.9%	22.2%	17.6%	15.9%	17.6%	28.1%	33.3%	16.3%	22.0%	20.6%	13.3%	34.8%	22.4%
Disagree	0.0%	0.0%	5.9%	4.5%	4.4%	1.6%	3.7%	7.7%	12.6%	10.3%	6.7%	13.5%	9.0%
Strongly disagree	0.0%	0.0%	0.0%	6.8%	19.8%	6.3%	0.0%	4.8%	7.3%	2.8%	0.0%	2.2%	6.5%
<u>Q3-2. City mediation services</u>													
Strongly agree	0.0%	0.0%	20.0%	3.7%	1.7%	26.7%	5.9%	7.8%	8.2%	5.6%	14.3%	9.8%	8.7%
Agree	0.0%	60.0%	20.0%	22.2%	12.1%	24.4%	23.5%	17.2%	20.8%	6.9%	57.1%	11.5%	17.7%
Neutral	100.0%	20.0%	60.0%	59.3%	77.6%	48.9%	64.7%	62.5%	63.9%	73.6%	28.6%	63.9%	64.4%
Disagree	0.0%	0.0%	0.0%	11.1%	3.4%	0.0%	5.9%	6.3%	3.8%	9.7%	0.0%	3.3%	4.7%
Strongly disagree	0.0%	20.0%	0.0%	3.7%	5.2%	0.0%	0.0%	6.3%	3.3%	4.2%	0.0%	11.5%	4.5%
<u>Q3-3. The Safe Haven process</u>													
Strongly agree	0.0%	16.7%	30.0%	12.0%	5.1%	27.1%	6.3%	7.6%	9.2%	3.8%	30.0%	9.4%	10.1%
Agree	25.0%	33.3%	30.0%	20.0%	13.6%	25.0%	25.0%	19.7%	16.8%	6.3%	30.0%	10.9%	16.4%
Neutral	75.0%	16.7%	30.0%	48.0%	57.6%	47.9%	62.5%	56.1%	67.9%	56.3%	10.0%	51.6%	57.2%
Disagree	0.0%	33.3%	0.0%	16.0%	15.3%	0.0%	6.3%	10.6%	3.3%	15.0%	20.0%	10.9%	8.7%
Strongly disagree	0.0%	0.0%	10.0%	4.0%	8.5%	0.0%	0.0%	6.1%	2.7%	18.8%	10.0%	17.2%	7.5%

Q3. Organizational Support: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with the statement "the following programs/services adequately support my needs." (without "don't know/NA")

N=942

	Q18. In which department do you work												Total
	City Attorney's Office	City Court	City Manager's Office	Community Development	Community Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	

Q3-4. Tempe Employee View/Internal Audit reporting program

Strongly agree	0.0%	20.0%	25.0%	3.6%	0.0%	25.6%	6.3%	8.5%	6.6%	4.4%	27.3%	6.9%	8.1%
Agree	0.0%	20.0%	25.0%	25.0%	9.4%	30.2%	25.0%	22.0%	16.9%	10.3%	45.5%	8.6%	17.4%
Neutral	100.0%	40.0%	50.0%	42.9%	77.4%	41.9%	68.8%	61.0%	70.5%	67.6%	18.2%	63.8%	63.7%
Disagree	0.0%	0.0%	0.0%	21.4%	7.5%	0.0%	0.0%	6.8%	3.8%	17.6%	0.0%	8.6%	7.0%
Strongly disagree	0.0%	20.0%	0.0%	7.1%	5.7%	2.3%	0.0%	1.7%	2.2%	0.0%	9.1%	12.1%	3.7%

Q3-5. Director/Chief & Deputy Directors/Assistant Chiefs in my department are demonstrating & communicating same values that are expected of me

Strongly agree	14.3%	28.6%	41.2%	15.2%	17.9%	52.0%	40.7%	15.5%	28.3%	16.3%	50.0%	23.3%	26.0%
Agree	14.3%	0.0%	17.6%	37.0%	26.3%	21.3%	37.0%	40.2%	41.6%	31.7%	14.3%	27.8%	33.4%
Neutral	42.9%	42.9%	23.5%	15.2%	17.9%	17.3%	14.8%	14.4%	20.1%	17.3%	21.4%	17.8%	18.4%
Disagree	28.6%	28.6%	17.6%	15.2%	16.8%	6.7%	3.7%	16.5%	8.2%	18.3%	14.3%	17.8%	13.1%
Strongly disagree	0.0%	0.0%	0.0%	17.4%	21.1%	2.7%	3.7%	13.4%	1.8%	16.3%	0.0%	13.3%	9.1%

Q3-6. My physical work environment (building) is safe, clean & maintained in good operating order

Strongly agree	14.3%	0.0%	44.4%	13.0%	13.9%	50.0%	17.6%	24.1%	22.9%	21.4%	40.0%	22.4%	23.7%
Agree	71.4%	77.8%	38.9%	54.3%	44.4%	26.3%	44.1%	55.6%	44.1%	42.9%	40.0%	30.6%	43.3%
Neutral	14.3%	22.2%	11.1%	15.2%	10.2%	14.5%	8.8%	12.0%	16.2%	21.4%	13.3%	22.4%	15.7%
Disagree	0.0%	0.0%	5.6%	8.7%	16.7%	6.6%	14.7%	5.6%	12.1%	8.0%	0.0%	14.3%	10.6%
Strongly disagree	0.0%	0.0%	0.0%	8.7%	14.8%	2.6%	14.7%	2.8%	4.7%	6.3%	6.7%	10.2%	6.7%

Q3. Organizational Support: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with the statement "the following programs/services adequately support my needs." (without "don't know/NA")

N=942

	Q18. In which department do you work												Total
	City Attorney's Office	City Court	City Manager's Office	Community Development	Community Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	

Q3-7. City supports those with a disability

Strongly agree	20.0%	28.6%	37.5%	15.8%	20.7%	54.0%	37.9%	28.2%	28.8%	22.0%	61.5%	22.1%	28.7%
Agree	20.0%	57.1%	56.3%	60.5%	41.4%	33.3%	51.7%	50.0%	46.6%	45.1%	30.8%	37.2%	44.7%
Neutral	60.0%	14.3%	6.3%	13.2%	25.3%	12.7%	6.9%	16.7%	22.5%	25.3%	0.0%	30.2%	21.0%
Disagree	0.0%	0.0%	0.0%	2.6%	9.2%	0.0%	3.4%	2.6%	0.4%	5.5%	0.0%	8.1%	3.3%
Strongly disagree	0.0%	0.0%	0.0%	7.9%	3.4%	0.0%	0.0%	2.6%	1.7%	2.2%	7.7%	2.3%	2.3%

Q3-8. Overall, I am satisfied with the support that is provided to employees by City of Tempe

Strongly agree	28.6%	11.1%	29.4%	6.7%	16.7%	52.6%	27.3%	14.2%	18.6%	8.2%	33.3%	10.8%	18.8%
Agree	42.9%	44.4%	41.2%	48.9%	36.3%	34.2%	48.5%	50.0%	56.6%	37.3%	40.0%	30.1%	45.1%
Neutral	28.6%	33.3%	23.5%	31.1%	22.5%	9.2%	15.2%	21.7%	19.0%	30.9%	26.7%	35.5%	22.9%
Disagree	0.0%	11.1%	5.9%	8.9%	15.7%	3.9%	3.0%	11.3%	4.1%	16.4%	0.0%	19.4%	9.5%
Strongly disagree	0.0%	0.0%	0.0%	4.4%	8.8%	0.0%	6.1%	2.8%	1.7%	7.3%	0.0%	4.3%	3.7%

Q4. Supervision/Working Environment: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements: (without "don't know/NA")

N=942

	Q18. In which department do you work												Total
	City Attorney's Office	City Court	City Manager's Office	Community Development	Community Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	
<u>Q4-1. My immediate supervisor treats me with respect</u>													
Strongly agree	57.1%	33.3%	66.7%	52.1%	54.6%	77.6%	70.6%	43.1%	52.5%	48.2%	66.7%	38.8%	52.7%
Agree	42.9%	44.4%	0.0%	25.0%	25.0%	17.1%	23.5%	31.2%	33.9%	27.2%	26.7%	28.6%	28.4%
Neutral	0.0%	11.1%	11.1%	12.5%	8.3%	2.6%	0.0%	7.3%	9.0%	12.3%	0.0%	20.4%	9.5%
Disagree	0.0%	0.0%	16.7%	8.3%	8.3%	1.3%	2.9%	8.3%	1.7%	4.4%	6.7%	8.2%	4.9%
Strongly disagree	0.0%	11.1%	5.6%	2.1%	3.7%	1.3%	2.9%	10.1%	3.0%	7.9%	0.0%	4.1%	4.5%
<u>Q4-2. I know what is expected of me at work</u>													
Strongly agree	57.1%	44.4%	61.1%	43.8%	43.1%	68.4%	61.8%	31.8%	49.0%	43.0%	66.7%	29.6%	45.8%
Agree	28.6%	33.3%	27.8%	43.8%	33.0%	21.1%	29.4%	41.8%	44.0%	35.1%	20.0%	44.9%	38.2%
Neutral	0.0%	22.2%	11.1%	6.3%	10.1%	6.6%	5.9%	9.1%	4.3%	12.3%	13.3%	13.3%	8.2%
Disagree	0.0%	0.0%	0.0%	6.3%	11.0%	3.9%	0.0%	9.1%	2.3%	6.1%	0.0%	6.1%	5.1%
Strongly disagree	14.3%	0.0%	0.0%	0.0%	2.8%	0.0%	2.9%	8.2%	0.3%	3.5%	0.0%	6.1%	2.7%
<u>Q4-3. I have materials & equipment I need to do my job effectively</u>													
Strongly agree	42.9%	44.4%	33.3%	31.3%	30.3%	64.0%	44.1%	33.3%	33.6%	38.6%	46.7%	18.2%	35.2%
Agree	42.9%	44.4%	55.6%	39.6%	37.6%	25.3%	41.2%	42.6%	49.5%	34.2%	33.3%	43.4%	41.8%
Neutral	0.0%	11.1%	5.6%	8.3%	17.4%	5.3%	5.9%	11.1%	8.6%	14.9%	6.7%	21.2%	11.5%
Disagree	14.3%	0.0%	5.6%	12.5%	11.9%	2.7%	8.8%	5.6%	6.6%	7.0%	6.7%	11.1%	7.7%
Strongly disagree	0.0%	0.0%	0.0%	8.3%	2.8%	2.7%	0.0%	7.4%	1.7%	5.3%	6.7%	6.1%	3.7%

Q4. Supervision/Working Environment: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements: (without "don't know/NA")

N=942

	Q18. In which department do you work												Total
	City Attorney's Office	City Court	City Manager's Office	Community Development	Community Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	

Q4-4. I am comfortable expressing my opinions about work related issues to my immediate supervisor

Strongly agree	42.9%	11.1%	50.0%	47.9%	39.1%	64.5%	64.7%	35.8%	37.9%	37.7%	60.0%	28.3%	40.8%
Agree	57.1%	44.4%	16.7%	22.9%	28.2%	19.7%	26.5%	31.2%	36.2%	30.7%	20.0%	31.3%	30.7%
Neutral	0.0%	11.1%	5.6%	8.3%	7.3%	5.3%	0.0%	8.3%	11.1%	11.4%	13.3%	15.2%	9.6%
Disagree	0.0%	22.2%	11.1%	12.5%	16.4%	7.9%	8.8%	11.0%	8.4%	7.9%	6.7%	10.1%	10.0%
Strongly disagree	0.0%	11.1%	16.7%	8.3%	9.1%	2.6%	0.0%	13.8%	6.4%	12.3%	0.0%	15.2%	8.9%

Q4-5. I believe my opinions matter at work

Strongly agree	28.6%	11.1%	38.9%	31.3%	30.0%	52.6%	53.1%	25.9%	24.3%	28.1%	40.0%	21.4%	29.4%
Agree	28.6%	22.2%	27.8%	20.8%	24.5%	19.7%	28.1%	24.1%	24.7%	28.1%	40.0%	20.4%	24.4%
Neutral	14.3%	33.3%	5.6%	18.8%	8.2%	14.5%	3.1%	13.9%	24.7%	20.2%	6.7%	19.4%	17.9%
Disagree	14.3%	22.2%	11.1%	16.7%	22.7%	6.6%	15.6%	18.5%	17.7%	8.8%	6.7%	16.3%	15.8%
Strongly disagree	14.3%	11.1%	16.7%	12.5%	14.5%	6.6%	0.0%	17.6%	8.7%	14.9%	6.7%	22.4%	12.5%

Q4-6. My work is appreciated by my immediate supervisor

Strongly agree	42.9%	11.1%	55.6%	43.8%	47.2%	69.7%	61.8%	35.2%	38.3%	38.1%	60.0%	30.2%	42.3%
Agree	42.9%	55.6%	11.1%	33.3%	27.8%	19.7%	29.4%	33.3%	42.7%	31.0%	26.7%	34.4%	34.0%
Neutral	14.3%	11.1%	22.2%	14.6%	6.5%	7.9%	2.9%	7.4%	12.2%	15.0%	6.7%	17.7%	11.4%
Disagree	0.0%	11.1%	5.6%	4.2%	12.0%	1.3%	2.9%	9.3%	3.4%	6.2%	6.7%	10.4%	6.1%
Strongly disagree	0.0%	11.1%	5.6%	4.2%	6.5%	1.3%	2.9%	14.8%	3.4%	9.7%	0.0%	7.3%	6.1%

Q4. Supervision/Working Environment: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements: (without "don't know/NA")

N=942

	Q18. In which department do you work												Total
	City Attorney's Office	City Court	City Manager's Office	Community Development	Community Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	

Q4-7. My immediate supervisor gives me clear expectations for work assignments

Strongly agree	28.6%	11.1%	50.0%	37.5%	35.2%	68.0%	50.0%	25.2%	38.1%	32.5%	40.0%	26.0%	37.1%
Agree	14.3%	44.4%	22.2%	37.5%	29.6%	20.0%	35.3%	33.6%	41.5%	32.5%	40.0%	32.3%	34.4%
Neutral	28.6%	22.2%	16.7%	10.4%	12.0%	5.3%	11.8%	11.2%	14.0%	16.7%	6.7%	21.9%	13.8%
Disagree	28.6%	11.1%	5.6%	8.3%	12.0%	6.7%	2.9%	10.3%	5.4%	12.3%	6.7%	7.3%	8.2%
Strongly disagree	0.0%	11.1%	5.6%	6.3%	11.1%	0.0%	0.0%	19.6%	1.0%	6.1%	6.7%	12.5%	6.6%

Q4-8. My immediate supervisor makes good use of my time

Strongly agree	28.6%	11.1%	50.0%	43.8%	39.3%	67.6%	61.8%	27.1%	39.9%	29.5%	42.9%	24.0%	38.5%
Agree	42.9%	44.4%	16.7%	27.1%	26.2%	18.9%	20.6%	35.5%	39.2%	37.5%	35.7%	30.2%	32.8%
Neutral	14.3%	11.1%	16.7%	16.7%	12.1%	9.5%	17.6%	14.0%	12.8%	15.2%	0.0%	30.2%	15.0%
Disagree	14.3%	22.2%	11.1%	4.2%	14.0%	4.1%	0.0%	12.1%	6.4%	10.7%	21.4%	8.3%	8.7%
Strongly disagree	0.0%	11.1%	5.6%	8.3%	8.4%	0.0%	0.0%	11.2%	1.7%	7.1%	0.0%	7.3%	5.1%

Q4-9. I receive constructive feedback on my job performance from my immediate supervisor

Strongly agree	16.7%	11.1%	47.1%	25.0%	32.4%	60.0%	44.1%	22.2%	36.7%	32.1%	26.7%	24.0%	33.8%
Agree	16.7%	11.1%	11.8%	39.6%	21.3%	24.0%	32.4%	31.5%	34.0%	31.3%	46.7%	33.3%	30.7%
Neutral	50.0%	55.6%	17.6%	16.7%	25.0%	9.3%	14.7%	18.5%	18.3%	15.2%	13.3%	20.8%	18.5%
Disagree	16.7%	11.1%	11.8%	10.4%	12.0%	2.7%	8.8%	11.1%	7.0%	8.9%	6.7%	11.5%	8.8%
Strongly disagree	0.0%	11.1%	11.8%	8.3%	9.3%	4.0%	0.0%	16.7%	4.0%	12.5%	6.7%	10.4%	8.1%

Q4. Supervision/Working Environment: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements: (without "don't know/NA")

N=942

	Q18. In which department do you work												Total
	City Attorney's Office	City Court	City Manager's Office	Community Development	Community Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	
<u>Q4-10. The work I perform is evaluated fairly</u>													
Strongly agree	14.3%	11.1%	44.4%	30.4%	33.7%	60.3%	51.5%	22.4%	36.1%	33.0%	40.0%	23.7%	34.6%
Agree	42.9%	33.3%	16.7%	30.4%	30.6%	26.0%	30.3%	30.8%	38.9%	32.1%	33.3%	26.9%	32.6%
Neutral	28.6%	44.4%	33.3%	23.9%	14.3%	9.6%	12.1%	21.5%	17.2%	15.6%	20.0%	28.0%	18.6%
Disagree	14.3%	0.0%	5.6%	10.9%	9.2%	1.4%	6.1%	12.1%	5.1%	7.3%	6.7%	11.8%	7.4%
Strongly disagree	0.0%	11.1%	0.0%	4.3%	12.2%	2.7%	0.0%	13.1%	2.7%	11.9%	0.0%	9.7%	6.7%
<u>Q4-11. My immediate supervisor knows my career/job goals</u>													
Strongly agree	14.3%	22.2%	50.0%	34.8%	31.1%	61.3%	41.9%	24.0%	35.0%	29.7%	57.1%	22.3%	34.1%
Agree	14.3%	33.3%	16.7%	23.9%	31.1%	22.7%	29.0%	34.6%	35.0%	34.2%	21.4%	27.7%	31.1%
Neutral	42.9%	22.2%	16.7%	23.9%	14.6%	8.0%	9.7%	9.6%	17.3%	14.4%	0.0%	23.4%	15.7%
Disagree	14.3%	22.2%	11.1%	8.7%	11.7%	6.7%	19.4%	13.5%	8.5%	9.9%	14.3%	16.0%	10.9%
Strongly disagree	14.3%	0.0%	5.6%	8.7%	11.7%	1.3%	0.0%	18.3%	4.1%	11.7%	7.1%	10.6%	8.2%
<u>Q4-12. My immediate supervisor supports me in achieving my career/job goals</u>													
Strongly agree	14.3%	11.1%	50.0%	36.2%	33.3%	63.2%	47.1%	25.0%	37.7%	31.8%	50.0%	28.3%	36.5%
Agree	14.3%	22.2%	16.7%	17.0%	24.8%	19.7%	23.5%	28.8%	34.3%	30.9%	21.4%	22.8%	27.6%
Neutral	57.1%	33.3%	16.7%	27.7%	23.8%	13.2%	23.5%	19.2%	19.4%	20.9%	14.3%	26.1%	21.1%
Disagree	14.3%	22.2%	11.1%	12.8%	8.6%	2.6%	5.9%	9.6%	5.2%	5.5%	14.3%	9.8%	7.3%
Strongly disagree	0.0%	11.1%	5.6%	6.4%	9.5%	1.3%	0.0%	17.3%	3.5%	10.9%	0.0%	13.0%	7.5%

Q4. Supervision/Working Environment: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements: (without "don't know/NA")

N=942

	Q18. In which department do you work												Total
	City Attorney's Office	City Court	City Manager's Office	Community Development	Community Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	
<u>Q4-13. Within last 30 days I have received feedback on my job performance from my supervisor</u>													
Strongly agree	14.3%	11.1%	44.4%	30.4%	32.1%	52.6%	41.2%	21.5%	34.2%	32.1%	42.9%	19.6%	32.3%
Agree	28.6%	22.2%	16.7%	21.7%	17.9%	25.0%	29.4%	30.8%	33.6%	30.4%	21.4%	29.9%	28.6%
Neutral	28.6%	11.1%	5.6%	19.6%	17.0%	9.2%	2.9%	14.0%	10.7%	9.8%	14.3%	23.7%	13.2%
Disagree	14.3%	33.3%	22.2%	19.6%	19.8%	7.9%	26.5%	18.7%	14.1%	15.2%	7.1%	15.5%	16.0%
Strongly disagree	14.3%	22.2%	11.1%	8.7%	13.2%	5.3%	0.0%	15.0%	7.4%	12.5%	14.3%	11.3%	10.0%
<u>Q4-14. When I request training, my supervisor is open to working with me to ensure I can attend</u>													
Strongly agree	66.7%	22.2%	50.0%	42.2%	41.6%	62.7%	54.5%	34.9%	40.0%	40.2%	66.7%	32.3%	42.0%
Agree	33.3%	55.6%	22.2%	37.8%	29.7%	18.7%	27.3%	37.7%	36.9%	36.4%	33.3%	29.2%	33.3%
Neutral	0.0%	11.1%	22.2%	4.4%	16.8%	12.0%	9.1%	12.3%	14.8%	13.1%	0.0%	27.1%	14.7%
Disagree	0.0%	0.0%	0.0%	13.3%	9.9%	4.0%	6.1%	2.8%	5.9%	6.5%	0.0%	5.2%	5.9%
Strongly disagree	0.0%	11.1%	5.6%	2.2%	2.0%	2.7%	3.0%	12.3%	2.4%	3.7%	0.0%	6.3%	4.2%
<u>Q4-15. Director/Chief & Deputy Directors/Assistant Chiefs in my department listen to me</u>													
Strongly agree	28.6%	0.0%	41.2%	23.9%	19.8%	52.6%	39.4%	25.3%	25.2%	20.0%	75.0%	20.2%	27.1%
Agree	14.3%	75.0%	23.5%	30.4%	27.7%	21.1%	42.4%	32.3%	26.3%	25.5%	8.3%	27.4%	27.6%
Neutral	57.1%	0.0%	17.6%	10.9%	18.8%	7.9%	12.1%	17.2%	35.8%	28.2%	16.7%	25.0%	24.2%
Disagree	0.0%	25.0%	17.6%	23.9%	13.9%	9.2%	3.0%	11.1%	5.8%	10.0%	0.0%	13.1%	10.0%
Strongly disagree	0.0%	0.0%	0.0%	10.9%	19.8%	9.2%	3.0%	14.1%	6.9%	16.4%	0.0%	14.3%	11.1%

Q4. Supervision/Working Environment: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements: (without "don't know/NA")

N=942

	Q18. In which department do you work												Total
	City Attorney's Office	City Court	City Manager's Office	Community Development	Community Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	
<u>Q4-16. I believe Director/Chief & Deputy Directors/Assistant Chiefs in my department support decisions made by my supervisor</u>													
Strongly agree	16.7%	0.0%	41.2%	18.6%	22.1%	50.7%	30.0%	24.2%	24.5%	21.3%	69.2%	22.0%	26.5%
Agree	16.7%	50.0%	29.4%	25.6%	32.6%	33.3%	46.7%	41.1%	39.9%	26.9%	23.1%	34.1%	35.4%
Neutral	33.3%	25.0%	17.6%	30.2%	22.1%	8.0%	16.7%	14.7%	27.8%	31.5%	7.7%	30.5%	23.9%
Disagree	33.3%	12.5%	11.8%	14.0%	7.4%	4.0%	6.7%	9.5%	4.8%	13.0%	0.0%	8.5%	7.8%
Strongly disagree	0.0%	12.5%	0.0%	11.6%	15.8%	4.0%	0.0%	10.5%	2.9%	7.4%	0.0%	4.9%	6.4%
<u>Q4-17. As a supervisor, I am supported when addressing staff issues (If applicable)</u>													
Strongly agree	50.0%	50.0%	66.7%	30.0%	28.1%	53.7%	41.2%	34.1%	27.6%	22.2%	55.6%	25.0%	31.7%
Agree	0.0%	50.0%	0.0%	30.0%	29.8%	19.5%	41.2%	27.3%	39.0%	28.6%	22.2%	29.2%	30.8%
Neutral	50.0%	0.0%	33.3%	35.0%	24.6%	19.5%	11.8%	18.2%	27.6%	34.9%	22.2%	35.4%	27.1%
Disagree	0.0%	0.0%	0.0%	0.0%	10.5%	2.4%	5.9%	11.4%	2.4%	9.5%	0.0%	4.2%	5.6%
Strongly disagree	0.0%	0.0%	0.0%	5.0%	7.0%	4.9%	0.0%	9.1%	3.3%	4.8%	0.0%	6.3%	4.9%
<u>Q4-18. Conflict in my work area is resolved effectively</u>													
Strongly agree	16.7%	0.0%	23.5%	18.6%	19.2%	45.3%	32.3%	11.7%	16.2%	9.3%	40.0%	14.1%	18.6%
Agree	0.0%	42.9%	23.5%	32.6%	25.0%	30.7%	22.6%	24.3%	37.4%	29.0%	33.3%	20.7%	29.7%
Neutral	33.3%	28.6%	23.5%	23.3%	16.3%	12.0%	25.8%	19.4%	27.0%	24.3%	13.3%	31.5%	23.2%
Disagree	33.3%	14.3%	11.8%	7.0%	18.3%	6.7%	16.1%	18.4%	9.0%	21.5%	13.3%	16.3%	13.8%
Strongly disagree	16.7%	14.3%	17.6%	18.6%	21.2%	5.3%	3.2%	26.2%	10.4%	15.9%	0.0%	17.4%	14.7%

Q4. Supervision/Working Environment: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements: (without "don't know/NA")

N=942

	Q18. In which department do you work												Total
	City Attorney's Office	City Court	City Manager's Office	Community Development	Community Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	
<u>Q4-19. I believe assignments in my department are distributed fairly</u>													
Strongly agree	14.3%	0.0%	27.8%	17.8%	17.5%	47.3%	35.5%	17.6%	17.5%	11.1%	40.0%	14.0%	19.9%
Agree	14.3%	77.8%	33.3%	33.3%	27.2%	32.4%	22.6%	25.9%	40.0%	38.0%	40.0%	28.0%	33.8%
Neutral	42.9%	0.0%	11.1%	20.0%	21.4%	8.1%	25.8%	16.7%	18.2%	18.5%	0.0%	23.7%	18.1%
Disagree	14.3%	0.0%	5.6%	11.1%	19.4%	8.1%	12.9%	13.9%	14.7%	11.1%	13.3%	17.2%	13.8%
Strongly disagree	14.3%	22.2%	22.2%	17.8%	14.6%	4.1%	3.2%	25.9%	9.5%	21.3%	6.7%	17.2%	14.4%
<u>Q4-20. I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit</u>													
Strongly agree	14.3%	0.0%	38.9%	17.0%	17.3%	36.5%	40.6%	14.3%	21.0%	15.2%	26.7%	14.0%	20.3%
Agree	28.6%	50.0%	22.2%	29.8%	25.5%	33.8%	25.0%	24.8%	37.2%	32.1%	20.0%	29.0%	31.3%
Neutral	28.6%	12.5%	11.1%	10.6%	18.2%	13.5%	18.8%	20.0%	16.6%	15.2%	20.0%	19.4%	16.8%
Disagree	14.3%	25.0%	11.1%	23.4%	20.0%	9.5%	12.5%	17.1%	15.5%	17.0%	13.3%	16.1%	16.2%
Strongly disagree	14.3%	12.5%	16.7%	19.1%	19.1%	6.8%	3.1%	23.8%	9.7%	20.5%	20.0%	21.5%	15.4%
<u>Q4-21. I believe poor job performance is dealt with effectively by managers/supervisors in my work unit</u>													
Strongly agree	16.7%	0.0%	29.4%	15.2%	13.7%	36.0%	40.0%	12.0%	11.9%	7.1%	21.4%	8.0%	14.7%
Agree	0.0%	57.1%	17.6%	19.6%	12.7%	34.7%	20.0%	11.0%	24.8%	20.5%	42.9%	15.9%	21.1%
Neutral	33.3%	14.3%	11.8%	17.4%	26.5%	13.3%	16.7%	25.0%	21.7%	20.5%	7.1%	22.7%	21.1%
Disagree	0.0%	14.3%	17.6%	23.9%	22.5%	6.7%	10.0%	14.0%	24.5%	30.4%	14.3%	25.0%	21.3%
Strongly disagree	50.0%	14.3%	23.5%	23.9%	24.5%	9.3%	13.3%	38.0%	17.1%	21.4%	14.3%	28.4%	21.9%

Q4. Supervision/Working Environment: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements: (without "don't know/NA")

N=942

	Q18. In which department do you work												Total
	City Attorney's Office	City Court	City Manager's Office	Community Development	Community Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	

Q4-22. As a supervisor, I have been given training, tools, & resources to lead my work unit

Strongly agree	33.3%	33.3%	66.7%	20.0%	14.3%	51.4%	27.8%	16.0%	28.1%	23.2%	20.0%	18.8%	25.1%
Agree	0.0%	66.7%	16.7%	40.0%	31.7%	24.3%	44.4%	42.0%	40.6%	39.1%	40.0%	29.2%	36.5%
Neutral	66.7%	0.0%	16.7%	25.0%	30.2%	21.6%	16.7%	16.0%	25.8%	18.8%	30.0%	35.4%	24.6%
Disagree	0.0%	0.0%	0.0%	10.0%	14.3%	2.7%	5.6%	14.0%	3.9%	13.0%	0.0%	10.4%	8.6%
Strongly disagree	0.0%	0.0%	0.0%	5.0%	9.5%	0.0%	5.6%	12.0%	1.6%	5.8%	10.0%	6.3%	5.3%

Q4-23. I feel safe & comfortable in my work unit

Strongly agree	42.9%	22.2%	50.0%	39.1%	27.5%	71.1%	32.4%	29.9%	39.3%	27.7%	53.3%	24.5%	36.5%
Agree	42.9%	55.6%	27.8%	43.5%	38.5%	21.1%	44.1%	45.8%	41.7%	41.1%	33.3%	38.3%	39.6%
Neutral	14.3%	11.1%	16.7%	8.7%	11.9%	5.3%	5.9%	11.2%	13.4%	14.3%	6.7%	20.2%	12.5%
Disagree	0.0%	0.0%	5.6%	4.3%	12.8%	1.3%	14.7%	2.8%	4.5%	8.9%	6.7%	6.4%	6.1%
Strongly disagree	0.0%	11.1%	0.0%	4.3%	9.2%	1.3%	2.9%	10.3%	1.0%	8.0%	0.0%	10.6%	5.2%

Q4-24. I am able to discuss physical & emotional safety with my supervisor

Strongly agree	28.6%	12.5%	44.4%	37.8%	37.0%	63.5%	48.5%	26.7%	34.2%	30.6%	40.0%	24.2%	35.4%
Agree	42.9%	50.0%	22.2%	37.8%	35.0%	23.0%	36.4%	33.3%	38.0%	33.3%	33.3%	35.2%	34.7%
Neutral	28.6%	25.0%	16.7%	13.3%	8.0%	4.1%	6.1%	21.0%	16.9%	16.7%	13.3%	22.0%	15.3%
Disagree	0.0%	0.0%	5.6%	0.0%	9.0%	5.4%	6.1%	5.7%	6.7%	6.5%	13.3%	6.6%	6.3%
Strongly disagree	0.0%	12.5%	11.1%	11.1%	11.0%	4.1%	3.0%	13.3%	4.2%	13.0%	0.0%	12.1%	8.3%

Q4. Supervision/Working Environment: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements: (without "don't know/NA")

N=942

	Q18. In which department do you work												Total
	City Attorney's Office	City Court	City Manager's Office	Community Development	Community Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	
<u>Q4-25. My immediate supervisor has tools to deal with conflict</u>													
Strongly agree	28.6%	0.0%	38.9%	33.3%	31.4%	63.5%	47.1%	24.5%	33.1%	22.9%	50.0%	22.5%	32.8%
Agree	28.6%	57.1%	22.2%	24.4%	30.4%	23.0%	29.4%	30.4%	41.5%	32.1%	35.7%	25.8%	32.9%
Neutral	28.6%	14.3%	11.1%	20.0%	10.8%	9.5%	8.8%	14.7%	13.4%	21.1%	7.1%	27.0%	15.4%
Disagree	0.0%	14.3%	5.6%	11.1%	11.8%	1.4%	8.8%	10.8%	5.6%	10.1%	7.1%	11.2%	8.1%
Strongly disagree	14.3%	14.3%	22.2%	11.1%	15.7%	2.7%	5.9%	19.6%	6.3%	13.8%	0.0%	13.5%	10.8%
<u>Q4-26. Overall, I am satisfied with working environment in my department</u>													
Strongly agree	28.6%	0.0%	41.2%	25.0%	27.8%	61.3%	39.4%	26.2%	28.2%	22.1%	53.3%	18.6%	29.4%
Agree	42.9%	88.9%	29.4%	35.4%	28.7%	26.7%	42.4%	34.6%	41.3%	31.9%	26.7%	29.9%	35.3%
Neutral	28.6%	0.0%	17.6%	20.8%	15.7%	2.7%	3.0%	11.2%	22.5%	18.6%	6.7%	22.7%	17.0%
Disagree	0.0%	0.0%	11.8%	4.2%	12.0%	5.3%	6.1%	17.8%	5.0%	15.9%	13.3%	16.5%	10.0%
Strongly disagree	0.0%	11.1%	0.0%	14.6%	15.7%	4.0%	9.1%	10.3%	3.0%	11.5%	0.0%	12.4%	8.2%

Q5. Please rate your level of agreement with each of the following statements concerning compensation and benefits. (without "don't know/NA")

N=942

	Q18. In which department do you work												Total
	City Attorney's Office	City Court	City Manager's Office	Community Development	Community Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	
Q5-1. City's health care plan meets my needs													
Strongly agree	57.1%	25.0%	40.0%	26.1%	23.8%	26.4%	39.1%	26.5%	19.4%	18.7%	50.0%	13.8%	22.6%
Agree	28.6%	37.5%	53.3%	54.3%	50.0%	39.6%	52.2%	49.0%	48.4%	66.4%	28.6%	46.0%	50.1%
Neutral	14.3%	37.5%	0.0%	10.9%	13.1%	24.5%	4.3%	15.7%	19.0%	8.4%	21.4%	24.1%	16.5%
Disagree	0.0%	0.0%	6.7%	8.7%	6.0%	5.7%	4.3%	4.9%	9.3%	6.5%	0.0%	11.5%	7.5%
Strongly disagree	0.0%	0.0%	0.0%	0.0%	7.1%	3.8%	0.0%	3.9%	3.8%	0.0%	0.0%	4.6%	3.2%
Q5-2. Amount that I pay for health care benefits is reasonable													
Strongly agree	71.4%	25.0%	40.0%	31.1%	24.4%	23.9%	48.0%	20.8%	17.0%	15.4%	42.9%	12.6%	21.1%
Agree	14.3%	62.5%	40.0%	37.8%	42.7%	38.8%	36.0%	49.5%	36.1%	49.0%	21.4%	31.0%	39.6%
Neutral	14.3%	12.5%	13.3%	20.0%	14.6%	23.9%	16.0%	15.8%	20.1%	22.1%	28.6%	29.9%	20.4%
Disagree	0.0%	0.0%	6.7%	11.1%	13.4%	9.0%	0.0%	9.9%	19.4%	11.5%	0.0%	17.2%	13.8%
Strongly disagree	0.0%	0.0%	0.0%	0.0%	4.9%	4.5%	0.0%	4.0%	7.3%	1.9%	7.1%	9.2%	5.1%
Q5-3. City does a good job of informing me about my benefits													
Strongly agree	57.1%	22.2%	43.8%	39.1%	25.3%	36.8%	46.4%	33.7%	19.7%	21.8%	60.0%	22.2%	27.1%
Agree	28.6%	77.8%	43.8%	34.8%	48.4%	39.7%	50.0%	49.0%	53.7%	59.1%	13.3%	40.0%	48.9%
Neutral	14.3%	0.0%	12.5%	17.4%	9.9%	16.2%	3.6%	9.6%	18.0%	16.4%	13.3%	27.8%	15.9%
Disagree	0.0%	0.0%	0.0%	8.7%	9.9%	7.4%	0.0%	4.8%	5.4%	2.7%	13.3%	5.6%	5.6%
Strongly disagree	0.0%	0.0%	0.0%	0.0%	6.6%	0.0%	0.0%	2.9%	3.1%	0.0%	0.0%	4.4%	2.5%

Q5. Please rate your level of agreement with each of the following statements concerning compensation and benefits. (without "don't know/NA")

N=942

	Q18. In which department do you work												Total
	City Attorney's Office	City Court	City Manager's Office	Community Development	Community Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	
Q5-4. Amount of leave that I receive each year meets my needs													
Strongly agree	28.6%	22.2%	17.6%	26.1%	23.6%	34.7%	29.6%	29.8%	22.0%	21.6%	53.3%	20.0%	24.9%
Agree	57.1%	66.7%	58.8%	43.5%	44.9%	46.7%	44.4%	46.2%	52.2%	54.1%	20.0%	42.2%	48.6%
Neutral	0.0%	0.0%	0.0%	19.6%	10.1%	13.3%	7.4%	9.6%	15.1%	10.8%	6.7%	21.1%	13.2%
Disagree	14.3%	11.1%	11.8%	4.3%	14.6%	2.7%	14.8%	6.7%	7.6%	12.6%	13.3%	10.0%	9.0%
Strongly disagree	0.0%	0.0%	11.8%	6.5%	6.7%	2.7%	3.7%	7.7%	3.1%	0.9%	6.7%	6.7%	4.4%
Q5-5. Amount I am paid is fair for the work I do													
Strongly agree	33.3%	22.2%	16.7%	22.9%	15.5%	38.7%	27.6%	19.8%	19.4%	14.3%	33.3%	12.1%	20.0%
Agree	33.3%	33.3%	50.0%	25.0%	35.9%	36.0%	34.5%	39.6%	44.2%	45.5%	26.7%	34.1%	39.5%
Neutral	16.7%	11.1%	11.1%	14.6%	14.6%	13.3%	17.2%	14.2%	14.3%	16.1%	6.7%	20.9%	15.0%
Disagree	16.7%	22.2%	22.2%	25.0%	18.4%	5.3%	17.2%	17.9%	15.6%	14.3%	26.7%	15.4%	16.1%
Strongly disagree	0.0%	11.1%	0.0%	12.5%	15.5%	6.7%	3.4%	8.5%	6.5%	9.8%	6.7%	17.6%	9.4%
Q5-6. I am satisfied with City's deferred compensation benefits													
Strongly agree	50.0%	25.0%	28.6%	23.9%	19.8%	41.3%	33.3%	26.0%	18.9%	18.9%	57.1%	17.6%	23.4%
Agree	0.0%	75.0%	64.3%	54.3%	48.1%	44.0%	57.1%	51.9%	57.3%	57.5%	21.4%	45.9%	52.6%
Neutral	33.3%	0.0%	7.1%	15.2%	18.5%	10.7%	9.5%	14.4%	15.3%	17.0%	14.3%	23.5%	15.8%
Disagree	16.7%	0.0%	0.0%	4.3%	9.9%	2.7%	0.0%	5.8%	5.7%	5.7%	7.1%	5.9%	5.6%
Strongly disagree	0.0%	0.0%	0.0%	2.2%	3.7%	1.3%	0.0%	1.9%	2.8%	0.9%	0.0%	7.1%	2.6%

Q5. Please rate your level of agreement with each of the following statements concerning compensation and benefits. (without "don't know/NA")

N=942

	Q18. In which department do you work												Total
	City Attorney'-s Office	City Court	City Manager's Office	Communi-ty Develop-ment	Communi-ty Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	

Q5-7. Overall, I am reasonably compensated in pay & benefits for the work I do

Strongly agree	33.3%	22.2%	23.5%	21.3%	16.5%	42.7%	26.7%	22.6%	18.8%	20.7%	26.7%	13.0%	21.4%
Agree	33.3%	44.4%	52.9%	44.7%	47.6%	37.3%	46.7%	45.3%	51.0%	45.0%	33.3%	41.3%	46.2%
Neutral	16.7%	22.2%	11.8%	23.4%	4.9%	10.7%	6.7%	14.2%	17.1%	15.3%	13.3%	19.6%	14.7%
Disagree	16.7%	11.1%	11.8%	6.4%	19.4%	4.0%	16.7%	13.2%	8.9%	12.6%	20.0%	12.0%	11.4%
Strongly disagree	0.0%	0.0%	0.0%	4.3%	11.7%	5.3%	3.3%	4.7%	4.1%	6.3%	6.7%	14.1%	6.3%

Q6. Employee Engagement: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements. (without "don't know/NA")

N=942

	Q18. In which department do you work												Total
	City Attorney's Office	City Court	City Manager's Office	Community Development	Community Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	

Q6-1. I receive information that affects my work in a timely manner from my immediate supervisor

Strongly agree	14.3%	11.1%	38.9%	19.6%	28.2%	57.3%	44.1%	16.8%	25.1%	23.7%	53.3%	14.7%	27.2%
Agree	42.9%	44.4%	44.4%	50.0%	33.6%	25.3%	38.2%	41.1%	46.8%	41.2%	20.0%	42.6%	41.0%
Neutral	28.6%	11.1%	11.1%	15.2%	11.8%	12.0%	8.8%	15.0%	15.9%	11.4%	6.7%	23.5%	14.5%
Disagree	14.3%	11.1%	5.6%	13.0%	19.1%	2.7%	8.8%	13.1%	8.5%	14.0%	20.0%	14.7%	11.5%
Strongly disagree	0.0%	22.2%	0.0%	2.2%	7.3%	2.7%	0.0%	14.0%	3.7%	9.6%	0.0%	4.4%	5.9%

Q6-2. I can express my opinions about work related issues to my department Director/Chief & Deputy Directors/Assistant Chiefs

Strongly agree	16.7%	11.1%	43.8%	13.3%	23.3%	45.2%	40.0%	18.4%	21.4%	18.2%	58.3%	16.2%	23.5%
Agree	66.7%	55.6%	25.0%	37.8%	27.2%	24.7%	40.0%	46.9%	32.1%	30.0%	25.0%	32.4%	33.2%
Neutral	0.0%	11.1%	12.5%	24.4%	16.5%	13.7%	10.0%	11.2%	27.9%	20.9%	8.3%	16.2%	19.8%
Disagree	16.7%	0.0%	12.5%	17.8%	15.5%	8.2%	6.7%	14.3%	10.7%	18.2%	8.3%	20.6%	13.4%
Strongly disagree	0.0%	22.2%	6.3%	6.7%	17.5%	8.2%	3.3%	9.2%	7.9%	12.7%	0.0%	14.7%	10.1%

Q6-3. Generally, communication between work units/divisions inside my department is good

Strongly agree	14.3%	22.2%	38.9%	6.4%	17.8%	44.0%	31.3%	18.5%	14.5%	13.3%	42.9%	9.1%	18.5%
Agree	14.3%	22.2%	38.9%	42.6%	24.3%	32.0%	28.1%	25.9%	38.6%	36.3%	42.9%	34.8%	33.7%
Neutral	42.9%	44.4%	0.0%	19.1%	20.6%	9.3%	21.9%	16.7%	21.4%	17.7%	7.1%	25.8%	19.2%
Disagree	14.3%	0.0%	16.7%	14.9%	20.6%	10.7%	15.6%	24.1%	18.3%	20.4%	7.1%	19.7%	18.3%
Strongly disagree	14.3%	11.1%	5.6%	17.0%	16.8%	4.0%	3.1%	14.8%	7.2%	12.4%	0.0%	10.6%	10.3%

Q6. Employee Engagement: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements. (without "don't know/NA")

N=942

	Q18. In which department do you work												Total
	City Attorney's Office	City Court	City Manager's Office	Community Development	Community Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	
<u>Q6-4. Generally, communication between my work unit/division & work units/divisions outside my department is good</u>													
Strongly agree	16.7%	28.6%	22.2%	4.3%	12.6%	39.1%	19.2%	10.4%	11.3%	7.2%	35.7%	6.5%	13.4%
Agree	33.3%	0.0%	22.2%	43.5%	25.3%	37.7%	30.8%	37.7%	39.8%	36.9%	28.6%	37.1%	36.1%
Neutral	33.3%	71.4%	22.2%	21.7%	28.4%	14.5%	19.2%	24.5%	28.5%	25.2%	7.1%	29.0%	25.7%
Disagree	16.7%	0.0%	22.2%	13.0%	17.9%	7.2%	23.1%	18.9%	15.7%	21.6%	21.4%	24.2%	17.3%
Strongly disagree	0.0%	0.0%	11.1%	17.4%	15.8%	1.4%	7.7%	8.5%	4.7%	9.0%	7.1%	3.2%	7.6%
<u>Q6-5. With respect to my job, communication between departments is good</u>													
Strongly agree	14.3%	11.1%	33.3%	12.5%	13.2%	39.7%	27.6%	15.1%	13.5%	10.1%	26.7%	10.8%	16.2%
Agree	28.6%	22.2%	22.2%	41.7%	29.2%	41.1%	31.0%	38.7%	45.7%	42.2%	46.7%	35.4%	39.7%
Neutral	14.3%	44.4%	11.1%	22.9%	23.6%	11.0%	13.8%	25.5%	21.5%	23.9%	6.7%	32.3%	22.0%
Disagree	28.6%	11.1%	33.3%	10.4%	18.9%	4.1%	20.7%	15.1%	14.9%	17.4%	20.0%	20.0%	15.7%
Strongly disagree	14.3%	11.1%	0.0%	12.5%	15.1%	4.1%	6.9%	5.7%	4.5%	6.4%	0.0%	1.5%	6.4%
<u>Q6-6. I have adequate input on decisions affecting my work</u>													
Strongly agree	14.3%	11.1%	33.3%	12.8%	13.9%	34.7%	36.4%	15.1%	16.5%	17.5%	40.0%	19.7%	19.1%
Agree	28.6%	33.3%	33.3%	38.3%	36.1%	33.3%	42.4%	42.5%	37.8%	36.0%	40.0%	24.2%	36.6%
Neutral	28.6%	22.2%	22.2%	19.1%	15.7%	18.7%	12.1%	17.0%	24.7%	20.2%	13.3%	21.2%	20.4%
Disagree	14.3%	11.1%	5.6%	19.1%	19.4%	8.0%	6.1%	13.2%	13.7%	13.2%	6.7%	19.7%	13.9%
Strongly disagree	14.3%	22.2%	5.6%	10.6%	14.8%	5.3%	3.0%	12.3%	7.2%	13.2%	0.0%	15.2%	10.0%

Q6. Employee Engagement: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements. (without "don't know/NA")

N=942

	Q18. In which department do you work												Total
	City Attorney's Office	City Court	City Manager's Office	Community Development	Community Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	

Q6-7. Director/Chief & Deputy Directors/Assistant Chiefs in my department use input from employees to make decisions

Strongly agree	14.3%	0.0%	46.7%	6.7%	14.4%	38.4%	27.6%	14.6%	16.9%	15.2%	46.2%	9.7%	18.2%
Agree	14.3%	57.1%	26.7%	26.7%	27.8%	24.7%	41.4%	27.1%	37.2%	22.9%	38.5%	21.0%	30.1%
Neutral	28.6%	14.3%	13.3%	35.6%	14.4%	15.1%	17.2%	24.0%	27.8%	25.7%	7.7%	37.1%	24.4%
Disagree	14.3%	0.0%	6.7%	24.4%	23.7%	12.3%	6.9%	18.8%	9.0%	19.0%	7.7%	19.4%	15.0%
Strongly disagree	28.6%	28.6%	6.7%	6.7%	19.6%	9.6%	6.9%	15.6%	9.0%	17.1%	0.0%	12.9%	12.4%

Q6-8. I am encouraged to be innovative & come up with better ways to do things at work

Strongly agree	14.3%	22.2%	38.9%	19.1%	24.8%	43.2%	39.4%	23.4%	19.0%	26.5%	40.0%	11.8%	24.2%
Agree	14.3%	22.2%	27.8%	46.8%	33.9%	29.7%	48.5%	34.6%	37.6%	33.6%	46.7%	27.9%	35.4%
Neutral	42.9%	44.4%	22.2%	17.0%	16.5%	16.2%	3.0%	20.6%	24.1%	17.7%	13.3%	33.8%	21.0%
Disagree	14.3%	0.0%	5.6%	6.4%	13.8%	5.4%	0.0%	8.4%	12.8%	9.7%	0.0%	11.8%	10.0%
Strongly disagree	14.3%	11.1%	5.6%	10.6%	11.0%	5.4%	9.1%	13.1%	6.6%	12.4%	0.0%	14.7%	9.4%

Q6-9. Employees in my department are highly motivated about accomplishing our goals

Strongly agree	14.3%	11.1%	33.3%	10.4%	18.8%	52.1%	48.3%	13.6%	15.0%	8.1%	46.7%	11.3%	19.0%
Agree	28.6%	44.4%	33.3%	25.0%	24.8%	32.9%	31.0%	23.3%	37.2%	36.0%	33.3%	17.7%	31.2%
Neutral	28.6%	22.2%	11.1%	33.3%	25.7%	11.0%	13.8%	24.3%	27.0%	19.8%	6.7%	38.7%	24.3%
Disagree	14.3%	11.1%	5.6%	18.8%	18.8%	1.4%	3.4%	18.4%	15.4%	23.4%	6.7%	21.0%	15.8%
Strongly disagree	14.3%	11.1%	16.7%	12.5%	11.9%	2.7%	3.4%	20.4%	5.5%	12.6%	6.7%	11.3%	9.8%

Q6. Employee Engagement: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements. (without "don't know/NA")

N=942

	Q18. In which department do you work												Total
	City Attorney's Office	City Court	City Manager's Office	Community Development	Community Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	
<u>Q6-10. Employees in my department take personal accountability for their actions & work performance</u>													
Strongly agree	14.3%	22.2%	33.3%	8.3%	14.4%	48.0%	38.7%	13.5%	15.6%	8.8%	60.0%	11.3%	18.4%
Agree	28.6%	66.7%	27.8%	33.3%	34.6%	41.3%	35.5%	29.8%	40.8%	38.9%	33.3%	27.4%	36.8%
Neutral	28.6%	11.1%	22.2%	27.1%	21.2%	5.3%	16.1%	26.9%	23.2%	20.4%	0.0%	33.9%	21.7%
Disagree	28.6%	0.0%	5.6%	18.8%	16.3%	2.7%	9.7%	15.4%	11.8%	17.7%	0.0%	16.1%	13.0%
Strongly disagree	0.0%	0.0%	11.1%	12.5%	13.5%	2.7%	0.0%	14.4%	8.7%	14.2%	6.7%	11.3%	10.1%
<u>Q6-11. Overall, I am satisfied with level of employee engagement in my department</u>													
Strongly agree	14.3%	11.1%	33.3%	6.3%	13.3%	46.7%	38.7%	13.2%	15.2%	7.0%	53.3%	9.2%	17.2%
Agree	28.6%	55.6%	27.8%	35.4%	40.0%	38.7%	45.2%	22.6%	43.8%	35.1%	26.7%	27.7%	37.0%
Neutral	14.3%	22.2%	22.2%	25.0%	18.1%	10.7%	9.7%	28.3%	26.6%	31.6%	13.3%	35.4%	24.6%
Disagree	42.9%	11.1%	5.6%	20.8%	16.2%	1.3%	3.2%	21.7%	10.0%	17.5%	0.0%	15.4%	13.1%
Strongly disagree	0.0%	0.0%	11.1%	12.5%	12.4%	2.7%	3.2%	14.2%	4.5%	8.8%	6.7%	12.3%	8.0%
<u>Q6-12. I am aware of City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)</u>													
Strongly agree	28.6%	11.1%	38.9%	20.8%	27.4%	60.0%	42.4%	30.4%	29.9%	31.6%	60.0%	24.2%	32.5%
Agree	57.1%	66.7%	61.1%	56.3%	50.0%	34.7%	51.5%	54.9%	55.3%	53.5%	26.7%	54.5%	52.2%
Neutral	14.3%	22.2%	0.0%	16.7%	8.5%	5.3%	3.0%	11.8%	11.6%	9.6%	13.3%	18.2%	10.8%
Disagree	0.0%	0.0%	0.0%	4.2%	12.3%	0.0%	3.0%	2.0%	2.1%	4.4%	0.0%	1.5%	3.4%
Strongly disagree	0.0%	0.0%	0.0%	2.1%	1.9%	0.0%	0.0%	1.0%	1.1%	0.9%	0.0%	1.5%	1.0%

Q6. Employee Engagement: Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements. (without "don't know/NA")

N=942

	Q18. In which department do you work												Total
	City Attorney's Office	City Court	City Manager's Office	Community Development	Community Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	
<u>Q6-13. I feel City practices these values</u>													
Strongly agree	14.3%	0.0%	33.3%	12.5%	13.5%	59.5%	25.0%	16.2%	17.5%	11.4%	26.7%	6.2%	19.1%
Agree	42.9%	55.6%	33.3%	33.3%	37.5%	27.0%	50.0%	36.4%	51.6%	32.5%	20.0%	20.0%	39.2%
Neutral	42.9%	33.3%	27.8%	29.2%	21.2%	10.8%	15.6%	27.3%	22.8%	24.6%	26.7%	35.4%	23.8%
Disagree	0.0%	11.1%	0.0%	12.5%	21.2%	1.4%	9.4%	12.1%	6.3%	21.1%	13.3%	18.5%	11.6%
Strongly disagree	0.0%	0.0%	5.6%	12.5%	6.7%	1.4%	0.0%	8.1%	1.8%	10.5%	13.3%	20.0%	6.3%

Q7. Please rate your level of agreement with each of the following statements concerning peer relationships. (without "don't know/NA")

N=942

	Q18. In which department do you work												Total
	City Attorney'-s Office	City Court	City Manager's Office	Communi-ty Develop-ment	Communi-ty Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	
<u>Q7-1. My co-workers treat me with respect</u>													
Strongly agree	14.3%	55.6%	44.4%	29.8%	43.1%	65.8%	57.6%	30.3%	35.8%	37.2%	60.0%	27.9%	39.2%
Agree	85.7%	33.3%	38.9%	55.3%	47.7%	28.9%	33.3%	46.8%	53.0%	42.5%	33.3%	41.2%	46.2%
Neutral	0.0%	11.1%	11.1%	8.5%	5.5%	2.6%	3.0%	14.7%	7.8%	10.6%	0.0%	20.6%	9.0%
Disagree	0.0%	0.0%	5.6%	0.0%	3.7%	1.3%	6.1%	4.6%	2.4%	7.1%	6.7%	10.3%	4.0%
Strongly disagree	0.0%	0.0%	0.0%	6.4%	0.0%	1.3%	0.0%	3.7%	1.0%	2.7%	0.0%	0.0%	1.6%
<u>Q7-2. Conflict between co-workers is resolved effectively</u>													
Strongly agree	20.0%	25.0%	25.0%	26.7%	23.6%	56.0%	37.5%	19.4%	19.2%	13.6%	53.3%	17.5%	24.0%
Agree	20.0%	50.0%	25.0%	40.0%	33.0%	30.7%	31.3%	26.5%	48.4%	35.5%	20.0%	28.6%	37.2%
Neutral	40.0%	12.5%	25.0%	13.3%	19.8%	8.0%	9.4%	26.5%	17.1%	27.3%	6.7%	27.0%	19.3%
Disagree	0.0%	0.0%	18.8%	11.1%	18.9%	2.7%	18.8%	14.3%	9.8%	18.2%	13.3%	19.0%	13.0%
Strongly disagree	20.0%	12.5%	6.3%	8.9%	4.7%	2.7%	3.1%	13.3%	5.6%	5.5%	6.7%	7.9%	6.5%
<u>Q7-3. Overall, I am very satisfied with quality of peer relationships among City employee</u>													
Strongly agree	14.3%	33.3%	38.9%	22.9%	33.0%	63.2%	51.5%	20.8%	26.9%	25.7%	60.0%	23.5%	31.0%
Agree	57.1%	55.6%	33.3%	47.9%	39.6%	31.6%	36.4%	41.5%	53.1%	47.8%	13.3%	35.3%	44.3%
Neutral	28.6%	0.0%	22.2%	18.8%	19.8%	2.6%	3.0%	21.7%	14.6%	16.8%	13.3%	29.4%	16.3%
Disagree	0.0%	11.1%	5.6%	4.2%	7.5%	1.3%	9.1%	11.3%	3.7%	6.2%	6.7%	10.3%	6.0%
Strongly disagree	0.0%	0.0%	0.0%	6.3%	0.0%	1.3%	0.0%	4.7%	1.7%	3.5%	6.7%	1.5%	2.2%

Q8. Are you aware of the Council priorities and the City's Strategic Plan (Planning Process)? (without "not provided")

N=942

	Q18. In which department do you work												Total
	City Attorney'-s Office	City Court	City Manager's Office	Communi-ty Develop-ment	Communi-ty Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	

Q8. Are you aware of Council priorities & City's Strategic Plan (Planning Process)

Yes	83.3%	55.6%	94.4%	85.4%	67.6%	81.3%	64.7%	74.5%	44.8%	71.6%	80.0%	68.8%	64.3%
No	16.7%	44.4%	5.6%	14.6%	32.4%	18.7%	35.3%	25.5%	55.2%	28.4%	20.0%	31.3%	35.7%

Q9. Are you proud to work for the City of Tempe? (without "don't know")

N=942

	Q18. In which department do you work												Total
	City Attorney'-s Office	City Court	City Manager's Office	Communi-ty Develop-ment	Communi-ty Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	

Q9. Are you proud to work for City of Tempe

Yes	100.0%	100.0%	100.0%	90.0%	90.8%	98.7%	96.9%	92.9%	98.9%	94.6%	100.0%	83.3%	95.2%
No	0.0%	0.0%	0.0%	10.0%	9.2%	1.3%	3.1%	7.1%	1.1%	5.4%	0.0%	16.7%	4.8%

Q10. Overall, how satisfied are you with your current job? (without "don't know")

N=942

	Q18. In which department do you work												Total
	City Attorney'-s Office	City Court	City Manager's Office	Communi-ty Develop-ment	Communi-ty Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	

Q10. Overall, how satisfied are you with your current job

Very satisfied	42.9%	12.5%	44.4%	27.7%	32.1%	64.5%	34.4%	24.3%	39.6%	29.6%	33.3%	21.9%	35.4%
Satisfied	57.1%	75.0%	38.9%	53.2%	40.6%	30.3%	59.4%	54.2%	53.9%	47.2%	46.7%	59.4%	49.8%
Dissatisfied	0.0%	12.5%	16.7%	19.1%	17.9%	2.6%	0.0%	13.1%	5.1%	14.8%	20.0%	9.4%	10.0%
Very dissatisfied	0.0%	0.0%	0.0%	0.0%	9.4%	2.6%	6.3%	8.4%	1.4%	8.3%	0.0%	9.4%	4.8%

Q11. How has the quality of the environment in your work area changed since you started working for the City of Tempe? (without "don't know")

N=942

	Q18. In which department do you work												Total
	City Attorney'-s Office	City Court	City Manager's Office	Communi-ty Develop-ment	Communi-ty Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	

Q11. How has quality of environment in your work area changed since you started working for City of Tempe

Much better	0.0%	12.5%	18.8%	27.1%	15.2%	34.7%	23.3%	11.3%	25.2%	17.4%	20.0%	7.8%	20.4%
Somewhat better	28.6%	12.5%	12.5%	14.6%	22.9%	14.7%	33.3%	30.2%	32.7%	22.9%	46.7%	25.0%	26.6%
Stayed the same	57.1%	25.0%	37.5%	29.2%	22.9%	37.3%	30.0%	27.4%	28.2%	18.3%	6.7%	18.8%	26.5%
Somewhat worse	0.0%	25.0%	25.0%	20.8%	20.0%	9.3%	10.0%	16.0%	8.5%	21.1%	20.0%	26.6%	15.1%
Much worse	14.3%	25.0%	6.3%	8.3%	19.0%	4.0%	3.3%	15.1%	5.4%	20.2%	6.7%	21.9%	11.5%

Q12. Would you recommend the City of Tempe as a place to work, to a friend or relative? (without "don't know")

N=942

	Q18. In which department do you work												Total
	City Attorney'-s Office	City Court	City Manager's Office	Communi-ty Develop-ment	Communi-ty Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	

Q12. Would you recommend City of Tempe as a place to work, to a friend or relative

Yes	100.0%	83.3%	94.1%	90.0%	86.3%	97.3%	96.8%	82.5%	97.8%	83.0%	85.7%	77.4%	90.8%
No	0.0%	16.7%	5.9%	10.0%	13.8%	2.7%	3.2%	17.5%	2.2%	17.0%	14.3%	22.6%	9.2%

Q13. Does the City's working environment and leadership encourage you to go above and beyond the minimum effort that is required for your job? (without "don't know")

N=942

	Q18. In which department do you work												Total
	City Attorney'-s Office	City Court	City Manager's Office	Communi-ty Develop-ment	Communi-ty Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	

Q13. Does City's working environment & leadership encourage you to go above & beyond minimum effort that is required for your job

Yes	66.7%	42.9%	64.3%	54.3%	55.8%	85.1%	85.2%	51.0%	70.7%	58.2%	71.4%	44.1%	63.6%
No	33.3%	57.1%	35.7%	45.7%	44.2%	14.9%	14.8%	49.0%	29.3%	41.8%	28.6%	55.9%	36.4%

Q14. I would like to finish my public service career with the City of Tempe. (without "don't know")

N=942

	Q18. In which department do you work												Total
	City Attorney'-s Office	City Court	City Manager's Office	Communi-ty Develop-ment	Communi-ty Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	

Q14. I would like to finish my public service career with City of Tempe

Yes	100.0%	100.0%	94.1%	91.9%	78.5%	95.9%	100.0%	91.1%	98.5%	92.4%	90.9%	92.0%	93.9%
No	0.0%	0.0%	5.9%	8.1%	21.5%	4.1%	0.0%	8.9%	1.5%	7.6%	9.1%	8.0%	6.1%

Q15. I have applied for a new position within the City of Tempe in the past two years. (without "not provided")

N=942

	Q18. In which department do you work												Total
	City Attorney'-s Office	City Court	City Manager's Office	Communi-ty Develop-ment	Communi-ty Services	Fire Medical Rescue Depart...	Human Services	Internal Services	Police	Public Works	Municipal Budget Office, City Cle...	None chosen	

Q15. I have applied for a new position within City of Tempe in past two years

Yes	14.3%	55.6%	27.8%	38.3%	33.6%	26.7%	28.1%	38.0%	30.5%	53.6%	35.7%	34.4%	35.1%
No	85.7%	44.4%	72.2%	61.7%	66.4%	73.3%	71.9%	62.0%	69.5%	46.4%	64.3%	65.6%	64.9%

Section 6

Survey Instrument



2018 City of Tempe Employee Survey

Please take a few minutes to complete this important survey. Your input will be used to help identify ways to improve the City's work environment for city employees.

Your responses will remain completely confidential. No personal identifying information will be shared with any City staff. The raw survey database will not be available to the City of Tempe or anyone other than the project management team from ETC Institute. ETC Institute will not release any data tabulations or databases in any format which could reveal the identity of individual respondents.

The City reserves the right, in its sole discretion, to redact and/or withhold from publication any defamatory, slanderous, or indecorous remarks against an individual, and any comments that may constitute a personal attack on a city employee, officer, agent, contractor, resident or member of the public. This section is reserved for comments concerning City of Tempe policies, procedures, operations, facilities, and to provide opportunities for expansion on questions included in this Survey.

Para solicitar esta encuesta en español, llame al 1-844-811-0411.

1. **Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree", please rate your level of agreement with each of the following statements.**

Professional Development/Career Mobility		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
1.	I receive training to do my job effectively	5	4	3	2	1	9
2.	There is someone at work who encourages my career development	5	4	3	2	1	9
3.	I have been mentored at work	5	4	3	2	1	9
4.	I have received fair consideration for advancement and promotion, when available, within the City of Tempe	5	4	3	2	1	9
5.	I am aware of the City's educational partnerships, Tempe Professional Development Network, The Mentoring Program, and other programs related to professional development and career mobility	5	4	3	2	1	9
6.	The City's programs related to professional development and career mobility, such as educational partnerships, Tempe Professional Development Network, etc., are useful to me	5	4	3	2	1	9
7.	Overall, I am satisfied with the professional development opportunities that are available to me at the City	5	4	3	2	1	9

- 1a. **[Optional] How could the City improve professional development/career mobility for employees?**
-

2. **The following adequately support my work-related needs:**

Organizational Support		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
1.	City Manager's Office	5	4	3	2	1	9
2.	Strategic Management and Diversity	5	4	3	2	1	9
3.	Human Resources	5	4	3	2	1	9
4.	Information Technology	5	4	3	2	1	9
5.	Risk Management/Worker's Compensation	5	4	3	2	1	9

3. **The following programs/services adequately support my needs:**

1.	The wellness program	5	4	3	2	1	9
2.	City mediation services	5	4	3	2	1	9
3.	The Safe Haven process	5	4	3	2	1	9
4.	Tempe Employee View/Internal Audit reporting program	5	4	3	2	1	9
5.	The Director/Chief and Deputy Directors/Assistant Chiefs in my department are demonstrating and communicating the same values that are expected of me	5	4	3	2	1	9
6.	My physical work environment (building) is safe, clean and maintained in good operating order	5	4	3	2	1	9
7.	The City supports those with a disability	5	4	3	2	1	9
8.	Overall, I am satisfied with the support that is provided to employees by the City of Tempe	5	4	3	2	1	9

3a. [Optional] How could the City improve organizational support for employees?

4. Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree", please rate your level of agreement with each of the following statements.

Supervision/Working Environment		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
1.	My immediate supervisor treats me with respect	5	4	3	2	1	9
2.	I know what is expected of me at work	5	4	3	2	1	9
3.	I have the materials and equipment I need to do my job effectively	5	4	3	2	1	9
4.	I am comfortable expressing my opinions about work related issues to my immediate supervisor	5	4	3	2	1	9
5.	I believe my opinions matter at work	5	4	3	2	1	9
6.	My work is appreciated by my immediate supervisor	5	4	3	2	1	9
7.	My immediate supervisor gives me clear expectations for work assignments	5	4	3	2	1	9
8.	My immediate supervisor makes good use of my time	5	4	3	2	1	9
9.	I receive constructive feedback on my job performance from my immediate supervisor	5	4	3	2	1	9
10.	The work I perform is evaluated fairly	5	4	3	2	1	9
11.	My immediate supervisor knows my career/job goals	5	4	3	2	1	9
12.	My immediate supervisor supports me in achieving my career/job goals	5	4	3	2	1	9
13.	Within the last 30 days I have received feedback on my job performance from my supervisor	5	4	3	2	1	9
14.	When I request training, my supervisor is open to working with me to ensure I can attend	5	4	3	2	1	9
15.	The Director/Chief and Deputy Directors/Assistant Chiefs in my department listen to me	5	4	3	2	1	9
16.	I believe the Director/Chief and Deputy Directors/Assistant Chiefs in my department support decisions made by my supervisor	5	4	3	2	1	9
17.	As a supervisor, I am supported when addressing staff issues (If applicable)	5	4	3	2	1	9
18.	Conflict in my work area is resolved effectively	5	4	3	2	1	9
19.	I believe assignments in my department are distributed fairly	5	4	3	2	1	9
20.	I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit	5	4	3	2	1	9
21.	I believe poor job performance is dealt with effectively by managers/supervisors in my work unit	5	4	3	2	1	9
22.	As a supervisor, I have been given the training, tools, and resources to lead my work unit	5	4	3	2	1	9
23.	I feel safe and comfortable in my work unit	5	4	3	2	1	9
24.	I am able to discuss physical and emotional safety with my supervisor	5	4	3	2	1	9
25.	My immediate supervisor has the tools to deal with conflict	5	4	3	2	1	9
26.	Overall, I am satisfied with the working environment in my department	5	4	3	2	1	9

4a. [Optional] How could the City improve supervision and/or the work environment for employees?

5. Please rate your level of agreement with each of the following statements concerning compensation and benefits.

1.	The City's health care plan meets my needs	5	4	3	2	1	9
2.	The amount that I pay for health care benefits is reasonable	5	4	3	2	1	9
3.	The City does a good job of informing me about my benefits	5	4	3	2	1	9
4.	The amount of leave that I receive each year meets my needs	5	4	3	2	1	9
5.	The amount I am paid is fair for the work I do	5	4	3	2	1	9
6.	I am satisfied with the City's deferred compensation benefits	5	4	3	2	1	9
7.	Overall, I am reasonably compensated in pay and benefits for the work I do	5	4	3	2	1	9

5a. [Optional] How could the City improve compensation and benefits for employees?

6. Using a scale of 5 to 1, where 5 means "Strongly Agree" and 1 means "Strongly Disagree", please rate your level of agreement with each of the following statements.

Employee Engagement		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
1.	I receive information that affects my work in a timely manner from my immediate supervisor	5	4	3	2	1	9
2.	I can express my opinions about work related issues to my department Director/Chief and Deputy Directors/Assistant Chiefs	5	4	3	2	1	9
3.	Generally, communication between work units/divisions INSIDE my department is good	5	4	3	2	1	9
4.	Generally, communication between my work unit/division and work units/divisions OUTSIDE my department is good	5	4	3	2	1	9
5.	With respect to my job, communication between departments is good	5	4	3	2	1	9
6.	I have adequate input on decisions affecting my work	5	4	3	2	1	9
7.	The Director/Chief and Deputy Directors/Assistant Chiefs in my department use input from employees to make decisions	5	4	3	2	1	9
8.	I am encouraged to be innovative and come up with better ways to do things at work	5	4	3	2	1	9
9.	Employees in my department are highly motivated about accomplishing our goals	5	4	3	2	1	9
10.	Employees in my department take personal accountability for their actions and work performance	5	4	3	2	1	9
11.	Overall, I am satisfied with the level of employee engagement in my department	5	4	3	2	1	9
12.	I am aware of the City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)	5	4	3	2	1	9
13.	I feel the City practices these values	5	4	3	2	1	9

6a. [Optional] How could the City improve employee engagement for employees?

7. Please rate your level of agreement with each of the following statements concerning peer relationships.

1.	My co-workers treat me with respect	5	4	3	2	1	9
2.	Conflict between co-workers is resolved effectively	5	4	3	2	1	9
3.	Overall, I am very satisfied with the quality of peer relationships among City employees	5	4	3	2	1	9

7a. [Optional] How could the City improve peer relationships among employees?

8. Are you aware of the Council priorities and the City's Strategic Plan (Planning Process)?

___(1) Yes ___(2) No

9. Are you proud to work for the City of Tempe? ___(1) Yes ___(2) No ___(9) Don't know

10. Overall, how satisfied are you with your current job?

___(1) Very satisfied ___(2) Satisfied ___(3) Dissatisfied ___(4) Very dissatisfied ___(9) Don't know

11. How has the quality of the environment in your work area changed since you started working for the City of Tempe?

___(1) Much better ___(3) Stayed the same ___(5) Much worse
 ___(2) Somewhat better ___(4) Somewhat worse ___(9) Don't know

12. **Would you recommend the City of Tempe as a place to work, to a friend or relative?**
 (1) Yes (2) No (9) Don't know
13. **Does the City's working environment and leadership encourage you to go above and beyond the minimum effort that is required for your job?**
 (1) Yes (2) No (9) Don't know
14. **I would like to finish my public service career with the City of Tempe.**
 (1) Yes (2) No (9) Don't know
15. **I have applied for a new position within the City of Tempe in the past two years.**
 (1) Yes (2) No

Demographics

The following information will help the City better understand the results for different employee groups within the City. ETC Institute will not report results at a level at which individuals can be identified.

16. **What gender do you identify with?**
 (1) Male (2) Female (3) Non-Conforming (4) Prefer not to answer
17. **What do you feel best describes your race? [Check all that apply.]**
 (1) White/Anglo (4) Native American/Alaskan Native (7) Prefer not to answer
 (2) Black/African American (5) Hispanic/Latino
 (3) Asian/Pacific Islander (6) Other: _____
18. **In which department do you work?**
 (1) City Attorney's Office (6) Fire Medical Rescue Department (11) Municipal Budget Office,
 (2) City Court (7) Human Services City Clerk's Office, Office
 (3) City Manager's Office (8) Internal Services of Strategic Management
 (4) Community Development (9) Police and Diversity, or Internal
 (5) Community Services (10) Public Works Audit
19. **Which job type BEST describes your position?**
 (1) Director/Chief or Deputy (2) Manager (3) Supervisor (4) Non-Supervisor
 Director/Assistant Chief
20. **How many years have you worked with the City?**
 (1) 1-10 years (2) 11-20 years (3) 21-30 years (4) 31+ years
21. **What is your employment status?**
 (1) Full-time permanent (3) Full-time temporary (5) Contract employee
 (2) Part-time permanent (4) Part-time temporary (6) Volunteer
22. **If you have any other comments/recommendations that would improve City operations, please write them in the space below.**
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If you would like a response to your specific concerns, please contact:

Tempe Employee View/Internal Audit Reporting: <http://team.tempe.gov/teams/ev/SitePages/Home.aspx>

Safe Haven: ginny_belousek@tempe.gov or (480) 350-8979

Human Resources: jon_oconnor@tempe.gov or (480) 350-8423

This concludes the survey – Thank you for your time!