

# City of Tempe Employee Survey

*...helping organizations make better decisions since 1982*

Findings  
Report

**Submitted to the City of Tempe by:**

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# City of Tempe 2016 Employee Survey

## Executive Summary

### Purpose and Methodology

ETC Institute administered an employee survey for the City of Tempe during the summer of 2016. This is the first employee survey ETC Institute has administered for the City of Tempe. The survey was designed to objectively assess a number of important areas at the City and to gather input from employees about issues in 6 major areas:

- Professional Development and Career Mobility
- Organizational 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 1177 of 1544 employees completed the survey, this provided a response rate of 76% which far exceeded the City's goal of 50%. The overall results have a 95% level of confidence with a precision of at least 1.39%. The table to the right shows the number of responses by department.

Response Rate By Department	
Department	Response Rate
Internal Audit	100%
Community Services	97%
Community Development	88%
Office of Strategic Management & Diversity	83%
Fire Medical Rescue Department	77%
Human Services	77%
City Attorney's Office	65%
Internal Services	64%
City Court	64%
City Clerk's Office	60%
Police	60%
Public Works	58%
City Manager's Office	57%
Municipal Budget Office	50%
Overall	76%

**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 (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)
- Correlation Analysis (Section 3)
- Tabular data for all survey questions (Section 4)
- Copy of the survey instrument (Section 5)
- Two appendices were created to supplement this report
  - Appendix A: Cross Tabular Data by Department
  - Appendix B: Comments

## 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 figure coincides with how satisfied employees are with their current job, 86% of employees surveyed indicated they were either “very satisfied” (38%) or “satisfied” (48%) with their current job.

### Quality of Work Environment

Forty-six percent (46%) of employees surveyed indicated the quality of the work environment in their department was “much better” (20%) or “somewhat better” (26%) since they started working for the City. Nearly a quarter (23%) indicated the work environment had “stayed the same” since they started working for the City, and only 31% 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.** Eighty-two percent (82%) 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; 6% disagreed (2/1), and 13% gave a

neutral rating. Other statements employees were most in agreement with include: I receive training to do my job effectively (70%), there is someone at work who encourages my development (61%), and overall, I am satisfied with the professional development opportunities (55%).

- **Organizational Support (Departments).** Sixty-four percent (64%) 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; 12% disagreed (2/1), and 23% gave a neutral rating. Other departments most employees indicated adequately support their work-related needs include: Human Resources (57%), and Risk Management/Worker’s Compensation (50%).
- **Organizational Support (Programs/Services).** Fifty-six percent (56%) of the employees surveyed, *who had an opinion*, agreed (ratings of 4 or 5 on a 5-point scale) that The Wellness program adequately supported their work related needs; 17% disagreed (2/1), and 27% gave a neutral rating.
- **Supervision and Working Environment.** Eighty-five (85%) 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 (82%), when I request training, my supervisor is open to working with me to ensure I could attend (76%), I have materials and equipment needed to do my job (76%), I feel safe and comfortable in my work unit (76%), my work is appreciated by my immediate supervisor (75%), and I am comfortable expressing my opinions about work (73%).
- **Compensation and Benefits.** 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 amount of leave they receive each year meets their needs; 12% disagreed (2/1), and 14% gave a neutral rating. Other statements employees were most in agreement with include: the City does a good job informing me about my benefits (71%), and I am satisfied with the City’s deferred compensation and benefits (69%).
- **Employee Engagement.** Sixty-nine percent (69%) of the employees surveyed, *who had an opinion*, agreed (ratings of 4 or 5 on a 5-point scale) that they receive information that affects their work in a timely manner from their immediate supervisor; 17% disagreed (2/1), and 14% gave a neutral rating. Other statements employees were most in agreement with include: I can express my opinions about work related issues to my department management team (60%), and I am encouraged to be innovative and come up with better ways to do things at work (57%).

- **Peer Relationships.** Eighty-six percent (86%) 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; 4% disagreed (2/1), and 9% gave a neutral rating.

## 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 among employees. ETC Institute performed a Gap Analysis on all 63 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 63 statements the top 10 gaps were found in the following statements:

- Overall, I am satisfied with the working environment in my department
- I believe my opinions seem to count
- I believe exceptional job performance is recognized appropriately by manager/supervisors in my work unit
- Senior leadership in my department is demonstrating and communicating the same values that are expected of me
- Senior managers in my department use input from employees to make decisions
- I believe assignments in my department are distributed fairly
- Senior managers in my department listen to me
- Overall, I am satisfied with the level of employee engagement in my Department
- Conflict in my work area is resolved effectively
- I have received fair consideration for advancement and promotion, when available, with the City of Tempe

The focus of most of these items is with senior leadership and organizational support. 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.

**Correlation Analysis.** Correlation analysis was conducted to assess the relationship between the overall satisfaction rating with factors that influence overall satisfaction. For example, employees were asked to rate how strongly they agreed with the statement, “Overall, I am satisfied with the professional development opportunities that are available to me at the City”. The correlation analysis assessed the correlation between each of the ancillary statements within the category of professional development with the overall satisfaction of employees to determine which of the professional development factors had the most impact on the employees overall rating of professional development.

The two items that were most strongly correlated with an employee’s overall satisfaction with each of the major areas that were assessed on the survey are listed below. Since these items were strongly correlated with employee satisfaction on the survey, improvements in these areas are likely to have a positive impact on employee satisfaction in the future.

- **Area: Supervision and Working Environment:**
  - Ensuring supervisors have the tools to deal with conflict
  - Resolving conflict in work areas effectively
  
- **Area: Professional Development and Career Mobility:**
  - Ensuring the City’s professional development programs are useful
  - Giving employees fair consideration for advancement and promotion
  
- **Area: Organizational Support:**
  - Ensuring senior leadership in an employee’s department demonstrate and communicate the same values that are expected of the employee
  - Ensuring Human Resources supports the needs of employees
  
- **Area: Compensation and Benefits:**
  - Ensuring that employees are paid adequately for the work they do
  - Ensuring the City’s deferred compensation benefits meets the expectations of employees
  
- **Area: Employee Engagement:**
  - Encouraging employees to be innovative and come up with better ways to do things at work
  - Ensuring communication between work units that are not in the same department is good

## Plan of Action

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

- City leaders should openly share the survey results with employees. There should not be any penalties or repercussions from the survey.
- The City should engage employees in the process of developing strategies to address the “Recommendations” that are listed in this report.
- Department managers should review the overall results and develop strategies to address the issues that are most important to employees. A majority of top 10 items from the Gap Analysis were directly related to supervisors and management.
- The City should hold managers and employees at all levels accountable for future performance by conducting another employee survey in 2018.



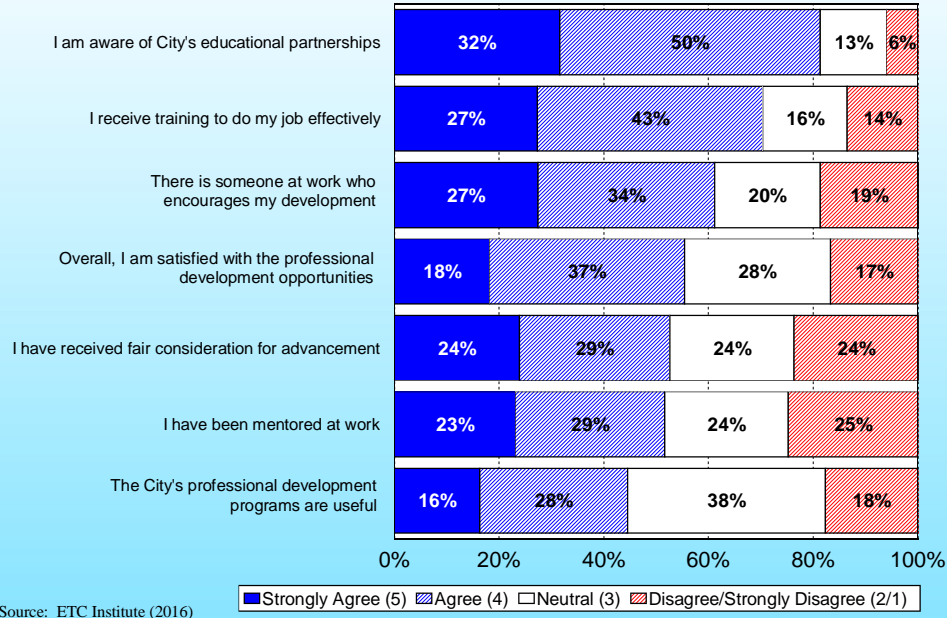
# Section 1

## *Charts and Graphs*

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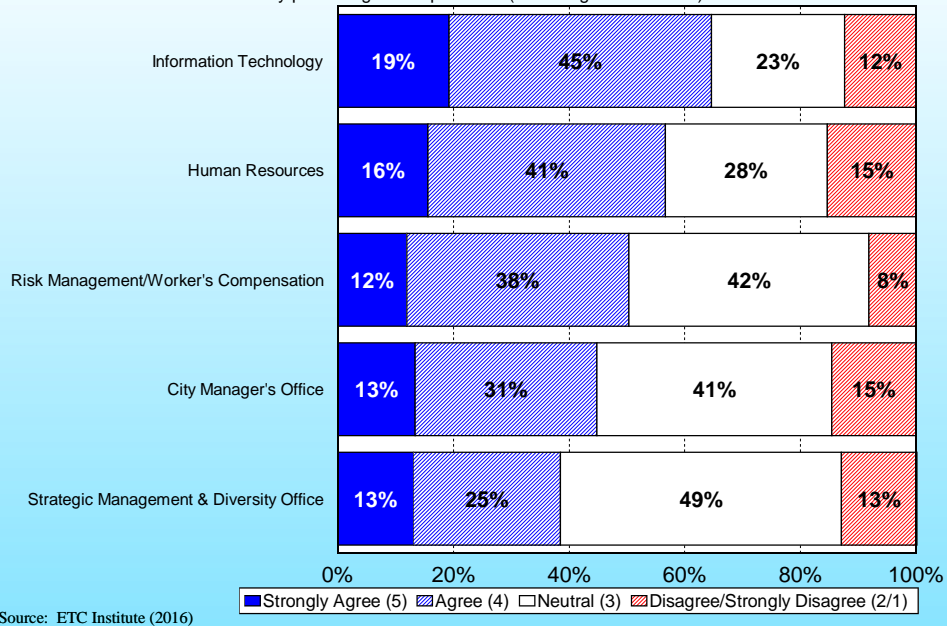
### Q1-7. Level of Agreement with Statements Regarding Professional Development/Career Mobility

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



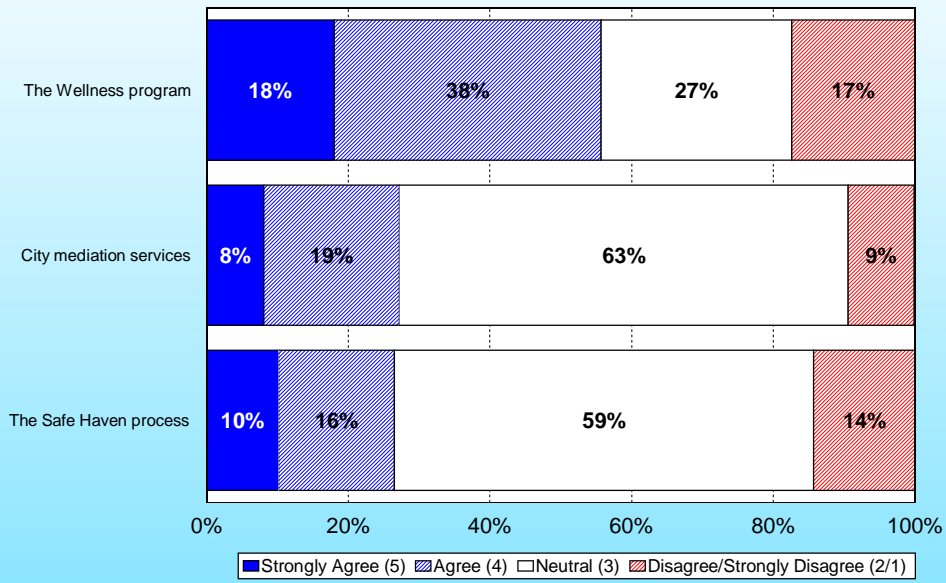
### Q9. Level of Agreement with How Adequately Various Departments Support Work-Related Needs

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



### Q10. Level of Agreement with How Adequately Various Programs/Services Support Work-Related Needs

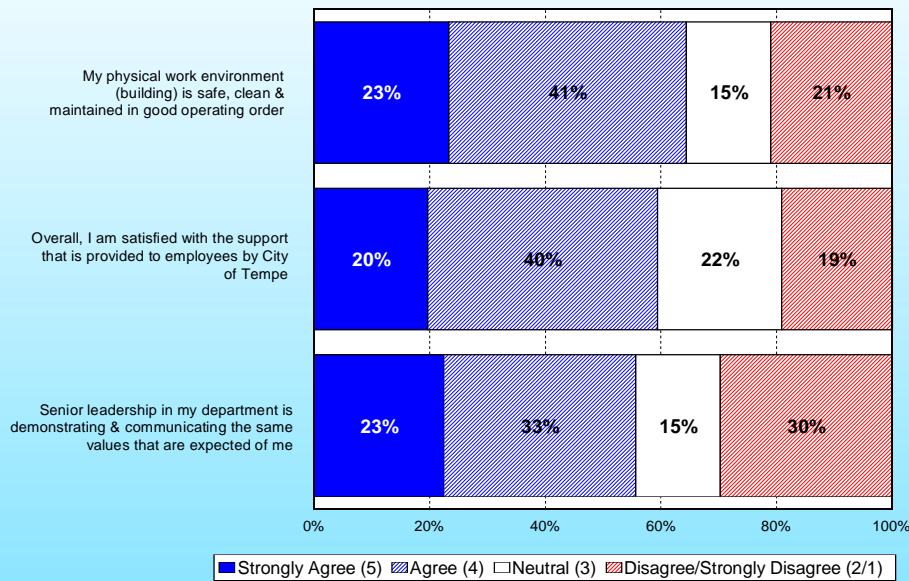
by percentage of respondents (excluding "Don't Know")



Source: ETC Institute (2016)

### Q11-13. Level of Agreement with Various Aspects of Organizational Support

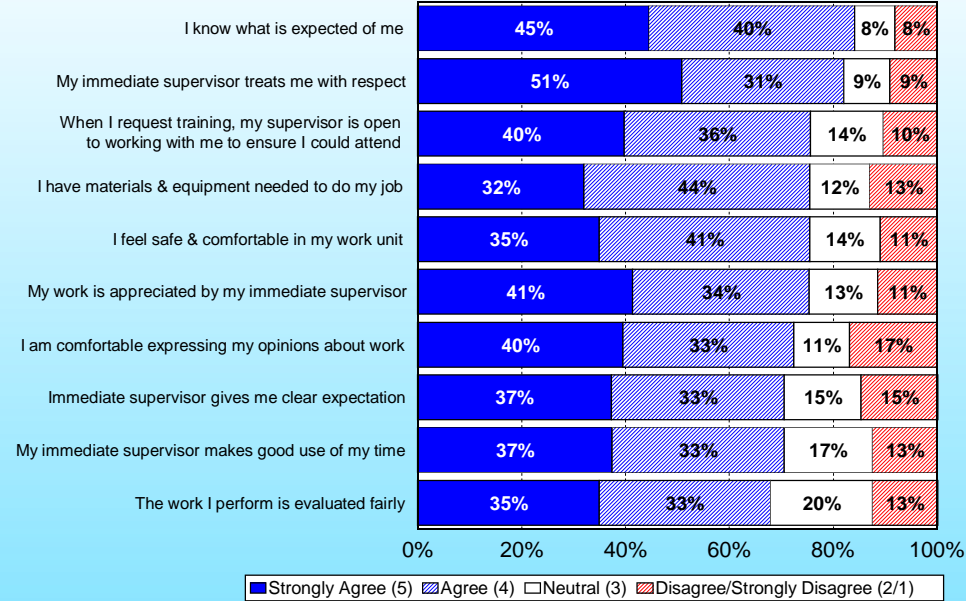
by percentage of respondents (excluding "Don't Know")



Source: ETC Institute (2016)

### Q15-39. Level of Agreement with Statements Regarding Supervision/Working Environment

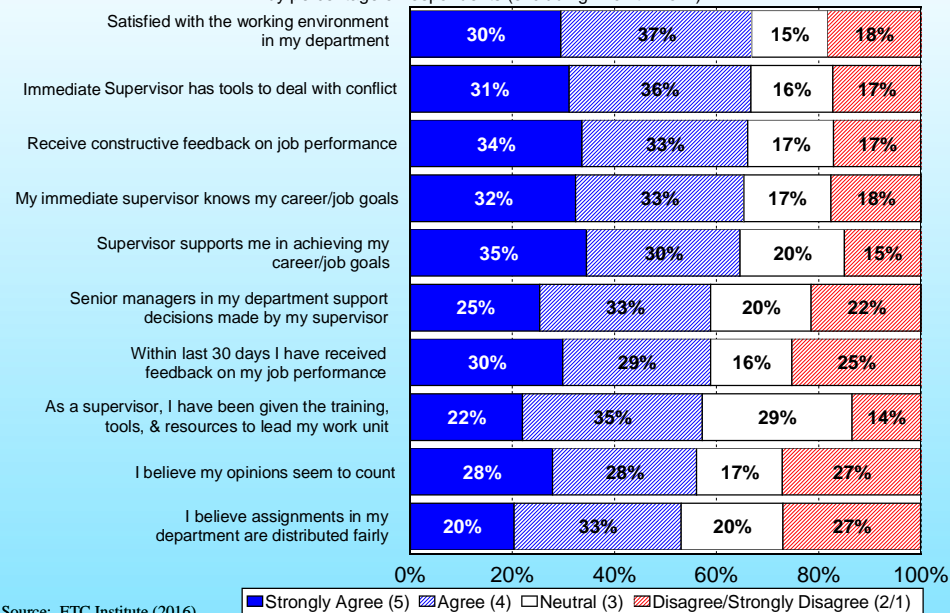
by percentage of respondents (excluding "Don't Know")



Source: ETC Institute (2016)

### Q15-39. Level of Agreement with Statements Regarding Supervision/Working Environment (Continued)

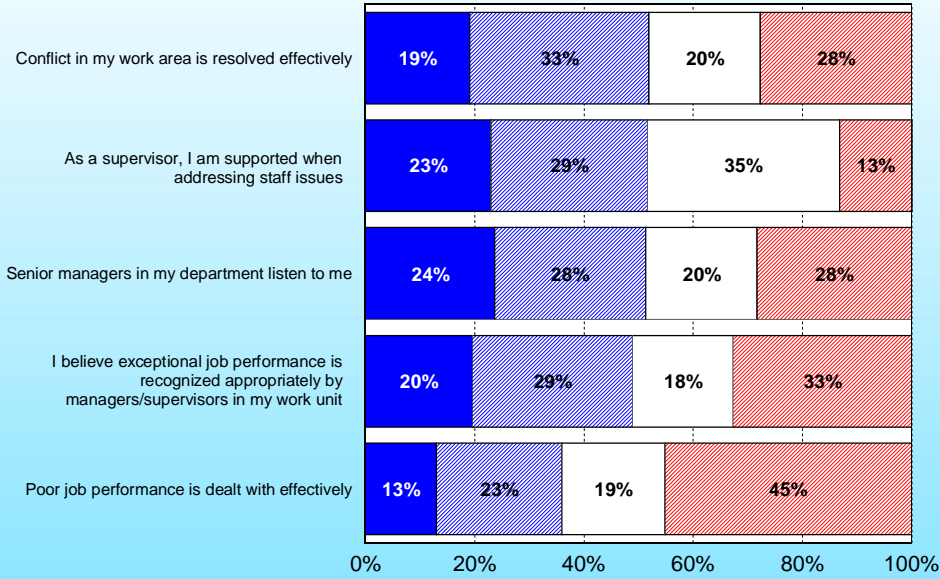
by percentage of respondents (excluding "Don't Know")



Source: ETC Institute (2016)

### Q15-39. Level of Agreement with Statements Regarding Supervision/Working Environment (Continued)

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

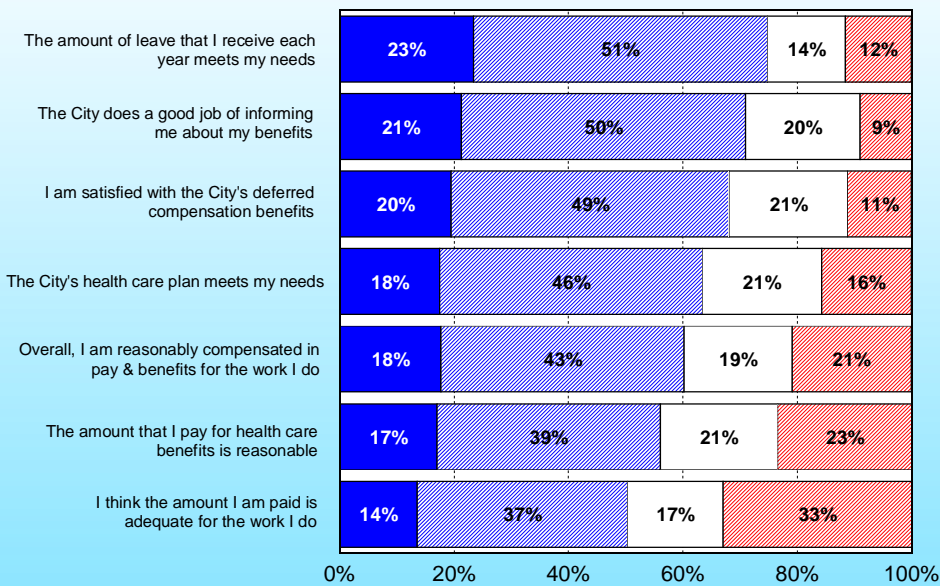


Source: ETC Institute (2016)

■ Strongly Agree (5) ■ Agree (4) □ Neutral (3) ■ Disagree/Strongly Disagree (2/1)

### Q41-47. Level of Agreement with Statements Regarding Compensation and Benefits

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

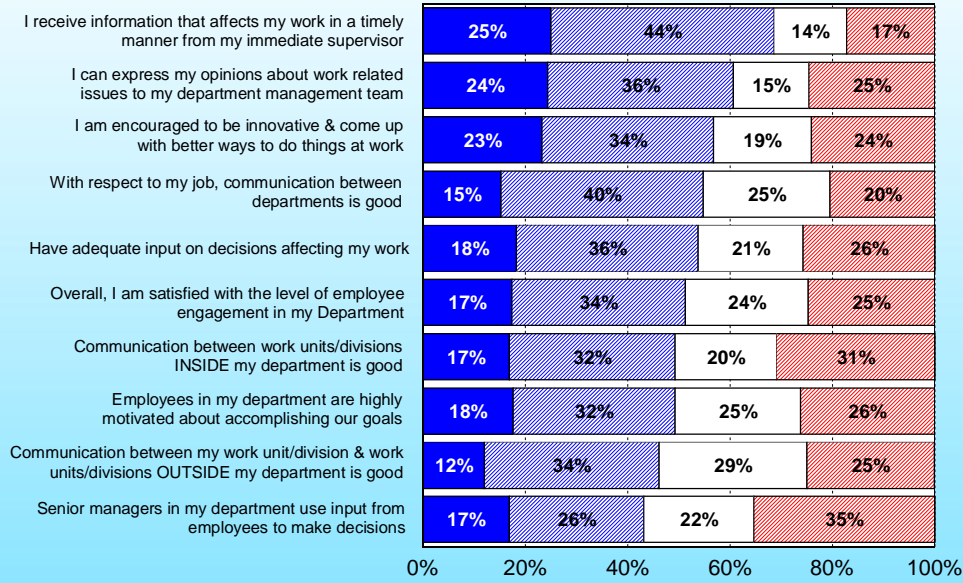


Source: ETC Institute (2016)

■ Strongly Agree (5) ■ Agree (4) □ Neutral (3) ■ Disagree/Strongly Disagree (2/1)

### Q49-58. Level of Agreement with Statements Regarding Employee Engagement

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

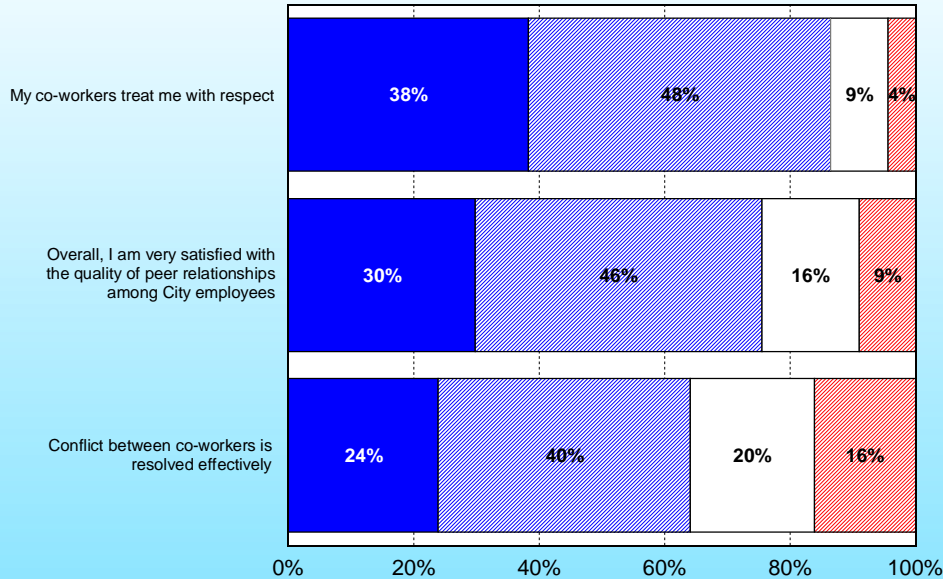


Source: ETC Institute (2016)

Legend: Strongly Agree (5) Agree (4) Neutral (3) Disagree/Strongly Disagree (2/1)

### Q60-62. Level of Agreement with Statements Regarding Peer Relationships

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

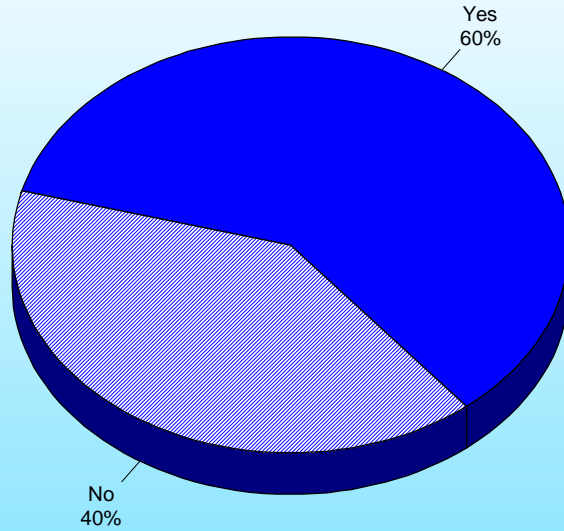


Source: ETC Institute (2016)

Legend: Strongly Agree (5) Agree (4) Neutral (3) Disagree/Strongly Disagree (2/1)

### Q64. Are You Aware of the Council Priorities and the City's Strategic Plan?

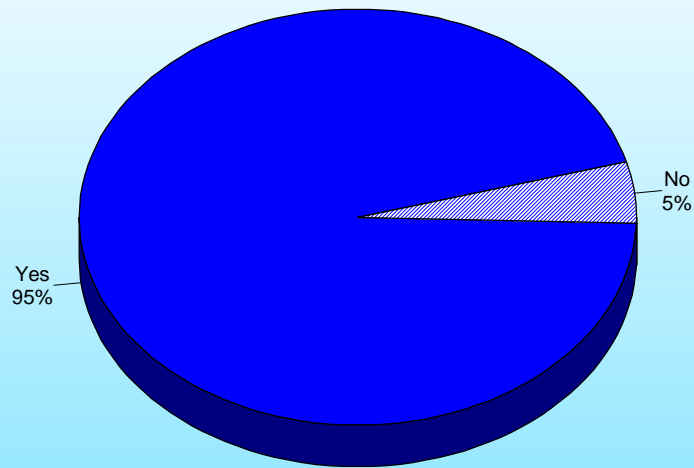
by percentage of respondents (Excluding "Don't Know")



Source: ETC Institute (2016)

### Q65. Are You Proud to Work for the City of Tempe?

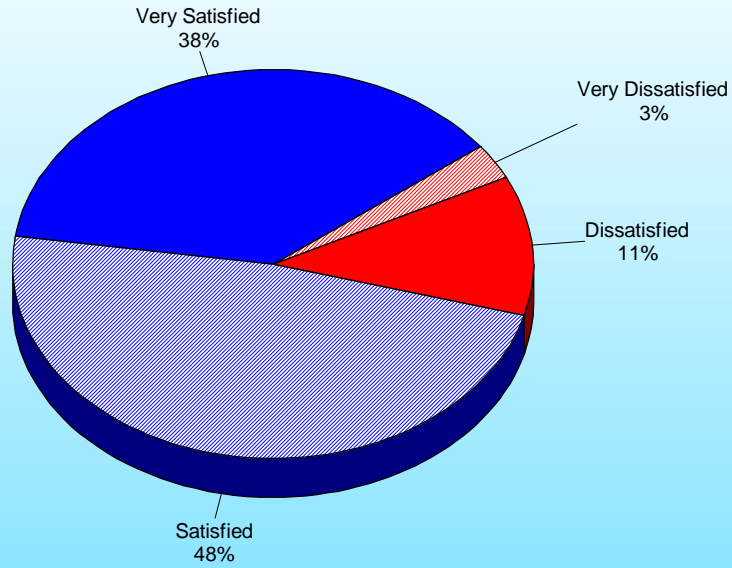
by percentage of respondents (Excluding "Don't Know")



Source: ETC Institute (2016)

### Q66. Overall, How Satisfied are you with your Current Job?

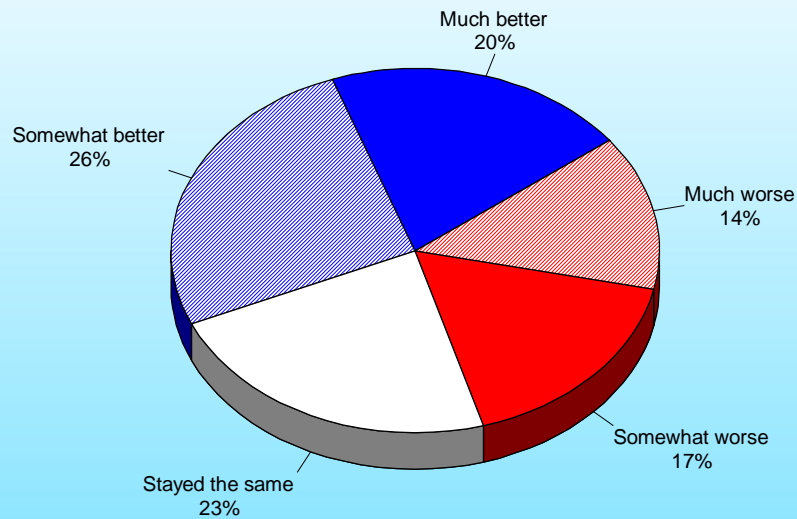
by percentage of respondents (Excluding "Don't Know")



Source: ETC Institute (2016)

### Q67. 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")

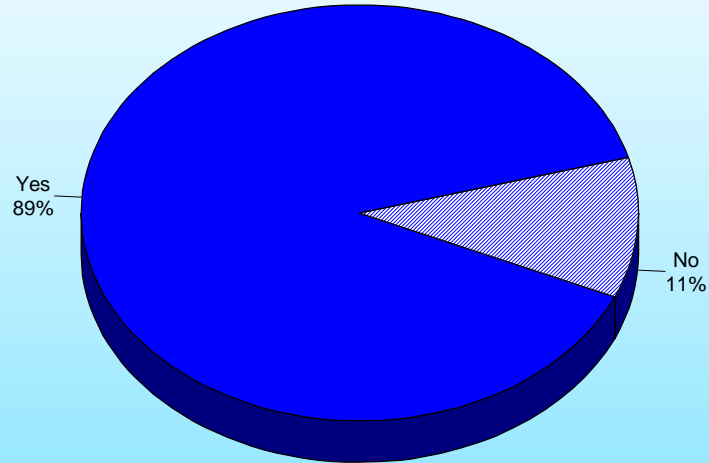


Source: ETC Institute (2016)



### Q68. Would you Recommend the City of Tempe as a Place to Work, to a Friend or Relative?

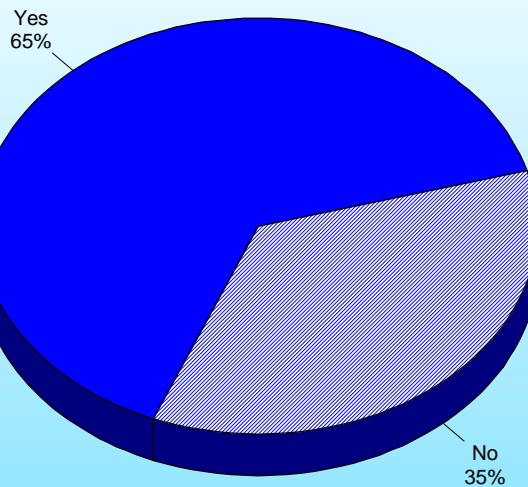
by percentage of respondents (Excluding "Don't Know")



Source: ETC Institute (2016)

### Q69. Does the City's Working Environment and Leadership Encourage you to go Above and Beyond the Minimum Effort that is Required for your Job?

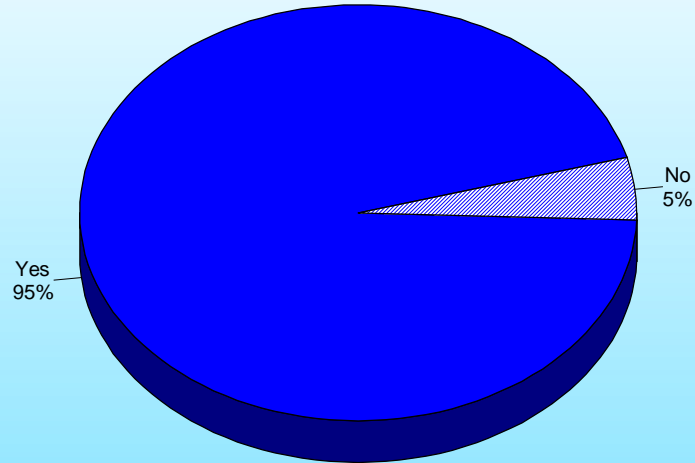
by percentage of respondents (Excluding "Don't Know")



Source: ETC Institute (2016)

### Q70. Would you Like to Finish your Career with the City of Tempe?

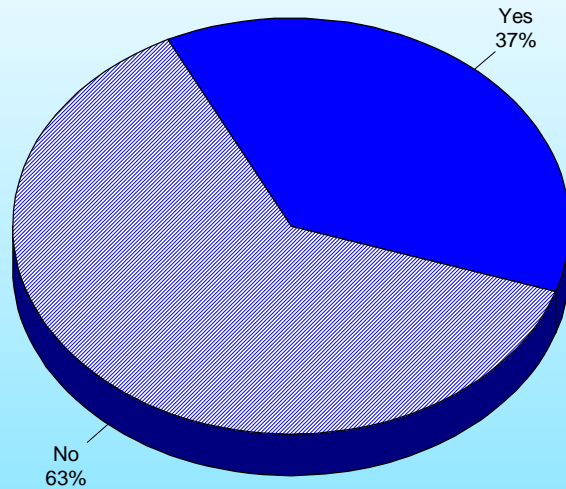
by percentage of respondents (Excluding "Don't Know")



Source: ETC Institute (2016)

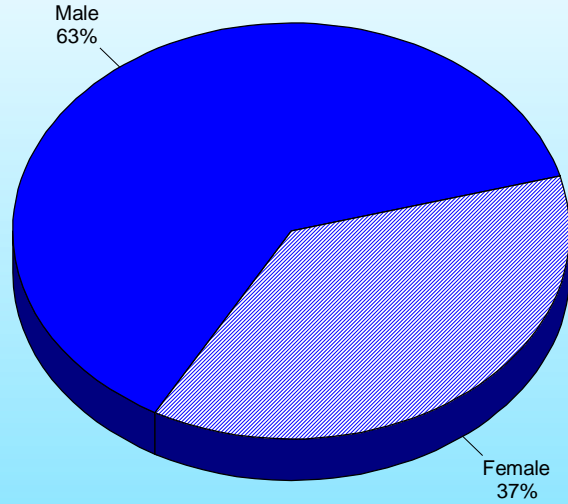
### Q71. Have you Applied for a New Position Within the City of Tempe in the Past Two Years?

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



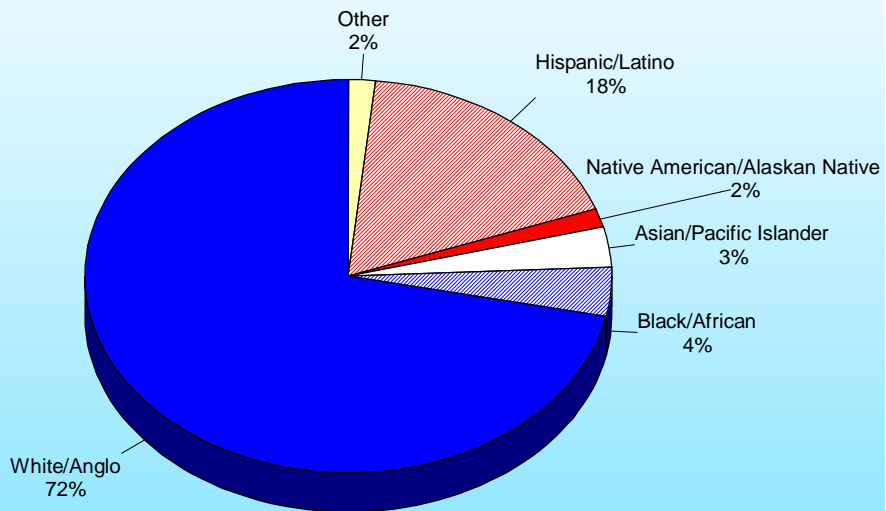
Source: ETC Institute (2016)

### Q72. What Gender do you Identify With? by percentage of respondents (Excluding "Not Provided")



Source: ETC Institute (2016)

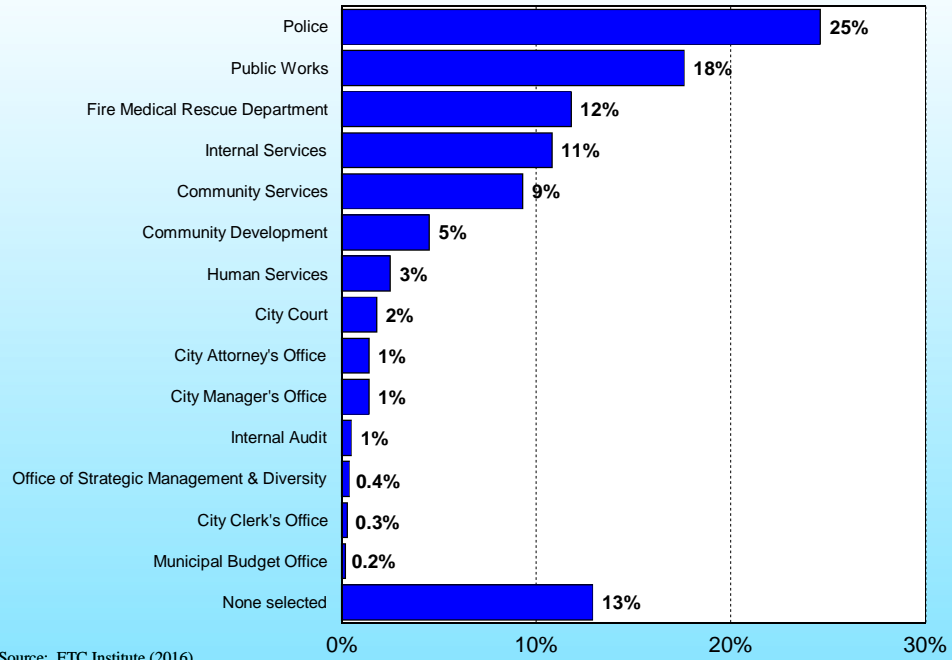
### Q73. What do you Feel Best Describes your Race? by percentage of respondents



Source: ETC Institute (2016)

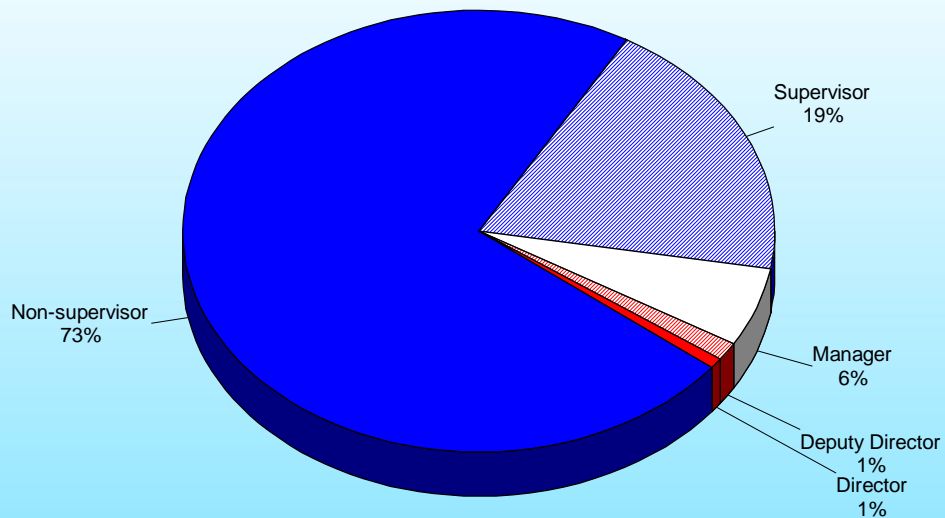
### Q74. In Which Department Do you Currently Work?

by percentage of respondents



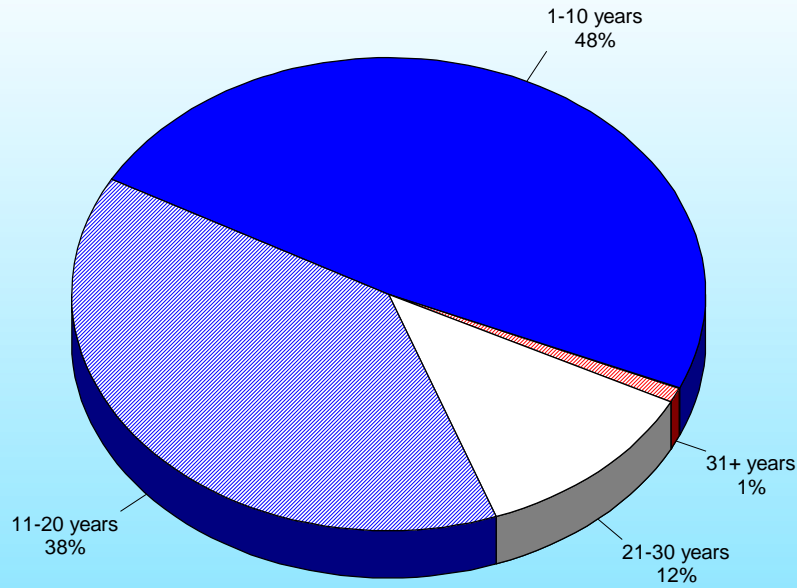
### Q75. Which Job Type Best Describes your Position?

by percentage of respondents (Excluding "Not Provided")



### Q76. How Many Years Have you Worked with the City?

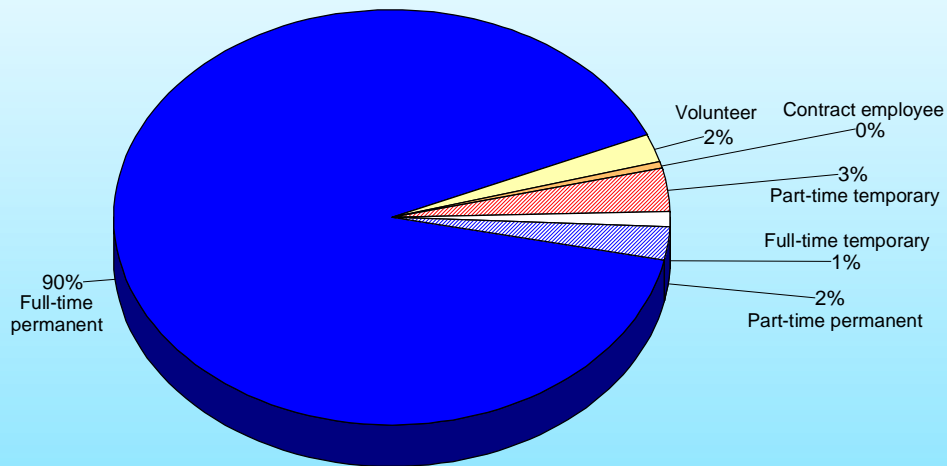
by percentage of respondents (Excluding "Not Provided")



Source: ETC Institute (2016)

### Q77. What is your Employment Status?

by percentage of respondents (Excluding "Not Provided")



Source: ETC Institute (2016)

## **Section 2**

# ***Gap Analysis***

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# Gap Analysis

## Tempe, Arizona

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### 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. Those Who Were Not Satisfied

Differences of more than 1.05 were statistically significant

Rank	Question	Mean Rating for Employees Who Were "Very Satisfied" Q66. Rating = 5	Mean Rating for Employees Who Were Not Satisfied Q87. Rating = 2-1	GAP	Category
1	Q39. Overall, I am satisfied with the working environment in my department	4.03	3.26	0.77	Professional Development/Career Mobility
2	Q19. I believe my opinions seem to count	3.76	2.99	0.77	Organizational Support
3	Q34. I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit	3.50	2.76	0.74	Organizational Support
4	Q11. Senior leadership in my department is demonstrating & communicating the same values that are expected of me	3.65	2.92	0.73	Organizational Support
5	Q55. Senior managers in my department use input from employees to make decisions	3.36	2.65	0.71	Organizational Support
6	Q33. I believe assignments in my department are distributed fairly	3.60	2.90	0.70	Organizational Support
7	Q29. Senior managers in my department listen to me	3.62	2.92	0.70	Organizational Support
8	Q58. Overall, I am satisfied with the level of employee engagement in my Department	3.63	2.93	0.70	Supervisor/Working Environment
9	Q32. Conflict in my work area is resolved effectively	3.59	2.89	0.70	Supervisor/Working Environment
10	Q4. I have received fair consideration for advancement & promotion, when available, within City of Tempe	3.67	2.98	0.69	Supervisor/Working Environment
11	Q57. Employees in my department are highly motivated about accomplishing our goals	3.58	2.90	0.68	Supervisor/Working Environment
12	Q54. I have adequate input on decisions affecting my work	3.64	2.98	0.66	Supervisor/Working Environment
13	Q35. I believe poor job performance is dealt with effectively by managers/supervisors in my work unit	3.08	2.42	0.66	Professional Development/Career Mobility
14	Q50. I can express my opinions about work related issues to my department management team	3.76	3.11	0.65	Supervisor/Working Environment
15	Q51. Communication between work units/divisions INSIDE my department is good	3.47	2.83	0.64	Supervisor/Working Environment
16	Q38. My immediate supervisor has the tools to deal with conflict	3.97	3.33	0.64	Supervisor/Working Environment
17	Q27. Within last 30 days I have received feedback on my job performance from my supervisor	3.74	3.11	0.63	Supervisor/Working Environment
18	Q56. I am encouraged to be innovative & come up with better ways to do things at work	3.72	3.10	0.62	Supervisor/Working Environment
19	Q2. There is someone at work who encourages my development	3.88	3.26	0.62	Supervisor/Working Environment
20	Q13. Overall, I am satisfied with the support that is provided to employees by City of Tempe	3.81	3.19	0.62	Supervisor/Working Environment
21	Q3. I have been mentored at work	3.65	3.04	0.61	Supervisor/Working Environment
22	Q26. My immediate supervisor supports me in achieving my career/job goals	4.01	3.40	0.61	Supervisor/Working Environment
23	Q23. I receive constructive feedback on my job performance from my immediate supervisor	3.98	3.37	0.61	Supervisor/Working Environment
24	Q18. I am comfortable expressing my opinions about work related issues to my immediate supervisor	4.11	3.51	0.60	Professional Development/Career Mobility
25	Q49. I receive information that affects my work in a timely manner from my immediate supervisor	3.94	3.34	0.60	Supervisor/Working Environment
26	Q24. The work I perform is evaluated fairly	4.08	3.48	0.60	Supervisor/Working Environment
27	Q30. I believe senior managers in my department support decisions made by my supervisor	3.73	3.15	0.58	Supervisor/Working Environment
28	Q22. My immediate supervisor makes good use of my time	4.12	3.55	0.57	Supervisor/Working Environment
29	Q20. My work is appreciated by my immediate supervisor	4.23	3.66	0.57	Supervisor/Working Environment
30	Q25. My immediate supervisor knows my career/job goals	3.94	3.37	0.57	Supervisor/Working Environment
31	Q37. I feel safe & comfortable in my work unit	4.19	3.63	0.56	Supervisor/Working Environment
32	Q7. Overall, I am satisfied with the professional development opportunities that are available to me at City	3.70	3.15	0.55	Supervisor/Working Environment
33	Q21. My immediate supervisor gives me clear expectations for work assignments	4.09	3.54	0.55	Supervisor/Working Environment
34	Q61. Conflict between co-workers is resolved effectively	3.86	3.34	0.52	Supervisor/Working Environment
35	Q31. As a supervisor, I am supported when addressing staff issues	3.74	3.22	0.52	Professional Development/Career Mobility
36	Q52. Communication between my work unit/division & work units/divisions OUTSIDE my department is good	3.45	2.94	0.51	Compensation and benefits
37	Q53. With respect to my job, communication between departments is good	3.63	3.12	0.51	Compensation and benefits
38	Q36. As a supervisor, I have been given the training, tools, & resources to lead my work unit	3.78	3.28	0.50	Compensation and benefits
39	Q17. I have the materials & equipment I need to do my job right	4.12	3.62	0.50	Compensation and benefits
40	Q1. I receive training to do my job effectively	3.99	3.49	0.50	Compensation and benefits
41	Q28. When I request training, my supervisor is open to working with me to ensure I could attend	4.21	3.72	0.49	Compensation and benefits
42	Q45. I think the amount I am paid is adequate for the work I do	3.35	2.87	0.48	Compensation and benefits
43	Q15. My immediate supervisor treats me with respect	4.40	3.93	0.47	Employee Engagement
44	Q62. Overall, I am very satisfied with the quality of peer relationships among City employees	4.13	3.66	0.47	Professional Development/Career Mobility
45	Q16. I know what is expected of me	4.36	3.91	0.45	Employee Engagement
46	Q47. Overall, I am reasonably compensated in pay & benefits for the work I do	3.65	3.20	0.45	Employee Engagement
47	Q9a. City Manager's Office	3.53	3.09	0.44	Employee Engagement
48	Q9c. Human Resources	3.66	3.26	0.40	Employee Engagement
49	Q6. The City's programs related to professional development & career mobility, such as educational partnerships, Tempe Professional Development Network, etc., are useful to me	3.48	3.11	0.37	Employee Engagement
50	Q12. My physical work environment (building) is safe, clean & maintained in good operating order	3.72	3.35	0.37	Employee Engagement
51	Q60. My co-workers treat me with respect	4.33	3.97	0.36	Employee Engagement
52	Q9b. Strategic Management & Diversity Office	3.45	3.11	0.34	Employee Engagement
53	Q9d. Information Technology	3.75	3.45	0.30	Employee Engagement



## GAP Analysis: "Very Satisfied" Employees vs. Those Who Were Not Satisfied

Differences of more than 1.05 were statistically significant

Rank	Question	Mean Rating for Employees Who Were "Very Satisfied" Q66. Rating = 5	Mean Rating for Employees Who Were Not Satisfied Q87. Rating = 2-1	GAP	Category
54	Q46. I am satisfied with the City's deferred compensation benefits	3.82	3.52	<b>0.30</b>	Professional Development/Career Mobility
55	Q10c. The Safe Haven process	3.26	2.96	<b>0.30</b>	Peer Relationships
56	Q10a. The Wellness program	3.57	3.30	<b>0.27</b>	Peer Relationships
57	Q5. I am aware of City's educational partnerships, Tempe Professional Development Network, The Mentoring Program, & other programs related to professional development & career mobility	4.12	3.87	<b>0.25</b>	Peer Relationships
58	Q42. The amount that I pay for health care benefits is reasonable	3.49	3.24	<b>0.25</b>	Professional Development/Career Mobility
59	Q43. The City does a good job of informing me about my benefits	3.86	3.62	<b>0.24</b>	Organizational Support
60	Q44. The amount of leave that I receive each year meets my needs	3.91	3.68	<b>0.23</b>	Organizational Support
61	Q41. The City's health care plan meets my needs	3.66	3.44	<b>0.22</b>	Organizational Support
62	Q10b. City mediation services	3.30	3.08	<b>0.22</b>	Organizational Support
63	Q9e. Risk Management/Worker's Compensation	3.56	3.37	<b>0.19</b>	Organizational Support

## **Section 3**

# ***Correlation Analysis***

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# Correlation Analysis

## Tempe, Arizona

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### 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 Correlation 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 Correlation 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.

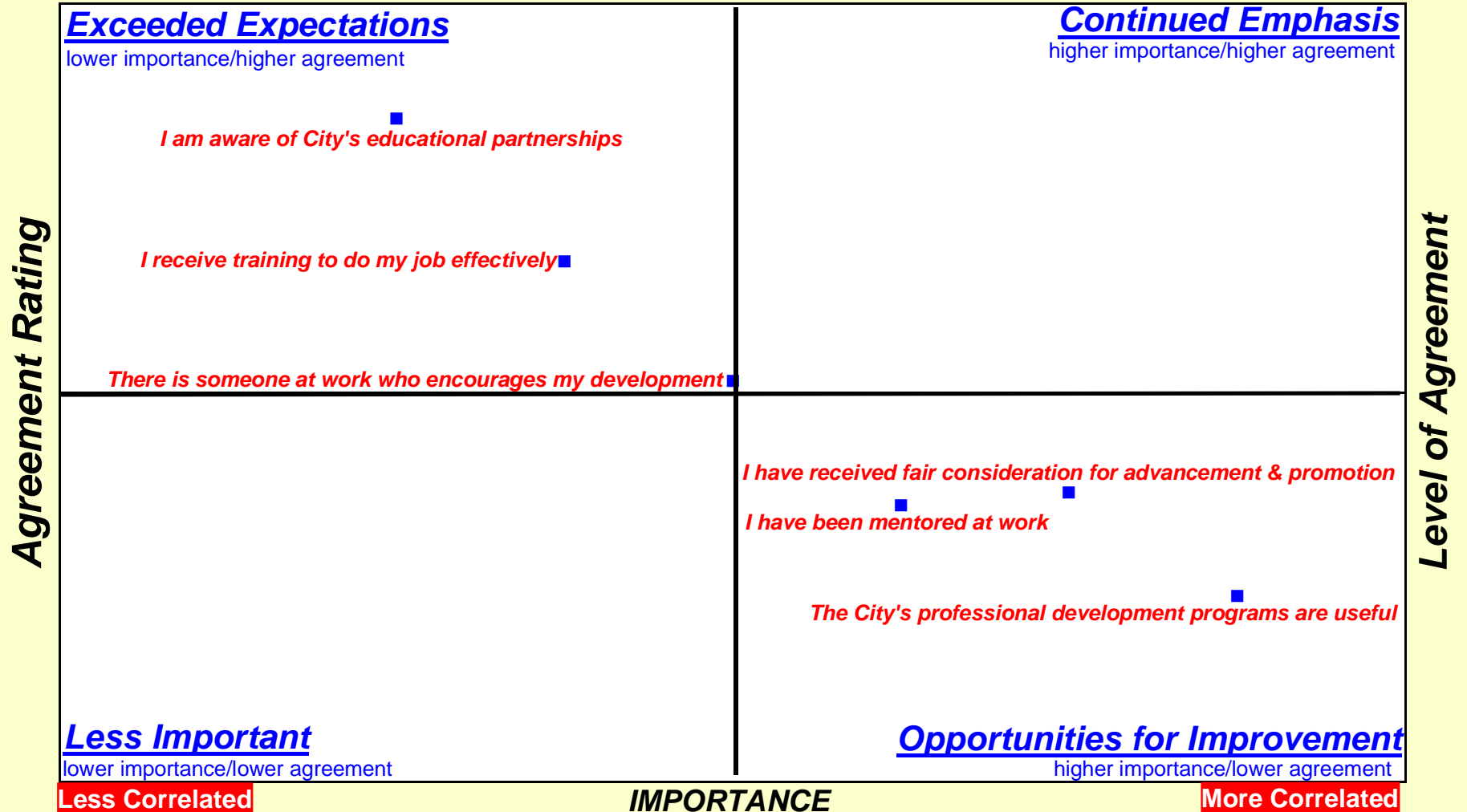
- **Less Important (below average importance and below average satisfaction).** This area shows where the City is not performing well relative to the City's performance in other areas; however, this area is generally considered to be less important to employees. This area does not significantly affect 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))

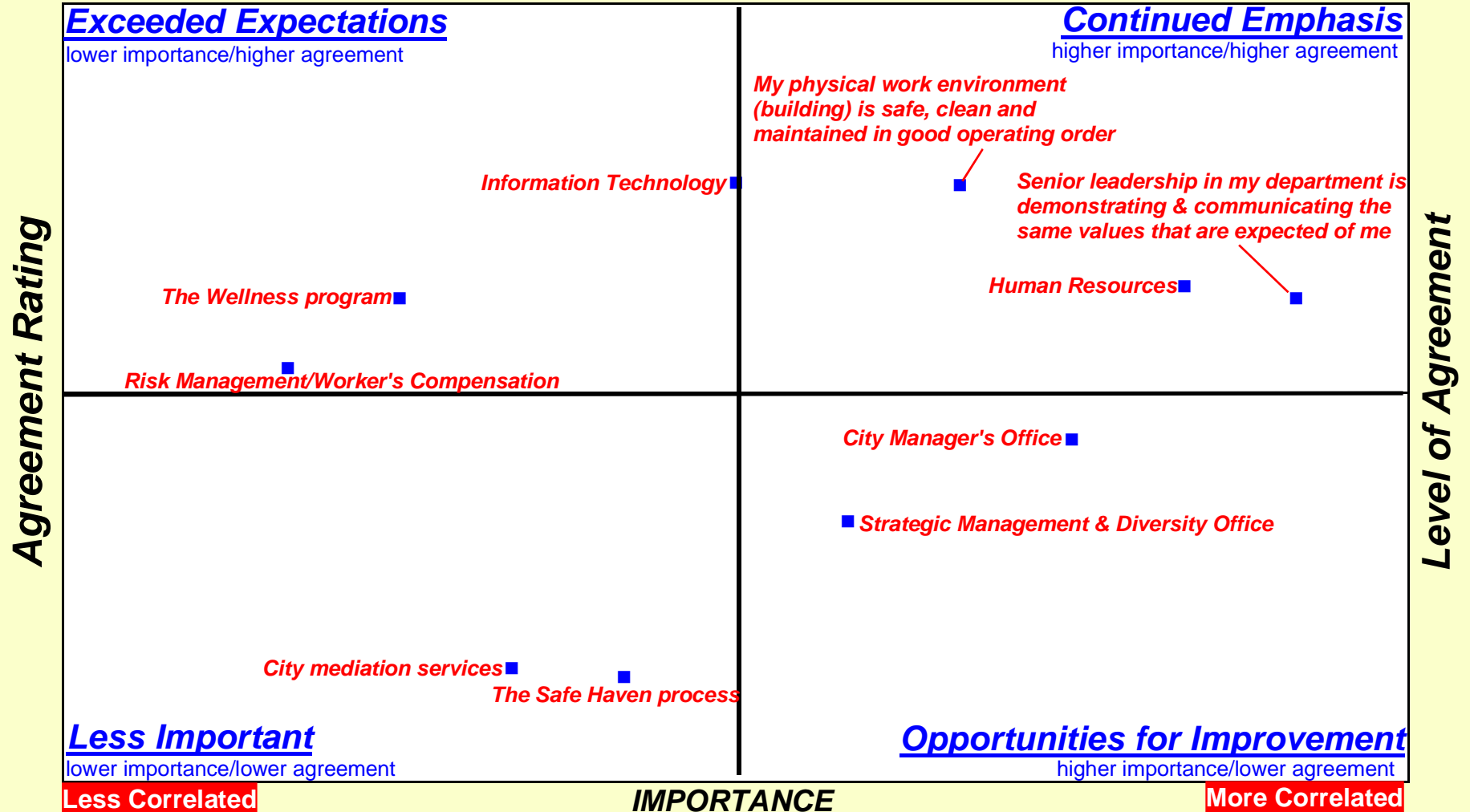


Source: ETC Institute (2016)

# City of Tempe Employee Survey Quadrant Priorities Analysis

## -Organizational 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))

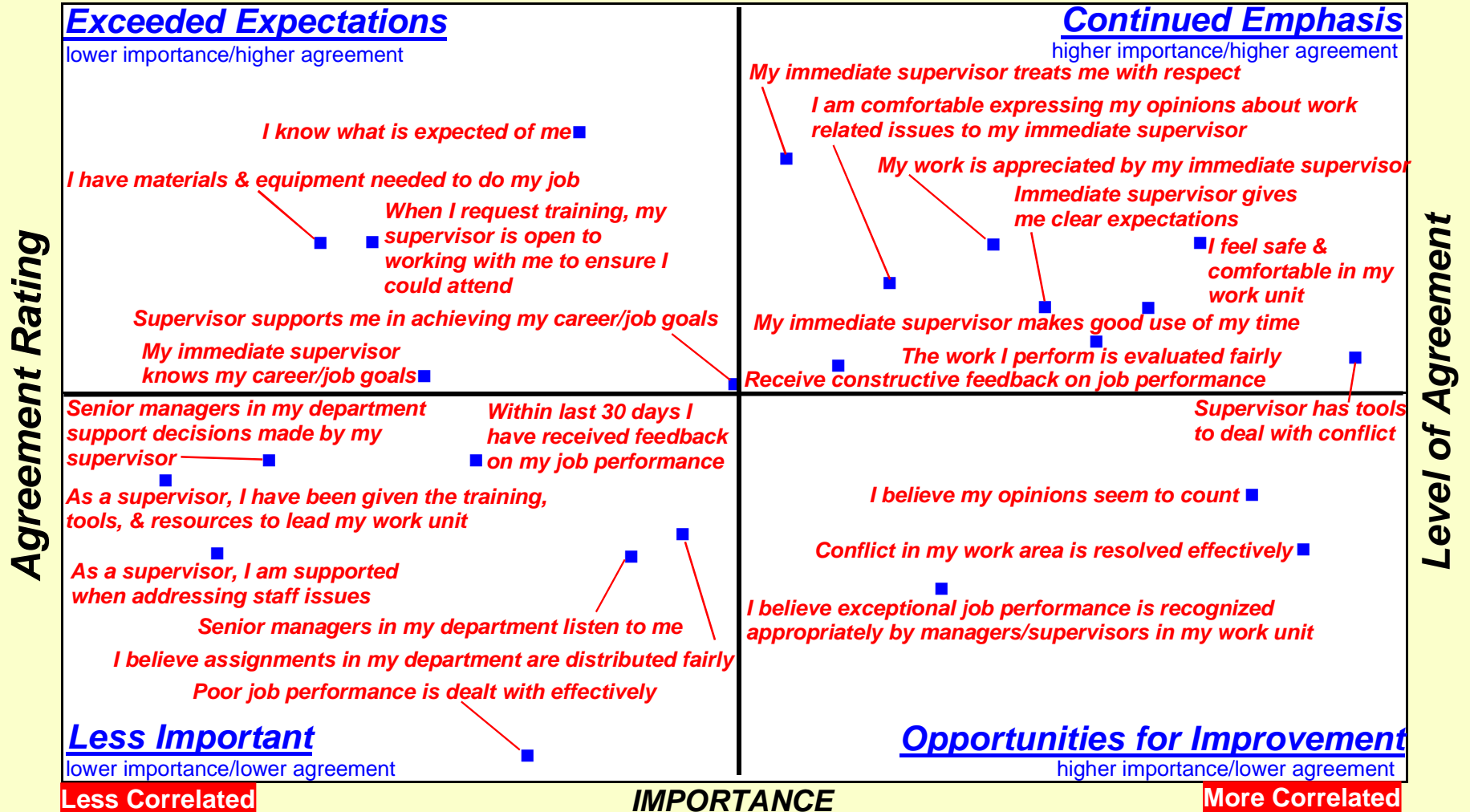


Source: ETC Institute (2016)

# 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))

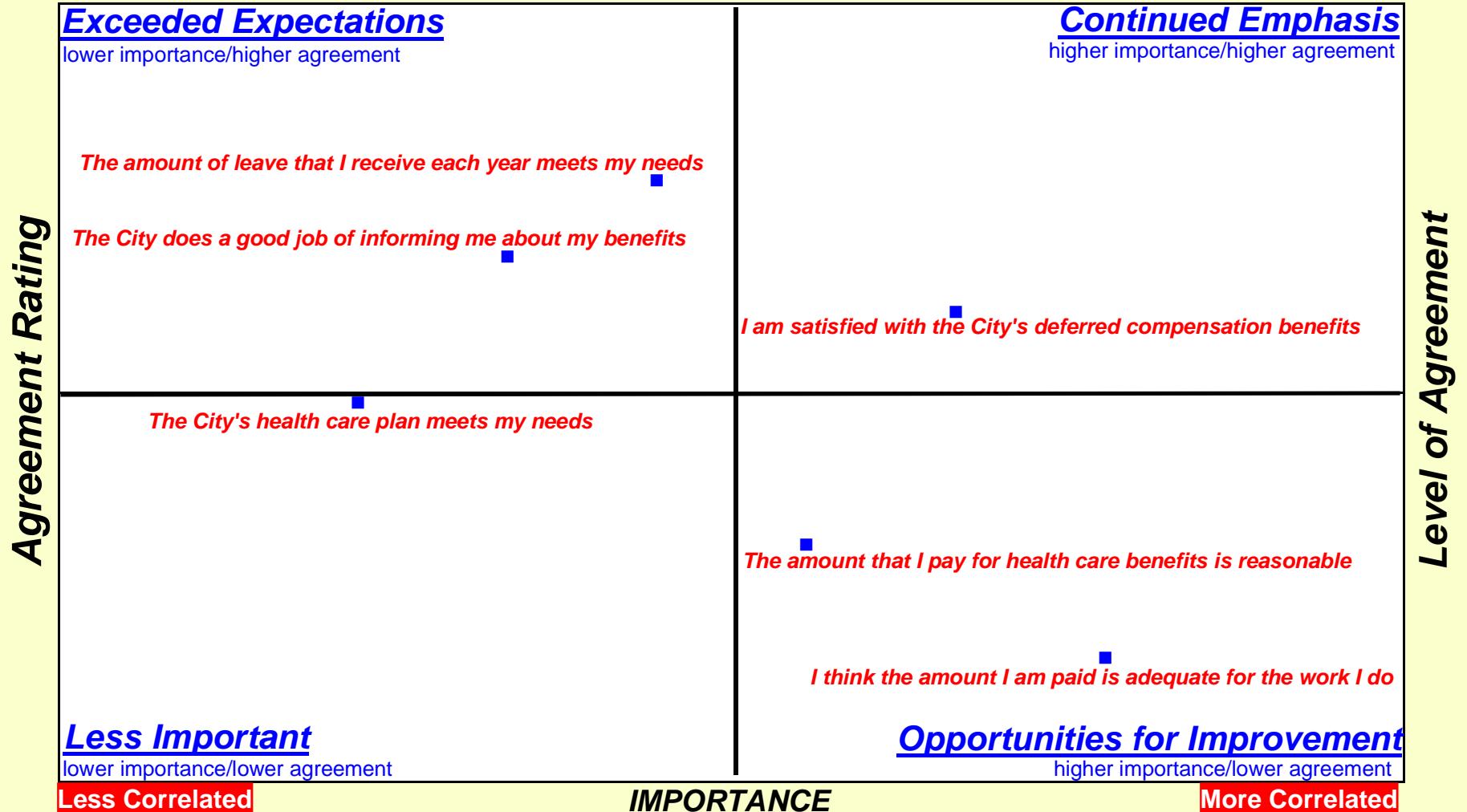


Source: ETC Institute (2016)

# 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))



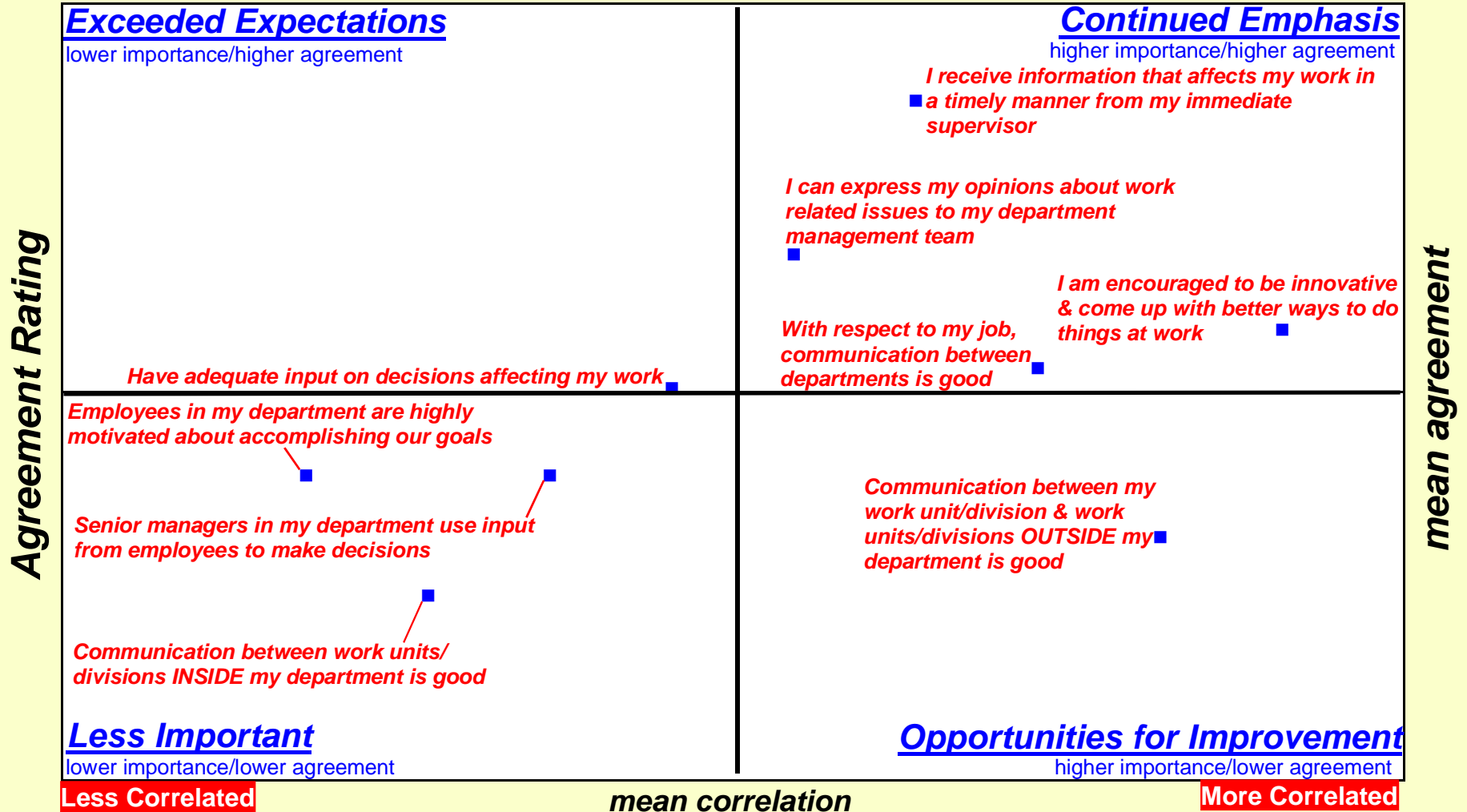
Source: ETC Institute (2016)



# 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 (2016)

# Section 4

## *Tabular Data*

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**Q1-Q7. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Professional Development/Career Mobility.**

(N=1177)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Q1. I receive training to do my job effectively	25.7%	40.7%	15.2%	9.0%	3.7%	5.6%
Q2. There is someone at work who encourages my development	25.9%	32.0%	19.1%	10.9%	6.8%	5.3%
Q3. I have been mentored at work	21.3%	26.3%	21.8%	14.8%	8.2%	7.7%
Q4. I have received fair consideration for advancement & promotion, when available, within City of Tempe	21.0%	25.2%	20.9%	9.8%	11.0%	12.1%
Q5. I am aware of City's educational partnerships, Tempe Professional Development Network, The Mentoring Program, & other programs related to professional development & career mobility	29.0%	45.6%	11.6%	4.1%	1.4%	8.4%
Q6. The City's programs related to professional development & career mobility, such as educational partnerships, Tempe Professional Development Network, etc., are useful to me	14.2%	24.6%	32.8%	10.9%	4.5%	13.1%
Q7. Overall, I am satisfied with the professional development opportunities that are available to me at City	16.4%	33.5%	25.1%	10.5%	4.5%	9.9%

**Q1-Q7. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Professional Development/Career Mobility. (without "don't know")**

(N=1177)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Q1. I receive training to do my job effectively	27.3%	43.1%	16.1%	9.5%	4.0%
Q2. There is someone at work who encourages my development	27.4%	33.8%	20.2%	11.5%	7.2%
Q3. I have been mentored at work	23.1%	28.5%	23.6%	16.0%	8.8%
Q4. I have received fair consideration for advancement & promotion, when available, within City of Tempe	23.9%	28.7%	23.8%	11.1%	12.6%
Q5. I am aware of City's educational partnerships, Tempe Professional Development Network, The Mentoring Program, & other programs related to professional development & career mobility	31.6%	49.8%	12.6%	4.5%	1.5%
Q6. The City's programs related to professional development & career mobility, such as educational partnerships, Tempe Professional Development Network, etc., are useful to me	16.3%	28.3%	37.7%	12.5%	5.2%
Q7. Overall, I am satisfied with the professional development opportunities that are available to me at City	18.2%	37.2%	27.9%	11.7%	5.0%

**Q9. The following adequately support my work-related needs:**

(N=1177)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Q9a. City Manager's Office	10.6%	24.9%	32.2%	7.6%	4.1%	20.6%
Q9b. Strategic Management & Diversity Office	9.9%	19.2%	36.7%	5.9%	3.9%	24.3%
Q9c. Human Resources	13.8%	36.4%	24.8%	8.8%	4.8%	11.4%
Q9d. Information Technology	17.2%	40.6%	20.6%	6.5%	4.6%	10.5%
Q9e. Risk Management/Worker's Compensation	9.4%	30.4%	32.9%	4.1%	2.4%	20.8%

**Q9. The following adequately support my work-related needs: (without "don't know")**

(N=1177)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Q9a. City Manager's Office	13.4%	31.4%	40.6%	9.5%	5.1%
Q9b. Strategic Management & Diversity Office	13.1%	25.4%	48.5%	7.9%	5.2%
Q9c. Human Resources	15.6%	41.0%	28.0%	10.0%	5.4%
Q9d. Information Technology	19.2%	45.4%	23.0%	7.3%	5.1%
Q9e. Risk Management/Worker's Compensation	11.9%	38.4%	41.5%	5.2%	3.0%

**Q10. The following programs/services adequately support my needs:**

(N=1177)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Q10a. The Wellness program	15.9%	33.3%	23.7%	8.6%	6.8%	11.7%
Q10b. City mediation services	4.8%	11.4%	37.7%	3.4%	2.1%	40.5%
Q10c. The Safe Haven process	5.9%	9.4%	34.3%	4.0%	4.3%	42.0%

**Q10. The following programs/services adequately support my needs: (without "don't know")**

(N=1177)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Q10a. The Wellness program	18.0%	37.7%	26.9%	9.7%	7.7%
Q10b. City mediation services	8.1%	19.1%	63.4%	5.7%	3.6%
Q10c. The Safe Haven process	10.2%	16.3%	59.2%	6.9%	7.5%

**Q11-Q13. Organizational Support:**

(N=1177)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Q11. Senior leadership in my department is demonstrating & communicating the same values that are expected of me	20.8%	30.7%	13.5%	14.9%	12.5%	7.6%
Q12. My physical work environment (building) is safe, clean & maintained in good operating order	21.8%	38.5%	13.7%	13.5%	6.1%	6.4%
Q13. Overall, I am satisfied with the support that is provided to employees by City of Tempe	18.1%	36.5%	19.8%	13.0%	4.6%	8.0%

**Q11-Q13. Organizational Support: (without "don't know")**

(N=1177)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Q11. Senior leadership in my department is demonstrating & communicating the same values that are expected of me	22.5%	33.2%	14.6%	16.1%	13.5%
Q12. My physical work environment (building) is safe, clean & maintained in good operating order	23.3%	41.1%	14.6%	14.4%	6.5%
Q13. Overall, I am satisfied with the support that is provided to employees by City of Tempe	19.7%	39.7%	21.5%	14.1%	5.0%

**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment.**

(N=1177)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Q15. My immediate supervisor treats me with respect	48.1%	29.6%	8.4%	4.6%	4.1%	5.3%
Q16. I know what is expected of me	42.2%	37.6%	7.4%	4.5%	3.2%	5.0%
Q17. I have the materials & equipment I need to do my job right	30.4%	41.3%	11.0%	9.6%	2.7%	5.0%
Q18. I am comfortable expressing my opinions about work related issues to my immediate supervisor	37.5%	31.2%	10.1%	7.9%	8.2%	5.2%
Q19. I believe my opinions seem to count	26.3%	26.7%	15.9%	14.0%	11.6%	5.4%
Q20. My work is appreciated by my immediate supervisor	39.1%	32.0%	12.5%	5.5%	5.2%	5.7%
Q21. My immediate supervisor gives me clear expectations for work assignments	35.3%	31.5%	14.0%	7.7%	6.1%	5.3%
Q22. My immediate supervisor makes good use of my time	35.0%	31.0%	15.9%	6.5%	5.2%	6.4%
Q23. I receive constructive feedback on my job performance from my immediate supervisor	31.6%	30.5%	15.8%	8.6%	7.5%	6.0%
Q24. The work I perform is evaluated fairly	31.8%	30.1%	17.8%	5.3%	6.2%	8.8%
Q25. My immediate supervisor knows my career/job goals	29.5%	29.9%	15.5%	9.1%	7.0%	9.0%
Q26. My immediate supervisor supports me in achieving my career/job goals	31.6%	27.5%	18.7%	7.0%	6.8%	8.4%
Q27. Within last 30 days I have received feedback on my job performance from my supervisor	27.6%	26.7%	14.7%	12.2%	11.0%	7.7%
Q28. When I request training, my supervisor is open to working with me to ensure I could attend	36.1%	32.5%	12.7%	5.6%	3.8%	9.3%
Q29. Senior managers in my department listen to me	21.2%	24.9%	18.4%	13.9%	11.5%	10.2%
Q30. I believe senior managers in my department support decisions made by my supervisor	22.3%	29.4%	17.3%	10.5%	8.4%	12.0%
Q31. As a supervisor, I am supported when addressing staff issues	11.4%	14.3%	17.5%	3.8%	2.8%	50.2%
Q32. Conflict in my work area is resolved effectively	16.7%	28.6%	17.8%	12.1%	12.1%	12.6%

**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment.**

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Q33. I believe assignments in my department are distributed fairly	18.3%	29.6%	17.9%	12.8%	11.5%	9.9%
Q34. I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit	17.7%	26.4%	16.6%	16.7%	12.7%	9.9%
Q35. I believe poor job performance is dealt with effectively by managers/supervisors in my work unit	11.6%	20.5%	16.7%	20.7%	19.5%	11.0%
Q36. As a supervisor, I have been given the training, tools, & resources to lead my work unit	10.8%	17.2%	14.4%	4.2%	2.5%	51.0%
Q37. I feel safe & comfortable in my work unit	32.4%	37.7%	12.6%	5.8%	4.4%	7.1%
Q38. My immediate supervisor has the tools to deal with conflict	27.3%	31.2%	14.0%	7.3%	7.9%	12.3%
Q39. Overall, I am satisfied with the working environment in my department	27.4%	34.7%	13.8%	9.6%	7.3%	7.3%



**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment. (without "don't know")**

(N=1177)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Q15. My immediate supervisor treats me with respect	50.8%	31.2%	8.9%	4.8%	4.3%
Q16. I know what is expected of me	44.5%	39.6%	7.8%	4.7%	3.4%
Q17. I have the materials & equipment I need to do my job right	32.0%	43.5%	11.5%	10.1%	2.9%
Q18. I am comfortable expressing my opinions about work related issues to my immediate supervisor	39.5%	32.9%	10.7%	8.3%	8.6%
Q19. I believe my opinions seem to count	27.9%	28.2%	16.8%	14.8%	12.3%
Q20. My work is appreciated by my immediate supervisor	41.4%	34.0%	13.2%	5.9%	5.5%
Q21. My immediate supervisor gives me clear expectations for work assignments	37.3%	33.3%	14.8%	8.2%	6.5%
Q22. My immediate supervisor makes good use of my time	37.4%	33.1%	17.0%	7.0%	5.5%
Q23. I receive constructive feedback on my job performance from my immediate supervisor	33.6%	32.5%	16.8%	9.1%	8.0%
Q24. The work I perform is evaluated fairly	34.9%	33.0%	19.6%	5.8%	6.8%
Q25. My immediate supervisor knows my career/job goals	32.4%	32.9%	17.1%	10.0%	7.7%
Q26. My immediate supervisor supports me in achieving my career/job goals	34.5%	30.1%	20.4%	7.6%	7.4%
Q27. Within last 30 days I have received feedback on my job performance from my supervisor	29.9%	28.9%	15.9%	13.3%	12.0%
Q28. When I request training, my supervisor is open to working with me to ensure I could attend	39.8%	35.8%	14.0%	6.2%	4.2%
Q29. Senior managers in my department listen to me	23.6%	27.7%	20.4%	15.5%	12.8%
Q30. I believe senior managers in my department support decisions made by my supervisor	25.4%	33.4%	19.7%	12.0%	9.6%
Q31. As a supervisor, I am supported when addressing staff issues	22.9%	28.7%	35.2%	7.7%	5.6%
Q32. Conflict in my work area is resolved effectively	19.1%	32.8%	20.4%	13.8%	13.9%

**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment. (without "don't know")**

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Q33. I believe assignments in my department are distributed fairly	20.3%	32.8%	19.9%	14.2%	12.7%
Q34. I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit	19.6%	29.3%	18.4%	18.6%	14.1%
Q35. I believe poor job performance is dealt with effectively by managers/supervisors in my work unit	13.0%	23.0%	18.8%	23.3%	21.9%
Q36. As a supervisor, I have been given the training, tools, & resources to lead my work unit	22.0%	35.2%	29.3%	8.5%	5.0%
Q37. I feel safe & comfortable in my work unit	34.9%	40.6%	13.5%	6.2%	4.8%
Q38. My immediate supervisor has the tools to deal with conflict	31.1%	35.6%	16.0%	8.3%	9.0%
Q39. Overall, I am satisfied with the working environment in my department	29.5%	37.4%	14.8%	10.4%	7.9%

**Q41-Q47. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Compensation and Benefits.**

(N=1177)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Q41. The City's health care plan meets my needs	14.9%	38.9%	17.8%	9.1%	4.2%	15.2%
Q42. The amount that I pay for health care benefits is reasonable	14.5%	33.4%	17.5%	14.8%	5.2%	14.6%
Q43. The City does a good job of informing me about my benefits	18.8%	43.8%	17.8%	6.0%	2.0%	11.7%
Q44. The amount of leave that I receive each year meets my needs	20.8%	45.8%	12.1%	7.2%	3.1%	11.0%
Q45. I think the amount I am paid is adequate for the work I do	12.2%	33.3%	15.1%	19.7%	10.2%	9.4%
Q46. I am satisfied with the City's deferred compensation benefits	16.6%	41.2%	17.6%	7.0%	2.5%	15.2%
Q47. Overall, I am reasonably compensated in pay & benefits for the work I do	16.0%	38.3%	17.1%	12.8%	5.9%	9.9%

**Q41-Q47. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Compensation and Benefits. (without "don't know")**

(N=1177)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Q41. The City's health care plan meets my needs	17.5%	45.9%	20.9%	10.7%	4.9%
Q42. The amount that I pay for health care benefits is reasonable	17.0%	39.1%	20.5%	17.3%	6.1%
Q43. The City does a good job of informing me about my benefits	21.3%	49.6%	20.1%	6.8%	2.2%
Q44. The amount of leave that I receive each year meets my needs	23.4%	51.4%	13.6%	8.1%	3.4%
Q45. I think the amount I am paid is adequate for the work I do	13.5%	36.8%	16.7%	21.8%	11.3%
Q46. I am satisfied with the City's deferred compensation benefits	19.5%	48.6%	20.7%	8.2%	2.9%
Q47. Overall, I am reasonably compensated in pay & benefits for the work I do	17.7%	42.5%	18.9%	14.2%	6.6%

**Q49-Q58. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Employee Engagement.**

(N=1177)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Q49. I receive information that affects my work in a timely manner from my immediate supervisor	23.1%	40.2%	13.1%	10.4%	5.5%	7.7%
Q50. I can express my opinions about work related issues to my department management team	22.3%	33.3%	13.5%	12.0%	10.5%	8.3%
Q51. Communication between work units/divisions INSIDE my department is good	15.5%	29.8%	18.3%	17.2%	11.4%	7.8%
Q52. Communication between my work unit/division & work units/divisions OUTSIDE my department is good	10.5%	29.9%	25.3%	14.7%	7.1%	12.4%
Q53. With respect to my job, communication between departments is good	13.9%	35.9%	22.5%	12.3%	6.2%	9.2%
Q54. I have adequate input on decisions affecting my work	16.8%	32.7%	18.9%	15.6%	8.1%	7.9%
Q55. Senior managers in my department use input from employees to make decisions	14.8%	22.9%	18.9%	16.2%	14.8%	12.3%
Q56. I am encouraged to be innovative & come up with better ways to do things at work	21.3%	30.6%	17.4%	13.0%	9.1%	8.6%
Q57. Employees in my department are highly motivated about accomplishing our goals	16.0%	28.7%	22.2%	14.0%	9.7%	9.4%
Q58. Overall, I am satisfied with the level of employee engagement in my Department	16.0%	31.2%	22.1%	13.9%	8.8%	8.1%

**Q49-Q58. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Employee Engagement. (without "don't know")**

(N=1177)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Q49. I receive information that affects my work in a timely manner from my immediate supervisor	25.0%	43.6%	14.2%	11.2%	6.0%
Q50. I can express my opinions about work related issues to my department management team	24.4%	36.3%	14.7%	13.1%	11.5%
Q51. Communication between work units/divisions INSIDE my department is good	16.9%	32.4%	19.8%	18.6%	12.4%
Q52. Communication between my work unit/division & work units/divisions OUTSIDE my department is good	12.0%	34.1%	28.9%	16.8%	8.1%
Q53. With respect to my job, communication between departments is good	15.3%	39.5%	24.8%	13.6%	6.8%
Q54. I have adequate input on decisions affecting my work	18.3%	35.5%	20.5%	17.0%	8.8%
Q55. Senior managers in my department use input from employees to make decisions	16.9%	26.2%	21.6%	18.5%	16.9%
Q56. I am encouraged to be innovative & come up with better ways to do things at work	23.3%	33.5%	19.1%	14.2%	9.9%
Q57. Employees in my department are highly motivated about accomplishing our goals	17.6%	31.7%	24.5%	15.5%	10.7%
Q58. Overall, I am satisfied with the level of employee engagement in my Department	17.4%	33.9%	24.0%	15.2%	9.5%

**Q60-Q62. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Peer Relationships.**

(N=1177)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Q60. My co-workers treat me with respect	36.1%	45.5%	8.6%	2.7%	1.4%	5.6%
Q61. Conflict between co-workers is resolved effectively	21.5%	36.1%	17.8%	8.8%	5.8%	10.1%
Q62. Overall, I am very satisfied with the quality of peer relationships among City employees	27.7%	42.5%	14.4%	5.9%	2.5%	7.1%

**Q60-Q62. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Peer Relationships. (without "don't know")**

(N=1177)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Q60. My co-workers treat me with respect	38.3%	48.2%	9.1%	2.9%	1.5%
Q61. Conflict between co-workers is resolved effectively	23.9%	40.2%	19.8%	9.7%	6.4%
Q62. Overall, I am very satisfied with the quality of peer relationships among City employees	29.8%	45.7%	15.5%	6.3%	2.7%

**Q64. Are you aware of the Council priorities and the City's Strategic Plan (Planning Process)?**

Q64. Are you aware of the Council priorities & City's Strategic Plan	Number	Percent
Yes	575	48.9 %
No	382	32.5 %
Don't know	220	18.7 %
Total	1177	100.0 %

**Q64. Are you aware of the Council priorities and the City's Strategic Plan (Planning Process)? (without "don't know")**

Q64. Are you aware of the Council priorities & City's Strategic Plan	Number	Percent
Yes	575	60.1 %
No	382	39.9 %
Total	957	100.0 %

**Q65. Are you proud to work for the City of Tempe?**

Q65. Are you proud to work for the City of Tempe	Number	Percent
Yes	967	82.2 %
No	47	4.0 %
Don't know	163	13.8 %
Total	1177	100.0 %

**Q65. Are you proud to work for the City of Tempe? (without "don't know")**

Q65. Are you proud to work for the City of Tempe	Number	Percent
Yes	967	95.4 %
No	47	4.6 %
Total	1014	100.0 %



**Q66. Overall, how satisfied are you with your current job?**

Q66. How satisfied are you with your current job	Number	Percent
Very satisfied	404	34.3 %
Satisfied	517	43.9 %
Dissatisfied	123	10.5 %
Very dissatisfied	32	2.7 %
Don't know	101	8.6 %
Total	1177	100.0 %

**Q66. Overall, how satisfied are you with your current job? (without "don't know")**

Q66. How satisfied are you with your current job	Number	Percent
Very satisfied	404	37.5 %
Satisfied	517	48.0 %
Dissatisfied	123	11.4 %
Very dissatisfied	32	3.0 %
Total	1076	100.0 %

**Q67. How has the quality of the work environment in your department changed since you started working for the City of Tempe?**

Q67. How has the quality of work environment in your department changed since you started working for City of Tempe

	Number	Percent
Much better	213	18.1 %
Somewhat better	276	23.4 %
Stayed the same	243	20.6 %
Somewhat worse	183	15.5 %
Much worse	144	12.2 %
Don't know	118	10.0 %
Total	1177	100.0 %

**Q67. How has the quality of the work environment in your department changed since you started working for the City of Tempe? (without "don't know")**

Q67. How has the quality of work environment in your department changed since you started working for City of Tempe

	Number	Percent
Much better	213	20.1 %
Somewhat better	276	26.1 %
Stayed the same	243	22.9 %
Somewhat worse	183	17.3 %
Much worse	144	13.6 %
Total	1059	100.0 %

**Q68. Would you recommend the City of Tempe as a place to work, to a friend or relative?**

Q68. Would you recommend City of Tempe as a place to work to a friend or relative	Number	Percent
Yes	858	72.9 %
No	103	8.8 %
Don't know	216	18.4 %
Total	1177	100.0 %

**Q68. Would you recommend the City of Tempe as a place to work, to a friend or relative? (without "don't know")**

Q68. Would you recommend City of Tempe as a place to work to a friend or relative	Number	Percent
Yes	858	89.3 %
No	103	10.7 %
Total	961	100.0 %

**Q69. Does the City's working environment and leadership encourage you to go above and beyond the minimum effort that is required for your job?**

Q69. Does City's working environment & leadership encourage you to go above & beyond the minimum effort that is required for your job	Number	Percent
Yes	625	53.1 %
No	339	28.8 %
Don't know	213	18.1 %
Total	1177	100.0 %

**Q69. 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")**

Q69. Does City's working environment & leadership encourage you to go above & beyond the minimum effort that is required for your job	Number	Percent
Yes	625	64.8 %
No	339	35.2 %
Total	964	100.0 %

**Q70. Would you like to finish your career with the City of Tempe?**

<u>Q70. Would you like to finish your career with City of Tempe</u>	<u>Number</u>	<u>Percent</u>
Yes	884	75.1 %
No	44	3.7 %
Don't know	249	21.2 %
Total	1177	100.0 %

**Q70. Would you like to finish your career with the City of Tempe? (without "don't know")**

<u>Q70. Would you like to finish your career with City of Tempe</u>	<u>Number</u>	<u>Percent</u>
Yes	884	95.3 %
No	44	4.7 %
Total	928	100.0 %

**Q71. Have you applied for a new position within the City of Tempe in the past two years?**

<u>Q71. Have you applied for a new position within City of Tempe in past two years</u>	<u>Number</u>	<u>Percent</u>
Yes	404	34.3 %
No	682	57.9 %
Don't know	91	7.7 %
Total	1177	100.0 %

**Q71. Have you applied for a new position within the City of Tempe in the past two years? (without "don't know")**

<u>Q71. Have you applied for a new position within City of Tempe in past two years</u>	<u>Number</u>	<u>Percent</u>
Yes	404	37.2 %
No	682	62.8 %
Total	1086	100.0 %

**Q72. What gender do you identify with?**

<u>Q72. Your gender</u>	<u>Number</u>	<u>Percent</u>
Male	633	53.8 %
Female	375	31.9 %
Not provided	169	14.4 %
Total	1177	100.0 %

**Q72. What gender do you identify with? (without "not provided")**

<u>Q72. Your gender</u>	<u>Number</u>	<u>Percent</u>
Male	633	62.8 %
Female	375	37.2 %
Total	1008	100.0 %

**Q73. What do you feel best describes your race?**

<u>Q73. Your race</u>	<u>Number</u>	<u>Percent</u>
White/Anglo	758	64.4 %
Black/African	41	3.5 %
Asian/Pacific Islander	34	2.9 %
Native American/Alaskan Native	16	1.4 %
Hispanic/Latino	189	16.1 %
Other	17	1.4 %
Total	1055	

**Q73. Other**

<u>Q73. Other</u>	<u>Number</u>	<u>Percent</u>
Multi-racial	2	25.0 %
Half White/Anglo/half Hispanic & Latino	1	12.5 %
White/European	1	12.5 %
Bi-racial	1	12.5 %
Dutch, Italian, Ukranian, Native American, Polish	1	12.5 %
Hispanic/White	1	12.5 %
Palestinian	1	12.5 %
Total	8	100.0 %

**Q74. In which department do you currently work?**

<u>Q74. In which department do you currently work</u>	<u>Number</u>	<u>Percent</u>
Municipal Budget Office	2	0.2 %
City Attorney's Office	17	1.4 %
City Clerk's Office	3	0.3 %
City Court	21	1.8 %
City Manager's Office	17	1.4 %
Community Development	53	4.5 %
Community Services	109	9.3 %
Office of Strategic Management & Diversity	5	0.4 %
Fire Medical Rescue Department	139	11.8 %
Human Services	30	2.5 %
Internal Audit	6	0.5 %
Internal Services	127	10.8 %
Police	289	24.6 %
Public Works	207	17.6 %
None selected	152	12.9 %
Total	1177	100.0 %

**Q74. In which department do you currently work? (without "none selected")**

<u>Q74. In which department do you currently work</u>	<u>Number</u>	<u>Percent</u>
Municipal Budget Office	2	0.2 %
City Attorney's Office	17	1.7 %
City Clerk's Office	3	0.3 %
City Court	21	2.0 %
City Manager's Office	17	1.7 %
Community Development	53	5.2 %
Community Services	109	10.6 %
Office of Strategic Management & Diversity	5	0.5 %
Fire Medical Rescue Department	139	13.6 %
Human Services	30	2.9 %
Internal Audit	6	0.6 %
Internal Services	127	12.4 %
Police	289	28.2 %
Public Works	207	20.2 %
Total	1025	100.0 %

**Q75. Which job type BEST describes your position?**

<u>Q75. Your position</u>	<u>Number</u>	<u>Percent</u>
Director	8	0.7 %
Deputy Director	13	1.1 %
Manager	59	5.0 %
Supervisor	197	16.7 %
Non-supervisor	736	62.5 %
Not provided	164	13.9 %
Total	1177	100.0 %

**Q75. Which job type BEST describes your position? (without "not provided")**

<u>Q75. Your position</u>	<u>Number</u>	<u>Percent</u>
Director	8	0.8 %
Deputy Director	13	1.3 %
Manager	59	5.8 %
Supervisor	197	19.4 %
Non-supervisor	736	72.7 %
Total	1013	100.0 %

**Q76. How many years have you worked with the City?**

<u>Q76. How many years have you worked with the City</u>	<u>Number</u>	<u>Percent</u>
1-10 years	511	43.4 %
11-20 years	405	34.4 %
21-30 years	129	11.0 %
31+ years	11	0.9 %
Not provided	121	10.3 %
Total	1177	100.0 %

**Q76. How many years have you worked with the City? (without "not provided")**

<u>Q76. How many years have you worked with the City</u>	<u>Number</u>	<u>Percent</u>
1-10 years	511	48.4 %
11-20 years	405	38.4 %
21-30 years	129	12.2 %
31+ years	11	1.0 %
Total	1056	100.0 %

**Q77. What is your employment status?**

<u>Q77. Your employment status</u>	<u>Number</u>	<u>Percent</u>
Full-time permanent	991	84.2 %
Part-time permanent	27	2.3 %
Full-time temporary	12	1.0 %
Part-time temporary	36	3.1 %
Contract employee	5	0.4 %
Volunteer	24	2.0 %
Not provided	82	7.0 %
Total	1177	100.0 %

**Q77. What is your employment status? (without "not provided")**

<u>Q77. Your employment status</u>	<u>Number</u>	<u>Percent</u>
Full-time permanent	991	90.5 %
Part-time permanent	27	2.5 %
Full-time temporary	12	1.1 %
Part-time temporary	36	3.3 %
Contract employee	5	0.5 %
<u>Volunteer</u>	<u>24</u>	<u>2.2 %</u>
Total	1095	100.0 %

# **Section 5**

## ***Survey Instrument***

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City of Tempe  
P.O. Box 5002  
31 East Fifth Street  
Tempe, AZ 85280  
480-350-8575

May 27, 2016

## City of Tempe Employees and Volunteers

Hello Everyone:

Andrew B. Ching  
City Manager

For the first time in 14 years, the City of Tempe is conducting a survey of its workforce to get your input about a number of important areas, including working conditions, supervision, communication, compensation and benefits, and professional development. As City Manager, I didn't want to simply ask a series of off-the-shelf questions. Instead, I wanted careful review and consideration of each question to ensure that it is worded clearly and with a goal of giving everyone in the organization a voice in the future of the City of Tempe. To that end, I tasked Rosa Inchausti, as part of the expanded duties of the Office of Strategic Management and Diversity, to lead the effort to design the survey and assist in implementation of recommendations. This survey is open to all current full-time and part-time benefited employees, full- and part-time temporary employees, and volunteers. This way, a wide net is cast to get as thorough a picture of the organization as possible.

As with anything that hasn't been done citywide for a long time, a couple of assurances are in order. First, this survey was thoroughly reviewed and vetted by representatives of the six-sided partnership (UAEA, TOA, TSA, Firefighters, confidential employees, and Senior Management Team), and their suggestions and edits have been incorporated into the final survey. I want to thank everyone who participated in that process; your attention to detail and concern for the needs of employees has made this survey both fair and thorough. Second, I, like many of you, am concerned about privacy and confidentiality when completing a survey like this and being as candid as possible in the responses. I have spoken at length with the consultant we have retained for this survey, ETC, and they have given their assurance that all completed surveys will go only to them, and not to anyone at the City of Tempe. No one at the City of Tempe will track usage at city computers, and the link to the survey can be opened at your home computer or personal device if you choose to not fill it out at work. We will maintain the same level of confidentiality for those who choose to fill out a mail-in survey; those will be sent directly to ETC and will not be opened or read by Tempe staff.

I hope you take the time to complete the survey. Your opinions are valuable, and will be used to guide future decisions that affect us as employees. As you may know, the City Council has five strategic goals for the City of Tempe - to read those, visit <http://www.tempe.gov/city-hall/mayor-and-city-council/city-council-priorities>. In response to those, city staff is coming up with Strategic Management initiatives that will help us meet those goals. This survey is a big part of that effort. The online portal will be open for three weeks. As always, if you have any questions, please feel free to contact me, or Rosa Inchausti.

Thank you for your time and service,

  
Andrew B. Ching

# ETC Institute

## City of Tempe 2016 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.

<p><b>Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements.</b></p>	Strongly AGREE	Agree	Neutral	Disagree	Strongly DISAGREE	Don't Know
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### Professional Development/Career Mobility

01.	I receive training to do my job effectively	5	4	3	2	1	9
02.	There is someone at work who encourages my development	5	4	3	2	1	9
03.	I have been mentored at work	5	4	3	2	1	9
04.	I have received fair consideration for advancement and promotion, when available, within the City of Tempe	5	4	3	2	1	9
05.	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
06.	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
07.	Overall, I am satisfied with the professional development opportunities that are available to me at the City	5	4	3	2	1	9

**8. [Optional] How could the City improve professional development and/or career mobility for employees?**

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### Organizational Support

9.	The following adequately support my work-related needs:						
9a.	City Manager's Office	5	4	3	2	1	9
9b.	Strategic Management & Diversity Office	5	4	3	2	1	9
9c.	Human Resources	5	4	3	2	1	9
9d.	Information Technology	5	4	3	2	1	9
9e.	Risk Management/Worker's Compensation	5	4	3	2	1	9
10.	The following programs/services adequately support my needs:						
10a.	The Wellness program	5	4	3	2	1	9
10b.	City mediation services	5	4	3	2	1	9
10c.	The Safe Haven process	5	4	3	2	1	9
11.	Senior leadership in my department is demonstrating and communicating the same values that are expected of me	5	4	3	2	1	9
12.	My physical work environment ( <i>building</i> ) is safe, clean and maintained in good operating order	5	4	3	2	1	9
13.	Overall, I am satisfied with the support that is provided to employees by the City of Tempe	5	4	3	2	1	9

**14. [Optional] How could the City improve organizational support for employees?**

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<p><b>Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements.</b></p>	Strongly AGREE	Agree	Neutral	Disagree	Strongly DISAGREE	Don't Know

**Supervision/Working Environment**

15. My immediate supervisor treats me with respect	5	4	3	2	1	9
16. I know what is expected of me	5	4	3	2	1	9
17. I have the materials and equipment I need to do my job right	5	4	3	2	1	9
18. I am comfortable expressing my opinions about work related issues to my immediate supervisor	5	4	3	2	1	9
19. I believe my opinions seem to count	5	4	3	2	1	9
20. My work is appreciated by my immediate supervisor	5	4	3	2	1	9
21. My immediate supervisor gives me clear expectations for work assignments	5	4	3	2	1	9
22. My immediate supervisor makes good use of my time	5	4	3	2	1	9
23. I receive constructive feedback on my job performance from my immediate supervisor	5	4	3	2	1	9
24. The work I perform is evaluated fairly	5	4	3	2	1	9
25. My immediate supervisor knows my career/job goals	5	4	3	2	1	9
26. My immediate supervisor supports me in achieving my career/job goals	5	4	3	2	1	9
27. Within the last 30 days I have received feedback on my job performance from my supervisor	5	4	3	2	1	9
28. When I request training, my supervisor is open to working with me to ensure I could attend	5	4	3	2	1	9
29. Senior managers in my department listen to me	5	4	3	2	1	9
30. I believe senior managers in my department support decisions made by my supervisor	5	4	3	2	1	9
31. As a supervisor, I am supported when addressing staff issues	5	4	3	2	1	9
32. Conflict in my work area is resolved effectively	5	4	3	2	1	9
33. I believe assignments in my department are distributed fairly	5	4	3	2	1	9
34. I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit	5	4	3	2	1	9
35. I believe poor job performance is dealt with effectively by managers/supervisors in my work unit	5	4	3	2	1	9
36. As a supervisor, I have been given the training, tools, and resources to lead my work unit	5	4	3	2	1	9
37. I feel safe and comfortable in my work unit	5	4	3	2	1	9
38. My immediate supervisor has the tools to deal with conflict	5	4	3	2	1	9
39. Overall, I am satisfied with the working environment in my department	5	4	3	2	1	9

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

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**Compensation and Benefits**

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

**48. [Optional] How could the City improve compensation and benefits for employees?**

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<p><b>Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements.</b></p>		Strongly AGREE	Agree	Neutral	Disagree	Strongly DISAGREE	Don't Know
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**Employee Engagement**

49.	I receive information that affects my work in a timely manner from my immediate supervisor	5	4	3	2	1	9
50.	I can express my opinions about work related issues to my department management team	5	4	3	2	1	9
51.	Communication between work units/divisions INSIDE my department is good	5	4	3	2	1	9
52.	Communication between my work unit/division and work units/divisions OUTSIDE my department is good	5	4	3	2	1	9
53.	With respect to my job, communication between departments is good	5	4	3	2	1	9
54.	I have adequate input on decisions affecting my work	5	4	3	2	1	9
55.	Senior managers in my department use input from employees to make decisions	5	4	3	2	1	9
56.	I am encouraged to be innovative and come up with better ways to do things at work	5	4	3	2	1	9
57.	Employees in my department are highly motivated about accomplishing our goals	5	4	3	2	1	9
58.	Overall, I am satisfied with the level of employee engagement in my Department	5	4	3	2	1	9

**59. [Optional] How could the City improve employee engagement for employees?**

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**Peer Relationships**

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

**63. [Optional] How could the City improve peer relationships among employees?**

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**Overall Ratings**

- 64. **Are you aware of the Council priorities and the City's Strategic Plan (*Planning Process*)?**  
 (1) Yes     (2) No     (9) Don't know
  
- 65. **Are you proud to work for the City of Tempe?**  
 (1) Yes     (2) No     (9) Don't know
  
- 66. **Overall, how satisfied are you with your current job?**  
 (4) Very satisfied     (3) Satisfied     (2) Dissatisfied     (1) Very dissatisfied     (9) Don't know
  
- 67. **How has the quality of the work environment in your department changed since you started working for the City of Tempe?**  
 (5) Much better     (3) Stayed the same     (1) Much worse  
 (4) Somewhat better     (2) Somewhat worse     (9) Don't know (*was not here 2 years ago.*)
  
- 68. **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
  
- 69. **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
  
- 70. **Would like to finish your career with the City of Tempe?**  
 (1) Yes     (2) No     (9) Don't know
  
- 71. **Have you 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.*

- 72. **What gender do you identify with?**     (1) Male     (2) Female
  
- 73. **What do you feel best describes your race? [Check all that apply.]**  
 (1) White/Anglo     (3) Asian/Pacific Islander     (5) Hispanic/Latino  
 (2) Black/African     (4) Native American/Alaskan Native     (6) Other: \_\_\_\_\_
  
- 74. **In which department do you currently work?**  
 (01) Municipal Budget Office     (06) Community Development     (10) Human Services  
 (02) City Attorney's Office     (07) Community Services     (11) Internal Audit  
 (03) City Clerk's Office     (08) Office of Strategic Management and Diversity     (12) Internal Services  
 (04) City Court     (09) Fire Medical Rescue Department     (13) Police  
 (05) City Manager's Office     (14) Public Works
  
- 75. **Which job type BEST describes your position?**  
 (1) Director     (2) Deputy Director     (3) Manager     (4) Supervisor     (5) Non-supervisor

**76. How many years have you worked with the City?**

\_\_\_\_(1) 1-10 years      \_\_\_\_ (2) 11-20 years      \_\_\_\_ (3) 21-30 years      \_\_\_\_ (4) 31+ years

**77. 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

**If you have any other comments that you would like to make, please write them in the space below.**

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This concludes the survey – thank you for your time!

# City of Tempe

# Employee Survey

*...helping organizations make better decisions since 1982*

## Appendix A

Cross Tabular Data by  
Department

**Submitted to the City of Tempe by:**

ETC Institute  
725 W. Frontier Lane,  
Olathe, Kansas  
66061

**August 2016**





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<i>Cross Tabular Data by Department</i>	



# **Appendix A**

## ***Cross Tabular Data by Department***

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**Q1-Q7. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Professional Development/Career Mobility. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work																Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire	Medical Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	

**Q1. I receive training to do my job effectively**

Strongly Agree	0.0%	0.0%	33.3%	42.9%	12.5%	18.9%	20.6%	60.0%	59.6%	13.8%	33.3%	16.7%	29.7%	22.1%	17.8%	27.3%
Agree	50.0%	68.8%	66.7%	47.6%	37.5%	39.6%	40.2%	40.0%	30.9%	51.7%	50.0%	40.5%	51.0%	41.2%	41.6%	43.1%
Neutral	50.0%	18.8%	0.0%	9.5%	25.0%	18.9%	23.4%	0.0%	3.7%	17.2%	16.7%	19.8%	9.4%	22.5%	24.8%	16.1%
Disagree	0.0%	12.5%	0.0%	0.0%	18.8%	18.9%	13.1%	0.0%	4.4%	13.8%	0.0%	13.5%	7.3%	9.3%	9.9%	9.5%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	6.3%	3.8%	2.8%	0.0%	1.5%	3.4%	0.0%	9.5%	2.4%	4.9%	5.9%	4.0%

**Q1-Q7. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Professional Development/Career Mobility. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work																Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire	Fire Medic- al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	

**Q2. There is someone at work who encourages my development**

Strongly Agree	0.0%	5.9%	0.0%	47.6%	29.4%	28.3%	25.2%	100%	54.0%	40.0%	66.7%	13.4%	23.3%	23.4%	20.4%	27.4%
Agree	50.0%	41.2%	33.3%	33.3%	29.4%	34.0%	33.6%	0.0%	27.7%	36.7%	0.0%	32.3%	40.4%	33.2%	28.6%	33.8%
Neutral	50.0%	35.3%	66.7%	4.8%	11.8%	24.5%	18.7%	0.0%	13.1%	6.7%	16.7%	22.8%	21.3%	21.5%	25.5%	20.2%
Disagree	0.0%	11.8%	0.0%	0.0%	17.6%	9.4%	14.0%	0.0%	4.4%	10.0%	16.7%	13.4%	10.5%	14.1%	17.3%	11.5%
Strongly Disagree	0.0%	5.9%	0.0%	14.3%	11.8%	3.8%	8.4%	0.0%	0.7%	6.7%	0.0%	18.1%	4.5%	7.8%	8.2%	7.2%

**Q1-Q7. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Professional Development/Career Mobility. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work																Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire	Fire Medic- al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	

**Q3. I have been mentored at work**

Strongly Agree	0.0%	6.3%	0.0%	33.3%	17.6%	18.0%	23.5%	80.0%	57.4%	20.7%	50.0%	9.2%	19.6%	17.1%	16.0%	23.1%
Agree	50.0%	31.3%	66.7%	28.6%	17.6%	26.0%	21.6%	20.0%	24.3%	41.4%	0.0%	22.5%	37.8%	26.1%	25.5%	28.5%
Neutral	0.0%	31.3%	33.3%	19.0%	23.5%	32.0%	19.6%	0.0%	11.8%	17.2%	16.7%	30.8%	24.1%	26.6%	26.6%	23.6%
Disagree	50.0%	25.0%	0.0%	9.5%	29.4%	20.0%	28.4%	0.0%	3.7%	13.8%	33.3%	15.0%	13.3%	18.1%	21.3%	16.0%
Strongly Disagree	0.0%	6.3%	0.0%	9.5%	11.8%	4.0%	6.9%	0.0%	2.9%	6.9%	0.0%	22.5%	5.2%	12.1%	10.6%	8.8%

**Q1-Q7. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Professional Development/Career Mobility. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work																Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire	Medical Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	

**Q4. I have received fair consideration for advancement & promotion, when available, within City of Tempe**

Strongly Agree	0.0%	0.0%	33.3%	22.2%	35.7%	14.3%	17.4%	80.0%	56.7%	22.2%	20.0%	17.5%	23.0%	15.0%	16.3%	23.9%
Agree	100%	53.3%	0.0%	27.8%	14.3%	24.5%	30.2%	20.0%	25.4%	18.5%	0.0%	25.0%	38.1%	25.4%	19.8%	28.7%
Neutral	0.0%	33.3%	33.3%	16.7%	28.6%	28.6%	26.7%	0.0%	9.0%	18.5%	40.0%	25.8%	24.8%	25.9%	31.4%	23.8%
Disagree	0.0%	0.0%	0.0%	16.7%	0.0%	16.3%	10.5%	0.0%	3.0%	18.5%	40.0%	10.0%	10.8%	14.0%	17.4%	11.1%
Strongly Disagree	0.0%	13.3%	33.3%	16.7%	21.4%	16.3%	15.1%	0.0%	6.0%	22.2%	0.0%	21.7%	3.2%	19.7%	15.1%	12.6%

**Q1-Q7. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Professional Development/Career Mobility. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work															Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire	Fire Medic- al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected

**Q5. I am aware of City's educational partnerships, Tempe Professional Development Network, The Mentoring Program, & other programs related to professional development & career mobility**

Strongly Agree	0.0%	5.9%	33.3%	42.9%	47.1%	36.7%	39.6%	80.0%	47.8%	41.4%	50.0%	33.9%	19.6%	31.2%	24.2%	31.6%
Agree	100%	70.6%	66.7%	47.6%	41.2%	53.1%	41.6%	20.0%	41.9%	44.8%	33.3%	51.2%	54.1%	49.7%	54.9%	49.8%
Neutral	0.0%	11.8%	0.0%	9.5%	5.9%	10.2%	11.9%	0.0%	8.1%	10.3%	0.0%	11.6%	15.7%	15.6%	12.1%	12.6%
Disagree	0.0%	11.8%	0.0%	0.0%	5.9%	0.0%	3.0%	0.0%	2.2%	3.4%	16.7%	1.7%	8.5%	3.0%	5.5%	4.5%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.0%	0.0%	0.0%	0.0%	0.0%	1.7%	2.1%	0.5%	3.3%	1.5%

**Q1-Q7. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Professional Development/Career Mobility. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work																Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire	Medical Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	

**Q6. The 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%	6.3%	33.3%	35.0%	25.0%	20.0%	10.0%	40.0%	29.5%	17.2%	33.3%	16.0%	10.8%	16.3%	10.1%	16.3%
Agree	50.0%	25.0%	0.0%	15.0%	31.3%	30.0%	30.0%	40.0%	29.5%	13.8%	33.3%	28.6%	29.2%	28.1%	27.8%	28.3%
Neutral	50.0%	43.8%	66.7%	45.0%	25.0%	28.0%	41.1%	20.0%	31.8%	44.8%	33.3%	39.5%	41.2%	36.2%	36.7%	37.7%
Disagree	0.0%	18.8%	0.0%	5.0%	18.8%	18.0%	12.2%	0.0%	8.3%	20.7%	0.0%	10.9%	14.2%	11.7%	13.9%	12.5%
Strongly Disagree	0.0%	6.3%	0.0%	0.0%	0.0%	4.0%	6.7%	0.0%	0.8%	3.4%	0.0%	5.0%	4.6%	7.7%	11.4%	5.2%

**Q1-Q7. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Professional Development/Career Mobility. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work															Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	

**Q7. Overall, I am satisfied with the professional development opportunities that are available to me at City**

Strongly Agree	0.0%	0.0%	33.3%	19.0%	17.6%	19.2%	13.0%	40.0%	43.6%	16.7%	33.3%	13.9%	16.5%	11.5%	12.8%	18.2%
Agree	50.0%	75.0%	0.0%	57.1%	23.5%	32.7%	29.0%	60.0%	35.3%	26.7%	33.3%	41.8%	38.2%	42.5%	24.4%	37.2%
Neutral	50.0%	12.5%	33.3%	14.3%	47.1%	25.0%	36.0%	0.0%	15.8%	23.3%	16.7%	23.0%	30.7%	28.5%	41.9%	27.9%
Disagree	0.0%	12.5%	33.3%	4.8%	11.8%	21.2%	16.0%	0.0%	3.8%	26.7%	0.0%	9.8%	11.6%	12.5%	11.6%	11.7%
Strongly Disagree	0.0%	0.0%	0.0%	4.8%	0.0%	1.9%	6.0%	0.0%	1.5%	6.7%	16.7%	11.5%	3.0%	5.0%	9.3%	5.0%



**Q9. The following adequately support my work-related needs: (Without “Don’t Know”)**

N=1177

	Q74. In which department do you currently work															Total
	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
<b>Q9a. City Manager's Office</b>																
Strongly Agree	0.0%	12.5%	0.0%	21.4%	29.4%	6.5%	6.2%	75.0%	40.5%	7.7%	0.0%	7.5%	9.0%	9.1%	9.7%	13.4%
Agree	100%	50.0%	66.7%	21.4%	41.2%	34.8%	27.2%	0.0%	45.5%	46.2%	60.0%	25.2%	29.0%	28.6%	20.8%	31.4%
Neutral	0.0%	25.0%	33.3%	57.1%	17.6%	37.0%	48.1%	0.0%	14.0%	30.8%	40.0%	42.1%	53.9%	40.6%	44.4%	40.6%
Disagree	0.0%	6.3%	0.0%	0.0%	11.8%	13.0%	11.1%	25.0%	0.0%	7.7%	0.0%	15.9%	6.5%	14.9%	12.5%	9.5%
Strongly Disagree	0.0%	6.3%	0.0%	0.0%	0.0%	8.7%	7.4%	0.0%	0.0%	7.7%	0.0%	9.3%	1.6%	6.9%	12.5%	5.1%

**Q9. The following adequately support my work-related needs: (Without “Don’t Know”)**

N=1177

	Q74. In which department do you currently work															Total
	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
<u>Q9b. Strategic Management &amp; Diversity Office</u>																
Strongly Agree	0.0%	8.3%	0.0%	21.4%	14.3%	13.6%	8.5%	100%	27.8%	20.0%	50.0%	10.6%	7.4%	11.3%	8.8%	13.1%
Agree	100%	0.0%	0.0%	28.6%	14.3%	31.8%	24.4%	0.0%	33.0%	32.0%	33.3%	24.0%	22.3%	28.0%	19.1%	25.4%
Neutral	0.0%	83.3%	100%	50.0%	57.1%	38.6%	51.2%	0.0%	35.7%	32.0%	16.7%	47.1%	62.4%	42.9%	45.6%	48.5%
Disagree	0.0%	8.3%	0.0%	0.0%	14.3%	9.1%	8.5%	0.0%	2.6%	8.0%	0.0%	9.6%	4.8%	10.7%	17.6%	7.9%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	0.0%	6.8%	7.3%	0.0%	0.9%	8.0%	0.0%	8.7%	3.1%	7.1%	8.8%	5.2%

**Q9. The following adequately support my work-related needs: (Without “Don’t Know”)**

N=1177

	Q74. In which department do you currently work															Total
	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medical Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
<u>Q9c. Human Resources</u>																
Strongly Agree	0.0%	18.8%	0.0%	31.6%	12.5%	12.5%	12.9%	100%	32.6%	7.1%	0.0%	14.5%	12.0%	11.8%	12.0%	15.6%
Agree	100%	56.3%	66.7%	42.1%	37.5%	29.2%	46.2%	0.0%	50.8%	39.3%	80.0%	38.7%	41.6%	34.9%	38.6%	41.0%
Neutral	0.0%	25.0%	33.3%	15.8%	31.3%	31.3%	31.2%	0.0%	12.9%	35.7%	0.0%	24.2%	35.4%	30.3%	26.5%	28.0%
Disagree	0.0%	0.0%	0.0%	10.5%	12.5%	14.6%	6.5%	0.0%	3.0%	10.7%	20.0%	14.5%	8.0%	13.8%	14.5%	10.0%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	6.3%	12.5%	3.2%	0.0%	0.8%	7.1%	0.0%	8.1%	2.9%	9.2%	8.4%	5.4%

**Q9. The following adequately support my work-related needs: (Without “Don’t Know”)**

N=1177

	Q74. In which department do you currently work															Total
	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
<u>Q9d. Information Technology</u>																
Strongly Agree	0.0%	18.8%	0.0%	35.0%	5.9%	18.0%	20.6%	100%	32.6%	18.5%	20.0%	26.0%	13.7%	11.6%	18.4%	19.2%
Agree	50.0%	68.8%	33.3%	55.0%	70.6%	56.0%	46.4%	0.0%	41.7%	51.9%	40.0%	35.8%	48.3%	44.9%	39.1%	45.4%
Neutral	50.0%	6.3%	33.3%	10.0%	17.6%	16.0%	19.6%	0.0%	18.2%	18.5%	20.0%	19.5%	26.6%	28.8%	27.6%	23.0%
Disagree	0.0%	6.3%	33.3%	0.0%	0.0%	6.0%	7.2%	0.0%	6.1%	3.7%	20.0%	8.9%	7.7%	8.1%	8.0%	7.3%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	5.9%	4.0%	6.2%	0.0%	1.5%	7.4%	0.0%	9.8%	3.7%	6.6%	6.9%	5.1%

**Q9. The following adequately support my work-related needs: (Without “Don’t Know”)**

N=1177

	Q74. In which department do you currently work															Total
	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
<u>Q9e. Risk Management/Worker's Compensation</u>																
Strongly Agree	0.0%	7.1%	0.0%	20.0%	20.0%	9.1%	6.5%	75.0%	22.0%	4.2%	0.0%	13.1%	11.0%	11.3%	4.3%	11.9%
Agree	100%	64.3%	0.0%	26.7%	50.0%	27.3%	39.0%	0.0%	43.2%	25.0%	0.0%	39.3%	36.9%	40.9%	39.1%	38.4%
Neutral	0.0%	28.6%	100%	53.3%	30.0%	54.5%	44.2%	25.0%	26.3%	62.5%	100%	41.1%	43.9%	38.7%	46.4%	41.5%
Disagree	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%	6.5%	0.0%	5.9%	4.2%	0.0%	2.8%	5.9%	5.9%	5.8%	5.2%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%	3.9%	0.0%	2.5%	4.2%	0.0%	3.7%	2.4%	3.2%	4.3%	3.0%

**Q10. The following programs/services adequately support my needs: (Without “Don’t Know”)**

N=1177

	Q74. In which department do you currently work															Total
	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
<u>Q10a. The Wellness program</u>																
Strongly Agree	0.0%	13.3%	33.3%	47.6%	23.5%	18.4%	12.5%	40.0%	18.4%	25.0%	0.0%	22.0%	13.6%	21.5%	12.8%	18.0%
Agree	100%	40.0%	0.0%	33.3%	52.9%	38.8%	37.5%	20.0%	36.8%	39.3%	50.0%	49.6%	37.4%	33.5%	30.2%	37.7%
Neutral	0.0%	33.3%	66.7%	9.5%	17.6%	18.4%	29.5%	0.0%	32.8%	17.9%	0.0%	17.1%	31.5%	27.0%	29.1%	26.9%
Disagree	0.0%	13.3%	0.0%	4.8%	5.9%	16.3%	13.6%	40.0%	8.8%	10.7%	50.0%	7.3%	9.2%	7.5%	11.6%	9.7%
Strongly Disagree	0.0%	0.0%	0.0%	4.8%	0.0%	8.2%	6.8%	0.0%	3.2%	7.1%	0.0%	4.1%	8.4%	10.5%	16.3%	7.7%

**Q10. The following programs/services adequately support my needs: (Without “Don’t Know”)**

N=1177

	Q74. In which department do you currently work															Total
	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
<u>Q10b. City mediation services</u>																
Strongly Agree	0.0%	0.0%	0.0%	41.7%	16.7%	8.8%	1.7%	25.0%	17.2%	11.1%	25.0%	7.5%	5.2%	6.8%	3.8%	8.1%
Agree	100%	0.0%	0.0%	16.7%	16.7%	20.6%	19.0%	25.0%	26.9%	22.2%	0.0%	25.0%	17.5%	18.2%	7.7%	19.1%
Neutral	0.0%	100%	100%	33.3%	66.7%	61.8%	65.5%	50.0%	52.7%	55.6%	50.0%	61.3%	71.6%	58.3%	71.2%	63.4%
Disagree	0.0%	0.0%	0.0%	8.3%	0.0%	2.9%	10.3%	0.0%	3.2%	5.6%	25.0%	3.8%	4.1%	9.1%	7.7%	5.7%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%	3.4%	0.0%	0.0%	5.6%	0.0%	2.5%	1.5%	7.6%	9.6%	3.6%

**Q10. The following programs/services adequately support my needs: (Without “Don’t Know”)**

N=1177

	Q74. In which department do you currently work															Total
	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medical Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
<u>Q10c. The Safe Haven process</u>																
Strongly Agree	0.0%	9.1%	0.0%	40.0%	11.1%	18.2%	7.4%	100%	21.7%	10.5%	0.0%	7.2%	5.6%	8.6%	3.9%	10.2%
Agree	100%	0.0%	0.0%	10.0%	11.1%	21.2%	9.3%	0.0%	22.9%	15.8%	33.3%	21.7%	16.1%	16.4%	5.9%	16.3%
Neutral	0.0%	90.9%	100%	40.0%	44.4%	42.4%	59.3%	0.0%	54.2%	52.6%	33.3%	55.4%	72.2%	53.6%	60.8%	59.2%
Disagree	0.0%	0.0%	0.0%	10.0%	33.3%	12.1%	7.4%	0.0%	0.0%	10.5%	33.3%	8.4%	3.9%	9.3%	9.8%	6.9%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	0.0%	6.1%	16.7%	0.0%	1.2%	10.5%	0.0%	7.2%	2.2%	12.1%	19.6%	7.5%



**Q11-Q13. Organizational Support: (Without “Don’t Know”)**

N=1177

	Q74. In which department do you currently work															Total
	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
<u>Q11. Senior leadership in my department is demonstrating &amp; communicating the same values that are expected of me</u>																
Strongly Agree	0.0%	12.5%	33.3%	33.3%	52.9%	17.0%	21.8%	100%	45.5%	13.3%	66.7%	15.4%	16.1%	20.4%	16.5%	22.5%
Agree	50.0%	50.0%	66.7%	28.6%	23.5%	28.3%	35.6%	0.0%	31.3%	43.3%	0.0%	26.0%	41.2%	29.6%	28.6%	33.2%
Neutral	0.0%	12.5%	0.0%	19.0%	5.9%	17.0%	10.9%	0.0%	11.9%	3.3%	16.7%	13.8%	20.1%	12.6%	16.5%	14.6%
Disagree	50.0%	18.8%	0.0%	9.5%	5.9%	13.2%	14.9%	0.0%	5.2%	23.3%	0.0%	22.8%	15.1%	19.4%	24.2%	16.1%
Strongly Disagree	0.0%	6.3%	0.0%	9.5%	11.8%	24.5%	16.8%	0.0%	6.0%	16.7%	16.7%	22.0%	7.5%	18.0%	14.3%	13.5%

**Q11-Q13. Organizational Support: (Without “Don’t Know”)**

N=1177

	Q74. In which department do you currently work															Total
	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
<b><u>Q12. My physical work environment (building) is safe, clean &amp; maintained in good operating order</u></b>																
Strongly Agree	50.0%	11.8%	0.0%	23.8%	23.5%	20.8%	16.0%	80.0%	37.0%	16.7%	50.0%	24.2%	20.5%	24.3%	18.1%	23.3%
Agree	0.0%	58.8%	0.0%	57.1%	58.8%	37.7%	43.4%	20.0%	31.9%	53.3%	0.0%	48.4%	42.4%	36.4%	42.6%	41.1%
Neutral	50.0%	5.9%	33.3%	14.3%	0.0%	22.6%	15.1%	0.0%	11.9%	20.0%	16.7%	13.7%	15.2%	17.0%	9.6%	14.6%
Disagree	0.0%	23.5%	66.7%	4.8%	17.6%	17.0%	15.1%	0.0%	11.9%	10.0%	33.3%	7.3%	15.9%	15.5%	18.1%	14.4%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	0.0%	1.9%	10.4%	0.0%	7.4%	0.0%	0.0%	6.5%	6.0%	6.8%	11.7%	6.5%

**Q11-Q13. Organizational Support: (Without “Don’t Know”)**

N=1177

Q74. In which department do you currently work															Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	

**Q13. Overall, I am satisfied with the support that is provided to employees by City of Tempe**

Strongly Agree	0.0%	17.6%	0.0%	23.8%	31.3%	17.3%	10.0%	40.0%	46.3%	16.7%	33.3%	12.1%	15.9%	19.2%	12.6%	19.7%
Agree	100%	52.9%	66.7%	57.1%	43.8%	30.8%	36.0%	60.0%	40.3%	30.0%	50.0%	34.7%	50.2%	30.5%	34.5%	39.7%
Neutral	0.0%	23.5%	33.3%	14.3%	6.3%	19.2%	30.0%	0.0%	6.7%	23.3%	0.0%	22.6%	24.4%	27.1%	18.4%	21.5%
Disagree	0.0%	5.9%	0.0%	4.8%	18.8%	23.1%	21.0%	0.0%	5.2%	26.7%	16.7%	20.2%	8.8%	15.3%	20.7%	14.1%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	0.0%	9.6%	3.0%	0.0%	1.5%	3.3%	0.0%	10.5%	0.7%	7.9%	13.8%	5.0%

**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work																Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected		

**Q15. My immediate supervisor treats me with respect**

Strongly Agree	50.0%	50.0%	33.3%	61.9%	58.8%	52.8%	50.9%	80.0%	73.4%	56.7%	66.7%	37.0%	48.8%	46.3%	42.7%	50.8%
Agree	50.0%	43.8%	66.7%	33.3%	11.8%	26.4%	27.4%	20.0%	19.4%	30.0%	0.0%	32.3%	40.1%	31.2%	29.2%	31.2%
Neutral	0.0%	0.0%	0.0%	4.8%	11.8%	5.7%	9.4%	0.0%	3.6%	3.3%	16.7%	8.7%	7.6%	10.7%	21.9%	8.9%
Disagree	0.0%	6.3%	0.0%	0.0%	17.6%	11.3%	6.6%	0.0%	2.2%	6.7%	16.7%	6.3%	2.1%	6.8%	3.1%	4.8%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%	5.7%	0.0%	1.4%	3.3%	0.0%	15.7%	1.4%	4.9%	3.1%	4.3%

**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work															Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	

**Q16. I know what is expected of me**

Strongly Agree	0.0%	29.4%	66.7%	57.1%	47.1%	43.4%	40.4%	80.0%	70.5%	46.7%	66.7%	29.1%	43.3%	42.6%	35.4%	44.5%
Agree	50.0%	58.8%	33.3%	33.3%	47.1%	32.1%	45.9%	20.0%	24.5%	33.3%	16.7%	37.8%	45.3%	40.7%	42.7%	39.6%
Neutral	0.0%	0.0%	0.0%	4.8%	0.0%	9.4%	5.5%	0.0%	2.2%	6.7%	16.7%	15.0%	6.6%	8.8%	13.5%	7.8%
Disagree	0.0%	0.0%	0.0%	0.0%	5.9%	11.3%	5.5%	0.0%	2.2%	6.7%	0.0%	9.4%	3.5%	4.4%	4.2%	4.7%
Strongly Disagree	50.0%	11.8%	0.0%	4.8%	0.0%	3.8%	2.8%	0.0%	0.7%	6.7%	0.0%	8.7%	1.4%	3.4%	4.2%	3.4%

**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work															Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	

**Q17. I have the materials & equipment I need to do my job right**

Strongly Agree	0.0%	17.6%	66.7%	38.1%	29.4%	26.4%	26.6%	80.0%	55.4%	30.0%	50.0%	29.1%	32.3%	27.2%	18.9%	32.0%
Agree	100%	47.1%	33.3%	57.1%	47.1%	37.7%	45.0%	20.0%	32.4%	36.7%	33.3%	36.2%	51.0%	45.1%	43.2%	43.5%
Neutral	0.0%	5.9%	0.0%	4.8%	11.8%	15.1%	11.9%	0.0%	10.8%	16.7%	0.0%	13.4%	7.6%	13.1%	18.9%	11.5%
Disagree	0.0%	29.4%	0.0%	0.0%	11.8%	18.9%	13.8%	0.0%	1.4%	13.3%	16.7%	11.8%	8.3%	10.2%	14.7%	10.1%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	0.0%	1.9%	2.8%	0.0%	0.0%	3.3%	0.0%	9.4%	0.7%	4.4%	4.2%	2.9%

**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work															Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic- al Rescue	Human Services	Internal Audit	Internal Servi- ces	Police	Public Works	None selected	

**Q18. I am comfortable expressing my opinions about work related issues to my immediate supervisor**

Strongly Agree	0.0%	33.3%	33.3%	33.3%	58.8%	39.6%	37.6%	80.0%	62.6%	43.3%	66.7%	29.9%	36.5%	37.4%	29.5%	39.5%
Agree	100%	53.3%	33.3%	42.9%	23.5%	34.0%	32.1%	20.0%	24.5%	33.3%	16.7%	27.6%	38.5%	31.1%	35.8%	32.9%
Neutral	0.0%	6.7%	33.3%	9.5%	0.0%	9.4%	11.0%	0.0%	5.8%	6.7%	0.0%	11.8%	12.2%	12.1%	13.7%	10.7%
Disagree	0.0%	6.7%	0.0%	14.3%	5.9%	7.5%	8.3%	0.0%	3.6%	13.3%	16.7%	9.4%	8.0%	8.3%	13.7%	8.3%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	11.8%	9.4%	11.0%	0.0%	3.6%	3.3%	0.0%	21.3%	4.9%	11.2%	7.4%	8.6%

**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work															Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire	Medical Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected

**Q19. I believe my opinions seem to count**

Strongly Agree	0.0%	18.8%	0.0%	23.8%	52.9%	26.4%	38.3%	80.0%	38.1%	43.3%	66.7%	20.6%	21.5%	25.7%	24.5%	27.9%
Agree	50.0%	43.8%	66.7%	42.9%	23.5%	26.4%	23.4%	20.0%	32.4%	26.7%	16.7%	23.0%	32.3%	27.2%	20.2%	28.2%
Neutral	0.0%	12.5%	33.3%	9.5%	11.8%	17.0%	10.3%	0.0%	14.4%	10.0%	16.7%	15.1%	19.4%	18.9%	23.4%	16.8%
Disagree	50.0%	12.5%	0.0%	4.8%	5.9%	18.9%	13.1%	0.0%	8.6%	13.3%	0.0%	17.5%	19.1%	10.2%	23.4%	14.8%
Strongly Disagree	0.0%	12.5%	0.0%	19.0%	5.9%	11.3%	15.0%	0.0%	6.5%	6.7%	0.0%	23.8%	7.6%	18.0%	8.5%	12.3%



**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment. (Without "Don't Know")**

N=1177

	Q74. In which department do you currently work															Total
	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
<u>Q20. My work is appreciated by my immediate supervisor</u>																
Strongly Agree	0.0%	31.3%	0.0%	38.1%	58.8%	35.8%	46.3%	80.0%	63.3%	53.3%	66.7%	28.8%	37.3%	40.7%	31.9%	41.4%
Agree	100%	56.3%	100%	47.6%	11.8%	37.7%	29.6%	20.0%	23.7%	36.7%	0.0%	35.2%	40.8%	27.5%	39.4%	34.0%
Neutral	0.0%	12.5%	0.0%	14.3%	17.6%	15.1%	9.3%	0.0%	8.6%	3.3%	33.3%	12.8%	15.0%	16.2%	14.9%	13.2%
Disagree	0.0%	0.0%	0.0%	0.0%	11.8%	3.8%	6.5%	0.0%	2.9%	0.0%	0.0%	10.4%	4.2%	7.4%	10.6%	5.9%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	0.0%	7.5%	8.3%	0.0%	1.4%	6.7%	0.0%	12.8%	2.8%	8.3%	3.2%	5.5%

**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment. (Without "Don't Know")**

N=1177

**Q74. In which department do you currently work**

**Total**

Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	Total
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**Q21. My immediate supervisor gives me clear expectations for work assignments**

Strongly Agree	0.0%	25.0%	0.0%	38.1%	35.3%	35.8%	44.0%	80.0%	62.6%	46.7%	66.7%	21.4%	36.0%	32.0%	26.9%	37.3%
Agree	50.0%	50.0%	100%	42.9%	35.3%	22.6%	25.7%	20.0%	28.1%	26.7%	0.0%	28.6%	38.1%	38.3%	33.3%	33.3%
Neutral	0.0%	12.5%	0.0%	9.5%	23.5%	18.9%	11.9%	0.0%	5.0%	3.3%	33.3%	22.2%	17.0%	14.6%	18.3%	14.8%
Disagree	0.0%	6.3%	0.0%	4.8%	5.9%	15.1%	10.1%	0.0%	2.2%	16.7%	0.0%	13.5%	5.5%	7.8%	12.9%	8.2%
Strongly Disagree	50.0%	6.3%	0.0%	4.8%	0.0%	7.5%	8.3%	0.0%	2.2%	6.7%	0.0%	14.3%	3.5%	7.3%	8.6%	6.5%

**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment. (Without "Don't Know")**

N=1177

	Q74. In which department do you currently work															Total
	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
<u>Q22. My immediate supervisor makes good use of my time</u>																
Strongly Agree	0.0%	35.7%	33.3%	33.3%	47.1%	34.6%	44.3%	80.0%	61.2%	46.7%	66.7%	23.8%	33.2%	35.3%	24.2%	37.4%
Agree	50.0%	35.7%	66.7%	47.6%	11.8%	32.7%	24.5%	20.0%	28.8%	26.7%	0.0%	26.2%	40.2%	35.8%	35.2%	33.1%
Neutral	0.0%	21.4%	0.0%	14.3%	35.3%	17.3%	12.3%	0.0%	5.0%	10.0%	33.3%	21.4%	18.9%	16.7%	28.6%	17.0%
Disagree	0.0%	7.1%	0.0%	4.8%	5.9%	7.7%	9.4%	0.0%	2.2%	10.0%	0.0%	14.3%	5.2%	6.9%	7.7%	7.0%
Strongly Disagree	50.0%	0.0%	0.0%	0.0%	0.0%	7.7%	9.4%	0.0%	2.9%	6.7%	0.0%	14.3%	2.4%	5.4%	4.4%	5.5%

**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work																Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected		

**Q23. I receive constructive feedback on my job performance from my immediate supervisor**

Strongly Agree	0.0%	25.0%	33.3%	38.1%	47.1%	28.8%	33.6%	80.0%	59.7%	43.3%	50.0%	20.2%	30.4%	31.4%	22.0%	33.6%
Agree	100%	56.3%	33.3%	42.9%	29.4%	36.5%	33.6%	20.0%	32.4%	26.7%	16.7%	22.6%	36.0%	29.4%	34.1%	32.5%
Neutral	0.0%	6.3%	0.0%	9.5%	5.9%	15.4%	10.3%	0.0%	2.9%	16.7%	0.0%	24.2%	21.5%	19.1%	25.3%	16.8%
Disagree	0.0%	6.3%	33.3%	4.8%	17.6%	9.6%	10.3%	0.0%	2.9%	6.7%	33.3%	12.9%	8.0%	9.3%	14.3%	9.1%
Strongly Disagree	0.0%	6.3%	0.0%	4.8%	0.0%	9.6%	12.1%	0.0%	2.2%	6.7%	0.0%	20.2%	4.2%	10.8%	4.4%	8.0%

**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work

Total

Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic- al Rescue	Human Servic- es	Internal Audit	Internal Servi- ces	Police	Public Works	None selected	Total
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Q24. The work I perform is evaluated fairly

Strongly Agree	0.0%	33.3%	33.3%	33.3%	50.0%	33.3%	29.7%	75.0%	63.0%	48.3%	66.7%	20.8%	32.3%	30.8%	23.8%	34.9%
Agree	100%	26.7%	33.3%	47.6%	18.8%	35.3%	35.6%	25.0%	27.5%	17.2%	0.0%	29.2%	40.4%	32.3%	26.2%	33.0%
Neutral	0.0%	33.3%	33.3%	9.5%	25.0%	19.6%	16.8%	0.0%	6.5%	13.8%	16.7%	22.5%	19.6%	21.2%	38.1%	19.6%
Disagree	0.0%	6.7%	0.0%	4.8%	6.3%	5.9%	8.9%	0.0%	0.7%	10.3%	16.7%	10.0%	4.6%	6.1%	6.0%	5.8%
Strongly Disagree	0.0%	0.0%	0.0%	4.8%	0.0%	5.9%	8.9%	0.0%	2.2%	10.3%	0.0%	17.5%	3.2%	9.6%	6.0%	6.8%

**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment. (Without "Don't Know")**

N=1177

	Q74. In which department do you currently work															Total
	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
<u>Q25. My immediate supervisor knows my career/job goals</u>																
Strongly Agree	0.0%	13.3%	33.3%	42.9%	20.0%	32.7%	25.3%	60.0%	61.3%	44.8%	80.0%	18.9%	30.3%	29.5%	22.0%	32.4%
Agree	50.0%	53.3%	33.3%	28.6%	53.3%	30.8%	32.3%	40.0%	23.4%	27.6%	0.0%	33.6%	39.1%	31.5%	28.0%	32.9%
Neutral	0.0%	20.0%	0.0%	14.3%	0.0%	17.3%	17.2%	0.0%	9.5%	13.8%	0.0%	18.0%	18.0%	20.0%	25.6%	17.1%
Disagree	0.0%	0.0%	33.3%	4.8%	26.7%	11.5%	15.2%	0.0%	2.2%	6.9%	20.0%	12.3%	7.4%	12.0%	17.1%	10.0%
Strongly Disagree	50.0%	13.3%	0.0%	9.5%	0.0%	7.7%	10.1%	0.0%	3.6%	6.9%	0.0%	17.2%	5.3%	7.0%	7.3%	7.7%

**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work																Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected		

**Q26. My immediate supervisor supports me in achieving my career/job goals**

Strongly Agree	0.0%	13.3%	33.3%	47.6%	31.3%	34.0%	23.8%	80.0%	58.7%	51.7%	66.7%	23.0%	34.7%	32.3%	19.8%	34.5%
Agree	50.0%	53.3%	33.3%	33.3%	31.3%	28.3%	32.7%	20.0%	29.7%	20.7%	0.0%	24.6%	34.7%	25.9%	30.9%	30.1%
Neutral	0.0%	26.7%	0.0%	14.3%	12.5%	24.5%	20.8%	0.0%	6.5%	13.8%	16.7%	28.7%	21.1%	20.4%	33.3%	20.4%
Disagree	0.0%	0.0%	33.3%	0.0%	18.8%	5.7%	10.9%	0.0%	1.4%	6.9%	16.7%	8.2%	5.6%	12.4%	9.9%	7.6%
Strongly Disagree	50.0%	6.7%	0.0%	4.8%	6.3%	7.5%	11.9%	0.0%	3.6%	6.9%	0.0%	15.6%	3.9%	9.0%	6.2%	7.4%

**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work															Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire	Medical Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected

**Q27. Within last 30 days I have received feedback on my job performance from my supervisor**

Strongly Agree	0.0%	13.3%	33.3%	33.3%	31.3%	28.8%	16.7%	80.0%	53.2%	37.9%	50.0%	19.2%	29.4%	30.8%	19.3%	29.9%
Agree	50.0%	60.0%	33.3%	33.3%	37.5%	25.0%	30.4%	0.0%	26.6%	31.0%	16.7%	24.0%	33.3%	26.9%	23.9%	28.9%
Neutral	0.0%	13.3%	0.0%	14.3%	6.3%	17.3%	23.5%	20.0%	10.8%	13.8%	0.0%	15.2%	14.2%	16.4%	25.0%	15.9%
Disagree	0.0%	6.7%	33.3%	9.5%	18.8%	21.2%	11.8%	0.0%	6.5%	13.8%	16.7%	18.4%	11.7%	12.9%	20.5%	13.3%
Strongly Disagree	50.0%	6.7%	0.0%	9.5%	6.3%	7.7%	17.6%	0.0%	2.9%	3.4%	16.7%	23.2%	11.3%	12.9%	11.4%	12.0%



**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment. (Without "Don't Know")**

N=1177

	Q74. In which department do you currently work															Total
	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic- al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
<u>Q28. When I request training, my supervisor is open to working with me to ensure I could attend</u>																
Strongly Agree	0.0%	40.0%	0.0%	61.9%	50.0%	37.3%	36.4%	80.0%	67.4%	55.2%	50.0%	29.8%	34.9%	34.8%	29.1%	39.8%
Agree	100%	53.3%	66.7%	38.1%	25.0%	35.3%	35.4%	20.0%	22.5%	24.1%	33.3%	32.3%	43.2%	36.8%	38.0%	35.8%
Neutral	0.0%	0.0%	33.3%	0.0%	6.3%	15.7%	18.2%	0.0%	4.3%	17.2%	16.7%	16.1%	12.9%	16.9%	24.1%	14.0%
Disagree	0.0%	6.7%	0.0%	0.0%	18.8%	5.9%	6.1%	0.0%	4.3%	0.0%	0.0%	8.9%	6.5%	6.5%	6.3%	6.2%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%	4.0%	0.0%	1.4%	3.4%	0.0%	12.9%	2.5%	5.0%	2.5%	4.2%

**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work																Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected		

**Q29. Senior managers in my department listen to me**

Strongly Agree	0.0%	21.4%	33.3%	23.8%	37.5%	20.8%	20.8%	80.0%	35.5%	34.5%	66.7%	21.0%	18.3%	22.2%	20.5%	23.6%
Agree	100%	42.9%	33.3%	42.9%	43.8%	22.6%	29.2%	20.0%	26.8%	24.1%	0.0%	22.6%	29.9%	26.3%	26.9%	27.7%
Neutral	0.0%	21.4%	33.3%	19.0%	6.3%	26.4%	20.8%	0.0%	15.2%	17.2%	33.3%	17.7%	26.3%	18.6%	17.9%	20.4%
Disagree	0.0%	7.1%	0.0%	9.5%	0.0%	15.1%	16.7%	0.0%	15.2%	6.9%	0.0%	17.7%	16.2%	14.4%	24.4%	15.5%
Strongly Disagree	0.0%	7.1%	0.0%	4.8%	12.5%	15.1%	12.5%	0.0%	7.2%	17.2%	0.0%	21.0%	9.4%	18.6%	10.3%	12.8%

**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work																Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	

**Q30. I believe senior managers in my department support decisions made by my supervisor**

Strongly Agree	0.0%	28.6%	33.3%	19.0%	37.5%	26.5%	20.4%	80.0%	38.7%	30.0%	66.7%	23.7%	20.4%	24.1%	20.5%	25.4%
Agree	100%	42.9%	66.7%	33.3%	50.0%	24.5%	34.4%	20.0%	32.1%	26.7%	16.7%	35.6%	38.0%	29.2%	27.4%	33.4%
Neutral	0.0%	21.4%	0.0%	23.8%	12.5%	16.3%	17.2%	0.0%	13.1%	13.3%	0.0%	18.6%	25.9%	18.5%	26.0%	19.7%
Disagree	0.0%	0.0%	0.0%	19.0%	0.0%	12.2%	20.4%	0.0%	8.0%	16.7%	16.7%	11.0%	9.9%	14.4%	13.7%	12.0%
Strongly Disagree	0.0%	7.1%	0.0%	4.8%	0.0%	20.4%	7.5%	0.0%	8.0%	13.3%	0.0%	11.0%	5.8%	13.8%	12.3%	9.6%

**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work

Total

Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic- al Rescue	Human Servic- es	Internal Audit	Internal Servi- ces	Police	Public Works	None selected	Total
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**Q31. As a supervisor, I am supported when addressing staff issues**

Strongly Agree	0.0%	0.0%	50.0%	50.0%	37.5%	14.8%	15.7%	75.0%	33.8%	7.1%	0.0%	30.5%	23.8%	20.0%	14.9%	22.9%
Agree	100%	45.5%	50.0%	33.3%	12.5%	29.6%	37.1%	0.0%	27.5%	42.9%	33.3%	20.3%	28.7%	26.4%	25.5%	28.7%
Neutral	0.0%	45.5%	0.0%	16.7%	50.0%	44.4%	28.6%	0.0%	28.8%	35.7%	33.3%	33.9%	37.1%	37.3%	44.7%	35.2%
Disagree	0.0%	9.1%	0.0%	0.0%	0.0%	7.4%	12.9%	25.0%	6.3%	14.3%	0.0%	5.1%	5.6%	8.2%	10.6%	7.7%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	0.0%	3.7%	5.7%	0.0%	3.8%	0.0%	33.3%	10.2%	4.9%	8.2%	4.3%	5.6%

**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment. (Without "Don't Know")**

N=1177

	Q74. In which department do you currently work															Total
	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
<u>Q32. Conflict in my work area is resolved effectively</u>																
Strongly Agree	0.0%	6.3%	33.3%	25.0%	7.1%	13.5%	17.3%	80.0%	41.5%	10.3%	50.0%	13.8%	16.6%	16.6%	9.3%	19.1%
Agree	50.0%	37.5%	33.3%	30.0%	35.7%	21.2%	32.7%	20.0%	37.8%	31.0%	0.0%	24.1%	39.9%	28.9%	32.0%	32.8%
Neutral	0.0%	43.8%	33.3%	40.0%	14.3%	26.9%	12.2%	0.0%	11.1%	17.2%	33.3%	12.1%	24.4%	23.5%	26.7%	20.4%
Disagree	0.0%	6.3%	0.0%	5.0%	28.6%	17.3%	17.3%	0.0%	4.4%	13.8%	0.0%	22.4%	11.1%	15.0%	21.3%	13.8%
Strongly Disagree	50.0%	6.3%	0.0%	0.0%	14.3%	21.2%	20.4%	0.0%	5.2%	27.6%	16.7%	27.6%	8.1%	16.0%	10.7%	13.9%

**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment. (Without "Don't Know")**

N=1177

**Q74. In which department do you currently work**

**Total**

Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	Total
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**Q33. I believe assignments in my department are distributed fairly**

Strongly Agree	0.0%	6.3%	33.3%	20.0%	12.5%	23.1%	16.5%	80.0%	45.9%	17.2%	66.7%	13.2%	14.5%	17.8%	15.0%	20.3%
Agree	50.0%	62.5%	33.3%	60.0%	31.3%	23.1%	22.3%	20.0%	37.8%	34.5%	16.7%	23.1%	36.4%	35.0%	30.0%	32.8%
Neutral	0.0%	12.5%	33.3%	5.0%	31.3%	13.5%	21.4%	0.0%	5.9%	24.1%	0.0%	20.7%	27.6%	18.3%	26.3%	19.9%
Disagree	0.0%	12.5%	0.0%	10.0%	0.0%	17.3%	22.3%	0.0%	5.9%	10.3%	16.7%	19.0%	13.5%	13.7%	20.0%	14.2%
Strongly Disagree	50.0%	6.3%	0.0%	5.0%	25.0%	23.1%	17.5%	0.0%	4.4%	13.8%	0.0%	24.0%	8.0%	15.2%	8.8%	12.7%

**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment. (Without "Don't Know")**

N=1177

	Q74. In which department do you currently work															Total
	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire	Medical Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	
<u>Q34. I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit</u>																
Strongly Agree	0.0%	6.3%	0.0%	30.0%	21.4%	24.5%	18.2%	80.0%	31.6%	23.3%	66.7%	14.0%	16.2%	17.7%	15.0%	19.6%
Agree	100%	62.5%	33.3%	30.0%	35.7%	15.1%	32.3%	20.0%	34.6%	26.7%	16.7%	19.0%	36.0%	25.8%	20.0%	29.3%
Neutral	0.0%	25.0%	0.0%	15.0%	14.3%	22.6%	12.1%	0.0%	15.4%	13.3%	0.0%	19.8%	19.1%	21.2%	22.5%	18.4%
Disagree	0.0%	0.0%	66.7%	15.0%	21.4%	22.6%	20.2%	0.0%	10.3%	30.0%	0.0%	22.3%	18.0%	17.7%	27.5%	18.6%
Strongly Disagree	0.0%	6.3%	0.0%	10.0%	7.1%	15.1%	17.2%	0.0%	8.1%	6.7%	16.7%	24.8%	10.8%	17.7%	15.0%	14.1%

**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work																Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected		

**Q35. I believe poor job performance is dealt with effectively by managers/supervisors in my work unit**

Strongly Agree	0.0%	0.0%	0.0%	25.0%	8.3%	15.7%	12.2%	80.0%	28.1%	7.1%	60.0%	10.9%	9.6%	8.7%	7.7%	13.0%
Agree	50.0%	40.0%	66.7%	30.0%	25.0%	11.8%	19.4%	20.0%	36.3%	25.0%	20.0%	20.2%	23.1%	19.9%	15.4%	23.0%
Neutral	0.0%	13.3%	33.3%	10.0%	16.7%	21.6%	15.3%	0.0%	17.8%	10.7%	0.0%	18.5%	21.0%	17.3%	28.2%	18.8%
Disagree	0.0%	33.3%	0.0%	10.0%	41.7%	21.6%	30.6%	0.0%	8.9%	25.0%	0.0%	18.5%	26.7%	26.5%	29.5%	23.3%
Strongly Disagree	50.0%	13.3%	0.0%	25.0%	8.3%	29.4%	22.4%	0.0%	8.9%	32.1%	20.0%	31.9%	19.6%	27.6%	19.2%	21.9%



**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work																Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic- al Rescue	Human Servic- es	Internal Audit	Internal Servi- ces	Police	Public Works	None selected		

**Q36. As a supervisor, I have been given the training, tools, & resources to lead my work unit**

Strongly Agree	0.0%	0.0%	0.0%	40.0%	50.0%	25.9%	15.7%	50.0%	43.9%	7.7%	0.0%	28.6%	19.9%	14.5%	11.4%	22.0%
Agree	100%	41.7%	100%	60.0%	0.0%	29.6%	32.9%	25.0%	29.3%	46.2%	33.3%	30.4%	35.5%	39.1%	40.9%	35.2%
Neutral	0.0%	41.7%	0.0%	0.0%	16.7%	22.2%	38.6%	0.0%	18.3%	30.8%	33.3%	23.2%	33.3%	30.0%	38.6%	29.3%
Disagree	0.0%	16.7%	0.0%	0.0%	16.7%	18.5%	8.6%	25.0%	4.9%	15.4%	0.0%	7.1%	7.8%	10.0%	4.5%	8.5%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	16.7%	3.7%	4.3%	0.0%	3.7%	0.0%	33.3%	10.7%	3.5%	6.4%	4.5%	5.0%

**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment. (Without "Don't Know")**

N=1177

	Q74. In which department do you currently work															Total
	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
<u>Q37. I feel safe &amp; comfortable in my work unit</u>																
Strongly Agree	0.0%	29.4%	66.7%	30.0%	47.1%	29.4%	30.6%	80.0%	59.1%	27.6%	50.0%	23.4%	35.9%	31.3%	25.0%	34.9%
Agree	100%	47.1%	33.3%	60.0%	35.3%	33.3%	40.7%	20.0%	34.3%	44.8%	50.0%	35.5%	46.3%	39.3%	40.2%	40.6%
Neutral	0.0%	17.6%	0.0%	10.0%	0.0%	25.5%	13.0%	0.0%	2.9%	6.9%	0.0%	21.0%	12.1%	13.9%	23.9%	13.5%
Disagree	0.0%	5.9%	0.0%	0.0%	11.8%	3.9%	11.1%	0.0%	2.2%	6.9%	0.0%	8.1%	5.0%	7.0%	8.7%	6.2%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	5.9%	7.8%	4.6%	0.0%	1.5%	13.8%	0.0%	12.1%	0.7%	8.5%	2.2%	4.8%

**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work																Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire	Medical Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	

**Q38. My immediate supervisor has the tools to deal with conflict**

Strongly Agree	0.0%	14.3%	33.3%	31.6%	26.7%	26.5%	20.2%	100%	59.3%	30.0%	66.7%	22.4%	29.8%	26.6%	25.3%	31.1%
Agree	100%	50.0%	33.3%	52.6%	20.0%	18.4%	38.4%	0.0%	30.4%	40.0%	0.0%	26.7%	45.2%	34.0%	32.9%	35.6%
Neutral	0.0%	28.6%	33.3%	15.8%	26.7%	22.4%	18.2%	0.0%	5.9%	6.7%	0.0%	16.4%	15.1%	19.1%	22.8%	16.0%
Disagree	0.0%	7.1%	0.0%	0.0%	13.3%	18.4%	11.1%	0.0%	3.0%	20.0%	16.7%	10.3%	5.9%	7.4%	12.7%	8.3%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	13.3%	14.3%	12.1%	0.0%	1.5%	3.3%	16.7%	24.1%	4.0%	12.8%	6.3%	9.0%

**Q15-Q39. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Supervision/Working Environment. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work															Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire	Medical Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected

**Q39. Overall, I am satisfied with the working environment in my department**

Strongly Agree	0.0%	11.8%	0.0%	30.0%	35.3%	23.5%	25.2%	80.0%	60.1%	26.7%	66.7%	23.4%	25.6%	23.3%	25.0%	29.5%
Agree	50.0%	70.6%	66.7%	55.0%	47.1%	25.5%	37.4%	20.0%	29.0%	23.3%	16.7%	27.4%	48.8%	38.1%	27.3%	37.4%
Neutral	0.0%	5.9%	0.0%	10.0%	0.0%	15.7%	15.0%	0.0%	2.9%	30.0%	0.0%	14.5%	16.7%	17.8%	23.9%	14.8%
Disagree	50.0%	11.8%	33.3%	0.0%	5.9%	17.6%	16.8%	0.0%	5.8%	10.0%	0.0%	14.5%	6.4%	7.9%	20.5%	10.4%
Strongly Disagree	0.0%	0.0%	0.0%	5.0%	11.8%	17.6%	5.6%	0.0%	2.2%	10.0%	16.7%	20.2%	2.5%	12.9%	3.4%	7.9%

**Q41-Q47. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Compensation and Benefits. (Without "Don't Know")**

N=1177

	Q74. In which department do you currently work															Total
	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
<u>Q41. The City's health care plan meets my needs</u>																
Strongly Agree	50.0%	31.3%	66.7%	30.0%	25.0%	24.4%	14.5%	80.0%	15.4%	14.3%	0.0%	24.0%	12.3%	19.9%	10.1%	17.5%
Agree	50.0%	31.3%	33.3%	50.0%	56.3%	42.2%	55.4%	20.0%	36.5%	64.3%	25.0%	47.9%	44.9%	48.5%	40.5%	45.9%
Neutral	0.0%	25.0%	0.0%	20.0%	12.5%	17.8%	14.5%	0.0%	34.6%	7.1%	50.0%	17.4%	22.5%	16.8%	29.1%	20.9%
Disagree	0.0%	12.5%	0.0%	0.0%	6.3%	11.1%	7.2%	0.0%	8.7%	14.3%	25.0%	9.9%	13.4%	9.7%	13.9%	10.7%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	0.0%	4.4%	8.4%	0.0%	4.8%	0.0%	0.0%	0.8%	6.9%	5.1%	6.3%	4.9%

**Q41-Q47. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Compensation and Benefits. (Without "Don't Know")**

N=1177

	Q74. In which department do you currently work															Total
	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
<b>Q42. The amount that I pay for health care benefits is reasonable</b>																
Strongly Agree	50.0%	18.8%	66.7%	30.0%	25.0%	26.7%	20.3%	40.0%	16.5%	10.7%	0.0%	21.0%	10.9%	18.0%	15.0%	17.0%
Agree	50.0%	37.5%	33.3%	50.0%	43.8%	35.6%	45.6%	60.0%	37.2%	60.7%	0.0%	49.6%	35.8%	38.7%	23.8%	39.1%
Neutral	0.0%	25.0%	0.0%	10.0%	18.8%	24.4%	20.3%	0.0%	32.2%	21.4%	33.3%	13.4%	20.1%	17.5%	23.8%	20.5%
Disagree	0.0%	18.8%	0.0%	5.0%	6.3%	8.9%	11.4%	0.0%	9.9%	7.1%	66.7%	10.1%	26.3%	17.0%	28.8%	17.3%
Strongly Disagree	0.0%	0.0%	0.0%	5.0%	6.3%	4.4%	2.5%	0.0%	4.1%	0.0%	0.0%	5.9%	6.9%	8.8%	8.8%	6.1%

**Q41-Q47. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Compensation and Benefits. (Without "Don't Know")**

N=1177

**Q74. In which department do you currently work**

**Total**

Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
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**Q43. The City does a good job of informing me about my benefits**

Strongly Agree	0.0%	23.5%	33.3%	38.1%	29.4%	31.9%	20.5%	80.0%	27.4%	31.0%	20.0%	21.1%	16.0%	21.5%	11.1%	21.3%
Agree	100%	52.9%	33.3%	52.4%	64.7%	51.1%	57.8%	20.0%	42.7%	48.3%	60.0%	56.1%	46.8%	50.0%	45.7%	49.6%
Neutral	0.0%	23.5%	0.0%	0.0%	5.9%	8.5%	14.5%	0.0%	26.6%	13.8%	20.0%	15.4%	25.5%	18.0%	28.4%	20.1%
Disagree	0.0%	0.0%	33.3%	9.5%	0.0%	6.4%	3.6%	0.0%	2.4%	6.9%	0.0%	7.3%	9.6%	7.5%	7.4%	6.8%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	0.0%	2.1%	3.6%	0.0%	0.8%	0.0%	0.0%	0.0%	2.1%	3.0%	7.4%	2.2%

**Q41-Q47. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Compensation and Benefits. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work																Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic- al Rescue	Human Servic- es	Internal Audit	Internal Servi- ces	Police	Public Works	None selected		

Q44. The amount of leave that I receive each year meets my needs

Strongly Agree	50.0%	11.8%	66.7%	38.1%	31.3%	20.5%	28.6%	80.0%	30.8%	21.4%	0.0%	26.4%	17.7%	23.8%	14.8%	23.4%
Agree	50.0%	47.1%	0.0%	52.4%	56.3%	45.5%	40.5%	20.0%	48.1%	53.6%	75.0%	51.2%	56.2%	51.0%	58.0%	51.4%
Neutral	0.0%	11.8%	0.0%	4.8%	12.5%	25.0%	16.7%	0.0%	15.0%	7.1%	0.0%	12.0%	12.0%	14.4%	16.0%	13.6%
Disagree	0.0%	23.5%	33.3%	4.8%	0.0%	4.5%	6.0%	0.0%	4.5%	17.9%	25.0%	5.6%	11.7%	7.9%	4.9%	8.1%
Strongly Disagree	0.0%	5.9%	0.0%	0.0%	0.0%	4.5%	8.3%	0.0%	1.5%	0.0%	0.0%	4.8%	2.5%	3.0%	6.2%	3.4%



**Q41-Q47. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Compensation and Benefits. (Without "Don't Know")**

N=1177

	Q74. In which department do you currently work															Total
	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
<b>Q45. I think the amount I am paid is adequate for the work I do</b>																
Strongly Agree	50.0%	17.6%	33.3%	14.3%	23.5%	17.6%	8.9%	60.0%	31.8%	3.6%	0.0%	13.0%	9.5%	9.8%	7.1%	13.5%
Agree	50.0%	35.3%	66.7%	42.9%	35.3%	23.5%	42.2%	20.0%	50.0%	46.4%	50.0%	33.3%	40.0%	29.4%	25.0%	36.8%
Neutral	0.0%	5.9%	0.0%	9.5%	29.4%	19.6%	20.0%	20.0%	9.1%	17.9%	25.0%	21.1%	17.2%	16.7%	16.7%	16.7%
Disagree	0.0%	29.4%	0.0%	28.6%	5.9%	23.5%	15.6%	0.0%	7.6%	21.4%	0.0%	23.6%	22.8%	27.9%	32.1%	21.8%
Strongly Disagree	0.0%	11.8%	0.0%	4.8%	5.9%	15.7%	13.3%	0.0%	1.5%	10.7%	25.0%	8.9%	10.5%	16.2%	19.0%	11.3%

**Q41-Q47. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Compensation and Benefits. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work																Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire	Medical Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	

**Q46. I am satisfied with the City's deferred compensation benefits**

Strongly Agree	50.0%	23.5%	100%	31.6%	28.6%	15.9%	13.3%	80.0%	37.9%	20.0%	0.0%	18.2%	13.6%	18.8%	10.5%	19.5%
Agree	50.0%	47.1%	0.0%	47.4%	57.1%	50.0%	50.7%	20.0%	40.9%	68.0%	75.0%	50.4%	54.0%	42.4%	46.1%	48.6%
Neutral	0.0%	23.5%	0.0%	15.8%	14.3%	22.7%	25.3%	0.0%	14.4%	12.0%	25.0%	20.7%	19.5%	24.6%	27.6%	20.7%
Disagree	0.0%	5.9%	0.0%	5.3%	0.0%	9.1%	6.7%	0.0%	5.3%	0.0%	0.0%	7.4%	10.7%	10.5%	7.9%	8.2%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	0.0%	2.3%	4.0%	0.0%	1.5%	0.0%	0.0%	3.3%	2.2%	3.7%	7.9%	2.9%

**Q41-Q47. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Compensation and Benefits. (Without "Don't Know")**

N=1177

**Q74. In which department do you currently work**

**Total**

	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
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**Q47. Overall, I am reasonably compensated in pay & benefits for the work I do**

Strongly Agree	50.0%	17.6%	33.3%	23.8%	25.0%	22.0%	12.1%	60.0%	40.0%	6.9%	0.0%	18.5%	12.8%	12.0%	12.0%	17.7%
Agree	50.0%	47.1%	66.7%	47.6%	43.8%	26.0%	47.3%	40.0%	48.9%	58.6%	50.0%	38.7%	45.6%	38.0%	33.7%	42.5%
Neutral	0.0%	17.6%	0.0%	9.5%	25.0%	24.0%	19.8%	0.0%	7.4%	10.3%	25.0%	21.0%	20.3%	24.5%	19.3%	18.9%
Disagree	0.0%	17.6%	0.0%	19.0%	6.3%	18.0%	12.1%	0.0%	3.7%	13.8%	25.0%	16.9%	15.3%	15.5%	21.7%	14.2%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	8.8%	0.0%	0.0%	10.3%	0.0%	4.8%	6.0%	10.0%	13.3%	6.6%

**Q49-Q58. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Employee Engagement. (Without "Don't Know")**

N=1177

**Q74. In which department do you currently work**

**Total**

Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic- al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
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**Q49. I receive information that affects my work in a timely manner from my immediate supervisor**

Strongly Agree	0.0%	13.3%	66.7%	38.1%	41.2%	27.5%	24.0%	60.0%	48.9%	32.1%	66.7%	16.7%	21.1%	17.1%	18.6%	25.0%
Agree	100%	66.7%	33.3%	42.9%	35.3%	35.3%	42.3%	40.0%	39.4%	35.7%	0.0%	34.9%	49.6%	48.8%	39.5%	43.6%
Neutral	0.0%	0.0%	0.0%	9.5%	11.8%	17.6%	12.5%	0.0%	7.3%	17.9%	0.0%	11.9%	17.1%	15.1%	22.1%	14.2%
Disagree	0.0%	20.0%	0.0%	9.5%	11.8%	7.8%	16.3%	0.0%	2.2%	14.3%	16.7%	20.6%	9.3%	11.2%	12.8%	11.2%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	0.0%	11.8%	4.8%	0.0%	2.2%	0.0%	16.7%	15.9%	2.9%	7.8%	7.0%	6.0%

**Q49-Q58. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Employee Engagement. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work

Total

	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
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Q50. I can express my opinions about work related issues to my department management team

Strongly Agree	0.0%	20.0%	33.3%	23.8%	41.2%	34.6%	22.3%	80.0%	39.4%	36.7%	66.7%	20.2%	17.5%	20.9%	20.5%	24.4%
Agree	100%	60.0%	33.3%	47.6%	35.3%	25.0%	35.9%	20.0%	31.4%	30.0%	16.7%	30.6%	43.9%	36.3%	31.3%	36.3%
Neutral	0.0%	0.0%	33.3%	14.3%	5.9%	15.4%	16.5%	0.0%	11.7%	13.3%	0.0%	14.5%	18.2%	15.4%	10.8%	14.7%
Disagree	0.0%	13.3%	0.0%	14.3%	11.8%	11.5%	14.6%	0.0%	11.7%	6.7%	16.7%	13.7%	13.2%	11.4%	20.5%	13.1%
Strongly Disagree	0.0%	6.7%	0.0%	0.0%	5.9%	13.5%	10.7%	0.0%	5.8%	13.3%	0.0%	21.0%	7.1%	15.9%	16.9%	11.5%

**Q49-Q58. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Employee Engagement. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work																Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected		

**Q51. Communication between work units/divisions INSIDE my department is good**

Strongly Agree	0.0%	11.8%	33.3%	33.3%	33.3%	15.4%	14.6%	80.0%	37.8%	3.3%	83.3%	8.0%	12.7%	13.9%	11.6%	16.9%
Agree	100%	52.9%	66.7%	28.6%	46.7%	19.2%	36.9%	20.0%	37.8%	30.0%	0.0%	28.8%	32.9%	33.7%	22.1%	32.4%
Neutral	0.0%	11.8%	0.0%	23.8%	0.0%	21.2%	14.6%	0.0%	9.6%	20.0%	0.0%	16.0%	26.5%	23.8%	23.3%	19.8%
Disagree	0.0%	17.6%	0.0%	14.3%	13.3%	17.3%	21.4%	0.0%	8.1%	26.7%	0.0%	23.2%	22.6%	12.4%	30.2%	18.6%
Strongly Disagree	0.0%	5.9%	0.0%	0.0%	6.7%	26.9%	12.6%	0.0%	6.7%	20.0%	16.7%	24.0%	5.3%	16.3%	12.8%	12.4%

**Q49-Q58. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Employee Engagement. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work															Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire	Medical Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected

**Q52. Communication between my work unit/division & work units/divisions OUTSIDE my department is good**

Strongly Agree	0.0%	5.9%	33.3%	26.3%	25.0%	6.3%	5.4%	60.0%	27.1%	6.7%	33.3%	5.0%	11.2%	11.3%	6.3%	12.0%
Agree	50.0%	70.6%	66.7%	42.1%	50.0%	27.1%	38.0%	40.0%	43.4%	30.0%	16.7%	35.5%	32.3%	28.9%	23.8%	34.1%
Neutral	50.0%	11.8%	0.0%	15.8%	12.5%	33.3%	26.1%	0.0%	17.8%	33.3%	16.7%	22.3%	36.1%	32.0%	37.5%	28.9%
Disagree	0.0%	11.8%	0.0%	15.8%	12.5%	20.8%	23.9%	0.0%	8.5%	23.3%	33.3%	22.3%	16.0%	14.9%	18.8%	16.8%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	6.5%	0.0%	3.1%	6.7%	0.0%	14.9%	4.5%	12.9%	13.8%	8.1%

**Q49-Q58. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Employee Engagement. (Without "Don't Know")**

N=1177

	Q74. In which department do you currently work															Total
	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
<b>Q53. With respect to my job, communication between departments is good</b>																
Strongly Agree	0.0%	17.6%	33.3%	28.6%	17.6%	13.5%	10.9%	80.0%	34.6%	13.3%	50.0%	9.2%	10.4%	13.4%	11.0%	15.3%
Agree	100%	58.8%	66.7%	42.9%	58.8%	23.1%	37.6%	20.0%	42.1%	36.7%	16.7%	37.8%	43.2%	41.3%	25.6%	39.5%
Neutral	0.0%	11.8%	0.0%	14.3%	5.9%	32.7%	27.7%	0.0%	17.3%	23.3%	16.7%	26.9%	28.2%	21.9%	34.1%	24.8%
Disagree	0.0%	5.9%	0.0%	14.3%	17.6%	21.2%	18.8%	0.0%	3.0%	20.0%	0.0%	12.6%	13.9%	13.9%	19.5%	13.6%
Strongly Disagree	0.0%	5.9%	0.0%	0.0%	0.0%	9.6%	5.0%	0.0%	3.0%	6.7%	16.7%	13.4%	4.3%	9.5%	9.8%	6.8%



**Q49-Q58. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Employee Engagement. (Without "Don't Know")**

N=1177

	Q74. In which department do you currently work															Total
	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
<b><u>Q54. I have adequate input on decisions affecting my work</u></b>																
Strongly Agree	0.0%	5.9%	33.3%	30.0%	17.6%	23.1%	19.4%	80.0%	31.9%	16.7%	66.7%	13.8%	16.0%	14.3%	8.4%	18.3%
Agree	50.0%	70.6%	66.7%	30.0%	41.2%	23.1%	39.8%	20.0%	35.5%	40.0%	16.7%	27.6%	33.3%	41.9%	33.7%	35.5%
Neutral	50.0%	11.8%	0.0%	25.0%	29.4%	26.9%	17.5%	0.0%	13.0%	10.0%	0.0%	21.1%	24.8%	18.2%	27.7%	20.5%
Disagree	0.0%	5.9%	0.0%	15.0%	11.8%	21.2%	13.6%	0.0%	13.0%	26.7%	16.7%	19.5%	20.2%	12.8%	22.9%	17.0%
Strongly Disagree	0.0%	5.9%	0.0%	0.0%	0.0%	5.8%	9.7%	0.0%	6.5%	6.7%	0.0%	17.9%	5.7%	12.8%	7.2%	8.8%

**Q49-Q58. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Employee Engagement. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work																Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected		

**Q55. Senior managers in my department use input from employees to make decisions**

Strongly Agree	0.0%	18.8%	33.3%	23.8%	42.9%	21.2%	13.3%	100%	29.9%	14.3%	66.7%	8.7%	12.7%	14.0%	13.3%	16.9%
Agree	100%	37.5%	66.7%	28.6%	21.4%	15.4%	32.2%	0.0%	27.0%	39.3%	16.7%	26.1%	26.2%	25.4%	18.7%	26.2%
Neutral	0.0%	25.0%	0.0%	9.5%	14.3%	19.2%	23.3%	0.0%	17.5%	10.7%	0.0%	15.7%	29.5%	20.2%	25.3%	21.6%
Disagree	0.0%	12.5%	0.0%	14.3%	14.3%	15.4%	20.0%	0.0%	15.3%	14.3%	16.7%	18.3%	20.7%	17.6%	26.7%	18.5%
Strongly Disagree	0.0%	6.3%	0.0%	23.8%	7.1%	28.8%	11.1%	0.0%	10.2%	21.4%	0.0%	31.3%	10.9%	22.8%	16.0%	16.9%

**Q49-Q58. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Employee Engagement. (Without "Don't Know")**

N=1177

**Q74. In which department do you currently work**

**Total**

Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
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**Q56. I am encouraged to be innovative & come up with better ways to do things at work**

Strongly Agree	0.0%	12.5%	33.3%	25.0%	35.3%	26.9%	26.0%	100%	37.0%	27.6%	80.0%	17.6%	16.7%	21.6%	20.5%	23.3%
Agree	50.0%	43.8%	66.7%	40.0%	41.2%	17.3%	39.0%	0.0%	29.0%	37.9%	0.0%	28.0%	36.9%	37.2%	27.7%	33.5%
Neutral	0.0%	31.3%	0.0%	20.0%	5.9%	21.2%	13.0%	0.0%	18.8%	10.3%	20.0%	22.4%	21.3%	15.1%	27.7%	19.1%
Disagree	50.0%	6.3%	0.0%	5.0%	17.6%	21.2%	15.0%	0.0%	9.4%	20.7%	0.0%	12.8%	17.4%	11.1%	18.1%	14.2%
Strongly Disagree	0.0%	6.3%	0.0%	10.0%	0.0%	13.5%	7.0%	0.0%	5.8%	3.4%	0.0%	19.2%	7.8%	15.1%	6.0%	9.9%

**Q49-Q58. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Employee Engagement. (Without "Don't Know")**

N=1177

**Q74. In which department do you currently work**

**Total**

	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
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**Q57. Employees in my department are highly motivated about accomplishing our goals**

Strongly Agree	0.0%	6.3%	66.7%	19.0%	18.8%	12.2%	14.3%	100%	43.5%	13.3%	66.7%	14.2%	13.1%	11.1%	11.1%	17.6%
Agree	50.0%	50.0%	33.3%	28.6%	62.5%	22.4%	38.8%	0.0%	37.7%	33.3%	16.7%	24.2%	35.1%	27.6%	21.0%	31.7%
Neutral	0.0%	25.0%	0.0%	23.8%	12.5%	32.7%	24.5%	0.0%	11.6%	20.0%	0.0%	15.8%	31.2%	26.1%	35.8%	24.5%
Disagree	50.0%	18.8%	0.0%	9.5%	6.3%	14.3%	14.3%	0.0%	5.1%	23.3%	16.7%	22.5%	15.2%	18.1%	19.8%	15.5%
Strongly Disagree	0.0%	0.0%	0.0%	19.0%	0.0%	18.4%	8.2%	0.0%	2.2%	10.0%	0.0%	23.3%	5.3%	17.1%	12.3%	10.7%

**Q49-Q58. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Employee Engagement. (Without "Don't Know")**

N=1177	Q74. In which department do you currently work															Total
	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
<b><u>Q58. Overall, I am satisfied with the level of employee engagement in my Department</u></b>																
Strongly Agree	0.0%	5.9%	0.0%	19.0%	23.5%	17.3%	15.5%	100%	39.1%	10.0%	66.7%	12.8%	13.6%	11.9%	12.3%	17.4%
Agree	50.0%	47.1%	100%	38.1%	47.1%	13.5%	42.7%	0.0%	39.9%	23.3%	16.7%	26.4%	38.6%	32.7%	22.2%	33.9%
Neutral	0.0%	29.4%	0.0%	19.0%	23.5%	26.9%	19.4%	0.0%	15.2%	33.3%	0.0%	15.2%	28.6%	26.7%	35.8%	24.0%
Disagree	50.0%	11.8%	0.0%	23.8%	5.9%	23.1%	15.5%	0.0%	3.6%	23.3%	16.7%	21.6%	15.0%	13.9%	21.0%	15.2%
Strongly Disagree	0.0%	5.9%	0.0%	0.0%	0.0%	19.2%	6.8%	0.0%	2.2%	10.0%	0.0%	24.0%	4.3%	14.9%	8.6%	9.5%

**Q60-Q62. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Peer Relationships. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work

Total

	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	Total
<b>Q60. My co-workers treat me with respect</b>																
Strongly Agree	0.0%	29.4%	66.7%	45.0%	41.2%	35.8%	46.8%	80.0%	60.4%	46.7%	83.3%	27.0%	34.8%	33.2%	25.0%	38.3%
Agree	100%	64.7%	33.3%	55.0%	52.9%	52.8%	44.0%	20.0%	35.3%	30.0%	0.0%	50.0%	55.1%	47.3%	53.3%	48.2%
Neutral	0.0%	5.9%	0.0%	0.0%	5.9%	7.5%	5.5%	0.0%	3.6%	20.0%	16.7%	12.7%	7.7%	11.2%	17.4%	9.1%
Disagree	0.0%	0.0%	0.0%	0.0%	0.0%	1.9%	2.8%	0.0%	0.0%	0.0%	0.0%	5.6%	1.7%	6.3%	3.3%	2.9%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	0.0%	1.9%	0.9%	0.0%	0.7%	3.3%	0.0%	4.8%	0.7%	2.0%	1.1%	1.5%

**Q60-Q62. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Peer Relationships. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work																Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected		

**Q61. Conflict between co-workers is resolved effectively**

Strongly Agree	0.0%	11.8%	33.3%	33.3%	13.3%	17.3%	27.7%	80.0%	50.4%	23.3%	66.7%	11.9%	20.7%	19.6%	13.9%	23.9%
Agree	50.0%	58.8%	33.3%	42.9%	40.0%	38.5%	33.0%	20.0%	39.4%	30.0%	0.0%	28.8%	50.4%	40.2%	35.4%	40.2%
Neutral	50.0%	29.4%	33.3%	19.0%	33.3%	19.2%	18.1%	0.0%	8.0%	16.7%	16.7%	22.9%	19.3%	22.6%	29.1%	19.8%
Disagree	0.0%	0.0%	0.0%	4.8%	13.3%	13.5%	9.6%	0.0%	0.7%	13.3%	0.0%	21.2%	7.1%	11.1%	15.2%	9.7%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	0.0%	11.5%	11.7%	0.0%	1.5%	16.7%	16.7%	15.3%	2.5%	6.5%	6.3%	6.4%

**Q60-Q62. Using a scale of 1 to 5, where 5 means "Strongly AGREE" and 1 means "Strongly DISAGREE," please rate your level of agreement with each of the following statements regarding Peer Relationships. (Without "Don't Know")**

N=1177

Q74. In which department do you currently work

Total

Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	Total
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**Q62. Overall, I am very satisfied with the quality of peer relationships among City employees**

Strongly Agree	0.0%	29.4%	33.3%	47.6%	23.5%	20.8%	38.1%	80.0%	58.7%	33.3%	66.7%	18.4%	24.6%	22.9%	19.5%	29.8%
Agree	100%	64.7%	66.7%	47.6%	64.7%	43.4%	36.2%	20.0%	35.5%	30.0%	0.0%	40.0%	57.5%	47.3%	40.2%	45.7%
Neutral	0.0%	5.9%	0.0%	0.0%	5.9%	24.5%	17.1%	0.0%	4.3%	23.3%	33.3%	17.6%	12.6%	19.5%	29.3%	15.5%
Disagree	0.0%	0.0%	0.0%	4.8%	0.0%	9.4%	7.6%	0.0%	0.7%	10.0%	0.0%	16.0%	3.2%	7.3%	8.5%	6.3%
Strongly Disagree	0.0%	0.0%	0.0%	0.0%	5.9%	1.9%	1.0%	0.0%	0.7%	3.3%	0.0%	8.0%	2.1%	2.9%	2.4%	2.7%



**Q64. Are you aware of the Council priorities and the City's Strategic Plan (Planning Process)? (Without “Don’t Know”)**

N=1177

Q74. In which department do you currently work															Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	

**Q64. Are you aware of the Council priorities & City's Strategic Plan**

Yes	100%	78.6%	100%	56.3%	81.3%	76.6%	74.7%	100%	65.6%	79.3%	60.0%	59.5%	50.8%	48.8%	58.5%	60.1%
No	0.0%	21.4%	0.0%	43.8%	18.8%	23.4%	25.3%	0.0%	34.4%	20.7%	40.0%	40.5%	49.2%	51.2%	41.5%	39.9%

**Q65. Are you proud to work for the City of Tempe? (Without “Don’t Know”)**

N=1177

Q74. In which department do you currently work

Total

	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
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Q65. Are you proud to work for the City of Tempe

Yes	100%	93.8%	100%	89.5%	94.1%	93.2%	95.8%	100%	98.5%	100%	100%	93.9%	97.8%	92.3%	90.8%	95.4%
No	0.0%	6.3%	0.0%	10.5%	5.9%	6.8%	4.2%	0.0%	1.5%	0.0%	0.0%	6.1%	2.2%	7.7%	9.2%	4.6%

**Q66. Overall, how satisfied are you with your current job? (Without “Don’t Know”)**

N=1177

	Q74. In which department do you currently work															Total
	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
<u>Q66. How satisfied are you with your current job</u>																
Very satisfied	50.0%	47.1%	33.3%	50.0%	35.3%	29.4%	25.7%	100%	69.6%	42.9%	33.3%	29.2%	35.8%	32.5%	24.7%	37.5%
Satisfied	50.0%	47.1%	66.7%	35.0%	58.8%	52.9%	57.1%	0.0%	23.9%	39.3%	66.7%	45.8%	56.0%	46.7%	57.6%	48.0%
Dissatisfied	0.0%	5.9%	0.0%	10.0%	5.9%	13.7%	13.3%	0.0%	5.8%	14.3%	0.0%	17.5%	6.7%	16.2%	16.5%	11.4%
Very dissatisfied	0.0%	0.0%	0.0%	5.0%	0.0%	3.9%	3.8%	0.0%	0.7%	3.6%	0.0%	7.5%	1.4%	4.6%	1.2%	3.0%

**Q67. How has the quality of the work environment in your department changed since you started working for the City of Tempe? (Without “Don’t Know”)**

N=1177

Q74. In which department do you currently work																Total
Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire	Fire Medic- al Rescue	Human Services	Internal Audit	Internal Servi- ces	Police	Public Works	None selected	

**Q67. How has the quality of work environment in your department changed since you started working for City of Tempe**

Much better	50.0%	12.5%	0.0%	33.3%	40.0%	9.8%	17.0%	66.7%	26.0%	17.2%	33.3%	19.8%	20.1%	21.1%	11.9%	20.1%
Somewhat better	0.0%	18.8%	100%	23.8%	6.7%	23.5%	22.0%	0.0%	33.6%	20.7%	0.0%	19.8%	31.3%	24.1%	25.0%	26.1%
Stayed the same	0.0%	37.5%	0.0%	23.8%	26.7%	11.8%	27.0%	33.3%	21.4%	24.1%	33.3%	18.2%	30.6%	14.6%	25.0%	22.9%
Somewhat worse	50.0%	25.0%	0.0%	19.0%	20.0%	17.6%	18.0%	0.0%	15.3%	20.7%	16.7%	19.0%	14.0%	20.6%	16.7%	17.3%
Much worse	0.0%	6.3%	0.0%	0.0%	6.7%	37.3%	16.0%	0.0%	3.8%	17.2%	16.7%	23.1%	4.0%	19.6%	21.4%	13.6%

**Q68. Would you recommend the City of Tempe as a place to work, to a friend or relative? (Without “Don’t Know”)**

N=1177

Q74. In which department do you currently work

Total

Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
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Q68. Would you recommend City of Tempe as a place to work to a friend or relative

Yes	100%	100%	100%	94.7%	86.7%	76.7%	93.2%	100%	96.3%	84.6%	83.3%	82.0%	95.4%	80.6%	86.7%	89.3%
No	0.0%	0.0%	0.0%	5.3%	13.3%	23.3%	6.8%	0.0%	3.7%	15.4%	16.7%	18.0%	4.6%	19.4%	13.3%	10.7%

**Q69. 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=1177

Q74. In which department do you currently work

Total

	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic- al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
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**Q69. Does City's working environment & leadership encourage you to go above & beyond the minimum effort that is required for your job**

Yes	50.0%	66.7%	100%	75.0%	73.3%	52.5%	66.7%	100%	87.8%	57.7%	83.3%	40.2%	71.0%	57.8%	56.3%	64.8%
No	50.0%	33.3%	0.0%	25.0%	26.7%	47.5%	33.3%	0.0%	12.2%	42.3%	16.7%	59.8%	29.0%	42.2%	43.8%	35.2%

**Q70. Would you like to finish your career with the City of Tempe? (Without “Don’t Know”)**

N=1177

	Q74. In which department do you currently work															Total
	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
<u>Q70. Would you like to finish your career with City of Tempe</u>																
Yes	100%	100%	100%	100%	93.8%	87.5%	91.1%	100%	99.2%	89.3%	66.7%	92.5%	98.4%	93.5%	95.3%	95.3%
No	0.0%	0.0%	0.0%	0.0%	6.3%	12.5%	8.9%	0.0%	0.8%	10.7%	33.3%	7.5%	1.6%	6.5%	4.7%	4.7%

**Q71. Have you applied for a new position within the City of Tempe in the past two years? (Without “Don’t Know”)**

N=1177	Q74. In which department do you currently work															Total
	Municipal Budget Office	City Attorney's Office	City Clerk's Office	City Court	City Manager's Office	Community Development	Community Services	Office of Strategic Ma...	Fire Medic-al Rescue	Human Services	Internal Audit	Internal Services	Police	Public Works	None selected	
<u>Q71. Have you applied for a new position within City of Tempe in past two years</u>																
Yes	50.0%	23.5%	33.3%	42.9%	50.0%	47.9%	30.8%	80.0%	28.1%	46.7%	33.3%	44.4%	30.3%	48.8%	32.1%	37.2%
No	50.0%	76.5%	66.7%	57.1%	50.0%	52.1%	69.2%	20.0%	71.9%	53.3%	66.7%	55.6%	69.7%	51.2%	67.9%	62.8%



# City of Tempe

# Employee Survey

*...helping organizations make better decisions since 1982*

## Appendix B

Comments

**Submitted to the City of Tempe by:**

ETC Institute  
725 W. Frontier Lane,  
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66061

**August 2016**





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<i>Comments</i>	

The views expressed in the comments are not necessarily factual or shared by the City of Tempe, and cannot be construed as evidence that the City is not following legal or other requirements.

# **Appendix B**

## ***Comments***

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## 8. How could the City improve professional development and/or career mobility for employees?

- Raise the tuition reimbursement to cover the actual annual cost of attending ASU or work with ASU to create some degree programs that could be paid for through tuition reimbursement the way that the NAU cohort program exists.
- Look beyond an internal applicant's current job descriptions, as there are arguably many employees whose skills, education, drive, abilities, and knowledge may be overlooked for suitable opportunities for career growth. Additionally, there are countless positions within the Police Department that could be filled by civilian employees whose previously traits would provide excellent career movement and advancement. In addition, by filling some of those positions by civilians would allow other higher profile positions, or specialized positions, to be filled by sworn police staff. The additional benefit to the City is the financial benefit of the differences in retirement costs.
- 1) Hire replacements for retiring employees BEFORE the retiree is gone. If the replacement comes in afterwards, they lose out on the opportunity for years of experience and knowledge to be passed along.  
2) Offer periodic "Department 101" sessions so that employees in one area who are interested in moving to another area can get to know more about it.  
3) Waive or shorten length-of-employment experience requirements for internal candidates (e.g. if someone wants to move into IT and the position requires certifications and 2 years of experience, accept a current City employee who earns the certifications but does not have the requisite 2 years' experience, and give them on-the-job training to bring them up to speed).
- I don't think lack of education should hold someone back from advancement. If you know the department, job, work ethic, drive and have created a great working relationship with staff, that should speak for itself
- Maybe stop promoting people who don't take advantage of them over those who do.
- As far as career mobility--- I would recommend taking a look at providing more "levels" for more positions- I am an arts coordinator... but there is no senior level for this position as there are in other jobs like recreation coordinators, librarians, museum staff, etc. I like what I do and would like to stay with it, but currently there is no way to advance without changing jobs. That's frustrating.
- Let employees take classes that may be only for three days in a new field... Everyone don't need to go back to college.
- More opportunities to cross-train in order to increase skill set and create more advancement opportunities in alternate career paths. Especially for those who have gone as high as they can in their current career path (unless their supervisor/manager were to leave).
- Make professional development more applicable to line staff, as it currently seems geared toward supervisors.
- Cohort program for MPA

- I think the City is doing a good job in this area
- I really wish that tuition reimbursement could be applied towards trainings in state or out of state and that employees had the option to use it for either. For many tuition reimbursement isn't something they will use (but am very glad it is there for those that will). There are some external trainings I cannot attend because the funding or money isn't there to do so. I'm not sure why employees cannot use tuition reimbursement for this purpose also. It seems that in some areas training money is available while in others it isn't. Very inconsistent. I appreciate that the city offers trainings and does allow tuition reimbursement (which I have used) however many trainings are offered elsewhere that are much more applicable to my job and development.
- Establish a training plan for employees to follow specific to promotional positions.
- This is difficult in the PD as we are a small department that is already operating without enough officers and detectives for the amount of growth the city is experiencing. I hear a lot of officers complain that there is not enough movement and not enough officers are encouraged by the idea of transferring to investigations. They hear that our case loads and expectations of our amount of work is unrealistic and they are partially right. Lots of officers are interested in sergeant though and probably more that are realistic/worthy candidates.
- Prepare employees for advancement in particular jobs that will have attrition.
- Tempe does a good job of providing professional development, training, and educational programs for all of our employees. Although I already have my Master's degree I know if there is relevant training pertaining to my job and I can make a good business case I would be approved to attend. I would say Tempe goes above and beyond what many organizations do for their employees in this area.
- It begins at the top. Showing employees where they need to go and what they need to do would be helpful. In my personal opinion I feel that it's in my group it's been more of a dictatorship we never been communicated to. people are hand-picked based on their supervision or upper management's liking of that person and not who is the best person for that position. I have been overlooked in several positions throughout the city. And I've come to conclusion that me being written up at one time for something that was a slap against me and really didn't get to the root of the problem. Management in my opinion is a one sided democracy. They don't look at the root of the problem they only see what it's in it for them. I'm a good hard-working employee will be retiring within four years and I'm just counting the days this point. I really thought this is going be a great city to work for, in conclusion I found out contrary to what I believed. I wish the city nothing but the best, but I'm tired of the culture of my group. And it doesn't really matter what you say they don't want to hear it.
- this is a challenge once you get to a certain level - there are not many opportunities for advancement.

- increase the tuition reimbursement so the educational partnership doesn't take 5 years to complete.
  - Create a technical ladder for employees to advance beyond the level of a supervisor. Not everyone is cut out to supervise or wishes to relinquish their developed skills to become a manager. Forcing employees into management to advance is a disservice to the employee and the City.
  - travel opportunity/conferences; I think the city does a great job of trying to provide advancement opportunities, especially for those willing.
  - Funding made available outside of the specific department's budget. There are plenty of training opportunities however with department budgets as tight as they are, training specific to your field (not through the City but outside training; field specific) is unlikely as the department can't absorb the cost.
  - Cross-training in areas of interest to get a better understanding of what other jobs entail.
  - The police department needs to create a better mentor program along with the leadership need to create a class for officer between officer and Sergeant.
  - Encourage cross training opportunities. Once you specialize in an area you are locked in and movement seems impossible.
  - My work area doesn't have a line item for professional development. We have training needs with an organization outside of the City of Tempe that is specific to our career field. TPDN and education partnerships are valuable and I have taken part in some of that; however, to reach a higher level of knowledge and serve the city better it would be helpful to have an annual training budget to rotate my team through job-specific training.
  - Ensure fair workload because some of us are so overworked it is impossible for them to attend the luncheons
  - Require a mandatory session(s) related to new studies/concepts in respective fields for all employees.
  - Create more levels within job categories
  - Provide tuition reimbursement for other training opportunities such as seminars etc. in addition to the tuition reimbursement program already in place.
- I have received some training through TLC and have attended the Supervisor's Academy and am happy with those opportunities. It is within my own department that training opportunities for me that are relevant to my current position get overlooked while I stand by and watch others within my department receive training in their areas time and time again.
- There is little or no time for professional development in my department. Although it should not be, it is a luxury. We are barely able to keep up on our day-to-day work, much less than take advantage of the professional development opportunities. I know this diminishes morale.
  - Ensure that newly hired employees are made aware of those opportunities.

- Promotional processes seem to favor personal relationships with those administering the process much more than they favor one's ability to work in teams, their work ethic, or their leadership skills.
- Team building exercises can be effective.
- Allowing accommodations to be made to assist in learning or participating in an on the job training of sorts. Often promotional opportunities are opened up both internal/external, however, without the minimum required work experience in a particular field or department, only those who have worked in that area can meet the minimum qualifications. This limits current employees and restricts growth and opportunities in other areas and often forces a choice of either staying within their current position without opportunity or forces one to make a decision to leave the City. By creating some kind of volunteer, or internships where employees can weekly or monthly, work in a particular area of interest for a period of time (perhaps a committed time frame of 12 months) gain the work experience to assist them in meeting the minimum qualifications. This would encourage employees and boost morale if employees knew the city was behind a true promote from within practice.
- I have no issues with my employment with the city. I love my job and I am treated fairly. I am also close to retiring and my benefits are excellent. Thanks to the City of Tempe for the opportunity to let me work and supporting me in my job.
- more postings about classes that are available and how they apply to me, specifically.
- Unless you can remove the favoritism that continues there isn't anyway for upward mobility for some employees.
- Cross training, having the opportunity to gain experience in other departments - many positions that would provide career advancement for many people, but most require experience - i need the opportunity to gain that experience.
- Don't allow supervisors to hire employees. There's a built in bias to hiring candidates that are like minded. Discourages diversity and fosters good old boy network. Hiring should be made by third party or trained HR specialist in order to remove conflict of interest inherent in management bias. This will never happen though, because management fears loss of power
- In the police department, the only career development available is from Officer to Sergeant. Very little for Sergeant. Lieutenant and above are known for out of state trainings, FBI Academy, etc.
- Make sure that ALL managers are allowing ALL employees, not just their selected favorites to participate. Staff in customer service positions get short changed "having to be available" for customers and over all coverage.
- I'm new to the City but I've noticed a push for professional development the past 6 months.
- The current ""system"" for career advancement essentially relies on linear movement through specialization. In other words, there are really only opportunities to move

upward through your workgroup/work area. I don't think the city has a holistic approach to management grooming or talent retention. There are not strong inter-departmental, or inter-workgroup, cross training opportunities. This is also reflected in job postings which typically restrict application by demanding a specific number of years experience directly related to that area. For certain specialties this makes sense, (i.e. water chemist or engineer) however these could certainly be relaxed for more general positions and could be satisfied in-lieu for internal candidates that have been vetted through a management training program or cross training etc.

That said, HR will strongly resist such an idea as this will appear in contrast to their perceptions of fairness, which when really boiled down to its underpinning are guided far more by fear of litigation than an overarching approach to organizational development.

- Utilize it as a requirement for disciplined employees.
- Supervisors should more actively encourage professional development by making suggestions and meet periodically to discuss development in order to also learn of the feelings of each of their direct reports regarding this subject.
- I have not had a meaningful employee review since 2001, I have asked to hear customer survey feedback on my interactions with others and never get feedback, either internal or external. Only recently were opportunities to attend a conference made available. Any attempts at promotional advancement is challenged by HR changing the rules on every single recruitment, so there is no consistency, even on the requirements for positions. My expectations of my employer would be meaningful communication on a regular basis on what I do well, what needs improvement, and where they see me fitting into the organization long term, with potential opportunities for advancement. The TPDN takes time that I don't have due to workloads that don't enable regular lunches (I work through lunch), in other words, the workload precludes participation in these educational benefits. Advancement is politically influenced, and therefore not equitably available to all staff who are qualified.
- There should be an opportunity to advance based on merit, however, since there is no evaluation system in place, any advancement into a higher position tends to be subjective and in my particular department there is no career ladder beyond a line-level employee and the deputy level position.
- I volunteer by knitting for charity at the Pyle Center's Needle Wielders. I used to volunteer at the dances for the disabled at the Vihel center. Loved it, but my job requires me working Friday evenings.
- Include part-time employees in events such as citywide employee picnic. At first they weren't invited, which made us feel unimportant. Consider allowing part-time employees professional development opportunities. Have a computer available for part-time employees who do computer work as the main part of the job (instead of a shared computer that is not always available during work hours).
- I'm not sure yet. Still unable to answer until I've seen more of it.



- Offer more interview skills training opportunities. If feasible, allow City employees to talk to Human Resources staff to better understand the job application and interviewing process for internal applicants. Provide opportunities for City employees to meet with employees in another department to learn about their job duties.
- It's fine.
- Open up career options by expanding the list of allowed programs available for tuition reimbursement for employees to pursue advanced degrees. Allow for reimbursement or subsidization for additional training or certification for employees.
- The good old boy system is loud and clear in the city.
- Details of minimum qualifications on job descriptions are vague and provide no clear definition of certificates and/or training needed/recommended in order to advance to management or senior level positions within the City. The training budget in my department is minimal so any training outside the City that I want to pursue would be at my own cost even if it relates to my job directly (or other jobs at the City I'd be interested in applying for).
- We need to have personal assessments/employee reviews more frequently (or at all)
- Employees who have earned a degree through the City's programs could be shown extra consideration for advancement opportunities.
- Not all positions are granted access to the computer training classes offered on the grounds that "management doesn't want to pay for an employee to learn computer applications usage when it isn't in their job description." Maybe I'm asking for too much here, but I think that letting people in entry level jobs outside of computers (custodian, irrigators, landscapers, etc.) attend the SharePoint and Microsoft Office classes would help a lot in terms of an employee's career mobility and professional development.
- Make employees more aware of the availability of these programs. Make the programs accessible to employees who work unconventional work schedules. Not everyone works M-F 8-5.
- Stop the practice of hiring failed employees from other cities. If they did not work out there, why would we expect them to work out here. Don't limit people who were previously qualified to fill in as a supervisor become ineligible in the basis of a test. Or change their job description to eliminate the option.
- Continue to expand this program by offering more industrial programs like welding or basic electrical programs.
- In regard to my specific skills the City's TPDN seems tailored to a different type of employee.
- The programs are good, but my work schedule makes it hard to fit it in. We are overworked and burnt out. We are doing jobs that require two people while supervisor positions keep getting created.
- Better availability of training courses
- I work in the field

- Provide training for good employees to move into more responsible positions for which they don't qualify based on experience alone.
- Be given more work time or any work time for education through the tuition reimbursement.
- Make it more job specific rather than one size fits all. Additionally, in my job it's next to impossible to just walk away and go to a class. So, perhaps in department training would be more useful.
- Encourage supervisors to obtain and allow their subordinates to attend training
- Letting them know what is available and what various paths they can take. Help them achieve their goal.
- Lately it has felt that what used to be greater consideration for internal promotional opportunities has turned towards bringing more people in from the outside. As with things that change, it now appears to be more difficult to move up in the organization if you are internal. I don't say that as something I am personally looking for but an observation as a supervisor with employees who are looking for advancement.
- Add department training opportunities to the program
- The city's professional development programs do not apply to my field.
- Make more jobs, or recreate the ones lost from the 2008 economy crash
- As a part time temporary employee, advancement wasn't a concern of mine. I wasn't searching for upward mobility within the city so much of this doesn't apply to me.
- I would recommend less mobility - seeking employees to be in their positions at least a year before applying for new positions. (The need is for training in positions more so than mobility.)  
Create skills sets and factors clearly for jobs and do not allow employees in positions that they are not qualified for.
- Employees that have been with the city for over 12 years are often limited in the growth challenges that they need to be exposed to qualify for a leadership position in either their own division or if they want to transfer to another division. Too often managers do not know how to groom an employee to the next level in the organization and there is lack of appropriate job experience that holds a person from getting promoted. Readiness for promotion does not come from having the same job title for a period of time; it evolves from an individual being exposed to face significant challenges to be eligible for promotion. Department heads need to embrace this concept and groom employees.
- Better identify career goals as employees develop and gain experience. Identify specific training for those employees and allow them opportunity to attend them. Allow for tuition reimbursement to be used for outside training.
- I would like the City to have continued its partnership with an institution for an advanced college degree on a pre-paid basis rather than by reimbursement after the fact and on a structured schedule rather than self-directed.

- I think a City-wide shadowing program would be awesome. We need to speak with the people in the position, and see it in action before we make the leap.
- Encourage or even require cross-training which will help in career mobility, provide coverage should an employee be gone on vacation/illness/other extended leave of absence.
- I have a hard time finding the professional development class and the web site links don't take you to useful information, i.e. the web page that opens does not include the dates and times the classes are offered.
- Get rid of nepotism. Yes, it still exists. Everyone sees it. No one does anything about it for the same old reasons.
- If the city would have funding available to go to conference, trainings, or further education that are specific to our current career or position, that would be helpful. Although the general professional development opportunities are great, and tuition reimbursement helps, this doesn't address the areas that are specific to an industry that would keep us current in our field. That means training or education that is not part of mandated items.
- when a position is open and the recruitment goes internal and external at the same time, applying city employees should have some preference over external candidates.
- Career advancement for current employees has been damaged due to the City Manager's anti-employee stance of hiring from outside first.
- I have always been encouraged to pursue training and take advantage of conferences and external seminars/workshops, and I believe all employees should have the same opportunities, and be assured that others will cover their duties if they go for more training.
- Unfortunately management has no clues as to the complications of my tasks or how they effect the process, and yet they constantly make decisions that hinder my ability to function with out warning, my input or proper training. A good example is IT updates and changes (for custom software programs that effect automation and operations) that are not communicated in advance, and we are expected to maintain a system that changes without clear expectations.  
From what I have seen and experienced I have no interest in any COT professional development
- I am new to the City but it feels as though the culture/atmosphere of the City is the opposite of an open armed community wanting to help each other grow. It has more of an "Everyone for themselves" feel. Changing this culture I believe can really only be accomplished from the top down, having Council and managers extend a helping hand and not wait for people to admit difficulty or the need for help to the superiors (which is intimidating).
- In the job opportunities / announcements, profile a staff member who has the job with their advice / background to applicants

- Show the lower-level employees a road map of where they are and the destination, and let them know of the requirements and how the requirements can be met, in a City of Tempe frame.
- More funding for specialized training opportunities (most of which are often held out-of-state). Or conversely, greater emphasis on hosting regional trainings at Tempe facilities.
- Consider tuition reimbursement for professionals pursuing Ph.D.'s in areas of expertise useful to the City. Currently, the tuition reimbursement program does not apply to those of us already with advanced degrees, and who have an interest in obtaining a Ph.D.
- No one has met with me personally to identify needs/career goals or help develop an Individual Development Plan. Although I have not applied for advancement yet, I know/heard of several people who work in the City who were interviewed for positions but were passed up for promotions/advancement and for which a person outside of the City was hired instead.
- At the Police Sergeant level there is little to no mentoring. Additionally, there are many programs that the city offers that Police, due to scheduling, hours, and requirements of staffing, are not able to participate in. For instance, for a police officer to take off to go to training is very difficult. Most squads do not have enough people and when someone requests to go to training it is an issue.
- I have never been encourage to go to training from my supervisor to improve my knowledge of my trade. I think that the city needs to talk to the employees and ask what they would to see to be able move their career forward.
- College programs that partner with the city; Therefore all the tuition is directly handled through the city and allow a more streamline process. There is an the added benefit of attending classes with fellow city workers that will develop better networking from the department to department and bond employees together.
- Eliminate the statement from HR that equates 1 year of work experience, beyond the minimum required for a position, equivalent to 1 year of college. This handicaps employees into thinking a college degree isn't as important as work experience. They have no data supporting their statement of equivalency. It is unprofessional to make unsubstantiated claims, especially in a city with one of the nations largest universities. It would encourage employees to utilize the tuition assistance and other professional development opportunities. The police department seems to be the best at obtaining degrees and set the example for the city.
- Support professional conferences on an annual basis, allowing staff to take at least one annual conference every 2 years (if not every 1 year).
- I think the COT does a great job at all of the above.
- Make more opportunities available for part-time employees
- Remove any restrictions from vacant management positions such as "Directors Only" since there are employee's not currently in those positions with adequate education and experience for consideration.

- Allow tuition reimbursement not only for degrees applicable to one's current position, but those applicable to positions to which an individual may aspire.
- ""Mentoring?"" That is a joke here at TPD. We have had numerous situations over the last 15-20 years where people with specific skills/knowledge/abilities are preparing to leave/retire in the next year or two (or could retire in two weeks) and yet nobody is put with them to be mentored so we can continue moving forward as an agency. Instead, we wait to fill that position until it is a crisis and the person with the skills/knowledge/ability decides to leave or puts in their retirement papers. Worse yet, there have been several times where people with specific S/K/A have been pushed out of a position or used up by the department until they are so burned out they don't care anymore and there still, is nobody put with them to learn their position before handing the position off to someone else. The standard routine at TPD in regards to positions where there might only be one person with a special S/K/A, is to let that person leave (or force them out) and THEN fill the position with a new person, who has to learn everything all over again on their own, with no transfer of knowledge. Officers/Detectives even have to go as far as contacting their peers in other valley agencies to learn their new position when the person who had just previously occupied that position may have even been looked up to by their peers in other agencies.

This is why I say mentorship in TPD is such a joke.

How about we have someone in a new position, who has to learn it from scratch, be tasked with actually writing up an operation manual (at the very least) for that position, in case there is no over-lap between the knowledgeable person leaving and the new person taking over the job/task. And that should be happening even with a proper mentorship. This way people coming into a specific position doesn't have to call the retiree who last held the position for questions, or contacting an employee who was pushed out of the job by the department and is now bitter and has no motivation to train their replacement.

- pagando por anticipado los estudios y No tener que pagar nosotros al principio y despues reportar los gastos para que ese dinero se nos devuelva. muchas veces no tenemos el dinero para pagar las mensualiudades de las materias por tener que pagar gastos como los billes etc.
- Create more educational partnerships that are tailored to adequately prepare employees with relevant training for movement within the city.
- Offer opportunities outside of work for classes on a registration/first-come, first-served basis, open to anyone interested. Sometimes its difficult to get involved in opportunities that occur during business hours, or that require supervisor approval or program acceptance.
- Have an assigned career advisement counselor for City employees IE: ASU etc.
- Free volunteers courses.

- Tuition reimbursement, educational partnerships, etc are excellent, but I feel that there are fewer development opportunities for employees who already have their degrees. We should be allowed to use tuition reimbursement money to attend professional conferences, workshops, etc. even if it doesn't provide academic credit. This is the type of professional development that is typically available to individuals who are farther along in their careers.
- A lot of training related and essential to my position is available out of state. It's difficult to get the training approved even when a grant is received to cover the majority of the cost.
- Review promotion based on favoritism.
- Bring back doctorate for employees who have their masters to continue growth.
- I'd like to see the Detention Administrator's position available for our professional staff here in Detention, instead of a Lieutenant on the Patrol side. We've had SEVEN different administrators in the last 10 years and not one single person has/had a Detention background. Seemingly every time we make positive strides, our administrator (Patrol Lieutenant) is moved to another assignment and we take two steps back. Promoting from within our Detention division will ensure that we continue to make positive strides forward, along with presenting a confident, positive and knowledgeable leader that is happy in his/her role.

This career mobility option would significantly improve morale in the work place, as morale has decreased significantly over the last 10 years. This option provides our sergeants and line staff something to strive for in our division, creating a less rapid turnover rate as opposed to using Detention as a ""stepping stone"" for other ventures. Currently, we have a Detention Sergeant as acting Administrator and I can already tell you there is a TREMENDOUS positive difference. In no way do I mean any disrespect to past Administrators, but it is the 100% truth. So why wouldn't we consider this a permanent change? My hope is that you read this and strongly consider it, coming from a loyal City employee. Thank you very much for your time.

- I would like more mentoring from my supervisors
- by allowing us to attend more AZBO classes
- Many of us can not get access to the programs offered, those of us in Tempe PD dispatch are never ( I do stress, NEVER) able to take time off for the professional development opportunities.
- There seems to be little consistency across departments with regard to job titles/classifications. What is considered as a "Manager" in one department, is not the same in another. Also, due to budgetary constraints, employees must request/prove that they are entitled to a promotion/reclassification, as opposed to Directors recognizing and championing the cause for the employee. It seems that because many departments have such a tight budget, Directors are content with keeping employees at lower classifications in order to save money. The result is that the only way to promote (especially in a small

department) is to apply for positions in other departments when they become available. We should not be forced to leave a job we care about in order to make more money.

- Relax the requirements for tuition reimbursement to include professional development and training related to your job, but not necessarily a minimum qualification of your job. Increase training budgets so that people can actually be approved for the training that they request.
- Review and evaluate temporary positions for consideration as permanent positions. Having no benefits is very challenging when the rest of the workforce has full benefits especially after a year of being told the position would become partially benefitted.
- There still seems to be "the good old boy" philosophy here at the City. If there is someone slotted for a position, they get it. It makes going through the process very disadvantageous. Rules seem to change and not be consistent for certain people.
- Provide consistent vision and direction, if professionals are hired to do a job, allow them to do their job, do not tell them to ignore requirements if it involves a particular citizen, business owner or applicant; this undermines our professional ethical obligation for objective enforcement of rules we are charged to uphold.
- Allow for training/professional development in job specific areas that may require travel or conferences to network.
- Develop a fair system for promotion that does not favor younger employees over older ones. The city manager should not support supervisors choosing to "groom" certain employees when other employees may be more efficient, productive, and interested in being groomed. Perform audits of employee efficiencies before assuming that they are too busy and need extra help. Put wage monies where it will best benefit the organization instead of to offset a poor performing supervisor who has people believing she is overworked instead of under capable.
- A partnership to get an AA should not have been made available, and definitely not at the expense of being able to offer a masters level education partnership. Over half of an AA's classes are general studies classes which probably have little to no impact on workplace knowledge/skills and will have very little transferability to the workplace. I think the argument can be made that close to 100% of a master's degree course work can apply to the workplace, with the assumption that the master's degree is applicable to a city position. When surveyed, employees noted they wanted a master's program offered, yet it wasn't and an AA was which had a lot less interest based upon employee survey responses.

The internal service offered for gaining skills and knowledge is a good idea in theory, but in practice I don't think it helps as much as it could. I think employees can benefit from some of the trainings, but the issue I have is that participating in the trainings has no bearing on career advancement. The issue is tied to the advancement and promotion process, which I think there is a problem with. I don't have a solution to offer, but I think something needs to change with the promotion/hiring process. Too many times

someone is hired/promoted that is a friend of the hiring supervisor. I think this happens during internal and external hiring's. For example look at the fairly recent issue in PW where an employee was essentially denied a job after being offered the job due to someone up the chain of command finding out that the person they wanted hired wasn't. Or, look at the example of in HS where several people have been hiring from Scottsdale (external) all in the same work area reporting to the same person when there were qualified internal applicants that interviewed for the positions. Ultimately, I think a lot of people hire who they feel most comfortable with such as a friend or a past colleague and not the most qualified person based on the interview process. It seems like a show is being put on every time there is an interview process. There is a rating system used during first interviews, but to my knowledge, there isn't a rating system for second interviews. HR used to be present for the first interview, but they generally are not any more and to my knowledge have never been present for second interviews. I think something that could help is to have hr analysts meet with people that did not get hired to let them know why and how to improve. I believe analysts used to do that, a long time ago.

- Include training in the budget for every department so that more opportunities for training outside the city exist.
- Going back to focusing on hiring employees from within the organization instead of hiring almost all employees external. Every job that opens requires multiple years of full time experience doing the job which is very difficult to get when you are working another full time job.
- Professional development needs to be conducted by professional trainees and not co-workers. Professional development should be a requirement and not something someone wants to do if they choose to. We have too many supervisors and managers who have no idea how to supervise or manage.
- Department is understaffed so employees lose opportunities to take or participate in training due to being needed for coverage of their jobs.
- Offer career specific training not just broad based training.
- There is no consistent ongoing training for shift work employees. It is very difficult to attend training when your area is working below minimum staffing levels and you work a midnight shift because most training is done on a Monday through Friday 8-5 basis.
- A raise in my paycheck that actually makes a difference...the small raise that we get you dont see when insurance goes up and the asrs goes up
- More encouragement for continuing education
- Allow employees to attend out of state work or content specific conferences paid for by the City of Tempe a maximum of one time per year.
- Create different paths for individuals that are not necessarily in the queue for future advancement and require that the supervisors document the training. Examples would



be cross training within the function and more exposure to lateral positions within the department.

- I work at the TPD. We are severely understaffed at the line level and so overstuffed with management that any available time for professional development is extremely difficult to obtain. The ability to use work time to attend even "free" local or internal classes for improvement is minimal and funds for any external local or out of state training are nearly non-existent unless you are a member of select workgroups or cliques. There is an inability to attend training even at a comp-time basis. Increasing training funds, developing tracking mechanisms to determine a method for fair training allocations and allowing off-duty time to be used as a comp-time basis would help. As an example, I have taken vacation time and paid for my own training out of my pocket to better myself and the TPD through the training I obtained, which should have been encouraged, approved, and paid for internally.
- Continue to offer training classes to fit all employees who are interested in promoting to different areas or interested in different career change within the City.
- More training classes i.e., computer programs, management skills  
Raises
- Put more financial resources toward professional/leadership development.
- Encourage growth through managers, active involvement from sr. mgmt.; create pathway similar to police and fire
- Passive support by leaders is not the same as active support. Many supervisors and leaders do not actively support employee development by talking with their teams, learning what their goals are, figuring out how they can help them reach those goals.
- I am not sure what is meant by career mobility. I have used the professional development and educational partnership programs provided through the city; however, my career mobility is stagnant.
- Need more hands on training on ins of programs we use. Especially mandatory training for new supervisors.
- To see opportunities for development are not just formal training, but other opportunities are developmental as well.
- I think that the city should implement a 360 degree evaluation process for all employees. While I know this is labor intensive for everyone, I think it would be beneficial for employees to be evaluated not only by their direct supervisor, but also by their peers, and the people under their direct supervision. I also think inter-department formal evaluations should be mandatory as it is important for employees to grow from feedback. In my department I have not had a formal evaluation other than critiques upon my personality from my direct supervisor. I also think she would benefit from feedback from her supervisor but also her employees as she is not well-versed in leadership.

- Travel opportunities for training has been drastically reduced. Limiting training to local classes sometime results in too much group think and limits new ideas and cutting edge programs from around the country.
- To constantly encourage employee to attend seminars and training, aside from the department programs.
- It would help if there were follow up classes in the Supervisors Academy Classes, now we have to wait a year to make up missed classes. Do to not making my classes I have 2 next year to make up
- An established training program for new employees, starting with an orientation that is actually useful. During my orientation (I started my job within the last two years) there were several times where I was told "oh, we just got to update this part of the PowerPoint." A new colleague told me that her orientation which took place 6 months later or so had the same problem. From the beginning to now I do not feel like I am guided or have been prepared for the job in an organized and thought out way.
- By forcing command staff to recognize and support female officers regardless of their race, age and sexual orientation. Do away with the group think mindset of favoritism to the officers on "in" list who are given all the special assignments year after year. Stop asking older employees when they are going to retire and then ignore them as if they don't exist.
- A stipend for every employee to attend workshops and classes that are valuable to his or her job would be valuable. Departments don't have enough money to allocate to training. This would be so much better than incentive cash to go back to college or a lunchtime talk. Today's world requires much more continual education on industry tactics and evolving technology. College classes and peers cannot cover that.
- Listen to the needs of the employees. If you aren't out there day in and day out doing the job, and never have, then you probably don't have all the answers
- Create more diverse workgroups. There is no real movement available in my department.
- The integrity of the testing/selection process is key!!!
- I am in a relatively unique position within the city, there are only two of us and our schedule requirements make it practically impossible for either of us to take advantage of these programs.
- the city offers professional development programs and career mobility, however my direct department does not and has sublevel and inadequate job training.
- Provide employees the opportunity to work on a variety of projects and responsibilities of varying levels. High priority and more visible projects seem to go through the same people again and again. In turn, less visible and less desirable projects seem to go to the same worker bees.
- Fairly consider everyone's professional development.

- I have yet to have the opportunity to utilize the Development Network but have been fortunate enough to benefit from the tuition reimbursement program which has helped me in advancing my education and in becoming a better-educated employee in relation to my job title. I look forward to attending Leadership events and could only suggest that more events are made available.
- Use supervisor meetings to create a positive culture. Start by establishing a set schedule and staying with the schedule. Find a comfortable room for the group size where the room temperature, acoustics, and technology are appropriate. If there is not a room like this then build one. Make the meeting mandatory. Create meaningful presentations and exercises that apply to our daily tasks. This should focus on "big" picture items that are most consistent across all the different departments and divisions of the City such as who are the other supervisors, or who is the appropriate person(s) to call for needs or problems, what are the City's purchasing guidelines and options, what are appropriate levels of expectation for subordinates and discipline. Provide "cheat sheets" for supervisor folders. Ask for and follow through on supervisor requests and feedback. Place additional weight on experience and ability and not just education and credentials. Possible qualified current City employees are prevented from applying for Engineering positions because they may not meet minimum qualifications (MQ's). Are the MQ's necessary? Do they add value to the position and as a result to the City?
- The PD has a strategic goal of supporting and developing employees. I have seen on several occasions where employees would like to obtain further training however due to their squads having too many people off, out sick, on military leave, etc, they have been refused training. I feel that since this is one of our strategic goals, if the training is in line with the employee's goals, then we should use the patrol on-call list or other resources to allow them to attend the training.
- Management can be more supportive to allow employees to participate in professional development opportunities. Also, management should support conferences regarding the employee's area of expertise to stay in tune with best practices. I do not personally have this problem but hear this complaint from many of my co-workers.
- By being fair in the decision making process in selecting well-deserving candidates. The decision should be based on meritocracy rather than mediocrity.
- Do not limit the type of education/training that an employee wants to take. Why must the training only be related to the job? There is so much knowledge out there that an employee could benefit from.
- Additional outreach to employees, don't hear much about it.
- I would like longer term mentoring in my position. Also, I'd like city-sponsored opportunities to get additional training in my field outside of the city (i.e. conferences, seminars, ongoing education).

- Most training are at the supervisor level which works for my level. I would love to see PD available to COT part time employees and additional training tracks (like supervisor academy) for front line employees.
- Provide funding for professionals to continue advancing their knowledge and support them in staying up-to-date in their special skill set. Planners, architects, landscape architects, engineers are required to maintain proficiency in their profession if they are licensed or accredited. We used to be able to attend 'lunch and learn' sessions and educational conferences to stay current and improve in our performance of our city position. Now everything except a very few events must be paid for personally. The city will pay for professional membership in one association, but does not pay for monthly lunch meetings or for regular local learning opportunities. Most professionals in the city have not had a presence in activities or seminars or conferences locally or state wide due to lack of funds. It is extremely important for city employees to stay abreast of the many changes in their field, and it is difficult to personally fund participation. If an employee's work crosses two professional specialties it is even more difficult.
- Provide more specific job related training to employees so they can develop skills and learn customer service techniques.
- Don't limit tuition reimbursement to degree only programs. Provide employees with a designated amount of money each year or couple of years so they can attend training relevant to their career path.
- More extensive New Employee Orientation to really acclimate new employees to the City culture, processes, expectations  
More purposeful Supervisor's Academy - too much lecture; better experts  
Offer a Master's in education partnerships
- The City should have a budget for training/travel that can be accessible to departments as needed. We don't need a recurring budget line in our department for this purpose, but would like to tap into this fund when training comes up.
- It appears only chosen employees in my department group are sent to Training. The City I came from, everyone was equally allowed to attend training and seminars pertinent to our jobs. I also was told that none of my professional dues for my memberships in organizations that my former city paid for would be paid for by the City of Tempe.
- To promote from within and only go outside if no one qualifies.
- The hiring or promotional jobs that I and others have applied for are tainted, just in my time with the City many Promotional opportunities to have one out of eight Applicants come out of their interviews and say they blew it and they could not think of one single answer and they get the job. Other jobs their have been Applicants that were put in on the day of the Interviews and Supervisors questioning HR about there minimum Experience that they needed and did not have or time with City to be able to put in for job and guess what two positions were filled by two individuals that had not met the Min.

requirements and had less than 2yrs. with the City. I think you understand what I'm saying people are picked long before the interview process.

- I am a tenured employee in a niche profession. I have applied for over a dozen different positions but have not been considered as the City changed the hiring process to eliminate education as a qualifying factor in favor of experience only. There is extremely limited opportunities to attain the qualifying job experience, so attending school and gaining experience through education and volunteer service has been the only route I have been able to navigate. Additionally, job opportunities used to be offered to internal candidates first, unless the pool was too limited. Now all recruitments are open internal/external concurrently, so external candidates who have prior experience take priority over internal candidates with educational credentials only.
- The programs the City has are useful and of course helpful as a resource, but unfortunately career mobility is determined by how well your Supervisor likes you or chooses to mentor and offer you the capability to learn, grow and advance.
- Supervisors need to lead and not manage
- I think that people don't really believe that opportunities to advance are offered consistently and are for all. Sometimes positions are offered internally only, sometimes a combination - it seems inconsistent. Then there is an issue when there many people in an area looking for advancement.....Who gets to move up? Based on what?
- An issue that I ran into at one point was the requirement for supervisory experience. I was told that I couldn't be considered for a supervisory position because I did not have any previous supervisory experience, yet I couldn't get any supervisory experience without the opportunity of first being a supervisor. This somehow needs to be addressed because it creates a glass ceiling for upward mobility within the organization.
- in the PD better succession planning. Meaning training people to be able to complete tasks, problem solve, and make decisions at the lowest level.
- I have never heard about the mentor program. I am relatively new but from talking with more tenured staff mobility and advancement is not likely in this organization as there is low turnover and tenure is valued more the knowledge skills and abilities.
- Need mentoring at all levels. Once promoted to Sgt, no one encourages promotion
- By communicating more
- Continue to advise and encourage management to understand that management needs to take time and invest in their staff, not just when needed or required. If time is invested showing a genuine interest in the staffs work and accomplishments, without a being required to do so, it would demonstrate to the staff that management really does care about their staff, and that management isn't compelled to do so.
- Allow and encourage as much as possible or as interest exists, for employee participation in professional organizations beyond the immediate scope of work. This allows employees for employees to develop professionally in the community and broaden their education and experience for professional growth.

- Professional development should not only be for "staff who have degrees or are going to school". There should be various learning development for staff who just have a high school education. It should also not be frowned upon of staff who do not have degrees.
- No longer have internal / external job listings. Go back to the internal first, then external if needed.
- Encourage and support employees in becoming exposed to how different municipalities and organizations operate. Homogenous views and tunneled vision limits employees' ability to think critically, innovatively, and openly about operations of any kind.
- Our workload is too much so this training seems like a luxury. We're expected to keep producing, but not given time for personal development.
- It would be nice if we could do Tempe Talks on a monthly basis. I have found that Ted Talks are very helpful for energizing me to work harder and more creatively, but it would be nice to have inspirational presentations on a monthly or quarterly basis.
- Professional development is strongly dependent on individual supervisors. Some have been helpful and supportive and others not so much. Staffing issues also make it difficult to take advantage of educational/career enhancement opportunities.
- Years ago, there was an opportunity for a person to consider another job w/in the City of Tempe by "shadowing" another employee for a few days or weeks. (I can't remember because it was so long ago.) The GOOD thing about an opportunity like this is if someone, even a part-timer, got their foot in the door via job X, but really wanted to work at job Y, they could review job Y based on these couple of days and see if that's still the path they're on... also, giving them an opportunity to make contacts and network with staff and supervisors in that job Y. Unfortunately - for whatever reason - this opportunity was taken away.

Another good opportunity would be for CURRENT employees to offer training to other current employees based on their expertise/job skills. If a person is well-versed in using Word or even Outlook... and there isn't TRUE encouraging by that person's supervisor to take the I.T. based computer classes; then we're truly NOT encouraging our current employees to "better" themselves and promote from within, because they continue to LACK in that skill.

Other training should include:

- sign language
- spanish/english communication skills
- how to dress for interviews
- practice for interviews
- fill out promotional applications
- how to network
- getting the most from classes/programs offered by the city of tempe parks and rec dept or library

--special events bonuses for employees to attend ttl fireworks, ttl block party, tardea, etc...

- Managers that care and promotion structures the encourage appropriate professional development and/or career mobility
- Receive feedback from supervisor. We have a mandated COT employee performance program in place which includes employee development, but in more than 2 years, (1) have not met with my immediate supervisor once to set up or update info from my previous supervisor; nor (2) discuss a professional development plan.
- Educational partnerships are made available to those who seek associate and/or bachelors degrees; it would be great if a graduate-level partnership was made available for those who want to pursue graduate-level coursework and degrees.
- While the employee should take the initiative to obtain the necessary training and education for career advancement, I feel that there is not a cohesive process for employees to learn about training programs or established curriculums to assist the employee in determining what training would be beneficial for their career development. While my supervisor has not denied me training opportunities, they have not promoted or suggested training that would be beneficial for my current or future positions.
- Quite often it is impossible to move from one department to another how the job requirements are written. It feels sometimes that the job is for one specific person. Also some departments develop management positions without opening them to the general employee force.
- At least let candidates that have applied for a position know that their application was looked at and give feedback as to why they were or were not considered.
- If you are a blue collar worker working through the ranks I feel like that the professional development group is a little standoffish. I wish it would be a more relaxed atmosphere or even Blue Collar people fit in. In all Tempe does an incredible job at least in my department when it comes to career development but that is for the most part because we have two strong leaders that absolutely believe in education and furthering yourself in your career. I wish we all could have a program like my deputy director has and my manager. Tony Miano has been a great role model and a great leader at least in my career.
- employ from within the city family. Train and advance people who already work for the city
- I am a Temp employee, I do not believe many of these benefits are available to me.
- A training program that is incorporated within the first 6 months of probationary period (and required) would be helpful. This should include city-wide and departmental trainings.
- Allow travel and training monies for professional training specific to my field.
- "Provide better educational partnership opportunities as well as look at online options since some employees work non-traditional hours. The Tempe Professional

Development Network seems more like a social gathering than "development". As is probably obvious by the recent e-mail soliciting for additional mentors, many people probably want to take advantage of the opportunity, but there are not enough management staff that want to take the time to mentor someone. It is strange to know how long the City has been around and there still isn't a training available for procurement cards or requisitions. Only recently, a training was developed for timekeeping/payroll. For such a supposed forward thinking city, we are behind the times.

- For many, career mobility will never happen. I think people can go back to school, volunteer, and take every class offered by TLC, but they will be passed over for lateral moves or promotions for an outside applicant or for a friend of the hiring supervisor.
- It is difficult for some employees to attend training offered by TLC due to varied work schedules. TLC classes are normally held 8 to noon or noon to 4 (approximately). It would be great to have later times for other work schedules and to deal with operational coverage."
- In police dispatch, we are unable to take advantage of educational opportunities because management won't/can't accommodate any adjustments in our schedule ... not even for a couple of hours
- In my opinion , having a "hiring manager" does not work . I have seen several incidents in my department where the more quality employee with several years of service has been overlooked and a person with less experience and less time with city gets the job because the hiring manager gets along better with or feels that this person would be more willing to do what manager wants . Hiring this person the manager gets a "puppet" that does whatever manager wants and creates a negative environment in the department . There has also been an influx of Phoenix employees coming to Tempe since a certain person from Phoenix was hired . HR has been informed of this but they say they see no pattern . This city has changed in the 10 years I have been here and as a result I am look for employment else where . The days of promotions are gone
- Offer career/detail specific training. Like the 32 credit hours offered to each officer who graduates from the police academy to the professional staff.
- Train supervisors to be more supportive of staff who want to better themselves.
- There is a need to expand the partnerships that are available to the employee. More of the lower level college degrees, AA, AS, that are not online only.
- I would like to see more classes on getting certifications.
- Increased staffing levels to allow for greater flexibility in cross training opportunities.
- get more people in my area ..... we've been short for 15 years !
- Go back to individual development of employees at the start of their careers. There was a development process for employees when I arrived in 1998. With retirements that went out the door. New supervisors and managers have no clue what line level employees do in the course of their jobs. This lack of experience and knowledge has left



nobody to train or mentor. Also, what happened to working supervisors. All we have is people managers and supervisors who have field / hands on experience.

- if the city paid for out side development schooling
- They could quit going to the outside and give internal employees a better shot at advancement...
- Mentorship program.
- Mentoring and programs are okay, but working environment has to change. People need to be held accountable for their job duties and paid accordingly. Although I've been with the City for short duration I notice how complacent some of the people I work around have become because of lack of accountability. Promotion or advancement for newer employees are difficult, seniority is king even if the senior person is much less qualified,
- having educational and career advancing classes or sessions in different times, there was too many event I wanted to attend but I could not because of my work schedule
- I'm not sure on a city level. Professional development in The Fire Medical Rescue Department is outstanding and effective.
- If related to the job, encourage employees to take classes ON THE COTs time. For example, if I'm a widget-maker and there's a class on advanced widget-making, allow me to take that class as part of my 40-hour work week.  
Encourage employees to visit other departments to see what it is we each do on a day-to-day basis. Maybe offer cross-training to interested employees.  
COT to pay for more seminars, professional organization conferences, etc - and travel to/from those.
- In our department positions are never posted to internal applicants first. Why not take a not-so-qualified internal applicant and provide on the job training? There is a clear preference to hire outside talent, causing low employee moral.
- Just keep heading in the same directions and continue to do what we do on a day to day basis. Listen to new ideas and always be open to change.
- Implement a minority outreach program for current employees. There are very few leaders of color.
- It appears that conferences and seminars are mostly attended by management team. It should be offered and encouraged to attend to other employees as well.
- Provide promotional opportunities by adding Executive Assistant positions for positions that support Deputy Directors and not only for the Director positions. I would like the opportunity to promote within my division but I'm not interested in a supervisor position.
- There is very little information provided about these opportunities. I guess they may be available on online, but how would I even know to look?
- 1). provide a raise more than once every ten years  
2). provide a raise more than once every ten years  
3). provide a raise more than once every ten years  
4). Allow tuition reimbursement to be used for police department related training

5). Establish discounted tuition for undergraduate and graduate programs at ASU for sworn Police just like the FOP programs have at other colleges

6). Require city council members to do annual ride-alongs with the Police

- very good question, I am not sure at this time
- I believe more on the job training can be useful. Sometimes, when employees are promoted/demoted, their peers do not always provide the training needed to do their job. They often have to find their way. The educational partnership program is very challenging for me right now. I have not attended school for at least 10 years, therefore, it's difficult for me to be enrolled in an online program. I wish the program will allow the students to attend class at least once a week, to help us stay on task. The first two classes were great and I believe the students in my class loved the interaction with the instructors. Also, I believe the beginning of the assigned courses should start with English 101 or 102, as the first or second class. The classes I had, we had to write essays at least 2/3 pages long and majority of us didn't know how to write an essay.
- besides the educational partnership opportunities which the city is not involved in - the other 'professional dev opportunities' are not 'useful' to actual development.
- Stop downgrading positions
- Masters Program
- In my role as a police dispatcher internal employee development is lacking. External development opportunities abound and many of us take advantage of tuition reimbursement and city sponsored classes, however our internal lack of on the job training will eventually cause a situation that becomes a liability for the city
- The mentoring program is run by a staff member that filed a lawsuit against the city. Known mentors have also filed lawsuits against the City and have checkered reputations. New employees are unaware and think they are getting a reasonable person to be their mentor. There is no quality control for being a mentor
- The city could provide more resources for those who are pursuing master's degrees.
- The training opportunities are fine, for some of us who live so far away, it would be nice to have the training over on Glendale Side of the house ( Glendale Training facility near Luke AFB) having to deal with traffic for a class that starts at 0800hrs is a real pain
- better communication to employees
- I'm too new to give suggestions.
- offer temps every thing full time employees get
- As a temporary part time employee, opportunities are lacking within the city.
- I think on my opinion here in City of Tempe, there is opportunity for promotion but the way they handle it I don't think is the right way, there is people working for long time and they deserve to be promoted but somehow they end on hiring people from outside, and considering that is inside employee that actually did a temporary job duty for that position and still not get promoted, that has been happen a quite a few times in Fleet Department, that's why employee tends to find another jobs due to they see employee

that's is been here for a while or employee that are capable to fill the position and they don't get that promotion, employees like to see people get promoted so they can get better at what they're jobs and try to get a promotion, I think they can improve by first going thru inside employees and if they're is not a employee that can be filled that position then going outside, thanks that is my opinion

- Just glad to have a job!
- I think the City does a great job in offering these services. Unfortunately, due to the heavy work load we manage, it is almost impossible to take advantage of these opportunities without really impacting my job.
- Management in our department aren't motivated, there isn't a lot a communication and disciplinary actions when someone in our department isn't doing there job accurate. in the last couple of years our department haven't hired on and makes it tough because it seems that our seniority never goes up as if someone gets hired you don't see any difference. most of us still work weekend after being here more than 8-10 years in the city. we need to al be in the same page not on a different one. we not get Acknowledge in our department as we should for the ones that still work hard every time were here at work.
- You can have all the certificates, degrees etc in the world, but it comes down to how the HR dept tailors and interprets the job posting. I have applied for numerous upwardly mobile positions and have had few interviews. I have a BS and BA with an MBA plus 20 years experience (mostly in mgmt. positions) and have been told a number of times that I didn't get an interview from the HR analyst that I didn't meet this requirement or another. And when you look at those points, they are beyond trivial to the overall requirements for the position. I've given up dealing with HR.
- There is not a program through the City to work towards upward mobility. Seems that maybe an avenue of some sort to develop skills towards these type of career (upper mgmt.) would be good for the City and the employee.
- I understand when applying for an position, you should already know what you applied for. But, in which case, different style in management can effect your ability to succeed. Managing from the general population and going into City management is two totally different style. Plus, that's not including UAEA.  
Don't get me wrong, it's all about professionalism, leadership, communication and respect. As a supervisor for the City, it's very different then supervising or managing a non city position. UAEA makes it very difficult to mentor or discipline an employee. One can be mentoring and the employee feels your disciplining, then you have UAEA gotten on to you? Now when you do discipline someone, they ask you about; did you mentor, train, provide all the tools, let's see your manager file/eLog. You don't win to loss. I feel our organization should give the benefit of the doubt before jumping into conclusion. The employee is not always right or sees things differently.

- By letting employees perform their jobs, to not use outside contractors to perform many of our job duties. This would help to develop and keep our job skills fresh. I realize that it is necessary to use contractors for large jobs. It is difficult to have any sense of ownership with the current environment. Management needs to show more trust in the employees.
- More Staffing to allow more people to be able to actually attend trainings.
- The City is doing a great job with professional development opportunities.
- Hire competent managers and supervisors that are also highly effective team leaders. Currently management is only concerned about protecting themselves. Management is very resistant to change anything within our organization. Basically, staff receives NO support or assistance from management to facilitate career advancement to better our organization and the Tempe as a whole.
- So far everything seems to be working ok. I am still in my first year so I have not looked too deep into it yet.
- In the FD, have the budget increased to allow people to go to seminars, speaking engagements, etc.; that come up during the year. Budgeting would have to include tuition, OT, possibly travel.
- I don't feel that the city's programs relate very well to the public safety personal.
- Allow interested employees opportunity to explore new career opportunities by "applying for positions that they are interested in to spend time ( 1 day per month) at a position with an experienced other employee to get an indebt view of the position . Interested employee would then need to write a proposal to one of the education partnerships on what they need to meet the qualifications of the possible future position.
- I am in the Fire Department and we test for promotional opportunities, from my experience it's always fair and consistent.
- More job shadowing opportunities. More college partnerships related to PD so that we can get degrees without paying for schooling and books upfront and that allow us to attend with coworkers
- professional development is great but the buddy/friendship system is still alive and well. if you are not part of the favorites or buddy groups it is impossible to move forward or up. council and management can say what they want in their ivory towers but that dose not mean that they look down or even look at the line employees that do the actual work or care.
- I think the City provides a wonderful opportunity for employees to develop professionally. Employees must take advantage of those opportunities especially tuition reimbursement. It must be a priority of the employee to take their time to purse furthering their education and development.
- Our department does not provide funding for non-City related professional development opportunities within our sector, such as Conferences, workshops, travel, etc.

- I answered for my situation which is I have promoted as high as I would like which was under a different system. I believe what my department (fire) has in place now is excellent and I have no suggestions off hand
- I just want to comment on a few things that directly affect civilian side of the Fire Department positions. I currently work in this area as a civilian on the fire dept. Being a civilian on the fire dept. can be very hard at times because I feel that I am treated differently than those I work around simply because I'm not a member and cannot be a member of the Fire Fighter Union. I'm currently apart of the UAEA, and the UAEA has helped me out in areas that I need help with (Pay) . When it comes to who controls the finances in our area of work, it is controlled by leaders who side with the Fire Fighters and not with the civilian side of the fire dept. This gives the leaders the chance to take money that is used to buy parts needed for truck repair, warehouse items, training for civilian personal. All the funds were placed into funds specifically for the benefit of Fire Fighters. I have seen this happen over the last few years and it concerns me. The last time money was taken away from the area I work in to support other areas in the department. My direct supervisor told me that the chiefs were using the funds to help fund projects for the Fire Dept. Dive team. This was a shock to me because he told me that that money was for Parts for trucks and training for civilian personal located within the Fire Dept. (Me and other I work with) On top of that the Fire Dept. doesn't need a dive team as we share with other cities and departments dive team options for our town lake.

We tried to talk this issue over with the chiefs and they denied that it ever happened. A month or two latter we were told that we may have our training money back but that this was not a for sure thing.

The problem I see is the civilian side of the department is controlled by leaders who seem to side with those they were in the Fire union with before coming into the current leadership positions that they hold. This creates a conflict at work for us who cannot be a part of the real fire team. This goes for promotion too. How am I ever to promote into a position of authority in the future if positions that are civilian positions are turned into positions held by Fire Fighters. This has been a common thing around our work section and other areas of the civilian side of the dept. Civilian positions are being made into Captain and deputy chief positions. This causes the city to pay way more money for positions that could be ran by civilian candidates. This also creates a safety issues because we are getting leaders who know nothing about what we do. (Fire Fighters as leaders of a truck repair shop) We get a new Dept. Chief every one to two years with no experience in repairing fire trucks. This makes no sense and cost the city way to much money.

Please help us to fix this problem. Send in a special finance person to ask were funds are being used and have them ask why. I feel that if some of these issues are found you will find a great money savings and problem solver for many people who just want what fair.

Thank you for your time.

Concerned Tempe Employ

- When someone works towards a goal, whether that's educational, such as achieving a degree, or developing a training manual, it would be nice to be considered for an increase in pay. When I graduated with my bachelors, I never saw any change in pay. When I've implemented ideas that have saved the city money and allowed my work area to run more efficiently, I've saw no recognition. Unfortunately, without incentives, it's hard to feel motivated and appreciated. I dislike the current rewards program that the PW department has. Also, the E-plan is a joke...it doesn't serve its purpose nor is it being followed by all in the city. I do appreciate the tuition reimbursement program and was unaware of the mentoring program so I'll look into that.
- Create some incentives for employees so they can advance in their chosen field. Create step increases so the differences between highly paid employees and lower level employees could, over the course of employment could come closer together. It seems whenever their is a raise, say 3 percent, 3% of 70,000 is 2,100, someone making 45K the raise would be \$1,350 so the differences between highly paid employees and lower levels would keep increasing.
- Break silo department mentality, learn from peer to peer interaction; all ideas should bring good conversation on Tempe's future. Become a creative and innovative team rather than one expert.
- In my opinion there needs to be other ways of showing the opportunities the city has to offer specially for employees that work out on the field specially when it comes about schooling and special classes, also it would be nice if the tuition reimbursement could be use up front lots of employees would like to better them selves but we have families and bills to pay we haven't got raises and what ever little we get goes to higher insurance we cant afford to go and pay a semester plus books up front out our pockets that's the biggest reason some people don't take advantage of tuition reimbursement.
- Seems like the city is backing away more and more from tuition reimbursement
- Training
- All interested employees should have same opportunities, computers, updated software.
- Promote from within. The city has a great deal of talented employees. However, often times hires external candidates who are not the best qualified nor the best fit for the organization.
- Revise tuition reimbursement to include non-credit seminars ,leadership programs that also help individuals professionally to network in the community. Allow for tuition reimbursement for programs like the WP Carey Certified Public Manger to be used by individuals without the city approving it by a committee.
- Be fair and consistent. To much buddy system.
- Leadership training.

- I learned of program in Mesa where a senior manager(s) are selected by competitive process to shadow different department heads over a 2-3 month period to gain a better understanding of all areas of the city. As we strive to collaborate and create holistic solutions to complex problems I believe this kind of program could be beneficial.
- By not creating hardships for supervisors to hire QUALIFIED employees. Internal candidates are not always the most qualified and supervisors should have a say in the qualifications of their employees. This sounds like a hiring issue but in reality it becomes a morale issue when you are working next to people who aren't qualified but the City wants to create a career path so they were forced on a particular unit.
- Leadership training within each and every City working group consistent with job advancement.
- Our tuition reimbursement started out as one of the best available. It has not kept pace with rising costs. Would like to see it cover the costs for full time tuition for undergrad as well as master programs.
- Be able to use tuition reimbursement for certifications or other training related to my job
- It seems the department is high on succession planning and expects everyone to do each job function in the department. A great idea however there is no consideration for training, many of these functions are specialties learned over years of experience.
- Continue to develop a leadership series where the different department heads or leaders are invited to discuss topics with city employees.
- There are specific training opportunities that the city is not able to provide for continuing education for certain certifications. Outside resources provide this training at a cost. It old be nice to be able to utilize this training somehow for continuing education within our specific positions.
- Encourage employees to shadow with departments with employment opportunities.
- More support from each individual work supervisor needs to support training. It is not consistent.
- Allow employees to use tuition reimbursement for other development opportunities (seminars, certification programs, job related training, etc.)
- I have no suggestions for how the City could improve their professional development.
- Show more appreciation to employees instead of only pointing out what we do wrong. Moral is falling and supervisors are afraid to make decisions because of repercussions from Assistant Chief Officer. We have the most talented fire department in the state and its sad that our Executive Command Staff has such a poor attitude towards the rest of us.
- I think by better networking the programs and classes the city has to offer for example having (for lack of a better word) career days where much similar to our employee network fair that there be a physical place where employees can go and meet and talk about openings in the city. and show what the city has to offer.
- not on Friday nights
- It would be nice if we could cross train in other departments.

- Supervisors who are better leaders/mentors themselves.
- Perhaps, have workshops that are more specialized for certain departments such as public safety, human resources, utilities, etc. That way classes are more geared towards success in the individual's field within the city. Another way to improve it would be to host professional development programs with other cities to spread ideas and see successful programs with our neighboring cities.
- just be fair to all employees when you apply for a job! it seems other departments already know who they will pick before the interviews ..not fair
- meetings over the how. when & where of the workings
- Supervisors training for dept specific training
- IT is extremely difficult for me to attend any training due to staffing shortages. I am encouraged to use my vacation time to attend training on my own time.
- Make all the programs more widely know and accessible, it's difficult to figure everything out on your own after starting to work for the city.
- I think the City of Tempe does a great job. If I were seeking promotion, I may be more involved. I did, however, come from the private world in middle management. If I were in a more traditional position, I think many of these classes would be immediately useful. Being in the Tempe Fire Medical Rescue Department, it is so different. Some theories apply and others must be modified. It IS a different world. Some of the principles are directly useful (i.e.-discipline, documentation, etc.). Our culture is very different in that we must rely on each other to save our lives. That makes the relationship more like family. It reduces SOME of the formalities. The pain is greater when discipline must be applied. It is difficult to explain. These guys and gals are not "fellow associates." That is why we refer to each other as "Brother "or Sister." It is bond of trust that is earned by actions. It is truly like NOTHING else I had ever experienced. I am proud to work for such a great City and Department!
- The requests for training have been routinely delayed or outright denied. This has happened for years; many people have just stopped requesting any training out of frustration.  
I have not seen any evidence of any successor planning, or career growth planning by management. The Business Solutions Manager has even told people not to apply for positions because the way jobs are structured in IT there are no path to move up. The Business Solutions Manager also stated that there were bad attitudes in IT and the only way to fix it would be to hire from the outside.
- Many of the opportunities require attendance to occur during day time hours and is difficult for people working an overnight shift to attend. I would also like to see more of the college education "fast track" programs offered.
- Since I work graveyard shifts, additional education opportunities are not available to me within the city. There is no way to get coverage for my position unless overtime is mandated.



- more available classes to better improve advancement
- I haven't received a day of training that pertains to my job in the last 6 years. I've asked for it several times during that period but am always told (by the IT Manager for Business Solutions) that we don't have the money, so I stop asking. I see other IT employees get training and even go to conferences but they are favored over other employees.
- Overall City does an outstanding job. Could use a little more direct person to person at the line level supervisor point of contact to encourage employees to utilize more of the educational benefits.
- I think the Idea of helping complete a Bachelor or associates degree using the tuition assistance with cooperation of ASU was a great Idea. I would like to see a Masters degree program implemented.
- My department seems to like to hire from outside the City even though there are qualified people within the organization.
- More cross training within a work group.
- It's wonderful that the city provides reimbursement for ASU classes. My main concern is when employees use some of their work time for study, homework, etc. I've only had one experience in which a coworker did some homework, etc. during her shift. It was not appropriate and affected our work group's morale.
- Increase staffing to permit for on duty trainings.
- Enough consideration is not given to employees who do not work traditional workdays and work hours.
- I am just starting my career and so far I am very happy I was hired to work for the city of Tempe.
- Establish a uniformed system designed to ensure fair and equal opportunities for all employees - not just a few. ALL open/vacant positions (including leadership positions) should be announced and qualified employees should have the opportunity to compete for them.
- Outside of formal education the City should give consideration for mentoring/intern program that would give credit for years on the job as it relates to formal degree system.
- more classes and training
- By offering internship. I been trying to assist the CPM and it has been denied several times. I tried to do it on my own and it wasn't possible.
- I have had mentoring, training and encouragement in advance of each level of promotional opportunity. The process was both what was offered and what I sought out both within and outside of the City and Department.
- I haven't been here long enough to have a true opinion on this.
- Set aside one day a year for an employee to shadow different departments of interest. Managers making sure that the right training is offered to the employees. Managers need to follow up on the Supervisors follow up on the Leads and so forth.

- The City could improve professional development and career mobility for employees by allowing more time for training and career advancement. I work in the field and have work orders that have to be completed on a daily basis making it difficult to attend training and or development workshops. It seems that administrative staff and management have far more available time for these activities since they are not out in the field doing the actual work. This allows them to attend more training and career development seminars to only further advance their careers.
- Go to an approval process for professional development thru the training or H/R Dept. Even as a 1st line Supervisor, I've run into some resistance in being afforded the opportunity to attend training or be selected for projects. While at the same time I've seen less, or in some cases unqualified employees, get selected for certain projects or training. The answer I hear is, "It's what's in the best interest of the department", or ""The department can place anyone on special assignments or training without a formal process when necessary".
- When positions in the city are open for recruitment, offer an "open house" day where the department can provide a clearer picture of what the position is about, what they do, answer questions, etc
- No amount of professional development classes will break the 'good old boy' system in Tempe. Look at our leadership and competitive reclass among directors and deputies to see that nothing has changed in Tempe. It's all a show -- those favored by Mayor/Council get the promotions. Period.
- peer involvement with advancement, promotion.
- Educate employees on the available training out there. Most of us mechanics never look for training or are not aware of what training we are allowed to take. For instance, excel, micro soft classes, are available to us. Some of our techs may not know they can sign up for these classes. We do not sit at a computer and check for available classes. The majority of the training we get here in fleet is mostly training pertaining to the equipment we have. MOST OF THE TIME WE GET THIS TRAINING AFTER WE HAVE HAD THIS EQUIPMENT FOR SOME TIME! For instance we have had D.E.F. after treatment exhaust systems on our garbage trucks for at least a couple of years. We just got trained on this system last month.
- The city could make professional development and mentoring more transparent so everyone gets a fair chance instead of those in the clique or the good ole boy network. The city should put more emphasis on work history and job performance which show a track record of years rather than a couple of assessments that are done in a few hours. Employees who show a strong work ethic, dedication, and solid performance should be rewarded as opposed to a person who happens to perform well in a couple assessment centers. The promotional process affects a person's entire career. When evaluators from other departments are brought in, it opens the opportunity for people getting an

advantage of insider information, interview questions, etc. The assessments are given over multiple days and those going later often hear contents of the process events.

- To continue the great work that they are doing.
- I am only an intern, so I do not have as much exposure to mobility within the City employment system. Although, it seems like the city is on the right track.
- The City should set aside money each year for every employee to use to attend one training (related to their current assignment or that would assist them in a future assignment.)
- Have the supervisors not play favorites with employees. The best man for the job !
- Tuition assistance should be made available to full-time temporary employees who have been with the city for a certain period of time; such as one year or more. Why would the city not want to encourage its own temporary employees to get the education they need to obtain a permanent position within the city? Some temporary employees have shown loyalty to the city by staying in their position for several years. Also, when an employee transitions from being full-time temporary to full-time permanent, their full-time temporary time with the city is not acknowledged as far as tuition assistance is concerned.
- not sure, sometimes the financial issues cause training and professional development to go away
- the fleet manager will not approve any education unless it pertains to their job.
- Just the career path or ladder with in each department, grant or offer entry level promotions to the next higher position within the dept.
- Be open to more types of training that apply to specific departments. Not supporting a program because it doesn't give a certification or isn't college credit eliminates a lot of great educational opportunistic. Having said this, valuable topics vary by department and what is useful for one may not be useful for another. Consider reviewing these requests on a case by case basis using personnel from HR, the department involved and the TLC.
- Incorporate and market curriculum tracks from Tempe's rich available education channels to employees on a reoccurring basis.

I do not mean to take on a one size fits all approach, yet rather:

Attention employees! Tempe wants to see you grow and learn at work and in life! Did you know about a) [start off track] get that undergraduate degree in small bites, learn a business (communication, marketing, or management) or technological skill (like basic Microsoft office application courses) | b) [so you're a force to be developed track] check out these course to advance your business, leadership and technology skills | c) [leadership development foundational/mentor/fellowship track] here's 10 steps to get your master's degree, here's some classes that can help you lead, manage, strategize and mentor, or common professional certifications to do and manage your work product, team, organization better! Tempe wants to train you, let's raise the bar together! Meet with a councilor to discuss and outline your objectives today!

Summary: market employee higher education holistically, TLC training, and training offered by Information Technology training center as a single product to develop the City's treasured workforce.

- Add achievable senior level positions
- Make certain supervisors/management allow ALL employees in division to attend training and seminars. In my division the same employees attend training 2-3 times a year. In my 15+ years of employment I have been allowed to attend two outside training classes.
- When writing test write them with commonsense in mind instead of taking one word or one sentence out of a 1000 page book. Focus on their skills for the job at hand instead of how well they talk or petty points for things that have nothing to do with what they are being tested on.
- Create fair and consistent evaluation of employee performance and encourage opportunities for professional development.
- Our department hires outside instead of promoting from within.
- maybe more full time positions
- Provide a budget for professional training outside internal offerings.
- due to daily responsibilities there is no time for development
- The City could implement required performance appraisals for all employees, beginning with a 90-day review in a new position and annual reviews thereafter. This would allow for performance standards to be set and maintained through coaching and mentoring, and it would assist in promoting career development and mobility. Having knowledge about employee performance and potential can make succession and mobility planning easier for all levels of management and HR. By integrating the developmental elements of performance appraisals, career counseling, and succession planning, the City should be able to achieve organizational effectiveness commensurate with strategic objectives. Additionally, this practice could act as a motivator to employees by reinforcing the notion that the City is committed to developing and advancing employees.
- I have tried to get into some of the classes that are taught by TLC, such as a PeopleSoft payroll class and there are never any openings. Perhaps they need to offer more?
- It's fine
- Provide pay for performance which might stimulate better attitudes and inspiration for career advancement
- we need new products and technologies when they are available.
- bring back shadowing to allow cross training
- Having better communication when positions open and training available for those that wish to move to other areas. Also, if a position is denied then better communication on what a person can do to improve if the opportunity should arise again.
- The managers/supervisors should work with you to develop a plan for advancement. If there is training out there that could aid in developing skills for your current job or for a position that you would like to apply for in the future then the management should work

with you to attain that training. Also when new positions do become available it would be great if they considered the option of making it a trainee position for current employees who would like to advance their careers.

- I am impressed with the efforts being made by the Tempe Professional Development Network to be accessible to everyone and offer quality opportunities to improve one's skills. While my area does a good job of encouraging employees to get involved in programs and seminars that will strengthen their skills, it could be better in other areas of the city.
- our small work group makes attending classes and other items away from the work place very difficult to participate in. Regardless of the class, the work still needs to get done. Online and distance learning are not always the easiest and best methods.
- a mentoring program within the police department
- More city workshop and retreats
- More diverse classes taught in IT. For example I would like some GIS classes to be taught. I do like the educational partnerships like with NAU. Would like job openings to be open internally first before going external. Not this internal/external posting.
- Specific allocation in budget for professional conferences, seminars, continuing education credits, etc.
- Establish a true development program within Fleet that will help the lesser experienced techs gain valuable job knowledge, skills and abilities. Being paired with a senior tech for a certain amount of time would be instrumental in technical development.
- Top management needs to understand and encourage professional growth and quit placing barriers directed at our immediate supervisors that stunt best operational practices. Opportunities are provided to select employees and not available equally to all. Also employees that do not have degrees or lack experience have been promoted to supervisory positions and the job description rewritten, to qualify the favorite person earmarked for the position. Verbally discouraged by Human Services Director, which subtly takes these actions and are difficult to prove. This affects the livelihood of employees. Underlying managerial tactics are practiced, which do not reflect the feedback of our teams. Of concern is that our executive levels of supervision do not have the best interest of the mission of the city, employees or clients. Disturbing is the fact that when concerns are brought up, we have witnessed our supervisor being chastised. These are very serious concerns that will be best discussed, directly with our city manager. Upon meeting with the Asset City manager, his manner seemed abrasive, political, lacked value for team's suggestions and fair resolutions. The continuous atmosphere of impartiality continues.
- The City could improve professional development by recognizing that not all departments are the same and tailoring training and mentoring to specific departments would be beneficial. Additionally, more needs to be done to mentor and develop mid level managers/leaders as the mentoring tends to sharply decline past first line supervision.

The City should also consider a partnership with ASU related to Direct Tuition Reimbursement and not just offer that through Ottawa, University of Phoenix, and NAU. TLC Staff has been resistant to this for years.

- Quite cutting staff/positions and hire internally
- There could be more challenging avenues which bring the best and brightest together for fruitful discussion and participation across department boundaries, job descriptions and ranks.
- I was told to go to college with a AA associate in Applied Science , working on a Bachelors degree at ASU. Degree haven't help me at all. Once , you are a custodian stay custodian. I've retire as Msgt Section Supervisor it was waist for me , no good.  
I was told , we don't run management or city like Military. Manage skills are no good , Supervision in Military is waist of time.  
Your military is waist of time. I have been treated unfairly, while serving Air force reserves getting written up for serving my country.  
Occasions wear I had to get military legal representation to save my job. I suppose to be fire. I would tell someone military Reserves isn't the right place for City. You will have problems it's happen to me. I'm glade , I have 3 years to retire < Custodian.
- I have not even heard of these programs.
- Within the Police Department there exists an opaque culture surrounding the selection process for special assignments. Despite recent steps taken towards transparency there still is no real reform in the selection process.
- Promote from within. City invests a lot in employees and then hired outsiders with less experience and qualifications.
- I believe this city is the best city to work for and proud to be a member of the organization.
- I feel like there could be more "submersion" involved in training those who desire advancing to the next level.
- I am a fairly new employee to the City so I don't have much experience yet with all of this, however I have noticed through all the emails and help that I have personally received at work that everything seems great to me.
- Executive management seems to work from a 'king-of-the-hill' perspective. John C. Maxwell in his book ""How Successful People Lead"" stated King-of-the-hill leaders create a negative work environment because they are insecure and easily threatened. Whenever they see people with potential starting to climb, it worries them. they fear that their place on top is being threatened. As a result, they undermine the people who show talent, trying to average or unmotivated people to stay. And the people that do stay, know their place Is at the bottom...and what is the usual result, the best people, feeling undermined and put down, leave the department or organization to look for another hill to climb.

This is the mentality of Human Services. The culture within Human Services seems to be motivated more towards ego and grooming certain individuals for certain positions, no matter the experience or hard work put in. I have seen on more than one occasion, individuals who are well qualified for a position get passed up and someone who has no experience to understand the business operations be put in that position, only to learn on the job, compromising everyone else's morality and hard work.

The attitude of upper management in Human Services is not humane at all and quite frankly is alarming. This has been brought the attention of upper management as well others, however no changes have been made and mostly we've been shut down and shut up.

- Offer to specialized interest groups in certain fields of City government that can put employees in touch with that profession or those with that experience.
- Offer training within the city and make it pertain to what the city wants from us.
- The Fire Service is not taking advantage of the numerous grant funded Professional Leadership opportunities that exist. There is no promotion of these programs at the line level and attempts to promote these types of courses have been discouraged. Many of these programs are focused on Special Operations and Leadership (NIMS/ICS). The opportunities to place members on state and federal professional committees has not been explored or promoted.
- Employees should be trained to complete the tasks at the next level up to better their opportunity for progression within the City.
- Offer more opportunity for advancement. Train those already employed with the City of Tempe to be eligible to apply for promotional positions when the opportunity comes and hire within the city whenever possible instead of hiring externally.
- Allow Technical Trades persons to attend Conferences, even out of state, as we did in years past.
- some upper level supervisors become disconnected from the line personnel and don't take ideas or suggestions from them. and only their ideas are the ones that matter
- Training is practically discouraged in our area.
- The Fire Department doe not incorporate an employee's work history or negative actions in a Captain's Promotional Process. The Promotional Process is solely based off of how an employee performs in the exam process. This allows personnel to promote with little experience, negative actions in personal file, and what the ideal supervisor/leader should not be.
- Way too often, candidates are hired from outside the city, even when the internal candidates are fully qualified. I recently interviewed for a position where an external candidate was rumored to be already chosen, and in fact, the interview questions appeared to be written specifically for this candidate's strengths. If a hiring supervisor/manager has someone in mind, they are able to manipulate the "system".

- We are NOT provided with ANY opportunity to receive the training that is necessary to continue doing our jobs. When we ask if we can go to a class, our supervisor tells us, "no, we don't have the money for that." Yet at the end of the fiscal year, she and the Deputy Department Head in IT are going to great extremes to spend all the money that's "left over" in the budget.
- Career mobility could best be improved by giving loyal, capable and qualified employees the opportunity to advance in their career path before considering external applicants.
- The managers of the various departments should have their employees rate them through an anonymous procedure. We as employees should be given yearly reviews.
- Leadership in my department has chosen to single individuals or groups out and play favorites. The camaraderie and team atmosphere is seriously being divided, more than have seen in my 23 yrs here. Guys attitudes towards trying to better themselves and advance is concentrated more on "fitting in to favorite groups" than it is improving skills and learning leadership traits. Morale has squelched a lot of guys drive to advance because of this overall attitude from the top.
- Better opportunities for training or conferences for employees.
- We are not offered any training opportunities in my section of IT. We're always told that there's no money for training in our budget.
- Allow more training opportunities
- Coop with Masters program in public administration.
- The easy answer is to put all the responsibility for professional development and/or career mobility on the employer. However, to improve at any endeavor requires effort from the individual and to advance one's career requires action by the individual. Often times, people will sit by passively expecting career advancement to occur as right of passage or entitlement for doing an acceptable job in their current position. This behavior only shows that you are fair -to-middling at what you are already doing. This does not demonstrate any ability or aptitude toward a promotional opportunity. Bear in mind that, when someone is selected for a promotion, it is based more on potential than actual experience at that higher level because most people who promote have no actual experience working at that level. Too often, people wait until they see the job opening before taking any self-initiated, proactive action to display interest and desire to grow further in the organization.

The City offers a decent tuition reimbursement program, departments offer training to employees (such as TLC and IT), and many departments are willing to pay for employee memberships with professional organizations related to their field.

If I was to make a suggestion, it would be to increase tuition reimbursement. It has been at \$5,000 for at least 15 years. Back then that amount would cover most expenses over the course of a year. Now, it might cover slightly half depending on the number of classes that are taken. Maybe increase it incrementally each year (\$500 more per year) to access the cost impact and to determine if it would be sustainable.



- Funding for professional development programming provided by outside organizations as well as state and federal government entities. Travel funding to attend national conferences, workshops and trainings.
- Put me as a mentor
- In IT we aren't offered anything to do our jobs better, including basic training for our jobs. Supervisors seem to go to a lot of training.
- Partner a mentor for future success
- Honestly, I really haven't look outside of my department, or building for that matter. I believe there may be other opportunities within the city, but at my workplace there isn't a lot of staff to begin with and very little movement that would allow advancement.
- The city should encourage it's supervisors and department directors to support their staff with taking advantage of the opportunities the city provides. My current supervisor at the library does not seem interested or concerned with my personal development. The programs that I have been able to participate in and take advantage of have come from my own personal desire and strong will to improve myself and grow as an employee. It would be helpful, and I would feel much more valued and supported if my supervisor was invested in my growth and encouraged me to advance within the city as well.
- hire a consultant to give us better direction
- Unsure. Education is better than average however understanding functions of specific jobs can only really be understood DOING the job. Sometimes management assistants are 'cross-trained' in unrelated job functions to their own and become 'shoe-ins' for promotional opportunities over those job functions, but tasking a rank-and-file employee (or coaching) to fulfill lead, supervisory or management assistance level duties is rare or sometimes favoritism. A more structured internal internship program, such as 3-6 month temporary duties in another role, could be initiated.
- Make city employees aware of city classes  
Make class available to all city employees
- Get management to encourage this process to happen. Professional development just doesn't include going to a seminar. It requires supervisors to engage with their staff, i.e., such as a weekly one-on-one meetings, and/or working on special projects. Most importantly, being aware of an employee's workload and when there is an unfair workload distribution - doing something about it and correcting the situation.
- Stop reclassifying positions to such higher levels that end up minimizing opportunities for those in lower level positions to advance.
- Provide occasional staff meeting devoted to specifics of job related processes and requirements.
- Recognition of time of service for part-time employees.
- having time to focus on other fields like going to training classes that are available during our shifts.

## 14. How could the City improve organizational support for employees?

- Consistent communication and maintenance of a clean, inviting work environment.
- In my work area, many incidents have happened that center around a single employee. Complaints have been registered with Diversity and HR, but no action has been taken despite there being witnesses to the incidents. It feels like nobody is willing to help improve hostile environments.
- Directly address supervisors who don't have people skills
- I wasn't aware that the safe haven process still existed. In the past, the safe haven wasn't exactly safe.
- Greater awareness of organizational support, improved top-down (and bottom-up) communication...i.e. I should be able to voice my concerns to people who are equipped to make changes or provide insight into different issues.
- On the Tempe Library Campus we have had several alarming incidences. I feel if I work before the hours of 8am and after the hours of 5pm, that my life could be in danger.
- The City is doing a good job
- By improving overall building safety in our facilities. Some buildings have cameras and security (police) while others are left neglected. Especially areas where there is a high amount of the public visiting on a daily basis - safety needs to be a higher priority. More thought needs to occur regarding safety of employees and being proactive in this regard. Working video cameras and surveillance should be in place and monitored. Many employees feel very unsafe with their surroundings and sadly the city isn't doing much to improve this - it seems like they don't want to be proactive instead they want to be reactive.
- Upgrade work stations. I am frequently having trouble with my desktop computer, I believe it should be replaced.
- My biggest complaint is the basement at the PD HQ building. We have had mold growing in the carpet. People constantly get sick and others who visit ask about the air quality and say it smells bad. Also the pipes for sewage from the jail backs up all the time and floods and causes a horrible smell that causes us to have to open all the doors to air it out. I would be willing to bet there is a big health concern to the employees in the basement.
- Please do not mistake my "disagree" answer to Human Resources support as a reflection of the quality of work they do. It is my opinion they are understaffed and cannot meet the needs of larger departments that have complex disciplinary issues, job reclassification needs and recruitments. Human Resources staff in Tempe are knowledgeable, professional and responsive-they are just understaffed for the amount of work an large complex organization like Tempe has.
- In this aspect I also feel that it's one-sided. They're usually in support of upper management more than there in support of the employees. The culture here has changed in the 10 years that I've worked here. I don't feel that we as employees have a voice.

- I wish there was a way to be able to differentiate between employees who truly need safe haven and those who just don't agree with their supervisor or situation.
- Working on the 2nd floor of the library, often alone in my office does not feel safe. I also have never heard of any city meditation programs. It would be great to have a service like this available during a lunch break or before/after work.
- Teach punctuality for everyone, or get a time clock.
- I have been in the library building for a very long time. I have never felt as uncomfortable working here as I have since the Human Services Department was created. Since Housing was relocated, there have been several incidents that have occurred on the campus, and inside of the building, that have made me feel unsafe and I know many of my coworkers feel the same way. I realize that they serve a unique clientele, but I don't think it's safe to have them in the same building where we have numerous children taking part in our library and recreation programs.
- IT and Fleet Services Support is much needed.
- Provide more substantive communication from the City Manger's Office. E.g. status reports on initiatives, goals and priorities.
- Free gym memberships, if you prove you are going...
- Hold managers/supervisors accountable to the same standards and values of employees.
- Do more to make temporary employees feel included as part of the team. As a temp employee, I feel like an outsider much of the time.
- Leadership needs to make a decision and not try to pass the buck.
- By doing annual surveys. Thanks for starting the process.
- I feel that my direct leadership communicates values and expectations very well. As far as my work environment, I don't know how to make it safer. We often find homeless in our restrooms (once nude). At the Library complex, security should be beefed up. Mutilated cats in the courtyard in the middle of the day is unacceptable.
- Management does not support line level staff. Workload is uneven . Favoritism for specific individuals over others
- Departments/divisions are divided not just physically but also in objectives. There needs to be encompassing goal and this goal is more likely to be achieved if employees were able to work more closely together.
- Physical work environment - I think the City really needs to address security issues on an organizational level, not by having each individual area deal with it. Example: the G4S guards are great, but there is very little overall guidance in how to get one for your facility, what supplies are needed (and who pays for them) - also, that cost should be an exclusion account since we can't impact contract increases - and there should be an account specifically set up for that expenditure to better track what the City is spending on those services. There should also be more of a focus on training employees for active shooter scenarios, emergencies, etc. We have been very lucky when it comes to workplace violence, but the longer we go without significant incidents, the more the odds decrease in our favor. It is short-sighted to think this doesn't need to be addressed at a higher level than individual work areas.
- Create some fun rewards - to be handed out by any staff member - for good customer or fellow employee service

- Difficult to say. I feel a large part of the lack of support within my department is cultural and segregated between sworn and non-sworn personnel.
- Encourage communication between departments. Have upper management who care enough to assure staff's needs are met. We seem to always be "behind the eight ball" due to our Director and Deputies looking to their own needs before those of staff. Never have I been aware of upper management asking how they can help staff to consistently improve. We have been treading water for years. This only can continue for just so long.
- Dedicate more resources to IT. The computer system is slow to the point where it impacts my productivity and the help desk, while friendly, takes days to resolve minor issues. The client servers might save energy but the ridiculous, everyone has the same rights, hinders productivity. When I have an issues I have had multiple colleagues tell me not to waste my time calling the help desk and just figure out a work around.
- Ensure all employees know how to access these support groups. Provide cleaning services in the offices, we have rats, cockroaches and other critters in our ceilings and on the floors. A/C does not reach the far corner offices, but blows hard in middle areas of the engineering suites.
- Better facilities maintenance, better communication about what is going on in other departments, and more transparency within the city would be nice.
- When IT shuts down in May and we still have weeks to go before the end of the year is over is not customer service friendly. My area doesn't shut down ever so when you have a new employee and IT states you missed the deadline to order your asset, sorry wait until the new fiscal year, that holds up the organization as a whole.
- Lack of communication is the worst it has been in years from the City Managers office down the line. In order to improve organizational support, more emphasis on sharing information and communication. Often times messages of communication is passed only after decisions have been made without any input or feedback requested from the employees who will be impacted by decisions. Understanding that decisions must be made that may be unpopular, it is at least helpful to know what is on the horizon. I believe monthly or bi-monthly meetings from department heads to line level staff is a method tested in the past which had a proven track record of success.
- The 525 building is filthy. The custodians are only able to do the minimum. When and if the carpet is cleaned it is just scrubbed. A carpet with this much traffic needs water extraction cleaning. The carpets are rarely vacuumed. None of the surfaces are wiped down. We just recently got a security guard in the lobby and that is great. However the windows for the city cashier are not bullet proof or shatter proof.
- Practice what it preaches. The good ole boy system is still in place
- Unless the double standard is removed, nothing will/can change.
- Some of our staff work areas are not secure and can be entered into by members of the public at any time. In my opinion, those that work in my area would be at risk if there were an emergency involving an, and angry or distraught patron or active shooter etc. I'm very concerned that our work area is accessible by anyone and everyone. We have volunteers as young as 12 years and employees 16 years and up. Some attempt have been made to offer more security, but its still not as safe as it needs to be. We work around the public all day long. We often come across angry, frustrated and

often verbally abusive individuals. There are often custodial visits between estranged married couples and their children and we have had angry and verbally abusive outbursts from some in the past. We were given the opportunity to have meetings on active shooters in public buildings, but that was months ago. No one has followed up on the original meeting to let us know how to go about getting the training for the entire staff. It would be a shame that nothing got done until something bad happens.

- Deputies and managers often seem to blindly follow orders from higher level people or elected officials without taking the time to adequately educate them about a topic. I would feel more supported if my supervisors could ask me for guidance and provide my feedback to the higher level officials before carrying out a project or making a decision.
- My work area is not properly clean, custodians do not take all the trash out and do not vacuum individual areas - even in common areas like the printing room. It is constantly full of trash and not vacuumed.
- City Hall needs to be painted and re-carpeted
- COMMUNICATION, COMMUNICATION, COMMUNICATION!! Walk the talk. City Hall and upper management claim to what this or that but there doesn't seem to be any follow thru. I am in Community Development and we get "responsibilities" dumped on us with no discussion, no training, just figure it out. The song that is sung but the powers that be is "we want one stop" for our customers -- than do it right. Train us, support us, properly staff us, don't just dump it on us & leave us hanging to figure it out.
- City Management should take more of an interest in listening what the employees have to say and try their best to resolve the employee concerns; they need to remember that when it comes down to it...it is the employees that run the City. It seems that City Management simply tells the employees what they plan to do rather than asking for input, giving any input serious consideration, and implementing changes based on that input. The time it took to implement this survey is a shining example of management being out of touch with employees. City Management appears to be more of a dictatorship the past few years and caters to particular groups only. As both an employee and resident of Tempe, I have little trust in City Management...and this is very disheartening. The City of Tempe was once "the City for which to work in the Valley"; this is no longer true and we are losing good people to other Cities. If City Management is not going to take care of ALL employee groups then they should be sure to direct funds to projects in the City in order to display where that money is going by fixing our streets, right-of-way, etc. so the City can attract new employers, businesses, and new residents that could say they are proud to be part of Tempe.
- 9a) City Manager's Office appears to be run by an outside influence with little communication to lower staff affected by decisions; come by and talk to us and learn about our challenges. I wish Council would come meet us too, sometimes I don't think they know who we are or how hard we work to do our jobs. I do like the questions they send out about reports, it makes it much more personal to have that communication and the ability to explain things, thank you! 9c) Human Resources could set the requirements and methods of recruitment and stand by their policies, rather than giving the excuse that ""it is up to the department director"" to change as needed. 9d) IT could stop changing technologies without consulting staff

first. Phones are an example (lost features that we used to have) virtual machines are another example, and I could go on. Implementation of the website portal for self-help removes personal contact and had proven ineffective in problem solving issues related to technology; for instance, how doe...

- It would be helpful if the leaders in my department had leadership, managerial and supervisory skills.
- Include part-time employees in the Wellness program as far as exercise goals and motivation.
- More visibility and transparency.
- Implement an employee recognition program.
- Show appreciation for middle management and line staff. Upper management gets raises and promotions at will but not the worker bees. Not fair
- There could be better communication amongst supervisors in certain departments to set a guideline for what is expected of their employees.
- Hire leaders that actually care about the work being performed by their direct reports. Nearly every supervisor in my department has no clue what their employees are doing because they stay in their offices all day. They are of the mindset that "if nobody is calling/emailing to complain about employee X, then they must be on task". The one-on-one weekly meetings we have are generally a waste of time. Even if concerns are communicated to supervisors, nothing is done to remedy those concerns because that would mean they'd actually have to do some work. The supervisors in my department also are very poor communicators when it comes to disseminating information and they rely on word of mouth for things to get around to everyone.
- When a number of employees complain about department management maybe someone should research the complaints.
- I have no complaints or concerns regarding organizational support.
- Monthly departmental meetings.
- Listen to their complaints. Just ask sanitation what they think of their boss.
- Stop the Bulling and abusive practices of management toward employees. I understand that Bulling is not illegal but should not be allowed. Human Resources should not train Supervisors and managers to 'walk the line' of committing harassment and bullying. That line obviously will be crossed whether ethical or in the name of changing the attitude. This causes a deep distrust between employee and management. When all lines of communication are severed due to the results and fixes, then nothing changes. If anything a deep despair falls on the affected. Organizational support has eroded every year that has passed in my employment.
- See previous comment. Too many supervisors and not enough people doing the work.
- Safe haven process takes away your right to confront your accuser that our court process gives us. The Diversity group gives more priority to "minorities" then complaints from white males. it gives the perception of reverse discrimination to some of the workers.
- Dept head and deputy are trying, but immediate supervisor lacks professionalism
- Information Technology should report directly to the City Manager/Deputy City Manager like it used to. Also, the union structure for employees as is, is broken. Salaried professional employees should not be lumped in with the hourly employees in UAEA.

There needs are vastly different. They should either be in a separate group, or combined with either the TSA or the Confidential group.

- Put out a booklet that tells you who you can contact for specific items. Like if the restroom needs attending who do you contact? If the break room has a problem who do you contact. If a chair breaks who do you contact. Generally, the supervisor knows these things but if they aren't here who do you call?
- Our building is VERY dirty and outdated. Custodial does not wipe down the common areas, sweep/mop common area floors, clean lobby and restrooms adequately. We have the public use our restrooms and the restroom stall doors never get wiped down, employees have actually gone in and cleaned the stalls themselves.
- Managers should not direct employees to tell a customer one thing and then change their minds when the customer goes to them and complains about what employees tell them. It makes employees look uninformed and incompetent. Managers should also make employees aware of decisions before applications are submitted so employees are aware of management expectations. Additionally, managers should allow employees additional time to do a thorough job of our work so we are not rushed and make mistakes. Rushing projects through (especially large projects that will impact the city for decades to come) in too little time = errors. Managers need to acknowledge when applicant-driven timelines are too short and support employees when we express concern. Delaying a project for a month isn't the end of the world when it means it will benefit the city long-term.
- Letting them know why and what is to be achieved and listen to their input, instead of being just told what to do
- More awareness of the lesser known services.
- I can't speak for the city in general, but within my department it could be vastly improved. There is no communication, no support, and no consistency.
- Require some level of supervisory training. Follow through with e-performance or some type of performance program - use it. Starting at the top, support programs the city offers - lead by example and speak of the programs and their success. Treat employees at all levels professionally, fairly, following the union agreements and personnel standards. Stop all the exceptions that are more common than the "guidelines".
- Department heads and managers need training on how to groom employees & set expectations. Deputy Directors do not hold employees accountable for work standards or behavior issues.
- We are over-worked and under-staffed. We need to either reduce expectations or increase resources.
- Prompt follow up on discussed items, i.e., a responsibility to lower employees (not just up the chain of command, but downward as well).
- Hold all employees accountable for their actions or inactions. It is easier to do nothing. Doing nothing lets bad apples know they have the power to do as they please. The good apples then see this abuse and become discouraged. Then the good apples get beaten down to the point where they start to resemble the bad ones.
- There are some areas that are adequately staffed and maintained. Others that have not been reinstated to full levels of staffing or had delayed maintenance or building issues



addressed since the economic downturn. I happen to be in one area that is severely understaffed and has had building issues that have not be adequately addressed. These range from simple (no hygiene receptacles in bathrooms to more complex: leaks in building. Other issues of poor exterior appearance and visibility are also no being corrected.

- Again, the City Manager is anti-employee and has updated many City Policy & Procedures that are negative towards employees. My immediate management (Deputy Director and Manager) rarely acknowledge the existence of my division and downplays the importance of core functions of my job as it does not fit into their pretty little boxes of how they have decided our department is to operate. My director acknowledges the core aspects of my job and interacts with my co-workers more than the deputy director of my department. My deputy director and manager do not visit my work site (out of sight, out of mind).
- The city risk management department implements a "circle of safety" program for city vehicle's, one of the fundamental basis is that when you park a city vehicle you place a safety cone behind it. A few weeks after the implementation of the program I'm pulling into a city parking lot at the same time as the city safety manager, were both in city pick-up trucks, we park next to each other and exit our vehicles at the same time, the manager walks away from his vehicle without placing a cone behind it, following program requirements I place a cone behind my vehicle before walking away. One hour later when I return, his truck is still there with no cone behind it! What is the message? Maybe "do as I say not as I do". One major strain on our work group is the placement of what we call ""failure is not an option employees"", these are people who have been relocated into our group from another area. From my experience these are good people being placed into jobs that they have no capability of ever performing at an ..."
- Recognize / affirm a chain of command for assigned work and supervision
- When an employee is not performing well, an emphasis should be on determining the root cause of that poor performance (and not just stop at assigning discipline).
- More transparency in implementation of how City Council is meeting priorities and how employees are expected to implement them and giving us more opportunities to contribute to the process
- Listen to what we ask for, take us seriously and don't ignore or give excuses.
- I have been with the city for many years and there has been a few situations that I have brought up concerns, the results was being labeled as a trouble maker and hard to work with. I would contact what was told a safe haven and unfortunately was not the case. Years later I was retaliated against by removing me from my position that was very demanding fulfilling emotionally and career level to a position at a facility where an employee had retired from that was not either. The reason that I was giving was my position was not important to that area and budgetary reasons. I offered to oversee the facility and the area that I had been in for over five years, I presented that offer because I felt that it the most cost efficient solution to the situation of the vacancy at the facility. This idea was dispose of by management! They management had appointed another employee in the same trade as me to do exactly what suggested prior. The city has six contractors on contract to do the same job that I did by myself.



- Eliminate the Safe Haven process. It is a proven useless process that is ineffectual and subject to abuse by those that implement it. It is redundant to existing facilities already provided by the city and is used to undermine management. Baseless accusations are made without any repercussions. There are plenty of instances where the safe haven process has been abused. Submit a public records request for it and review previous Childress studies.
- The City Manager's Office is non-communicative and gives the appearance, due to recent hires in the last two years, that these decisions of creating positions and then filling them with certain people all seems to be pre-ordained.
- The wellness program does not align with insurance coverage, for example, sometimes the wellness program recommends follow-up with the primary care doctor that are not covered by the health plan.
- A model for support seems to be in place. Some individuals in leadership roles are unfit for their positions. Placing an emphasis on following rules consistently and without question would do a great deal to reinforce the legitimacy of the organization's structure and boost employee morale.
- There is very little top down information. Council drives issues to Department Directors who seem to operate in fear and exclusively for them with none of those priorities or messages being relayed to line staff.
- The rules that apply to the line level officer/detective, do not apply to senior leadership.
- Invest in employees' ability to move up their salary range.
- involucrandose mas directamente con los empleados y no por medio de juntas abiertas.
- New Police Chief is awesome minus the existing management reference Q11. Existing management seems to not want to fall in line.
- Transparency is key to promoting positive work environment.
- By treating the regular City employees the same as the police and fire department are treated. There should be only one retirement system for Tempe employees.
- Volunteers' events.
- Communication from the Manager to the employees is where there is a problem. Everything seems so secretive. When you talk to the Department Head you get the info. We find most information from other Departments or other employees. It is not Senior Management that is the problem, it is the Managers who act as if an employee knows something they become a threat.
- Be more appreciative.
- Consider providing adequate, safe and/or affordable parking for employees. Some employees in particular come into contact with customers/defendants that are unhappy, walking 10 minutes to the nearest employee parking lot can be daunting and at times frightening.
- I.T. seems to be a bit handcuffed in areas. I run our cadet program (a volunteer program that received 3700 volunteer hours from Cadets last year and will likely be close to 6,000 this year). We needed a computer with access to the U drive to help run the administration of the program. After talking with several IT supervisors I was notified the only way for me to get a computer (granted I didn't need a new one, just something to get me access to the share drive and outlook) to run a program that 39 of our employees

volunteer to help make happen and help make the City of Tempe a better place was to find \$800 out of a division budget from our department somewhere. I didn't feel like IT had the freedom to do what we all wanted to do in making the City of Tempe a better place to work and live. It seemed like they wanted to help but were handcuffed due to some dynamic or system I am obviously unaware of.

- Change the attitude of the senior management, some of them act like they care and will tell you anything, then nothing gets done.
- There has never been a safety meeting to explain what to do or what is here in case of emergency. I never thought to look for first aid kits and fire extinguishers until now.
- Accountability.
- I believe the city wants to support its employees, however most situations boil down to lack of resources. We consistently hear that there is no budget for raises, reclassifications, office space, or parking. These are the most important issues for employees, yet little is done to address them. A market study is wonderful, however it does nothing to improve parity in OUR OWN organization. It is difficult to watch others advance, while we are static.
- Upper level management could pay attention to what is going on instead of pursuing personal agendas. The buildings are full of roaches. New technology is next to impossible to get. We are using ridiculously antiquated tools to do our work. We are overworked to the extreme; but NO ONE in upper, upper management seems to care, however they can certainly add staff and reorganize. To "make THEM more successful at their jobs." We are constantly hearing how well the City is doing economically yet Tempe has failed to pull its employees out of the financial hole they buried us in during the lean times. This message is obvious....they just don't care about their own hard working employees. Do as they say, not as they do. The leadership example set forth is frustrating and NOT MOTIVATING in any way, it is quite the contrary.
- Decide where I should work and hire me permanently.
- The increases of pay that employees receive yearly doesn't keep up with the cost of living, nor is the City in the middle of the pay scale as they claim. If you look at compensation history we have barley recovered from the 2009 pay freeze, and it's now 2016. Pay increases of 3 percent yearly aren't enough to sustain the increases in what it costs to live! In addition to that benefit costs have gone up in addition to less coverage. The top of the organization is being increased again, we are top heavy! The work group I'm from has been on the list to be refreshed with Information Technology for the past two years and it keeps getting delayed. People can't do there jobs with the old equipment. Computers running on old versions of Internet explorer, so the programs they use to do their jobs are not compatible. They can't do the wellness information that is required because the computer programs aren't compatible with what the wellness program runs on! Ridiculous! They are told to do that at home, some of these people don't have computers at home. This is a requirement for the City insurance so they should have access to the programs from work! As far as work environment being safe and clean, the custodial plan to reduce work from back in 2009 when we went through furloughs and reduction in staff has never resumed. We have to empty trash, which alright that's fine. But when you see custodians come in day after day with two people

and they are in and out of a building in 3 to 5 minutes, it makes you wonder! Bathrooms are frequently missed, and floors are only cleaned once a week if that. We have one custodian they does everything when that person is on the rotation. I wanted to give that person kudos and they requested that I didn't do that because that wouldn't lead to a positive place. In other words that person would be told not to do all the things they are doing as it makes the others look bad and they don't have time to do those things. What exactly does a custodian do that they can't clean a building? This same thing happened in another office I worked, they are harassed for doing a good job! When you have a maintenance issue there isn't any follow up to know someone got the request, it's being taken care of etc. Communication!!!!

- Provide consistent vision and direction, if professionals are hired to do a job, allow them to do their job, do not tell them to ignore requirements if it involves a particular citizen, business owner or applicant; this undermines our professional ethical obligation for objective enforcement of rules we are charged to uphold. There are specific individuals who are "hands off" in terms of accountability to city codes; staff gets bullied into bending or ignoring the rules for these people. When an issue is raised, respect the technical and professional staff's opinions rather than undermining our ability to do our job with subjective and inconsistent standards. Hold people accountable, and reward those who exceed performance expectations. The 311 system makes it harder to reach staff, our internal customer service is bad. If we need to reach someone in another department, in the past we could dial "0" and reach a staff member in that department, now, everything goes back to 311, who have no idea who is in or out of the office. There are times where I've called 6 people in a department trying to find a human to answer a question for an external customer, and getting rerouted to 311 just adds to the frustration. There should be the ability once someone is transferred from 311, to dial "0" and reach a human in that department, rather than being rerouted in phone transfer land. There are also work groups where no one is available, HR, it seems they must be in meetings ALL day...forget reaching someone between 8-9am or between 4-5pm, they must work banker's hours, because many times staff cannot be reached during normal business hours. We've had several staff call around trying to find someone in HR only to get voice mails....it is hard to actually get a human resource in that area.
- Install more Solar Shade parking lots to generate electricity and provide shaded parking. Also when the EVs charge there one only has to look up to see where the energy is coming from.
- Hold line employees accountable. Do not allow employees to dictate their schedules when they do not support the needs of the department and - most important - the taxpayers.
- I don't understand how facility maintenance runs out of money to make repairs. Having to be told that all the money is gone and a repair will have to wait until the following fiscal year is not acceptable by my standards. Repeatedly having to ask about the same facility/building problems is also not acceptable. Senior leadership says a lot, but most of it is political correctness jargon. Mouths move a lot and a lot of words come out, but not much is actually being said. Topics get discussed and sometimes promises are made, but many times there is no action, only retraction from what was discussed/promised. The

wellness program is a joke. It isn't really a wellness program, but something else that tracks employees and only helps a select few people. If a person is in half-way decent health, there is little to no benefit from the program.

- More communication from the City Manager on a regular basis that goes beyond employee milestones or reminders of event. It's hard to feel valued by someone that doesn't communicate much at all with front-line staff. The weekly emails from previous City Manager's provided a sense of what's happening in the city at the 30,000 foot level and the notion that they wanted to be in touch with all of us.
- Working areas are in disrepair. When work orders are placed, they are not acknowledged, and are ignored. Provide monthly vacuum service for work areas with carpeting.
- The library is not a safe or clean place any more. I hesitate coming in to work before or after hours or even slightly before the normal work day begins at 8:00am. Individuals loiter, smoke, sleep, bathe in the restrooms, trash the bathrooms and petitioners constantly request your signature. It has improved with the additional security guard on site but it's still not the place I'd like to see it be.
- Better communication in person or through emails and more mentoring of employees wanting to excel in their current job or promote.
- Senior leadership seems to be more concerned with appearance than actual results. Management is strictly top down and while I am asked for my opinion it is never seriously considered. It feels like they only ask to check off a box on a management check list. The climate control in the Transit building is horrible. I often get so cold in my office that I have to step outside to warm my hands so I can type.
- The leadership, those that are managers and above should be practicing what they preach. What they ask of their employees they should be willing to do also. How they maintain themselves should be no different than what they would expect their employees to do/act.
- Listen. Plan. React. Follow up on progress.
- Communication is key and there is a serious lack of communication in my building, everyone is working for themselves and not as a team; just the opposite, it seems as if the all the departments only have time and energy for their own work and are unwilling to assist in making the TCA a pleasant place to work
- Accountability and fairness throughout the ranks.
- No real answer because it is not a cut and dry topic. I believe the support could be there if times/money/schedules would allow - but we work in a very fast paced environment with little or no time for supporting each other
- The custodial/janitorial staff for the City are extremely hard workers but I do not believe there are enough of them to adequately clean our offices. The basement at the Police Headquarters is one example. My office is located there and we routinely have to clean the kitchen area, the gym, and the downstairs bathrooms ourselves because they are hardly ever cleaned. The downstairs showers are the worst example. They consistently are left until mold grows in them and then we have to scrub them ourselves because they are consistently overlooked. These showers are used by multiple people on a daily basis and a 'ticket' to have them cleaned should not be needed.

- 10 W Guadalupe should not be considered a "police substation." Although there is finally a gate, there is no video, and the lot is completely open. It's a tragedy waiting to happen.... Hardy Substation is weathered and needs to be updated.
- I don't feel like employees are encouraged to excel. Most are simply happy with being mediocre and not going the extra mile.
- Allow employees to attend out of state work or content specific conferences paid for by the City of Tempe a maximum of one time per year.
- I know the push is going to be to again try and roll out an employee evaluation program throughout the city that aligns with the strategic plan. But before all the time and money is spent trying to get the lowest level employee on board the city needs to demonstrate that all the directors, managers and supervisors can internally commit and succeed with their own accountability. I realize that a lot of the employees at the city are in professional positions that are less likely to be measured by monthly and quarterly reports but the true problem is that a lot of the leadership positions in Tempe are held by those same type of professional who do not know how to manage people to get results. A city wide roll out will not succeed if top management cannot demonstrate how to hold itself accountable.
- City Council says priority #1 is ensuring a safe and secure community through a commitment to public safety and justice. They are not meeting this goal. Members of council are not supportive to public safety in general regarding staffing, benefits and needs and specifically negative with, to and about public safety employees both behind the scenes and in public. Pay is stagnant or nearly so for line level employees while management creates positions, gets large and frequent pay raises or other benefits such as unnecessary city vehicles or wages are "confidential", benefits decrease continually and morale is deteriorating. The work of maintaining public safety and delivering justice begins by treating Public Safety employees with the utmost respect, realization that our City is unique, our Public Safety professionals are exceptional and treating them as such with pay and benefits that encourage experienced employees to retain, grow and train new employees.
- Senior management needs to communicate more often.
- More avenues to express my opinion regarding co-workers and their behavior
- Our building leaks when it rains, is not safe at the public entrance and regularly has cockroaches. It would be great for the City to implement long-term solutions to these issues.
- The city manager's office is silent most of the time. Employees must learn what is going on through other channels. There are also instances where leaders don't hold themselves to the same standards they expect from staff regarding telling the truth, using processes to make decisions, decisions being equitable for all. Employees recognize when only the select few seem to get raises and promotions outside the normal process, while those not in the select group are turned down for similar requests.
- The wellness program is not organized well. Find another incentive for participation other than raising the cost to participate, especially when the \$20 per paycheck cost is just a number pulled from thin air.
- We need modern training spaces for our employees.

- Open to inputs and suggestions.
- They need a better process on picking the managers and supervisors. They need to know what their department is all about and show up at work.
- More communication and better service times when it comes to facility repairs.
- Promote new people into top management positions at the PD to get new ideas flowing. Brenda Buren is great though. She's a keeper.
- 1. Higher senior leadership individuals who are actually competent for their position and can actually be a leader and earn the respect of their employees. 2. Actually have the custodial services actually clean and vacuum our spaces.
- Have direct supervisors be on the 'same page' in working procedures. They cannot get along with each other and all have different views on how to handle daily tasks, therefore making it very difficult to learn the job especially for new employees. We frequently joke by saying, "It depends who's working that day and what day of the week it is", and that's how you do it.
- Accurate and timely fluid communication on an ongoing basis. Provide opportunities for all work groups and employees of all levels to provide feedback and input. Listen and consider the opinions of those doing the work day in and day out, not just those who supervise them. Demonstrate respect through your actions not your words.
- Ensure safety at all facilities.
- Better supervision of what employees are doing during their work day.
- I am satisfied with the organizational support I've received.
- Have someone available at Human Resources and Risk Management to receive phone calls or email at least at all times during business hours. On two occasions I tried to contact both Human Resources and Risk Management for critical matters and waited hours before I was called back or I was not called at all. Although I am a very active person I do not benefit from the relatively limited program options for "recording" my activity as part of the Wellness program.
- We have had issues with pipes leaking down into our work areas, a foul smell of feces coming from hallways, and bathrooms and shower areas that are not cleaned and smell. A member of the cleaning staff, I believe her name was Barbell, would vacuum, empty trash, clean counters, and overall take pride in her work. She was pleasant to be around and did an excellent job. She would even take it upon herself to bring in a steam cleaner and clean the carpets when they appeared to be dirty or smell. She was then relocated to a different area in the City because her co-workers complained about her doing too much. Is this how we reward someone for doing great work? I have noticed the laziness of the current custodial staff and their lack of pride in workmanship since she has left our building.
- The creation of strategic management & diversity office has created more work for employees. It "appears" this was done to give the Diversity Director a raise and give a promotion for the Diversity Specialist to Diversity Manager. How does one become a manager of one? It sends the wrong message to other managers or are managing multiple people and facilities. Still trying to understand what the purpose of this office is. Strategic planning to coincide with Council priorities could have easily been accomplished by departments. Wellness program is a waste of city money. There is no

hard data to support this program is successful. Charging employee's not to participate in the program is wrong. There should be metrics establish to ensure this program is saving the city money. Safe Haven process conflicts with the Diversity office and Unions. It is not clearly defined. Employees are not encouraged to work through the SOLVE model. This should be used as a last resource and it is typically the first place an employee goes if there is an issue. HR needs to be completely revamped. Decisions are made arbitrarily. They are not consistent. I would recommend having audit reviewing their policy and practices to ensure they are fair and equitable. Security needs to be a priority for not only citizens but employees as well. The Library complex is not a secure and safe location. Employees do not feel safe.

- By being inclusive in the decisions that impact employees. The decisions should be data-based rather than few managers deciding what is best for a group of employees. Because it is the employees who have to bear the consequences of their manager's bad decisions.
- There is no trust.
- By providing better communication to all employees.
- I would like to at least know how the City Manager's Office and Strategic Management and Diversity Office affect my daily work life. I couldn't answer the question because I don't see what goes on behind the scenes.
- The communication from the City Manager's office is lacking. Seems like if you work on the 3rd floor and are liked (know right people) you will eventually get to create your own division/department to run. No communication until after the fact. Lots feel like it is decided at friendly gatherings and not through city processes. No input from employees. The Library campus is an unsafe environment to work in. Myself and the employees I supervise do not feel safe at work on a daily basis. Security/police is called 2-4 times a week in our division alone to handle a safety issue on campus. There is a strong need for cameras, extra security, and safety regulation for the homeless population in this area. Custodial services is great but I feel the city need to re look at custodial taking out office trash and vacuuming. It is creating unclean environment in some offices and also nice little perk (at minimal cost) to make employees feel good at work to have their office trash taken out once a week and their office vacuumed even once a month.
- Actually care about employees. Unfortunately I feel most people in leadership positions care about one person and one person only (themselves). I do not feel like anyone in this Agency actually cares about the development of me as an employee, either professionally or personally. Leadership should understand and recognize that employees who feel valued will be more productive. Employees who feel a personal connection to their supervisor, and I'm not saying friends, will be more productive and care more about their jobs.
- Department leadership is not effective in role modeling expectations. HR Leadership is not present for priority projects (take vacation at critical junctures); Managers do not model expectations regarding leave and flex time and schedules; Communication is not timely and is incomplete. Personnel issues within the team are not addressed nor have follow-up or follow-through. Leadership is not developed professionally.
- My rating of the City Manager's Office above is solely based on this issue: There has been a recent lack of support for the Safe Haven process from a Deputy City Manager. He has



questioned the process and runs interference. At one point he even questioned the need of such a service for employees. This is a difficult process to oversee and requires strong support from the City Manager's Office. The sad part is that the employees are suffering and the integrity of the process has been compromised. Ken Jones and Andrew Ching have been very supportive.

- Communication is key to providing organizational support. Also Managers are lacking the skills to support employees.
- Ken Jones and Andrew Ching have been very supportive of the office and the values of the organization.
- Too many cross-over jobs. A bonus at Christmas for all city employees would be nice I think. A recognition banquet with awards maybe on a once a year basis. Letters or thank you cards for outstanding performance. Perhaps you already do this. If not, you might consider doing it in the future. Thank you. Patti Merrill
- Upper management supporting lower management in their decisions.
- Eliminate the "old boy" network, and the "do as I say, not as I do" mentality. Recognize that employees are the reason behind the success of our city, and actively support employee's efforts to advance their careers within the city with meaningful actions, not just words.
- The Senior Leadership in my department has NOT demonstrated the same values that are expected of me. The expectations are stated and the words are mouthed but none of the actions or behaviors for truthfulness, integrity, honesty, support or kindness have been followed or adhered to in the manner I am certain the City would expect.
- Actions do not follow the statements and goals
- More effective prioritization process for supplemental budget requests. The current process does not work.
- Either disband the safe haven process or contract it out to a third party provider, similar to EAP. The process is not immune to one-sided administration or pursuit of personal agendas.
- Security is great (the guards and like greeters with firearms) but the cleanliness and appearance of the buildings is concerning. There are dead insects in the stairwell, missing blinds in offices. The chairs in the small conference room on the third floor have no padding and the carpet in areas is getting close to being threadbare. This building is the physical representation of the City of Tempe and should look as such.
- The City Manager needs to communicate what's going on in the City and how it affects the workers and work force. The former City Manager, Charlie Meyer, did this well. Our current City Manager just gives us monthly employee work anniversary notifications - not really helpful or useful. Its like the old saying - we're being treated like mushrooms, we're kept in the dark and being fed shit. The rest of the City Management appears to be following this lead. We need clear and constant information, otherwise, the morale level will continue to drop.
- Supervisors could ask questions before acting.
- Open communication it seems is lacking within the City. I think employees are very interested in hearing more from the leaders of the organization about what the City's goals are and how employees' efforts can contribute to those goals in their daily jobs.



There are many times "special projects" are occurring within departments and sections and employees of the division are unaware of the projects or their outcomes. Only employees directly involved are aware. This creates a sense of favoritism between supervisors and those employees. Communication of the projects and opportunities to participate should be shared.

- Actually listening to employees, without being misunderstood/misinterpreted.
- The physical work environment is depressing and needs updating/modernization.
- Transparency, consistency, and integrity in making decisions at an organizational level would result in a far more supportive environment than any union or individual benefit. There are numerous concrete examples of rules being broken, flexed or reinterpreted to benefit one or two individuals in the top tier -- or a recipient chosen by one in the top. It does not go unnoticed by those at the bottom, creating and reinforcing a culture of every man out for himself. This is even further set in concrete by the catering to anyone threatening legal action regardless of any merit -- and frequently to the detriment of the actual victim.
- Hire supervisors that have actually performed the job.
- I was not fully aware of the "safe haven" this would have been very useful for a time when I had a supervisor berating and bullying me on a daily basis. I considered going to HR, but the supervisor was retiring soon and I was concerned that the supervisor would seek retribution if I sought mediation.
- Practice what you preach. One set of rules for supervisors/managers and another for line level employees. Appears to be changing with new department director. Keep things transparent and communicate what is actually happening to employees
- I don't know what the Strategic Mgt. department does; nor was I aware of the "Safe Haven process". Risk Mgt. comes out about once a year to make sure we're following the rules... other than that - they provide no additional training to new or current employees in my area. Senior leadership in my department seem to stay connected with employees from other cities. When there was an opportunity for promotion, two new staff were hired from City of Scottsdale, rather than promoting from within. To me, this is a waste of time. --An infuriating process I still don't understand. If manager A knows WHO he wants to hire... he should just be allowed to hire that person and not have to go through a legal waste of time process by offering it to current city employees!
- There are too many services holding different file types (SIRE, ACCELA), and many times files are not uploaded as they are supposed to be so it becomes frustrating to have to find the hard copy of all missing files
- While the idea of a 3-1-1 program in Tempe is great in theory, I don't feel as though it's being executed effectively. The level of service rendered is inconsistent, and upon receiving forwarded calls, it's clear that the inconsistency continues to have an adverse effect on the public. There may be 'best practices' procedures in place; however, the operator training, evaluation and coaching elements may need to be better addressed.
- Better communication from senior management on job performance expectations, strategic goals of the department, plans for meeting those goals, and providing overall direction for the department. In my area, this is minimal communication on these areas. This has led to a lack of motivation and employees that are frustrated in trying to figure

out how their jobs fit into the overall goals and how they have help contribute to meeting those goals.

- To allow the employees that are willing to learn and to make a difference in the organization to take the appropriate classes and schooling or education that is necessary and not believe that one size glove that's all. If an employee demonstrates hard work within the organization and the desire and willingness to further themselves I think special needs need to be met in order for those people to grow with the organization and become the Future Leaders.
- Cleaner building - including more daily cleaning of public restrooms that staff also use. More security around our building and campus. More communication from City Manager's Office
- Supply the needed resources.  
Better leadership.  
Improve communication from department directors and deputy directors.  
Either give facility maintenance and custodial services the resources/budget they need to adequately staff and maintain city facilities or better manage their current budget. Lack of budget in April should not be a legitimate reason for delaying a repair until the new fiscal year.
- The need for more interaction with the leaders of this organization and the clear expression of the vision and expectations that they have for us would be useful.
- By providing a fair and equitable market study that truly markets Tempe positions one for one rather than grouping.
- Again more employees in communications.
- There is a lack of confidence and trust in HR and management. The wellness program is a waste of time and resources. I have an annual physical and health screening with my personal physician. The wellness program is redundant and has no value to me as an employee.
- More schooling.
- There have been recent improvements to the Priest Yard shop that have made it more pleasurable to work in and I appreciate that, but it is old. The floor is uneven in certain areas. Cleanliness has improved in recent times also but could improve more. Shop tools could use a little more respect. There is talk about moving to a new shop someday, but for today, if the all the mechanics would show more respect for our tools and work areas it would be great-and even if we moved to a new shop tomorrow some of these issues would follow.
- Positive change has already begun with Chief Moir in command.
- There is a disconnect between levels of organization, because of this I don't really have confidence that my concerns are being relayed upward correctly.
- Pay more attention to staffing levels and wage budgets for all facilities. Scrutinize movement of positions, and reorganizations, to determine the long-term effects on facility operations that may result. It is too easy for a facility to lose a valuable position or positions when supervisors decide to move positions around.
- Establish training programs that helps employees advanced their career by enriching their knowledge and hands on experience.

- I think The City does a really good job of supporting the employees.
- The current "wellness" program is a joke! I am a very health-conscious person and I take my health very seriously. This program has done absolutely NOTHING to promote or encourage health among a single co-worker of mine. I have not seen one pound shed because of this program. In fact, I've seen a number of my co-workers GAIN weight! Aside from saving me \$20/paycheck, it has done NOTHING for me. I have begged for the program to offer those of us who DO choose to be healthy an incentive - and have been told "no way!" For example, I see a Master Trainer 3 times each week and have for nearly 10 years. I PAY for that training. I asked that the wellness program offer financial assistance and was told that since not everyone can afford training that it was out of the question. I'm sorry. These are CHOICES people make. Not everyone has, or can afford, a car. Or a house. Or twelve children. My CHOICE is to be as healthy as I can be - and for me - PAYING for it is worth every cent.
- Have third party organization come and thoroughly inspect all aspects of city buildings and improve and update where needed from recommendations.
- There has to be a way to make sure information flows from the top down and from line level employees up to senior management. Employees are treated differently depending on which department they work for and which supervisor they are assigned to. Supervisory training should be mandatory for all levels of management. Let employees know if and when their facility is on the list to be renovated, fixed, or repaired. The ice makers in the break room at PD HQ have been out of service for years.
- I feel that my work environment is not as safe as it could be. I currently have an office at the Vihel center. There are many times I get to work and don't want to get out of my car because of the people around the area. I feel that we need more security precautions in this area to help with making all of us in my department feel safe to come to work. Examples: security cameras, police officer dedicated to these buildings, etc.
- I have personally observed in my department that the upper management is held to a different standard than the rest of us. As if the manger makes up his own rules as goes along, that it is a "do as I say and not as I do" type situation. And although rumors are often times just that-rumors, we have also heard very unprofessional rumors about our bosses' boss as well regarding inappropriate behavior, and have also witnessed said manager pick on employee(s) in a group setting about something that was said years ago and taken out of context. I believe most of us want to come to work and be reasonably provided adequate resources to perform our jobs as well as we can, and then go home without being subject to harassment along the way. That being said, I think a good hard look at anyone above the front line supervisors is in order, and I also believe that they should be subject to the same discipline as anyone else.
- I do not understand question #13.
- Recognize their employees for their efforts, especially if they are working more hours than 40. We have families or things that we have to do at home. So being away longer, can be difficult for the employee.
- The departments/workgroups listed in Q9 - you only hear from them when there are problems and usually provide no assistance in coming up with a resolution. Or they are

telling the department/supervisor what needs to be done w/o much discussion to come to a mutual agreement.

- Hire adequate staff!!!!
- Senior leadership should more visible in the work place.
- In respects to physical environment, I would like to see more custodial support.
- The wellness program is a joke, the information provided is totally worthless, so much so my doctor has asked not to receive the results from chc anymore. After the first experience with chc I started to go to my doctor prior to the wellness date and the information provided to me from chc was totally bogus. My primary care doctor has told me to totally ignore their results. chc staff is confrontational, abusive and unprofessional. this last time they openly admitted that the medical equipment they were using was not working but insisted that I had to use the results and that the knowingly false results. The chc staff was more interested in playing games on their cell phones than actually providing a service. it is not worth the \$20.00 to participate in a crap program. Chc staff has been abusive, confrontational, and threatening employees who question their actions. chc staff has lied and knowingly falsified documentation to cover their actions. Apparently the city does not care if the actions of chc employees are abusive, confrontational, and threatening to employees and documentation from chc is knowingly false and the alleged medical results are not true or correct. This program with this company is totally useless.
- Have a boss that makes daily contact with their employees
- Too new to give suggestion.
- The Deputy level and higher unfortunately take the side of a resident that complains about issues before trying to find out what the entire story is. Leaving the employees to prove their own innocence or just accept it and know it will not change
- I would like to understand better how employee incentives and recognitions are handled. Some departments use City funds to reward employees for good performance in the form of gift cards, lunches, etc. Other departments do not and I am not even sure if they are aware that this is acceptable. So you have situations where some managers use their own money to recognize employees with gift cards and lunches and never use City funds for this type of purchase and on the other hand managers use city funds to do the same. It seems there should be some senior level management clarification on what is reasonable and what is not reasonable when it comes to managers using City funds for employee recognition.
- By making sure everyone in each department are doing the job as genuinely as directed. Have an appropriate behavior towards others and themselves.
- Communication from mgmt. to employees and interdepartmental is in need of improvement. Many times the field staff is left out of the planning process.
- There should not be favoritism.
- Recently it was announced about step increases for UAEA and TSA. My staff was not understanding all the information that was provided too them, but as a TSA member, I didn't have UAEA rights or info to help my staff. My staff was looking up to me to provide them with some info on the subjected! I saw no harm at all, public information. I called HR to see if they could help me answer there question with the employee next to me.

The answer I got was disappointing; have the UAEA employee contact the UAEA rep to help them answer their question. We all talk about, train, mentor on openness, open door policy. But, I could not provide info to an employee based on UAEA/TSA status. But, we were all told this is public information. All it was about the question, what type of step increase was they getting and was it for 5 years, plus bonus?

- Better communication. Better understanding of individual skills and job duties. More respect and trust of employee's skills and knowledge... A manager/supervisor does not have to like someone to respect their skills and knowledge (be the professional that you were hired to be). Improve environment by not using Scare/Bullying tactics. Managers/Supervisors MUST BE HONEST regarding employees.
- Any repairs or requests from entities outside my work area is often met with extended delays and inadequate customer service. We have little time in our days, yet expected to take out our own trash and vacuum our work areas. Repairs to equipment, vehicles, and buildings are often sub-par, inadequate, or a temporary fix only to create large problems later.
- There is extremely poor leadership and management within the Information Technology (IT) Division, senior level positions: Department Director, Division Director and Business Solutions Manager. The department director doesn't really understand IT which makes it difficult for her to understand the issues and problems that exist within; the division director makes organizational decisions based on the political and financial impact to him and his Business Solutions Manager rather than what's in the best interest of the City and the IT employees. The creation of the Project Management Office is a current example of that. Rather than place that division section where it logically belongs within the IT organization it was placed within an operational section (Business Solutions) of the division to keep the manager happy with staffing number count and the financial gain received as well. The Business Solutions Manager is really incompetent in her current position, she can play the political role very well, but her le...
- The city buildings (Library, Museum, Vihel, Pyle, etc.) located on rural and Southern are not safe. We don't feel safe with the lack of safety cameras, security, trainings, building safety, and or support. We are worried that until something bad happens, that is when we will get the safety and security that is needed.
- Hire some real leaders and replace the current despicable managers that we have.
- Water system needs to be fixed at fire station 272.
- Be more adaptable to different work schedules.
- Management needs to lead by good examples. Same standards and expectations should apply for everyone.
- 9a. the city manager who was our city attorney through statement and actions has shown a bias for PD and FIRE above all other departments in the city. As employees we have gotten the message that if you are not a police officer or firefighter you have zero value and can be replaced or contracted out at any time.  
(let me say that residents and businesses do not interact with PD or fire on a daily/regular basis, but they do interact with every other department in one form or another. if their WATER does not come on they know now. if their TRASH does not get picked up they know now. if the streets are full of potholes or damaged they know now. if the overall

appearance of the city looks as bad as phoenix or mesa does they know now. without every other in this city doing our jobs Police and Fire would not be able to do their jobs.)

9c. human

resources is simply there to enforce and back management, in my time at the city I have yet to see them provide value to the employees.

- Our department does not seem to be respected or valued by the rest of the City overall. Whereas the City may provide support services, that does not change the overall day to day experience of being overlooked and watching other departments receive far better treatment. I've seen some departments receive more marketing and IT support than other departments, and it's seemingly at random.
- Please read first post.
- We have too many people at the top and they ask you to do as they say, not as they do.
- We recently had a change in a supervisor and the position will now be a manager's position. The person filling this job should be a proven leader and not start a clique with certain employees, treat everyone the same.
- General maintenance and cleanliness is lacking at most the buildings. The 17 atriums at garden level hadn't been touched in quite a while including the glass sliding doors that go out to them.
- Thoughtful listening and understanding of department programs and implementation. Assumptions create a false and sometimes negative narrative of outcomes of programs and strategies.
- This is a hard one the city try to show support to their employees but, only end up making wrong decisions because they go by what one person says and is been like this since I can remember the squeaky wheel gets the grease. the one who cry's wolf or the one person who just cares of his needs, the trouble maker or the person who gets in trouble that nobody can stand and instead of dealing with the problem they just send him or her to another dept. hand the problem to another supervisor, lead and other coworkers to deal with, they make rules for one dept. with problems and want other dept. to go with this rules even if other dept. don't have this problems. But what about the other workers that come to work day in and day out get along with coworkers take ownership of their jobs they do and take price of what they do. People come and go and nobody remembers them.
- I have never seen anyone from city manager office or strategic management diversity office. Once there was a human resources and a workers comp person.
- Have supervision more interactive and approachable. Only time we see them is when something is wrong. Need to be more proactive within work group.
- It would be nice to hear more about the city mediation services and what it does for employees, it's never talked about I've been here over 2 years and just heard about it last month.
- It needs to treat all employees with dignity and respect not just the City Managers' and Directors' favorites.
- Track employee progress and reward accordingly.
- Give awards\rewards to those that deserve it not just anyone and everyone. So that those type of numbers look good.

- We had a city employee assigned to our building who took great pride in their work cleaning our building and tried to go the extra mile in providing service. They were rebuked for their extra efforts and moved to a different building. The employee was hurt and confused and actually shed tears sharing their story. I was confused as well. If we only expect mediocrity from our employees that is exactly what we will get. Too often we are told why we cannot do something without alternative solutions being offered to help us reach our goal or intent. It is easy to say "no" but we need to strengthen our team so a "no" is followed by "But this might work....."
- Ownership in IT and Public works. ITD should have assigned personnel to different departments in the city so someone knows all the systems and how they interact with each other. As a consumer it's extremely frustrating to always get someone new (often time contract) and they have no clue what we talking about. Two days later they call back and still ask more questions - results take forever! Public works - there is a lot of turn over and again contract employees. No one is taking ownership of the areas they work in. There are cobwebs growing on stairwells that your feet get caught up in, there's debris brought in through entry ways that remains until someone sends in a work order. The floors don't get vacuumed unless a work order is sent in (in common areas.) We bring a lot of outside agencies and the public through and it's embarrassing.
- My concerns with IT support stems generally from systemic issues, not specific employees. In fact there are a select few employees in ITD who I find very reliable. Project management and constant changing work flows and organizational paradigms has caused me to loose trust in many aspects of ITD as a work group.
- Flatten the City organization pyramid. Remove unneeded levels.
- The areas where support is lacking I believe is a result of cut backs that occurred during the economic downturn. I know each of the departments are doing their best and working on bringing staffing levels back up, but there are noticeable shortages in certain areas.
- Several city facilities do not provide the proper safety measures need in this time of lifestyle.
- I'm seeing improvement in communication within the department.
- I have no suggestions on how to improve organizational support for employees.
- There is a clear misunderstanding between organizational structure that leads to many missteps.
- Building improvements, additional supervisor Training, additional senior staff training.
- Listen more to what the employees have to say.
- Tempe does an exceptional job supporting its employees.
- Too many crybabies in the city, they want get top dlls but not do the work
- There needs to be a better solution when dealing with disruptive public on City property even though a lot of the buildings are open to the public. More employee office areas need locks or badge access only that do not have it already. The bathrooms at the Library complex need to be safer either with use of key access or more employee only bathrooms. There have been too many incidents with the public and it makes it unsafe for those working in the surrounding areas.



- How only one employee accountable for their actions, not the entire work group.
- Replace burned out bulbs. Both police stations at apache and Hardy go months and months with burned out bulbs in hallways, bathrooms and workout rooms.
- Focus on the employees not on what the media is going to say.
- Start by having an ethical team. There is way too much injustice happening within the custodial department. Just because we get paid less than everyone, and do an undesirable job, doesn't mean that I should have to deal with corrupt people. My department shouldn't be swept under the rug like this, it's like Lord of the Flies over here.
- One of the weak links appears to be with IT. We are running Windows XP, an unsupported platform with an edition of Internet Explorer that won't support this survey. When IT was called, I was directed to cut and paste the web address to Firefox. When I did this, Firefox states it cannot find the link. So many of our programs need regular updating. We are not proactive enough to have this done on a scheduled basis. I now can't print on 3 of the 4 computers at the station. This happens so regularly that it is frustrating. The computers are incredibly slow (some take over 5 minutes to boot to an account). It appears as though they wait until a complaint is filed to update each computer. We can't update anything because of administrative rights. This system is not user friendly and proactive. It is reactive and frustrating to us all. It feels as though our needs are secondary. This would not fly in private business. This system is antiquated, at best, and anti-productive and frustrating at worst.
- The Senior Leadership in my division avoids conflicts and hopes the issue will just go away or they react swiftly and harshly without exploring the situation to find the true cause or other side of the issue. Either way the employees are left in shock by the all or nothing approach.
- More interaction on the field with supervisors.
- Consistent message from the senior leadership within my department. The message is being lost in both directions near the top. Concerns and suggestions are not making it to the top and some of the new directives being implemented by the department head are being blocked by those directly under her supervision.
- I believe the city does well in this aspect.
- Treat ALL employees equally not some unions/management getting better raises than the majority of the employees or giving higher raises to new employees who aren't already topped off.
- I've been disappointed with the responses I've received from HR when asking questions about my medical benefits and once when I challenged a market study. Their responses tend to be terse and unhelpful.
- Staff which handles workman's comp claims are not helpful and do not provide the type of care and medical treatment a Police Officer needs to properly heal from on-duty injuries.
- Improve security at ALL FD and PD stations with fence and gates. Most stations parking lots and rear doors/bay doors are completely open to the public. Many times we have noticed individuals loitering and in some cases even break into the station. We live in a time that has made this a necessity. This needs to be a top priority before COT appears



in the news for a tragic event that could have been prevented. Please give it some thought

- I think it is ridiculous we are required to earn points in the Wellness Program to obtain a decrease of \$20 per pay period. This needs to go away and subtract the \$20 automatically whether you participate or not. The City is offering the opportunity for a basic health screening; however, individuals need to hold themselves accountable for their health.
- Communication at all levels needs to improve. Sr. Management to City Council really needs to improve. I want Sr. Management to be honest and be our voice when City Council is asking for us take on certain task. I have no problem doing what I am asked to do but when you grant patrons more respect and accessibility than employees it shows me that either you have no clue what is going on in your City or you don't care because you are focused on your own agenda.
- I think it is ridiculous we have to earn points to receive the \$20 off per paycheck for insurance. I believe the City should include the \$20 less automatically. It is great the City provides the opportunity for employees to get baseline information on their health; however, it should be up to the employee to follow through.
- More meetings.
- Give the Detention Bureau a break room as nice as the rest of the city's departments.
- The City could improve organizational support for employees by leadership leading by example. Honesty, integrity, and accountability, are three extremely important things that the leadership and management seem to forget. Employees do not like being lied to, talking down to, and being the place of blame when something may go wrong. We employees are held to this standard and are held accountable for EVERYTHING, while there appears to be no accountability for leadership or management. Employees have little to no respect for leaders who fail to lead by example.
- Things are getting better
- H/R can give you a different answer on the same question if you call and speak to separate Specialists. There's not a lot of consistency. That's when they follow-up on some questions. Other times it's either hard to get an answer, or even hard to get a hold of someone. I often get the answer "She's out, but either leave her a message or I can check and have someone get back with you...."  
Working conditions in the Main PD building H.Q. (120 E. 5th St.) since the A/C and heat was put on a computer system a few years ago is bad. For example, it does not matter what time of year it is, when I come into work every day our work area is between 66 and 70 degrees. It does not get any warmer than 72. We've complained for years. Employees have missed days of work being sick. When we bring in personal space heaters, the fuses to the outlets blow and then maintenance proceeds to tell us how we are not supposed to have the heaters before they will reset the breaker. I don't see how we are saving \$ when 90% of workers need space heaters or they will be out sick. Either way this costs extra money. "
- More collaborations. There could be projects and ideas that could assist or benefit the city as a while. If the departments collaborate more, it will achieve the city's goal sooner.

- Find ways to be more fair. Don't turn a blind eye to instances where you know that cheating has taken place during promotional processes. Remove the chances for some employees to get an unfair advantage over others.
- Continue the partnerships and safe havens.
- I feel very supported by the City and its employees. There is a good atmosphere in the Audit office. In my limited experience, I have no improvements to suggest at this time.
- Have better leaders in management.
- Senior leadership has been a complete failure in my department. I have averaged a change in supervisors once every six months since I started here. Leadership success (or lack thereof) is not measured in my department. Many leadership positions in my department are not even required to have any initial or ongoing management training. The Wellness Program is very helpful and provides a great benefit to city employees. The janitorial staff at my building does an excellent job in maintaining it. Also, our maintenance requests and information technology requests are addressed in a very timely and efficient manner.  
Human Resources has made many lasting mistakes along my journey with the City of Tempe. Once, I completed an interview for a position within the city that HR originally said I was qualified for but later said I was not qualified for. I was even offered a job with the city at one time and then within the same week the job offer was rescinded due to a "mistake" that HR made. Within several more weeks, I was offered the same job again. These mistakes affect my livelihood and I truly believe based on my experiences that Tempe HR does not respect the impact that their decisions have on the careers of other city employees or potential city employees.
- Some long standing improvements to my workplace area has required attention for an outstanding period of time and have not been adequately addressed. I understand priorities and budget constraints but the length of time as of this particular improvement is bordering complete recognition importance and concern.
- The fire service is very unique in that our office is also our living quarters. When going on EMS calls and entering in some of the homes, you're walking into a potpourri of "stuff" (i.e. blood, feces, urine- both human and animal) and trying to decontaminate work boots completely before walking into our living quarters is insane. I have proposed the idea wearing gym shoes inside the living quarters and keeping the work boots by the truck to keep the contaminated area very small and manageable, plus it is cost \$0 to the organization, since we are required to do physical training every day. Our administration is image conscious and so are we, but if we are wearing gym shoes with our uniform in our house would that say we are not professional? Our organization is taking steps to reduce our cancer exposure very seriously and we are blessed and appreciative of that. I just don't understand why this is such an obstacle. I've been with the TFMRD for over 20 years, the last 15 years at station 271.
- Upgrade the computer system currently in use. Windows XP is no longer supported and is a liability to the city, its employees and the public we serve. The current version of internet Explorer will not open many websites used by my department. The current operating system is not compatible with programs used by my department for training or operating every day. The computers are horrendously slow and are essentially useless. It

takes up to 10 minutes for my computer to start up each morning. It is easier to check my email on my phone most of the time.

- Much has been done to standardize the building power management, automation, physical access control, video security camera/recording and facility service request ticketing/workflow. Moving from good to great here would involve raising organizational maturity to go from a reactive there's only 1 employee who can provide that service and they're overcommitted to a team-oriented strategic partnership that empowers employees to flourish in a cross-trained environment to not just close out work tickets as dated systems age-in-place past the point where they cannot be fixed if they break yet instead these teams look beyond today periodically to plan for industry best-practice triggers to incorporate that add value to the City's infrastructure and support because we are learning how to provide the service better: moving from reactive to proactive or predictive service delivery.
- The 525 building is very dirty. It appears that the very least amount of cleaning is done. Our office space smells and i get a scratchy voice 5 minutes after i walk in the office. I believe the ventilation ducts are dirty. The carpet goes years without cleaning and when it does get cleaned it is not cleaned with water insertion/extraction. It is scrubbed with a pad.
- Ensure words are supported by actions or both mean nothing.
- Senior management does not know how to build a team and motivate employees. Senior management builds resentment.
- City Manager's Office being more aware of what divisions/departments do and being more inclusive.
- Latest re-organization was not thought out carefully.
- I don't feel that the managers I've had have been supportive in helping me be the best employee I can be. When it comes to having input into how to make my position more effective I've hit a block wall. Information that could make me more effective and helpful in my job has been withheld.
- Stop harassment.
- The wellness exams are unhelpful and the results are inaccurate. CHC Wellness does a poor job of performing the exams, and they offer inadequate tools. This program needs to be evaluated and revamped.
- In regards to the Wellness program, it would be nice if the point system went back to what it was when the blood draw counted for more. Plus half marathons should be more points than a 5K/10K! In regards to our work building (apache stn - especially 2nd floor) cleanliness is an ongoing issue.
- By listening to our concerns and giving us the manpower to do our work.
- Get a city manager and council that puts more weight on the employees in decision making. Stop wasting time on elections.
- Upper management could be better at communicating and taking employee concerns and opinions into account when making drastic or even small changes in how the department will function that will have a major impact on the employee's ability to be effective at their jobs. The communication needs to be continuous and truly informative

of what is happening or will happen so that the employees are not blindsided. It should also be two-way with no fear of retribution.

- Work on a plan to update infrastructure. Modernize city buildings and locations where employees work, not just buildings and places where the public can access. There are beautiful buildings all around Tempe and some of these buildings are owned by the city, but most of the buildings where the core work is done are outdated and inadequate.
- Allow process that are in place to be simplified instead of overly complex
- My main concern with our work Environment is the safety for employees and the patrons. We have small children who are in our building at the Edna Vihel Center for classes, and the amount of transients in the area is scary. I fear for the children, moms, grandparents and fellow coworkers when one of these people come in. We have in the past called about incidents where drug paraphernalia has been found in the same bathrooms, our children go wash paint off of their hands. We do our best to keep everyone safe, in our building. It's a scary thought that, if we decide to take a break, to get a drink of water, or get something from the copier, with our back turned, someone may come in intoxicated with ill intentions. Our building does not have any cameras, our supervisor has mounted fake cameras to at least give warning. If they are homeless and need help we give them information for help. There are those who seek help. The ones we fear are those who cause trouble in the complex. It's sad that we have lost students...
- I think the first step by creating Strategic Management & Diversity Office has been taken.
- Senior leadership should be more aware or alert of things going on in their department and take action when necessary.
- The cleaning staff do not clean the public areas well.
- The janitorial staff used to keep facilities in great shape. Since they are not adequately staffed now, they have cut the levels of service [vacuum, cleaning carpets, trash, recycle] and our offices are not clean environments anymore. We have dead cockroaches in our carpets daily.
- Exterminate ants at the Apache Substation men's locker room (1855 E Apache Blvd).
- More staff.
- I see more focus on following bureaucratic processes than on enhancing service delivery. There needs to be more priority on line departments and less on support functions. IT, Fleet Maintenance and HR often seem to be the tail that wags the dog. In addition, too much of the city staff seems to have less-than-stellar expectations of themselves and seems to lack a sense of zeal and mission.
- Management to support their employees.
- Improve communication and transparency throughout the organization.
- Full time custodial support in heavy traffic buildings. IT is completely unresponsive due to this zero-client policy that isn't compatible with workplace needs.
- I used the diversity department along with the "safe haven" and don't feel my best interest was priority. I believe the city building I currently work in is not kept to the same standards as other city buildings, but I do understand it is much older.
- I think the job is done well, and I can't think of any ideas to improve the support.
- Let people know it's OK to ask questions.

- Organizational support has been great since I have been here. Everyone has been so helpful and helping me to succeed while on probation.
- Secure the entire PD substation at 10 W Guadalupe, not just the city yard. Employee parking and the substation are not secure to the public.
- Keep up the good work already completed.
- Within the police department the command structure does not seem to have an understanding of the daily processes of its officers. They seem to struggle with foresight and future planning and seem to make last minute decisions.
- In the Human Services office, moral is very low. There is a disconnect and lack of trust between supervisors and the administrative personnel. Supervisors contradict instructions provided. Supervisors have blamed staff for errors but fail to take responsibility for their own. To improve organizational support would require upper management to observe the issues first hand. Staff members should be able to speak on issues without fear of losing more hours until they are forced to quit on their own.
- Hold the same expectations of all employees in work group and show respect for all employees on matter their position
- In regards to question 11 most supervisors in the upper level don't communicate with line personnel. They tell personnel one thing and it is completely wrong from what was actually supposed to be relayed.

Question 12 we have had multiple time where station security has been an issue where people are near personnel cars or have actually broke into the station and concerns seem to fall on deaf ears.

- I feel we are held to a higher standard than the senior staff. We are held accountable for every little thing we do, but the senior staff is not. It is ridiculous that our staff is not held accountable. I'm sure you will hear otherwise by the senior staff, be we have many examples to reference from.
- Items like the safe haven and mediation services I have no idea how they truly serve our members. Maybe a little advertising through email.
- I work in a building which has been condemned due to mold with no remediation.
- The questions that I answered with "Don't Know" is because of the short amount of time with the City of Tempe and interaction with the above said. As for the other services I have not needed to use them, so I have no opinion.
- We as employees feel we do not have support, efficient communication, or consistency from Fire Department senior staff including certain shift commanders and Chiefs. Personnel are not held accountable for their actions while other personnel are overly reprimanded for minor situations. Upper management does not correct issues with certain shift commanders even though they are aware of many issues.
- Operators were told production goals set for front load and side load are set by National Standard, however-Management have never product these document to support. Goals were set before route were ran example is 25 can per hour for front load and a 1000 can per load for side load. As an experienced qualified driver I have never experience goals set prior to routes be established.

Example of Zonar not being used -there are many drivers they never full lunches and breaks so they can get routes done. Zonar would validate this. We have been told that

Zonar is mainly to find out if a driver has missed any stop which is usually only 1 % of their route so the driver can be E-logged.

- Improvements could be made by senior leadership by not just saying to an employee how great a job they are doing but actually rewarding the integrity that most employees demonstrate. Again, I believe that would be by giving those employees better access to career advancement when opportunities become available.
- Support the employee.
- It would be nice to be aware of these organizations after working for City of Tempe for over 3 years.
- Those employees who are liked or favored by management do quite well, others do not regardless of performance.
- 1. Better communication between leadership and employees.  
2. I think the Wellness program could be done better. It seems very basic. What about some employee fitness/sport teams, Weight Watchers meeting, presentations by nutritionist, or fitness/health experts.
- How about having the Deputy City Manager, the Department Head and Deputy Department Head get out of their offices every now and then to talk with employees and find out what's actually going on? Is that too much to ask?
- It might prove beneficial to put on a "road show" to reach out and meet with employees at their worksites to explain the various programs and benefits available to employees; and to provide a contact - the proverbial "putting a face to a name" - for when an employee might require one of the services listed above. It might be helpful to have people outside the organization to put perspective and to recalibrate employee expectations. At times, employees complain about treatment and how they are not being heard, and I wonder if they have a realistic perspective on how good things really are in this organization.

On the other extreme, the level of ingratitude displayed by certain employees at times boards between the obscene to the ridiculous. Rather than reacting to a handful of recalcitrant employees, the City should build a culture where egregious, malicious, and unfounded accusations have consequences. The misbehavior continues to grow because there is no consequence. Most businesses would warn or terminate employees who behavior is so disruptive to the workplace. There is a large contingent of employees who are proud to work at Tempe, who feel a part of something special, but who, unfortunately, are fearful of becoming a target if they speak out against these belligerent peers. It would be refreshing to see bad behavior no longer tolerated by the organization.

- Don't just listen, but listen and respond to lower level employees' complaints, needs, ideas, etc.
- Teach them work ethics.
- Upper management is on their own political agenda with little to no support for the employee.
- Get rid of the dual process of reporting grievances. I think you should just report an issue to HR and they should handle the complaint in a responsible way that engages both

parties. I don't think Safe Haven is needed nor do I think a private investigation that is one-sided is helpful to city moral.

- Support of IT employees is simply the worst I've ever seen. We always feel like we are in trouble with management and get blamed for anything that might go wrong. There is no team environment, employees are on their own.
- I'm not sure where the support from the City may or may not be lacking. I don't know what the City Manager's Office or Human Resources are currently doing to address complaints from staff that they may have. I know the staff at Diversity and believe they are doing their best to address issues. I have not initiated any complaints with their office. I do know that IT has finally gotten around to making our systems what they should be in the year 2016, but we are still waiting for the equipment and services we offer the public to reach and stay at an adequate level. It's frustrating and embarrassing to be in this situation of offering substandard equipment to the public, and it doesn't make the trying days any easier when those items fail to fulfill the needs of the public. My department would definitely perform better if it was not under IT and at the end of their list of things to do. Human Resources I believe may be helpful, but again, I haven't dropped any major issues or complaints on anyone's desk over there. Risk Management gets their information out every month, and have been helpful when I needed information. I used to be on the safety committee so I feel comfortable getting in touch when I need to.
- In our workgroup, our supervisor will often will say one thing, but will do the other or allow certain people to. For example, one employee had their child in the office part of the day before a Dr. Appt. or something like that. It was made abundantly clear to all that this was not acceptable. However, this summer the supervisor had their child in the office every day for a couple of weeks before they attended summer camp. The issue isn't about the child being in the office. The issue is about consistency and leading by example. No one on our team dares to say anything for fear of retaliation. There is no one between our supervisor and the City Manager to talk about these issues. We would have to go to HR or the Safe Haven. The issues on their own merit are minor and do not amount to much, but they are constant and create an unhealthy work environment.
- This survey is a start.
- There is too much change occurring within the city to where changes are either too grand to structure the change properly (or even no time) or persons or workgroups that used to do a specific task for many years do not do it anymore due to department/division/section/workgroup restructuring or relocation. It would almost be nice if change could stop for a year just to get synced back to who does what.
- When you have a part one all the way to part three. The employee and management should sit down and talk about the write up. Plus don't write employees up on the first offense. Try a verbal warning first. Most city give verbal warning first.
- Get senior management to be somewhat interested in providing support and encouragement for staff.  
An occasional "Atta boy, you're doing good" wouldn't hurt moral.

- Again, recognition of time of service for part-time employees.
- Our supervisors should be very involved in our area and being visible to make sure that everyone is doing their job.
- Listen to your employees. Communication is key.

#### 40. How could the City improve supervision and/or the work environment for employees?

- Promptly, effectively, and appropriately handle problem employees. Management could greatly improve in providing better, more frequent communication, as well as follow-up. This area of concern has been poorly addressed, received, and improved - even with countless attempts at expressing concerns, either via in-person meeting, or via email. More focus and effort should be given to our direct work area, as it seems that our group is the last priority of concern.
- Many people seem to be focusing on "holding on until retirement" - rather than fixing problems.
- Some of my answers are neutral as supervisors are changing currently.



- By creating an environment where the rules apply to all equally. It seems that the rules (HR rules) apply some of the time to some people but are routinely broken/bent for certain people and certain situations (e.g., new positions created and people moved into them without a competitive process; significant pay raises given without a process while others are denied).
- Increased accessibility to supervision/feedback. There is an incredible issue with space (for work), which severely inhibits work performance.
- Work environment is good.
- By improving overall safety in buildings - there seems to be a real lack of concern or action regarding safety (in some areas) - especially areas where there is a high volume of public visiting on a regular basis. There needs to be working video cameras on the outside of some building and better police surveillance. We have requested on numerous occasions and nothing is happening. Money and budget restraints always come up as the reason why this doesn't occur. Also, before moving entire office locations and employees to small areas the city should have done a better job as to surveying what the spacing needs were. Large groups of employees were move into very inadequate space that wasn't up to code regarding spacing and storage needs.
- I am a new employee to the City approaching a year. I have received zero feedback from my supervisor on my job performance and none from his boss. My probation ended (I think) I was never notified it was over and did not receive any kind of review. I believe I am performing at an exceptional level and it doesn't seem to be noticed. If it is noticed it is not acknowledged unless I go out of my way to point it out to my supervisor. My department sends us monthly reports. One month I almost exceeded the output of 4 co-workers by myself, but it wasn't acknowledged. My job satisfaction comes from knowing I am making an outstanding contribution to the community even if my bosses don't acknowledge me.
- Supervisor need to learn how to be inclusive. The environment is very self (employee and supervisor) centered.
- There is significant frustration among managers and supervisors when dealing with performance issues. The length of time it takes to go through a Part I, II and III process can be significant. In addition, there is frustration with the types of discipline given for the types of insubordination or infraction of personnel rules. Yes we need to be consistent with discipline given to the various work groups but what would be a suspension or termination in other organizations is simply a memo to file or elog. The general feeling by Managers and Supervisors I've spoken with is, it's not worth the effort they have to go through to give an employee any meaningful discipline because in the end it will just be a memo. Recommendations from the department or division are often not the end result but yet we are told we determine the discipline-not so.

- I would like to see supervisor get more control over attendance of employees to call in sick. I would also like supervision to have more control over people who can't perform their essential functions do the physicality. Those are the two main issues I have.
- Job performance is inconsistently managed based upon the supervisor/manager.
- The computer systems are horrible. I often am working on projects that require design or video editing and do not have access to the correct programs, and if I did they would not run smoothly on the computer system. I work with online editing, which is not the best, and often is glitch and freezes the system. I also edit the website content and have issues with the system being glitch or failing to upload documents without a reboot of the virtual box.
- Checks and balances for the supervisors to make sure they are teaching and leading subordinates with the vision of Tempe.
- Accountability!
- Provide a moderate budget to celebrate successes at the line level.
- I think it's relatively easy to not be held accountable for low/poor work performance, putting burden on some higher performing co-workers.
- Senior management has improved drastically in the past few years, but those in the "gray area" between line supervisor and Senior management seem to need to be looked at a lot closer.
- The main deficiency that I have observed within the city of Tempe (which has tremendous professional talent) is that senior managers do not review the competency of their Supervisors by meeting with each individual line employee. Only when such a process is implemented will employee morale improve. Until Managers start to honestly evaluate their Supervisors by including discussions with line employees, I believe these employee surveys will tilt negatively.
- This survey might help. Nothing else seems to work.
- Showing more support on tough decisions, and allow what are right and fair decisions to be made without having to take into consideration who the customer is.
- For one thing, it should be mandatory for supervisors to attend HR's Supervisor Academy.
- Almost all supervisors have an open door policy - make this a requirement of all supervisors and promote this a bit more.
- My Immediate supervisor is a great person and very easy to work with. I am more or less pointed in a direction that I need to go then allowed to get there in my own way. The next level supervisor is also an awesome individual to work for as well. Where's the problem? In the department culture itself and the multi-layered chain of command. The lack of support for civilian versus sworn. How about a little recognition to those that keep the boots on the ground so to speak? How about a little transparency when problems arise or a request gets denied instead of the "because I said so syndrome"?

- My department has been stymied by a string of poor directors and deputies. Our work environment is NOT safe and secure. Other departments have greater access control. We virtually have none. As we work in the CH Garden Level, many of our offices have huge windows to the courtyard. We are virtually on-display. In today's uncertain world, this is not the most secure workspace.
- It appears there is too much work for the amount of staff. Workloads need to be evaluated.
- Managers need more executive decision capabilities. All too often, a good idea dies on the desk of a manager because of bureaucracy.
- Supervisors should engage with line level staff often, opening up communication and making them feel comfortable. Some supervisors/managers are overheard berating the workgroup as a whole which is disappointing. Perhaps training or annual retreats for managers and supervisors would benefit the division or departments as a whole.

Also, the same for line level staff, annual team building retreats would benefit each department.

- We have the bare minimum for tools to complete the job. The hours are not very flexible and change often. I have not had a performance review in 15 years.
- Optional standing desks for those who spend most of their work hours sitting at a computer work station.
- Exceptional job performance is not recognized the same for everyone - it depends on who you are and who likes you - even though some people say "thank you, you did a great job above & beyond your duties!" you're still not good enough to be included in the monthly kudos, but other popular people are.
- In the Police Department, not all but several of the sworn upper management are making decisions, changes, and criticisms of their subordinates in special assignments or when they themselves have no experience in those special assignments or situations on the street in patrol. The standards/qualifications for promotion should include tenure, experience, and above all leadership ability. There are several Lieutenants on up who have very little or any special assignment experience.
- Consistent expectations & treatment of ALL staff. I recently transferred to Dev Svcs from the City Court. TOTAL favoritism going on over there from the top down. Repercussions if you stand up for yourself or a coworker. Presiding Judge is a control freak who micromanages and metals in peoples careers where she has no business being. Thank GOD she is retiring!! Others need to be removed from their positions in that department too.  
In Dev Svcs there is one tech who sets the whole tone for the department's front counter. She gets a bug in her bonnet for whatever reason and will shut other staff members out, won't talk to them or acknowledge them causing disruption across the board. She has been demoted, she has been reassigned in the past and yet continues to be here. Get rid of the riff raff.
- I don't know, but it should be looked at.

- Distribute workload evenly and compensate fairly based on workload and performance. Many employees are not treated fairly due to "the system" and their "job title".
- My immediate supervisor is relatively new, but thus far has been a tremendous asset to the team and department. We have had a long history of very poor management in terms of accountability to poor performance and no recognition of good performance. This is not related to my immediate new supervisor, but individuals who are no longer here. I had almost 10 years of miserable management. The biggest issue is the lack of support from upper management, who appears to answer to outside influences and political interests without support of staff (give direction, change mind, and during meetings undermine staff). I would strongly encourage exit interviews for all employees leaving, and upper management should question why people would seek early retirement from such a greatly benefitted employer. The stress level is tremendous; for some it is exhilarating, but for others it is literally debilitating, leading to health problems.
- Leadership stems from the top. Even if one's direct supervisor is fine, the management of the department has a direct impact on employees.
- I am a volunteer; have a separate survey for volunteers.
- Oversight and involvement at Tempe Center for the Arts. Perhaps Ralph and/or Don's replacement, depending on who that is, will improve things.
- Have upper management deal with conflicts in a more fair and appropriate manner.
- Not sure. Both myself and my supervisor are fairly new.
- Implement an effective, consistent employee evaluation program across all City departments. Explore options such as pay-for-performance, instead of across-the-board, cost-of-living pay increases each fiscal year.
- Acknowledge achievement and reinforce good performance.
- Better communication and help to resolve conflicts. Issues such as lying should be dealt with appropriately.
- Integrity is supposed to be paramount in this profession, start by addressing those that are clear and demonstrated liars. There is no place in this profession for liars. Newly promoted Supervisors should have an established training program to ensure not only their success but the success of their subordinates. We need leaders in the department not boss's. Servant leadership should be the cornerstone of this training program. Command staff have espoused this belief but it would be nice to see this actually take place.
- Actually discipline employees when they are repeatedly not performing as expected. When my coworkers show up an hour or more late every day or leave 30+ mins early every day, it is frustrating beyond belief. If supervisors got out of their offices every once in a blue moon, they would know who actually works the 9 hours they are being paid to work. I'm tired of having to pick up the slack for my lazy co-workers because the work still

needs to get done. My coworkers are very vocal about being minorities and use that as a crutch since they know our supervisor won't discipline them and if s/he does, then they will just pull the race card and still get out of having to do their assigned work.

- Give leads, supervisors, and management education on how to encourage and motivate employees instead of management by threats and intimidation.
- In my department (it may be different elsewhere), there still seems to be a mysterious air of consequence that follows people who damage the reputation of the senior management in any way. Specifically, somebody was fired for calling the senior manager after hours to ask for assistance in a situation that was caused by severe weather. Also, there are at least two employees are constantly creating a hostile work environment by way of roping coworkers into feuds, bullying new hires and actively trying to put newer, more impractical standard operating procedures into practice. The management is not adequately disciplining or keeping these two employees into check. I would prefer to be in a work environment that has a happy medium between managers too afraid to discipline their subordinate employees and managers that are too quick to discipline anyone and everyone.
- As a supervisor, I feel that the discipline process is slow and ineffective. I think there are some employees who underperform and play the "system" knowing what they can and can't get away with. Other employees create dissent and a hostile work environment without any fear of meaningful discipline from upper management.
- The work environment in my work group is the strangest, most unfriendly, sometimes hostile I have ever experienced. Let me attempt to explain the last four years, although it was similar, but different, prior to that date.
- Use the money from creating a new supervisor position and hire people to do the work.
- There needs to be accountability for employees that don't pull their weight (always late, always calling out sick, using up all their sick and vacation days)
- Ensure supervisor and manager at all levels are appropriately trained to lead and manage people. Management experience or management training should be required prior to promotion.
- Workers with poor job performance/ work ethics get talked too over and over but nothing ever changes, i.e. show up to work late, talk on phone excessively.
- Poor behavior is not addressed but rather that person is given less responsibility and gets to keep their current salary while the people taking on their work get no compensation.
- By holding poor employees accountable.
- Our department hired a new direct supervisor who is learning and trying to take care of issues that have not been dealt with by their supervisor. It seems to take a long time for the city to handle poor performance.
- I don't see much hope for improvement without a complete change in management from top to bottom. Management is currently more of a dictatorial style, without caring what

the employees think. It is more about the political appearance than about actual efficiency. A complete philosophical change is needed to improve the work environment for employees.

- Communication and acting on problems that are obvious.
- Computers are not updated and do not run efficiently.
- Virtual clients were installed in my division w/o evaluation of the pros/cons. Now our computers run more slowly, which makes it harder for us to do our jobs. It takes 60+ seconds to move from one screen in Accela to the next. It takes forever to load GIS layers and navigate on GIS maps. IT should have assessed our job duties before deciding to switch us over to virtual clients. I see the decision as a very poor choice and providing poor customer service. Now that we have made IT aware of it (approx. two months ago), nothing is being done. The speed of our work suffers, as do the service provided to customers. It is awkward making excuses for our slow computers when assisting customers at the counter.

If a coworker is not doing his/her job, I believe it's the supervisor's responsibility to guide them in doing a better job. When coworkers are support staff to others (secretaries), and the support staff is not supporting us, it makes our jobs more difficult. I am constantly correcting the errors in work that our support staff makes. This takes time away from my job duties. We need to take responsibility and ownership for what we produce, and if we can't, then we should not be in a support position. It seems that admin. supervisors are afraid (or just don't care) to guide their employees to do better jobs. So those of us who rely in admin. Continue to suffer.

Assignments are not distributed fairly. One applicant will not work with one of my coworkers, so another coworker and I are assigned all of that applicant's projects. This applicant always wants his projects rushed, and management is compliant with his requests. So the two of us suffer. Additionally, others in my division arrive late and leave early (especially those with flex schedules), while others are expected to get the rush projects done, regardless of whether we have to work late to do so. Management needs to take a serious look at the fairness of our job duties and reassign as needed. That won't be done, because no one likes to rock the boat. Even if it means we lose good employees who are tired of the mess that is allowed to continue."

- Be open to admit fault when they are wrong.
- Train supervisors and managers. Allow managers to manage - employees go up the chain of command freely getting what they want, undermining direct supervision. Require performance evaluations, so all employees receive feedback and have some accountability. The City of Tempe has a culture of non-conflict and ignores poor performance. Mediocrity is the standard and deteriorates with resistance to change.
- As with question 14 we have a case of too few resources trying to do too much work and our environment suffers because of it. Lately, we have had too many failures in our IT infrastructure which has added to the resources/workload frustration.

- Even the smaller, day-to-day efforts should be defined and recognized as a benefit to the department's efforts. Seems like "kudos" only go to employees that deal with the public and get called out by the public. However, those people's efforts would not be possible without the support staff that give them the time to deal with the more "sexy" issues. It becomes monotonous to hear the same kinds of kudos every month, because they are just doing their job, too.
- For me it is getting the supervisors to not show favoritism, in my work area there is one supervisor that has a group that can do no wrong and it shows when there needs to be a group effort to accomplish the task at hand. IE the good old boys club. The department head will also show favoritism to a few other employees and it also shows when they are not punished for doing the same thing that someone else was demoted for.
- Go back to requiring yearly evaluations. Evaluations that mean something. Supervisors should be able to be open and honest with all employees without fear of the employees running to diversity, etc. because they don't want to hear criticism.
- The only reason there are low marks on the training issue is that in order to be able to take advantage of training, there needs to be a budget to support it. There is none. As for marks related to senior manager supporting my work - this situation may change since my division just had a change in leadership. But perhaps not, it has been made clear that our division is not a priority when it comes to allocating any resources.
- Things have improved over the past 6 months involving my supervisor. Unfortunately my supervisor is over a division that has offices in 2 different (and not close) locations in the City. My supervisor has been working to balance his time between the 2 locations. 6+ months ago there was zero point discussing anything with my supervisor as it was more painful than running head first into a brick wall. My supervisor has begun to attempt to learn what my job truly is and not what upper management told him my job was. Now that my supervisor has begun to acknowledge what my job truly is there has been improvement with relationships between the supervisor and the staff at my location. Acknowledgement and support of my actual job duties would be beneficial in creating a positive work environment. My supervisor also needs to work with upper management to gain support of my work unit. Being able to talk with my supervisor and knowing he will at least listen and not discount or challenge everything I say would be beneficial. Knowing I have the support of my supervisor is essential. Being given clear direction (I currently have very little direction) is a major area that needs improvement
- On my start day with the city my supervisor asked if I had read my job description, then explained that that is what is expected of me. I feel like the theme of my work group, as set by the culture is ""it is better to do nothing, that to do one thing wrong"". I see individuals work to the point of exhaustion never thanked or appreciated, then punished by management. Then I see others sit around all



day do nothing and make life difficult for the few that do work, I see them rewarded by management all the time!

I have learned not to express my opinion, when one expresses their opinion they are no longer invited to decision making and planning meetings.

The incompetence of some supervisors is unbelievable, we have one bully male supervisor who on three separate occasions I have overheard degrade one of his female employees, at her desk until she cried, he knew that I could hear the tone of the conversation from my desk, so after the third occurrence he approached me and told me that "you have to treat some employees differently". He wanted me to insure him that I would not report him to HR, I told him he was "paranoid" and asked him to leave me alone, he kept approaching me about it (4 times) to the point that I asked him to stop harassing me, he was so insecure about the situation that he twisted it around and gave my supervisor a letter of reprimand for my file!! The good news is that this supervisor is hated worldwide outside of our organization, we do business with a fortune 50 company that he has a reputation of being a miserable customer with (they call him an Ass Hole) . Their internal worldwide code word for a miserable customer is the last of our supervisor that sure is a fantastic way to put Tempe on the map!!!!

After I was working for the city for several months my supervisor told me that ""around here you have to earn respect"" and that I had earned the respect of the team. Today that same supervisor is now a manager and I hear story after story about how he has demanded people and groups respect him, with statements like ""you will respect me"".

- Supervisors, in my experience, have done well addressing the employees who work hard and commend them for their efforts. Where they lack however, at all levels of management, is the ability to address employees who do not perform well. Tempe has gained a poor reputation in my eyes for allowing people to get away with not performing their job duties and not being disciplined for it. It creates a negative atmosphere and an unbalanced sense of fairness within working groups and Departments. This lack of addressing the people who are not performing in their duties needs to change, as a result, the work environment would be uplifted to a much better experience.
- It's the same story: If you do an exceptional job, what do you get? A 3.5 % raise and that high bar to be met again. If you merely do an adequate job, what do you get? A 3.5 % raise. If it's all you can do to keep from having severe performance issues, what do you get? A 3.5 % raise.
- Citywide employees deal with the public many of whom have mental issues or cause anxiety and fear on occasion. City Hall and TPD have guards and metal detectors. Financial/HR has security guard presence. Other departments who deal with public may not have bullet proof glass or security presence or metal detectors.
- I think that employees need to feel safe about stating concerns without retaliation and not looked upon as a trouble maker or trying to stop progress. They the employees need to feel like they are important and an asset to the city and not tool. Upper



management is very disconnected from the people that makes them look good and succeed, the city needs to empower the employees. It's that simple, happy employees is productive employees.

- Eliminate the Safe Haven process. It is a waste of the taxpayer's money. See previous comments.
- This is the hardest thing to line out in a "to do" list of steps. Make supervisors accountable for their team running efficiently. There is no fair and equitable accountability for work loads and duties assigned across my work group. When payroll is consistently being ""manipulated"" to fit one individuals lack of coming to work, and even when identified, it is totally ignored, but not without first saying. "It's being addressed", "it's above your pay grade" and nothing happens. How do you fix this? Follow up with consequences that are accountable and checked by others. It is a typical scenario where the Fox is watching the hen house!
- When the City hires professionals (licensed, credentialed, etc.) those credentials require on-going continuing education to stay qualified. Our departments continuing educational budget for these activities is not adequate.
- Implement transparent processes for work assignment, etc., and then follow those processes consistently. Ensure that everyone is on the same page and underscore the importance of rules, fair play, and staff neutrality.
- I think resources were so deeply cut during the recession that we are yet to recover. We all took on more work with less resources. We have yet to receive more employees OR return the level of resources (on-going education budget specifically).
- Maybe we could start applying the same rules that line level employees have to live by to supervisors/senior managers. There have been several occasions in the last few years where Sgts and senior management have been involved in incidents that would result in termination to a line level (officer), yet the Sgt, LT or senior manager has been given a lesser discipline and or no apparent discipline. The higher up a person is in the chain of command, the more apparent it is that a poor or wrong decision results in lesser consequences for their actions. This is not a perception (in my opinion), this is the way it is and has been for the two decades I have worked at Tempe PD.
- In my experience everything is perfect in my department.
- There is very little open communication from Senior managers to line level people. Sr. Managers do not ask line level people input on how things can be done better or more efficient. Many people have great ideas but they are either never asked or feel that their opinions will have no impact on the end result.
- Siendo equitativos, siendo justos y razonables, y coo supervisores demostrar que tambien son parte del grupo: ejemplo cuando estamos muy cortos de trabajo y no tenemos suficiente personal ellos deberian de colaborar tambien y no solo dar ordenes.
- Be Consistent and Fair. Please do not be passive-aggressive, it is not helpful in any situation.

- All employees should be held to equal standards and they are not always. There is an appearance that supervisors fear litigation by the employee(s) they are expecting to follow the standards that everyone else is held to.
- Have a set of rules for all employees, not separate rules for friends (cliques) and different rules for others. Treat all employees with the same respect as all others.
- Perhaps courses or that volunteers get to watch before working themselves?
- Update the desktop computers.
- My Supervisor tells me nothing, I barely know when he is on vacation unless I check his schedule. There is no accountability for Supervisors. If you make him look bad your life will be made a living hell. I used to love coming to work, now I just want to make it till I can get out. Training, I have been in the Department for 7 years, the Manager has gone to a conference or two a year, we now can go one person per year including him. The partnerships the City has for education is about the only way I can advance myself and as soon as I get my B.S....
- Show more appreciation and make things happen easier.
- Workloads are still unevenly divided. When layoffs were made during the recession, certain employees stepped up to take on extra work. Today, some employees still have the duties and responsibilities that were previously covered by 2 or 3 employees, while others just do "one job". When adding new positions, more emphasis should be placed on providing relief to those of us who have been doing the work of multiple people for years now.
- We are currently working with outdated equipment. Requests have been made to purchase new equipment, however it is very costly and only a small portion of funds have been approved. Even with the approved funding, we will be lacking all of the equipment needed.
- Promote team oriented goals instead of individual needs.
- Supervision exercised should not be the only way to receive decent compensation...some jobs aren't supervisory but are of a higher level/value to the org.
- Retrain those senior managers, who have closed minds when suggestions are made to help the line staff employees enjoy their job.
- My immediate supervisor doesn't care about my opinions. The senior manager doesn't care about my opinion.
- Hold people accountable and praise people that actually do a good job.
- While I feel that my immediate supervisor listens to me and supports me, I don't believe that there is much influence on the Director. Our department has some significant morale issues that affect our ability to work together efficiently. Because the Director has a certain leadership style, we often feel like we don't know what's going on due to lack of two-way communication. For instance, I feel comfortable sharing with my supervisor; however, I do not necessarily feel that my Director understands because I rarely have an opportunity to receive feedback from my Director. Information goes up,

but doesn't come back down. It also often feels futile, as if the Director has made up their mind in advance due to direction from above them. The Directors do not feel comfortable disagreeing with Council, so even though staff may have ideas or suggestions on how to improve efficiency, if the Director does not feel they will be supported/accepted by Council, they don't go anywhere. It appears that almost all decisions are based on "what Council wants". This definitely affects how Directors operate.

- Performance based pay raises and bonuses. Get rid of upper managers that have been here too long and only worry about themselves. Don't allow people with poor work performance to be promoted or kept around to set a terrible example for other workers. Upper managers need to follow through on correcting poor performance instead of letting it affect the whole department's attitude.
- If someone is not performing then something should be done. I've been with the city for a long time. I have never witnessed someone being held accountable for bad performance or behavior! People that do not perform are just moved around to different places or given less of a workload, or left alone until they leave the City or retire! The ones that do their jobs are then given more work to compensate for the others. Why does management not have to be held accountable for not dealing with the issues within the department? It seems the City is so afraid of being sued or called out on something. People need to be held accountable for a change!
- Annual reviews, share customer input (good and bad), provide feedback and constructive criticism, provide kudos, and hold staff accountable. Some employees seem to spend a lot of time on personal electronic devices on facebook or candy crush or whatever they do; if they have that much time, they should be given more work. Workloads are inequitably distributed. Maybe require that personal devices not be allowed during meetings when active listening and participation should be expected. I've heard long (30+ minutes) personal phone calls during the work day from some staff; that is taking time from their workday. They also work "flex" schedules, which would imply coming in early and staying late, but the early time is spent going to Starbucks and the late time is spent chatting with other staff about plans for the weekend; the city is not getting the full 40 hours of work from these staff. I only know this because I work longer hours and through lunch to keep up with workload, so am often here before 8am and after 5pm, but not on a flex schedule.
- Show appreciation more. Make job specific training available.
- Security cameras, panic buttons. These questions are a little misguided; for instance, my direct supervisor cannot control resources because of limitations related to supplemental requests.
- Senior management is disconnected from employees. I don't think they understand the day to day issues. Sometimes I think they are consumed with their own day to day activities that they lose sight of the big picture and don't work enough on the big picture

items. I also think some of the department managers/deputy managers put more resources into certain areas than others, play favorites. Some of this could be resolved by hiring department managers instead of just "placing" them in a position because the organization was modified/restructured. The work environment could also be improved by involving subordinates in interview processes. For example, there is a position that was filled within the past year that many people that have to work with the person or report to the person or provide support to the person that would have hired anyone but that person if they had any input. Hostile or negative work environments do not make productive, effective, or efficient work environments.

Work load and responsibility is not distributed evenly/fairly. I know it is difficult and in many cases impossible to make all distribution of work load and responsibility even/fair, but I see lots of lopsided cases at line level, supervisor level, and manager level. It would be different if pay was based or tied to work load and responsibility, but it is not, it is only tied to years of service. I might have the same classification as person X and have more responsibility and more work load, but I get paid less because that person has been in their position for 15 years and I have been in my position for 10 years. I think it adds to low morale knowing that a person doing the same job (maybe with less work load) gets paid more than you for the simple fact that they have been here a year or 2 or 5 more than you.

I also think having someone making the financial decisions for the city that has the opinion of "even if we can afford to pay people more, why would we", only decreases morale and makes the work environment an unhappy one.

- Communication is an ongoing issue in my department and workgroup. I have worked in a division for a long time where employees with poor job performance are not held accountable and good employees are penalized by having to fix issues from the poor performers.
- Supervisors could stand up for their employees instead of just making sure they look good to their boss.
- The building needs updating.
- Offer employee swap opportunities so that the right person is in the right position, in the right department.
- Require on-going, professional supervisory training. Strive to make workloads equal and hours spent at work equal.
- Poorly performing employees are not dealt with at all. There are no consequences for not doing your job. Looking around you and seeing employees who do almost nothing getting the same pay and raises you get is very bad for morale. If I weren't locked in to the state retirement system I would have found another job.
- I believe supervisors need to listen more, actively listen not just pretend to listen and actually take into consideration what the employee is saying. The employee might be in a certain area longer and may know what works and what doesn't. Supervisors need to

communicate better, when something changes are needs to be done a certain way, they need to communicate that. Supervisors need to quit acting like because they are the supervisor they know everything, they may not and that is ok, not everyone does.

- Line level supervisors should be allowed to make decisions and have support for their decisions by their supervisors.
- Communication workshops and directors and managers that are willing to address issues in a timely manner and make effective changes
- Immediate supervision is often over ruled by meddling mid-level managers with their own agenda. That type of "overruling" is observed by subordinates and peers.
- The discipline process lacks direction and immediate resolves due to the many people involved in making certain it is handed out. You cannot talk to an employee about performance freely due to union agreements and the fear of being called unfair and biased. Then it takes an incredibly long time for the performance logs to be seen in the chain of command and union and by the time it gets back to the employee to receive discipline, the inherent issues have grown every greater job performance, customer service, etc).
- Allow employees to attend out of state work or content specific conferences paid for by the City of Tempe a maximum of one time per year.
- Better train supervisors to supervise.
- Line level employees are overworked and overstressed. Line level staffing numbers needs to be reviewed and job descriptions and specific tasks need to be reviewed and recalibrated. Many managers do not know tasks being given to their employees by other supervisors which cause internal conflict and internal stress to the employee and between the supervisors. Many managers also do not know how their employees complete daily tasks or what time elements are involved in completing the tasks. Materials and equipment such as vehicles, computers, emergency equipment etc. are not fairly allocated across the board.
- Provide employees within the department the right training that has been told they were going to receive to gain further knowledge about the job/section that they are in to better assist coworkers.
- Stop the favoritism and nepotism.
- Silence and avoidance is more common than constructive feedback, and dealing with employee issues. This is true for both difficult situations, and just the day to day feedback that would help each employee perform better.
- Bring back a masters level cohort program.
- Update technology more frequently.
- I think it should be appropriate to have a culture that values creativity and candidness rather than going through archaic protocols where the distribution of information is passed down from up above. I think employees should have the opportunity to talk candidly with supervisors without living in fear of losing their jobs.

- Maintaining open doors by supervisors toward their subordinate.
- The regular employees seem to be more empowered than the supervisors and employees seem to be able to make allegations without any proof or basis for the complaints. I have worked in various municipal government for 20 plus years and this is the first time I have encountered this environment. This ties the supervisors'/managements hands in trying to run a department/division effectively and has created an "us vs. them" environment that is very counterproductive.
- By having the supervisors be equal with all of their employees and not have favorites. To show some backbone and tell their employees to do their job and quit screwing around.
- Support female employees and see them as leaders. Stop organizational bullying and mobbing practices used on employees mgt. wants to get rid of. Remove the double standard of supporting male or favored female employees and not supporting others. There is a negative change of support for the officer when they near the retirement threshold of 20 years. At the PD this means that at or near the 20 year mark officers are put back into patrol where most of them eventually retire. This has been happening for years.... If you don't retire, you will not be supported in anything that you do. Age discrimination at its finest!!!!
- Try to hire competent individuals who can actually do the jobs they are supervising and have the ability to actually lead and develop the talents of their employees to create a stronger work group.
- Ok with supervision and/or the work environment at this time
- In my work group we have been short staffed for 8 years. We've gotten so good at making do, that the difficulties created by this shortage go unobserved. We are stressed and suffering from trust issues in the work group. We are largely unsupported and our job functions are misunderstood by other groups in the facility. We are not respected as the seasoned professionals we are and we often have to cover the shortcomings of other work-groups.
- By addressing and dealing with issues, and coming up with a resolution to current problems!.....and there are problems. It only takes one supervisor to 'damage' and ruin the moral of a shift. These issues have been going on for months and with some for years, and yet nothing is resolved. It makes for a hostile work environment and makes one not look forward to going to work. It's sad this continues, yet by past history, nothing is done about it! We hire new employees then loose them to other divisions or positions because of just one Supervisor! Frustrating!
- I wish the above category offered somewhat agree and somewhat disagree as answer options. Some of my neutral responses are due to not having those options available. I believe my supervisor does the best possible with present conditions in this city work environment. All of the managers, supervisors and department heads that I interact with seem stressed to various degrees and overly concerned with pleasing Mayor/City Council and a few highly vocal residents. The unspoken theme seems to be not to draw too

much attention or make too many waves. This dynamic seems entrenched and somewhat understandable but not healthy - for any of us.

- Restore budgets so department managers and supervisors can complete increasing workloads.
- Need Supervisors who stay on top of what employees are doing during the work day.
- I have never been presented with short and long term plans for my division, i.e. - We want to do "x" in time frame "y." It is difficult to determine if we are doing the right things and whether we are achieving and/or succeeding.  
I definitely do not feel supported by other supervisors (my peers) or senior management with the exception of my immediate supervisor. I rarely feel that I can ask for help and receive it. Most times no one seems to know how to help. The rest of the time others disagree even though they lack context of the situation. Either way I am discouraged from asking for help or pursuing tasks that might require assistance from others or might be viewed as challenging, controversial, or politically sensitive regardless of actual need or value to the City and constituents.
- My supervisor knows that our unit can handle any situation we are given. We can work with little supervision and still accomplish our daily tasks as well as critical incidents that come up.
- The city can improve supervision by allowing supervisor's to supervise. The use of the Diversity office, Safe Haven and Union has made it exceptionally challenging to our job. The SOLVE model is preached in supervisor training but it is never followed.
- Supervisors need to be given proper leadership training and needs to be trained on how to lead professionals. They need to be told to not bully, and use their supervisor power to do whatever they want. They need to develop open mindedness rather than having an attitude of "my way or the highway".
- Middle management has no clue on how to deal with conflict. They were promoted due to their technical backgrounds, but are highly lacking in real leadership, communication, and people skills. Their idea of handling people issues is to ignore the situation. It has been brought to their attention several times that some employees have become real bullies in the workplace, but they choose to ignore the situation rather than address it. So the unruly employee is rewarded, and their behavior continues.
- Supervisors need to make staff they support be accountable. Work sites including several service yards need to be maintained at a higher standard.
- We need to be held to some kind of defined performance standards. Without them, we don't have clear expectations. There is also no recognition or surpassing standards or consequences for not meeting them.
- Our division has a great staff and while issues come up, they are dealt with and we have a great environment.
- This is based on my previous assignment. Giving too much information on my current assignment or providing information would easily give away who I am. My direct

supervisor barely had contact with me once a month, and then, it was when I reached out. I can having numerous meetings over the course of my career with my supervisors and/or senior managers asking about input, yet it always turned out to be wasted conversations because nothing changed. I do see the capability of doing better in this aspect of things with our new top leadership, however, there is still a lot of old school thinking and treating of employees that needs to change and people need to be held accountable

- HR supervisors need additional training and ACCOUNTABILITY in managing teams, leading meetings, and coordinating projects.
- Hold directors and deputy directors accountable.
- Managers should be given jobs based on their skill level not who they are friends with.
- There is an opportunity to improve employee development by revamping the Tuition Reimbursement program to be more inclusive of certifications and trainings.
- More breaks. Better selection (healthy) of snacks. Free water bottles. Monitoring of lazy or sad employees. Notes of encouragement. Flowers or a gift when appropriate.
- Deal with the bad employees, but they do not so the good ones we get in see that the expectations of the bad employees are not dealt with and before long the good employees are not what they use to be. The bad employees feel they have a Government job and can do as they please with no threat of losing their jobs.
- The Peter Principle is a reality in my work environment, as inept or unqualified individuals are promoted to management positions to get them out of the way. Staff positions have been eliminated to provide advancement opportunities for public safety personnel, artificially growing the public safety sector of our department and placing individuals with no experience in charge of apparatus acquisitions, fleet and parts management, Ideally, the city would review the needs of each department and promote qualified staff to leadership positions leaving the public safety personnel in charge of emergency services and staff in charge of logistical needs. A considerable financial savings could be realized in this manner as well.
- I have little faith that the City can improve this environment as perceptions and untruths make it difficult to believe anyone will listen and address these issues in a clear manner, especially when Directors choose to do things that are not right,
- Poor communication between line level employees and management. What is said and what happens are often two different things for the wrong reasons or no particular reason. Not transparent as we like to believe it is.
- Listen and act. Don't ignore or react.
- The City should not limit supervisors to only one year of historical performance for dealing with employee issues. Supervisors should be able to document employee deficiencies and use this historical information to substantiate trends, often this requires more than one year.
- Better maintain facilities, trust decisions made by first line and mid line supervisors.



- Again, reform or delegate the Safe Haven process to an outside party. Encourage the administration of this program to follow the policy, giving deference to the supervisory chain and department head for resolution of issues first.
- Upgrade the IT infrastructure. I have been told that the computers save the city a considerable amount of money. However I feel my productivity is severely hampered by how slow the system moves and its inability to customize needs to each user. My computer functions so slowly that I often use my cell phone for email when sitting at my work station to help my computer cope. Additionally the small size of our inbox has led me to miss emails or spend 20 minutes or more moving things to archive or deleting them.
- Allow immediate supervisors to have more input into employee discipline.
- Get to know each of your employees as individuals. Find their strengths and weaknesses and help them to improve themselves, provided that they're willing to. Don't be afraid to counsel those who don't pull their own weight.
- Let's have no power, the Commanders run everything. I am not sure why we have that level of supervision. Staffing for officers is not adequate.
- Communication
- Opportunities and communication sharing among employees. Holding employees to same standards and levels of performance. Communicating when issues arise so that they may be resolved quickly and at the lowest levels possible.  
Open communication of goals and values. Supporting and allowing employees to take calculated risks and make decisions at the lowest levels possible.
- I am overall pleased with my Supervisor. I enjoy working where I am at. I can't say that for any of the others in our department. I think trust and confidentiality is an issue for our department. Seems that everything that should be between employee and Supervisor is not necessarily kept private. Everyone knows everybody's business.
- Allow time for innovation/reviewing best practices.
- My supervisor and top department leadership are generally clear and consistent in their values and actions. I am encouraged to express opinions and do my job autonomously while still understanding how I support the overall goals.
- Council priorities often take precedence over daily operations and often I have noticed that my supervisor has to respond reactively rather than proactively due to mayor and council demands. As a result, my supervisor often does not have adequate time to meet with me to discuss expectations or to give me feedback on my work. I think it would be greatly appreciated if the Mayor and Council consulted with department heads and supervisors before mandating city employee action.
- Hold supervisors accountable for evenly enforcing policies. Significant inconsistency between supervisors. Some hold employees accountable and others don't.
- I am seeing a lot of financial waste and not a lot of financial investment in employee skill, training and development. I see art sculptures or parking changes or new signs, even

refurbished departments, offices and buildings! I wonder if these funds could better be used toward a current employee's financial needs. ...give a new hire a gift card for appropriate work-attire, give someone who's just fallen on hard times a gas card or ensure they have a metro card, if city employees are using their personal phones for city calls - they should be allowed a monthly stipend reimbursement, bring back work incentive gifts like FREE t-shirts and pens, clocks or Tempe coupons for stores that are in Tempe! ...offer DISCOUNTED fees to staff for a class or training that isn't eligible for college-reimbursement. ...offer a better opportunity for employees to network with other departments/divisions without having a specific AGENDA in mind, other than to "network" as it may improve their own future (i.e., job promos).

- Hold managers and above accountable to lead, guide and support their direct reports, especially supervisors. Have employees evaluate their supervisor and provide feedback to help improve.
  - Any person with supervisor responsibilities should be required to attend the City's Supervisor Academy.
  - Work performance issues need to be dealt at the time they occur. It appears that there is an overall reluctance to deal with employee performance issues. This affects the morale of the other employees as well as the employee with the issue. Also, making sure that supervisors have the necessary skills to perform the job that they are assigned. I had to answer "disagree" to many of the questions because my supervisor does not understand the majority of the work performed by the Department and thus cannot offer career guidance, efficiency improvements, providing feedback, etc.
  - Supervisors need the ability to discipline employees more effectively; quite often it is one improvement plan after another.
  - Accountability.
  - Employ supervisors who truly care for the work groups that they supervise
  - There isn't a way to reward exceptional job performance in terms of money. My immediate supervisor is positive, encouraging, and expresses appreciation for exceptional job performance.
  - Overall I am satisfied with my working environment in an "I can continue to improve it" kind of way. I wish we had an annual review system that is focused on setting goals aligned to work group, department and strategic planning goals. I also think we need to have an effective evaluation tool to have better conversations with employees we supervise about work performance and attendance.
  - Budget for training for line staff including part-time temporary staff who deliver direct services to the public - even just more wage monies that can be allotted for training time would be nice.
- More responsiveness to uncomfortable temperatures.  
Decent furniture instead of scrounged used furniture from discards from other places in the City.

Better security for campus and upkeep of grounds.

- Distribute work load more evenly or compensate those with abnormal workloads compared to others within the same classification.
- Employees/work units should be assigned with the units they support so that they understand/learn to work with one another.
- Increase the interaction between them outside of the meeting environment, bbq's, potlucks, picnics
- Allow for improved hiring competition/practices rather than transferring employees. If employees truly want to do ""something different"", then have them compete. Bring back standard Human Resources roles (hiring, firing, employee relations) practices rather than decentralizing to departments. HR staff are the experts in the field after all.
- We lost our seniority when it comes to overtime... I worked long and hard for that and now it's taken away. I'm not a union member but in order for me to vote on that issue I have to be a member which I disagree. I shouldn't have to pay to vote
- I had to change positions to get away from a poor manager / supervisor. This change resulted in less pay and more responsibility. After complaining to other managers, this was the only option in dealing with a supervisor that had become complacent. After 7-8 years finally he has been promoted as a way of dealing with the problem. Favoritism is rampant in the city. Better like you job or be someone's favorite. Training is reserved for "Professionals" with degrees and managers. Line level employees are not fairly given the opportunity to receive training or attend conferences. Tuition reimbursement has been harder to use, need to relate to job? That wasn't the case in the past.
- Poor job performance is rarely addressed and should be even when it is me. We learn best from our mistakes...
- Immediate supervision is fine. Improving moral by giving employees better recognition and maybe bringing back employee appreciation day would be nice...
- As a field worker access to ice during summer months is not acceptable. The nearest ice station I am aware of is about a mile away.
- Make sure workloads are distributed fairly, or at least compensated fairly.
- by having open dialogue between employees and supervisors/managers in a regular basis (not one on one)
- I think we do a really good job in The Fire Medical Rescue Department.
- I've given some neutral and disagree responses here NOT because of my supervisor, but because his/her hands are tied. Back during the entire City re-org, our department was given an employee from another department who essentially collects a paycheck. This employee literally has ONE task to complete - a task that I can complete in 2-3 hours - and it takes this employee weeks to finish. It's not that the person isn't capable or has any other task to do. It's that this person comes to work and uses work time to complete PERSONAL things. This employee is on the phone for HOURS with family, doctors, and clearly has another job - and that work gets done at the COT expense. I've spoken with

my supervisor on many occasions and have been told that there's nothing that can be done because this employee has some "special" status. Really? Why? And why can't I just come to work, do absolutely nothing, and collect my paycheck?

- I wish we had the opportunity to discuss the mindless re-org of our department (IT) before it was forced down our throats. I've never worked at a place where a re-org was done without a clear set of job duties for each new role. Instead, we have been asked to come up with the roles to match the re-org, leaving even larger gaps. We question what the re-org was supposed to correct; since now things are far worse.
- This survey is an excellent start. Having a plan to share the feedback with employees and responding to issues is going to be crucial.
- Luckily, I feel the front line supervisors in my area are quite fair and reasonable-not so much with the upper management. One thing I would like to see, however, is more training for the type of work we perform. Since we repair very different types of equipment, it would be great to see at least some of us trained on the not so common units, especially after a long term relationship with a repair vendor has been terminated.
- Look at how Phoenix PD allows their supervisors to do temp assignments to become better trained and more well rounded.  
Require peer reviews of supervisors by their employees.
- In my department there is no need for improvement.
- TRAINING! Often times, when employees promote to a supervisory level, they do not have the necessary skills at first. I think a training program is necessary to complete this role. This includes learning how to access reports, timekeeper's training, follow the guidelines of the Personnel Rules, etc. I believe the City has a supervisory academy; however, I am not sure what is taught in the academy. All supervisors need to attend.
- Hire adequate staff and increase communication.
- Supervisors and upper managers need to know their employees skills.
- In my department, I feel a disconnect between line level supervision and middle management. Middle management doesn't seem to recognize their role in conflict resolution leaving few tools for my immediate line level supervisor to deal with problems correctly
- Develop more consistency across the City instead of just within the departments. It's difficult, but crossing department lines for consistency would create a better culture of fairness for employees.
- Training- there are times when we are not allowed to go to training due to squad staffing...Conflict in work area is not resolved, had an issue with a fellow squad mate not pulling his load in taking calls for service, hiding down on Warner Rd (far away from everyone else)checking off on his MDT for a "647V" on a specific street, yet on the MDT map not moving from a parked position in a different location instead we are being told "only worry about yourself", "you can't control others"....wanted some action be

accomplished...but nothing....so for "job performance dealt with effectively".....no, did not see that.

- Favoritism is alive and well, nothing has changed.  
The city has apparently taken a position of attacking its employees at every turn, and employees are guilty simply because they are accused.
- Get every Supervisor to work as mine does.
- Deputy level and higher does not seem to have the back of the employees.
- Due to the increasing threat to law enforcement officers around the country, it is necessary to equip ALL officers with rifles. This can be accomplished by issuing rifles, and/or creating an authorized list whereas officers may purchase a personal rifle for on duty carry if it meets manufacturer criteria. The most recent example of the need for issued / authorized rifles can be seen in the Dallas, TX shooting on 07/07/16. Failure to adapt to our surroundings creates an increased risk of death for officers.
- I think it would be helpful for management to take a more focused look on where resources are needed in the organization. Where employees are struggling to get their jobs done should be the priority to getting additional support. Where employees are not working to a maximum load level, and there are indeed positions like this - there should be a review to see if we could re-organize and place available employees into work units that are struggling (skill level permitting). Bringing in new fluff positions typically just creates more work for those employees already struggling to get their jobs done.
- By not ignoring situations that come to play. Making it known that certain things aren't going to be tolerated in any way of form.
- Could someone work a little faster to get a work area improved?
- I strongly believe I get the support I need today from my supervisor, comparing when I first got promoted. Many situations had to happen before I was given the benefit of doubt. But, overall it help me become a stronger supervisor and I learned different personalities needs different types of handling them; blue's/gold's/green's/orange.
- Be honest and upfront.
- The Library complex has become an attraction for homeless and drug/sex addicts. When we have to constantly call security 3-4 times per week in regards to these issues, including: ripped off cat limbs; adult males exchanging sex for drugs in the bathrooms; strange people living out of their cars; calling paramedics for drugged out patrons, it becomes overwhelming and downright scary. NO ONE feels safe. Increased security is not necessarily the answer. Having cameras may help but it has become unsafe to work. Especially since we cater to kids. They do not need to be exposed to this, especially in the buildings themselves.
- Unfortunately, it is difficult to hold individual(s) accountable to poor performance, given there seems to be a lack of support from our department and HR to follow through with necessary corrective action. Rather than creating a plan to address and correct

poor/unsatisfactory service, there is genuine discussion and concern over the perceived fall-out of a complaint by the focus employee to HR or Diversity Office.

- Placing the right people in the right job can really make a difference. Looking at an individual's leadership and management skills and ability should be taken more seriously before placing a person in a management/supervisory type position. The good ole boy/girl networks within the City particularly with the Information Technology Division need to be weeded out. If that could happen it would make going to work every day much more pleasant. I'm hoping that this survey will open the eyes of the executive management so that they may see the areas for performance improvements with it management team. Just remember that training is only beneficial if it used or practice on a regular basis. In addition, it's not always the answer to personnel corrective action as we so often choose.
- Hire managers that can effectively change things for the better.
- Everything is working well at my level.
- Allow the immediate supervisors to handle discipline themselves without managers micro-managing. Isn't that why we pay our supervisors in the first place?
- I have the knowledge and experience to do my job effectively. My supervisor does not know or understand certain aspects of my job, yet thinks he/she does, and tries to dictate that I perform certain job duties in such a manner that is not adequate, and will not listen to or accept what I have to say about it. This person thinks they know everything yet shows, without realizing it, that they do not. Supervisors need to give up having total control and allow employees to do the jobs we are trained and experienced to do. We know what we are doing.
- Increase the training budget.
- Mid-level managers need more ability to make decisions independently
- Every department should operate like my department
- Give immediate supervisors more consideration in the discipline process
- Command staff is completely out of touch, disconnected, and is not trusted by a large group of the rank and file in the police department. The Lieutenant work group in particular is viewed by many as disengaged, lacking leadership qualities, and concerned for their own careers more than the careers of their subordinates. There needs to be a change on the command staff level to infuse new ideas, progressive leadership and employee development, as well as organizational development. Many are optimistic that Chief Moir will see the challenges in this regard and make changes to correct these deficiencies and bring positive change to the department.
- Several of the supervisors within my department overwork employees to the point that they are burning out their most effective work force. Higher ups have discarded ideas seemingly at random, sometimes for what appears to be personal reasons, such as past histories between certain colleagues or departments. City wide departmental relations are tense, especially communication with the City PIO and Web Development, who both

treat the department with condescension and hostility. On site supervisor has made no actions to rectify this, either out of fear for the own job, or some other personal reason. Inter-departmental communication is poor, often resulting in different employees being told different things, leading to a lack of trust and confusion.

- First off, I love my work group. For as large as it is, we get along and support each other, and except for a small minority pride ourselves in doing our best each day. Immediate supervisors all have different styles but I get along with them all and for the most part really feel that they are supportive. If I had to pick an area of improvement for some immediate supervisors it would be that we get different answers on policy changes from different supervisors, which is very frustrating as a work group and not fair to our citizens that they might receive one answer one day but a different if they call back a few hours later when a new shift is in. Senior management feels very aloof and disconnected from the emotional burden this work places on employees. I can say that many (not all) of us up here do our job well, are proud of doing our job well, & may appear iron clad on the outside----but if truth be told are nursing fractured mental states on our off-days---off-days that we often end up sacrificing to the department anyway on OT. The biggest contributing factor is that senior management gives off an air of interest in employee input but it never seems employee input is taken into account. Not for any sort of compromise---or even in areas where it can be a win-win situation with no cost to the numbers. Morale as an employee group is not a priority and is taken into account procedurally only if the union steps in or the Assistant Director intervenes.
- I feel my supervisor should be asked to retire. He has been riding the system for some time now (29 +years). He does not do the work that he needs to do to support our team. He is way past his retirement time and has had his 80 points for retirement for years and he stays on as an employ just because he can get away with not working all day long and getting paid to do nothing at his desk all day long.
- Our building has a lot of areas in which things need to fixed/replaced/improved but years pass and no progress is made. Here a few examples; we have tape holding flooring together, a hole in our roof, and a large crack in the glass wall which faces customers. We have cockroaches and gnats because the rental spaces near us don't get cleaned out. We have too many management positions, earning way too much who delegate more than they should.
- Competent supervisor, who will work with all employees equally.
- It appears the supervision/work environment can improve by creating a "judgment free" workplace will go a long way. Supervisors may not realize their attitudes speak volumes as staff picks up on management behavior....the way questions are asked, for example, do not need to be in a condescending manner in front of peers.
- This is a tuff one because every supervisor is different and with different ideas of how problems and jobs should be handle the city gives them tools to do their jobs but when a supervisor try to do their job 90 percent of the time he or she have to go through so

much bullshit specially when having to discipline a worker or if you happen to hire someone who is not a good fit for your dept. by the time HR gets to the problem now is too late you're too late the person is out of probation so now you're stuck with him or her but be careful, you need to be sensitive, be careful what you say, you can't say that you can't do that, it's all bullshit no wonder so many people that retire leave bitter and so upset with the city they are tired of so much bullshit when they should be grateful that they are retired and they did it because they got to work for the city of Tempe.

- I would like to see them more.
- Not much can be resolved from behind a desk, get out in the field. Supervisors need to see what is going on, just not hear one person's side of things.
- Remove the department director with someone who is trustworthy, respected, honest, good listener, mentor and not a bully.
- Get comfortable with the uncomfortable and deal with issues head on. Stop having a us versus them mentality. Improve morale within.
- Be fair and consistent from the most senior to the lowest on the totem pole. Stop rumors immediately before they get out of hand.
- Leadership training.
- We can and need to do better in handling meeting minimum standards type performances.
- My immediate supervisor allows me to work a great deal of autonomy. While I appreciate the elbow room, I also feel that many times I have a better feel for our culture and organizational expectations and that is why I am allowed to continue to go about my tasks without a lot of intervention, interference, or interfacing with my manager.
- The levels above my supervisor should stop micro managing.
- Improving education on how processes work within the City would help alleviate some of the misunderstanding in work groups. I believe this is beginning with labor/management processes with UAEA, but there is much work to be done in this area.
- In my area my supervisor does not have the knowledge of what we do. He is just learning our position and because of this he is not completely knowledgeable and this causes concerns.
- Consistently support the organizational structure; there are times when employees feel encouraged and motivated to avoid addressing their problems and concerns directly and resort to indirect communication, relationship destruction....
- Additional training, reassign senior supervisors frequently, evaluate and correct senior supervisor performance
- By making sure everyone works equal or gets the same amount of job duties. Get rid of favoritism among some workers.
- Be fair to all employees
- Our work area has a very high level of transients on the premises and a good share of inappropriate and illicit behavior from the same. There is security on the premises but



they are limited as to what they can do to prevent or stop this element. As a consequence this does not feel like a safe environment to work in, much less have the public especially children exposed to. The programming offered at my work is predominately for children, and I do worry for their safety as well as that of fellow co-workers and staff. We currently have an abandoned vehicle that someone has been sleeping in for the past five weeks and we have been told by PD that since this is private property, they won't tow it. I don't understand how a city complex with public facilities is somehow private property.

- I would like to see factual and objective Performance Reviews which can be used to point to problems and issues with someone's poor performance. It would create an opportunity to improve someone's poor behavior or work ethic while taking bias out of the equation. Currently it is hard to address issues when people claim they are being targeted unfairly. Due to this tactic, most issues go unresolved. Fear of litigation and hurting feelings perpetuates the poor work and lowers moral of those that are forced to pick up the slack. Pride in one's self and one's work can only fuel picking up slack of a co-worker for so long, eventually it becomes draining. Even if these Performance Reviews didn't create an automatic solution in themselves, it would create a paper trail which seems to be lacking in the current state of handling poor employees.
- Pay closer attention to the work handed out and how the finished assignments are completed.
- Listening to the immediate supervisor and not assuming they know more about the problem. The immediate supervisor usually has a good plan to fix an issue
- If we can get training, it's a conflict because members of the same squad are prohibited from taking training or any days off if there is a member of the squad on light duty or a lengthy illness or already scheduled for a day off or gone for training on the same day. I have been told by a supervisor, training and days off are not a priority. Being at work and available for calls for service is the priority.
- I have a hostile work environment and I believe it to be very unhealthy. I'm constantly looking over my shoulder because I can't even trust my own coworkers. I have suffered bleeding ulcers, canker sores, migraines, sleepless nights, when I do sleep constant nightmares about work. And this is all from stress from work. I don't deserve to be treated like this when I only clean toilets.
- My Chief, Chief Ruiz is an incredible leader. He has great vision, listens to anyone at any level and is available for discussions. All our other chiefs appear to be rowing the ship in synchronicity; all heading in one direction. It is an incredible experience to be a part of this! The City of Tempe does a great job assisting people to better themselves through education, in-house classes and in-house promotional opportunities. This is better than any private business opportunities I have ever experienced.
- The management positions over IT Business Solutions have crippled the area. They have created silos in this area, there is very little direct communication it must all go through

the managers\supervisors. This causes confusion, a lack of teamwork, and distrust. The Business Solutions Manger brings a black cloud to work with her that dampens any type of cohesion and continuity within the section. Business Solutions Management will ask for input after a decision has been made and when suggestions come up they are shouted down and the original idea is forcefully defended. This is a total top down management structure. Once after requesting input, the Business Solutions Manager stated that this is the way the Deputy Director wants it so we are done discussing it and we are moving on€ . Communication only goes up, not down, it is effectively a closed door management style. A new employee was told by the Business Solutions Manger that expected better from you, you should not be talking to this specific group of employees€ . The Business Solutions Manager will talk with people outside of IT (which she should) but then tries to use that information to trap you instead of letting you know there may be issue. Business Solutions is a very difficult place to work, the Director and Deputy Director are aware of the issues but have not done anything that I can see.

- I don't like our reimbursement process. The person in charge does not make it easy or comfortable and often times rude.
- The city needs to resolve the discipline review committee.
- Getting more involved on everyday work load
- Employees are here for management but management is not here for the employees, we work for them, the attitude is that the employees are here to serve management. IT management makes knee-jerk reaction type decisions and policies with no input from the employee base. They make decisions behind closed doors then tell the employees about it and ask for their input after the fact. This is why the employee base is so quiet when asked for input. Management is simply trying to fish out the employees who don't agree with management. Management presents their ideas by saying, we have been told that this is what's coming and it's going to happen good or bad. Now, does anyone have any input? We sit in awkward silence every time, in every meeting, because we know the game that's being played here.
- Again, the issues facing most employees in my work group are not at the first level supervisor or at the very top. The biggest challenges are from the mid-senior supervisors and the micro-management.
- The fire department has had a great labor/Management relationship and supervisors communicate with their shifts appropriately.
- Very good.
- My supervisor is very willing to answer questions in person and responds quite promptly to email. It would be helpful to have a workgroup meeting occasionally (monthly, quarterly).

It affects the workgroup's morale when a coworker doesn't do his share of the work. He is in poor health, yet others need to step in and do some of his work on a pretty regular basis.

- If there is an issue deal with it and not just move the problem or the issue to a different workgroup or department, be honest and tell them what the issue is and agree on a solution.
- Create benchmarks standards and measurements.  
Give any feedback...even bad feedback.
- Empower the employees and stop the micro-managing, employees are afraid to make mistakes because any little thing turns into getting written up or some sort of documentation instead of making it a learning experience, which in turn leads to employees walking on egg shells and productivity takes a hit, and employees working against each other instead of as a cohesive team.
- I think that we are short on staff which it makes it difficult to finish timely some of the work. Not all the tasks but some of them.
- Supervisors actually holding bad employees accountable for their actions/lack of actions.
- Make sure we are OSHA regulated in these work areas. The supervisors need more meetings with their staff. Offer more classes for the specific needs of the staff, to do the job better.
- The City could improve supervision and/or the work environment for employees by hiring supervisors who have GOOD communication, listening, and people skills. The employees are your front line, they see, hear, and deal with the everyday issues that come with serving the residents and Tempe community. We have ideas and suggestions to help improve and resolve daily operations to better serve the community. I've had five different supervisors in past six years who have no knowledge or experience in what my work group does. We have to train, educate, and bring them up to speed, only to have to answer to them regarding EVERYTHING they don't know.
- I feel there is very poor communication in this work area. This contributes to a lower morale, and poor work environment. I understand my supervisor/manager is tasked with a lot, and is not able to be here a lot. However, not a lot is communicated to staff. There is not a lot of support, and a lot of last minute change is not unusual. She also has displayed favoritism towards a couple employees, which has made a few other employees here unhappy. When I've requested training in the past (example CPM) I've been asked to wait due to upcoming projects. I have not been asked about my career or job goals in years, and only then it was because we were trying a new yearly evaluation system.
- Management will not rock the boat - retirement is in sight and pensions are on the line.
- I believe a Supervisor needs to set an example by disciplining those who don't do their jobs, those who are late daily or those that knowingly do things that they know they're not supposed to do.
- Hold Directors and Dep. Directors accountable for their actions or in actions!
- Continue the work that they are doing.

- The work environment is great. Perhaps having more social events for the departments to get together would help.
- Have better leaders in management.
- The supervision and work environment in my department has by far been the worst out of any job I've ever had. When I describe my workplace to my friends, family members, and peers in other cities, they tell me that it is a hostile work environment. There is a lot of passive aggressiveness in my work group in which employees are silent during meetings but vocal behind the scenes. Employees in my work group routinely attempt to circumvent the decisions of management to benefit themselves. Decisions are not made based on what is best for the city or the group; rather, decisions are made to benefit the individual. It is a "every man for himself" type of work environment. It has been proven from internal conduct investigations that employees in my work group have tried to keep certain qualified individuals from being hired into the work group.  
 Employees in my department that do not perform their job functions effectively are not dealt with by management even though management is aware of the problems. My supervisors are not trained to be supervisors nor do they have any desire to be supervisors. There is absolutely zero employee performance evaluation in my department; I have never once been evaluated for my performance, asked about my goals, asked about my training, asked to evaluate my coworkers, or asked to evaluate my supervisors. Nobody is measuring whether or not I am even doing my job. My supervisors avoid conflict instead of deal with it. My supervisors assign heavier workloads to those who they don't get along with. I am expected to perform above and beyond while my coworkers don't even do the minimum amount of work required of them. I consistently have to go above my immediate supervisor to address concerns in my workplace because my supervisor either refuses to address these issues or is actually part of the problem to begin with.
- Be aware if new management and changes they want that involves changing the entire process that has been working for a period of time.
- Hold people accountable for their actions at all levels. When someone is held accountable and the moment could be a teachable moment, allow it to be teachable for everyone. Making people sign confidentiality agreements on an issue leads to rumors and an open ended situation. Without disclosing names of those involved and specific discipline dealt out, let supervisors know what the issue was and that it was handled. Often times another supervisor may face a similar problem but have no knowledge of how the first issue was addressed. This is necessary to keep discipline consistent.
- Occasionally market to me the importance of developing my leadership skills to be a better leader, mentor and roll model in service to the City's constituents, businesses and overall mission. Provide a few examples of training courses/workshops, or literature. This discussion not only benefits me yet it also benefits other employees because if someone has stagnated a fresh perspective may help them revisit a lesson to gain better

perspective to more efficiently deliver service to our organization's customers: (citizens, constituents, businesses/industry).

- Be consistent with everyone. Can't say or do something and then the following week it is something else. No consistency at all
- Provide "basic" training on responsibilities of every supervisor to all new supervisors. Train one where to find information, forms and tools to effectively supervise. Specific issues in my area - Encourage supervisors to keep their door open (my supervisor's door is closed 90% of time). Make certain all positions have trained back up that are available year round. Respect employee's time (don't constantly cancel meetings at last minute). If you will be out of the office or on vacation communicate this to all your direct reports. Do not allow employees who are overmedicated to be at work.
- For my immediate supervisors meaning a fire captain I think they are great! Always there for me and we work things out as a family and the station is our house if we have a problem we sort it in the station. I feel that the captains don't get to be them self's because a chief is always telling them what to do or how to say it especially at st271. As for us on the truck I find it pretty disrespectful that when we have to do something with the media we are told that we can't say anything to them because they the Chiefs are afraid that we will say something stupid. I feel that if we were smart enough to be hired to work for this great city and Dept. I would think we are pretty good people and always want to do the right thing to make our city and Dept. look as good as we see it.
- Gossip mongering and character assassination must be curtained.
- Supervisors and management need to be educated on how to treat and motivate employees. Too many think managing means threatening and intimidating employees.
- Department directors should have a good understanding of all services provided by the department, not just immediate Council/City Manager needs.
- More resources are needed to effectively support customers. With increasing assets being added requiring deployment and maintenance, the level of service is diminishing. The segregation of duties is not fairly distributed.
- I work with several departments and the cooperation between them is nonexistent. One department doesn't know what the other department does and they are in the same location. People get promoted and they didn't do the job they came from, now they're going to make more money and continue sliding by. It's upsetting if you have a work ethic because the City doesn't seem to care about that. It's frustrating and disheartening. Lower level employees don't see accountability with supervisors.
- It's a no win situation. They make themselves look good by making us look bad.
- We let supervisors supervise and empower them to do their job.
- Have the right people in the right jobs; provide clear expectations, treat all employees fairly, a more fair and equal distribution of workload, no micro-managing.
- Need more direction from supervisor and upper management regarding city goals, direction of the work group

- Be more transparent and openly communicate with employees. That is truly lacking in the Police Department.
- Have competent people in those positions.
- retrain supervisors to be better listeners and supportive of all employees, not just senior ones
- More training in fair distribution of tasks
- Regarding Question 24: We should be given yearly performance reviews. I have never worked at a place where this is not done. Whether we are getting raises or not, we should always be given a performance review.
- Performance problems or issues between team members should be discussed and handled in a timely fashion and with all parties aware of what is happening. If there is a performance issue then it should be addressed appropriately and the employee given time to correct the issue. If there is an issue between employees then it should be investigated on both sides so that the facts are known before action is taken. Management should not chastise an employee on someone else's behalf without their knowledge and without knowing if a problem actually exists.
- My supervisor's supervisor is outstanding and is one of the best people I have ever had the pleasure to work with and it has made my job enjoyable and rewarding. He has given me clear goals and the steps to take to complete those goals. He shares my passion for work and I have learned so much from him. However, while the new supervisor is very knowledgeable, he seems to care very little for his position and keeping our area moving forward. He is out of the office sometimes for hours every day in his own personal vehicle and he seems disinterested in the programs we are working on. Therefore, I think there needs to be a system to better track the comings and goings of employees, and to make sure that they are not abusing the trust that they are given with flexible schedules.
- Allow supervisors to have more latitude in the day to day dealings of their locations and to make decisions at the first level whenever possible.
- Have management be open to ideas from subordinates.
- Accountability and allowing swift and decisive action.
- I'm very satisfied.
- Better communication and adequate staffing
- Hire better managers
- I am extremely satisfied with my supervisors and those above him. I do feel comfortable with expressing my opinions and concerns and feel they are addressed professionally by my immediate supervisor.
- Allow questions.
- From what I have experienced thus far in my career everything has been great. Supervisors have always made sure I feel confident in completing skills and having a good working environment.

- The working environment put forth by the attitudes of upper management is demoralizing.
- Hold supervisors more accountable for the mistakes they make compared with line level employees who are always held accountable.
- Continue to implement the previous mandatory supervisor training programs or update with new fresh programs, and require supervisor's continuing education of those training programs every 2-3 years.
- Within the PD Management seems to get training on how to deal/treat employees yet they seem to not apply some of the principals learned. An example of this is when testing for Sgt. I was asked to read the book, "Good to Great". I thought the book was very insightful but I don't feel our management team applied the concepts within the book to themselves.  
I feel management within the City is more concerned with themselves then its employees.  
This being said I feel City Manager Ching does care for the employees but I question other managers.
- Eliminate the hypocritical interpretation of policies as they apply to certain groups or individuals and then state that the "Spirit of the Policy" allows them to interpret the same situations differently.
- There is a clear lack of respect. For instance, on Christmas Eve, staff members were required to stay while the Supervisor left early without telling anyone. One staff member offered to stay so others can leave however the request was denied. Another instance, a staff member reported that he/she was not feeling well and wanted to go home. Instead, the supervisor left early leaving the staff member to close the office. Opinions to improve office functions have been ignored without proper feedback as to why it was denied. Supervisors seem to require additional leadership training.
- Have upper management take the time to observe work environment as an "outsider" looking in and address the problems seen with the WHOLE work group.
- My immediate supervisor listens and deals with problems that I may have. I am extremely satisfied with his performance. But His supervisor is unsupportive and does not deal with issues very well. It is also hard to do my job when I am micromanaged by this supervisor.
- I am a supervisor and I feel 100% that I do not have the support of my direct supervisor. I believe my supervisor's supervisor knows the issues that are happening and nothing is being done about it. As I talk with other supervisors at my level, everyone has stated they feel the same way. We do not have a voice at the table when it comes to our supervisor, and we also feel we will be labeled a "complainer or a bad employee" if we push the issue. Like I said earlier in one of my comments... We are held to a higher standard and get called out if we do something wrong, but senior staff does not.
- Upper level management could do this better by actually listening to the employees when they have an issue with something and not just telling employees that they are only

complaining and being negative towards the department. I believe it's good and healthy for us to be able to openly express our opinions about issues without being verbally berated and made to feel as if you're a bad employee for having an opinion that doesn't match that of upper level management.

- I am completely satisfied with the tools given to my supervisor to lead us on a daily basis. I am also very satisfied with how my immediate supervisor handles our day to day activities as well as items that come up daily.
- It would be nice if the trees and plants in the silo atriums could be maintained regularly and pest control used for the ants.
- (Immediate supervisor was answered regarding my shift Commander.)  
Personnel including myself have had many issues regarding our shift commander Supervisor. Many complaints have been expressed to upper management, but no actions have been taken. We have many scheduling issues, ineffective communications issues, favoritism towards other employees, violations of not following policies and procedures, inconsistencies in many areas, and unfair treatment towards personnel.
- My supervisor has no clue of what I do or how I do it; furthermore, he really doesn't care. When I started with the City, I was told that my job was "to make me (Dave Heck) look good". Really? Is that what working for the City is all about? My department head doesn't visit our work area to see how we're doing or what's going, and neither does the Deputy Department head. We once had a Department Head who would visit with us, unannounced, to see how we are doing as employees AND as individuals. That hasn't happened one time since he retired. There is absolutely NO communication between or among the various components of our department. Two of the supervisors who have offices in my work area meet behind closed doors for most of the day. Anyone who has occasion to disagree with them on an issue is seen as disloyal and bitter.
- When interviewing for the Position /Job we were told we would be topped out in 5years Employees hired about a year ago were told the same. Why does management continue to lie to the employees, there are employees that have been in this department for 15 years still not topped out. Be true to their word as we are told to be. To many double standards
- Take an active role in demoting or terminating employees as necessary to maintain a safe and healthy workplace. This department (jail) allows certain employees to endlessly violate the employee code of conduct with staff and customers alike. Some of these employees are actually supervisors which makes the situation even more frustrating. Anywhere else in the city and I am pretty sure these people would have been gone a long time ago but they continue to thrive (for years now) in this workplace.
- Have managers and supervisors accountable for their actions. There is no supervision of my immediate supervisor. She does what she wants and it is unbelievable what she gets away with.



- Incentivize hard working employees with a merit based system so that there is motivation to do your best and recognition for a job well done.
- The environment is safe and fairly non-conflicting, but the supervisor is not aware of all the employees do and if they are fairly distributed. Recommend new leadership hired or promoted must attend comprehensive leadership training on managing and leading employees in a respectful way.
- Don't be so head strong, listen!!!
- Management does not treat everyone equally and fairly. They are not addressing job performance at all, when brought up to them nothing happens, same 'old, same 'old very frustrating for the ones left doing all the work and the others seeing that happen. Management does not have the proper training, but more importantly EXPERIENCE OR MANAGERIAL SKILLS to effectively manage/supervise anyone!  
No communication with line staff. It's sad and ridiculous when you have to hear what is going on in your department from other departments.
- By hiring a Manager and/or supervisor with good leadership skills.
- Increasing general communication by dissemination of information and resolving conflict and holding others accountable
- The computer system they have purchased is not adequate for our job. Although they have tried tirelessly to tweak it to work for us, it is inadequate, makes simple tasks more complicated, longer (more steps) and things that seem simple to apply we are told can't be done because the program cannot accommodate it. When working on the budget, how about spending a little extra on something practically everyone uses in their day to day jobs and consider spending less on the "dog and pony" stuff that may only effect a few select employees??  
Management will listen to you, I can express my concerns to my supervisor, but that's as far as it goes. There is NEVER any follow up on problem matters. It's as though you go in an vent and that's it. For example, if you bring up a concern about another employees work patterns interfering w/ others (inconsistent to the overall goal) they acknowledge there is a problem but do NOTHING to fix it or even work with it. Repeated problems are never resolved. The same problems have existed for years and there is no follow up or resolution to them. Many employees have tried to resolve things, make matters better (even try new ways) and there is no follow up or support to do so. ""Systems"" are broke, they have been for years, and that's how it is. Yet they want to introduce a bunch of new computer related programs (for the public) that are inefficient in design and won't have little to any bearing on the staff's jobs over-all. Maybe just to look good to council, but no bearing on helping the employee work environment.  
I have no idea is my personal work (which I take pride in) is valued or if I'm genuinely I am doing a good job. The boss throws out blanket statements like ""everyone is doing a great job"" but most know that is not a fact. There are people doing mediocre at best. I suppose when you have management that has never done the specific jobs they would

not know how to evaluate the position. I have never received any constructive, negative, or positive feedback on my product of work (other than the blanket statement mentioned above given to all at the same time). In years the only training offered to our area was that required to utilize the new computer system (Accela) and a (recently) a legal class. That's it.

I don't believe exceptional job performances are noted in our department. Line level employees know who is doing a great job - those folks have wonderful reputations. But it is not genuinely noted or respected by management. I suppose some of that is due to management not truly understanding their jobs to begin with. It seems like as long as they are getting numbers it's all good - quantity over quality seems to be the motto these days. No customer service, quality work, or efficiency is noted anymore. In short, our department has totally lost focus!

No, poor job performance is NOT dealt with appropriately! Sometimes employees get "promoted" or unwarranted positions because management doesn't have the backbone to handle such situations appropriately. Many managers don't want to deal w/ conflict - even though it's part of their job... Many issues of employees are brought to supervisor's attention and they go unattended. Again, you "vent" and that's the end of it. No progress, no change and often the problems start ugly patterns. There is a system in place to deal with such matters but how many supervisors know how to access OR use this system - before the matter gets out of hand. Then it's too late - the city is behind the eight ball because they waited too long to deal w/ a matter in the beginning.

No, my immediate supervisor does not have the tools to appropriately and effectively deal with conflict. Some people just don't have it. And some just shouldn't be supervisors. But our city fails to recognize this. And if they do, they do a disservice to their hard working employees and fail to correct it.

A common pattern noted is the lack of communication by our management. Nothing is ever done to improvement the employees work environment when issues arise. They are heard, but that's as far as it goes. Many won't even bring them up anymore because it is useless. Same broken system for years. It no wonder morale is low and, I we possess people who have no passion for their job/work - it's merely a paycheck to reach retirement for many. So Sad. That is NOT what the City of Tempe use to be about. Our management has been declining for years and NO one has been able to fix it. At one time, Tempe was a role model for other cities; not anymore. Of course there are still a few people who take pride in what they do and want the best for Tempe and its citizens but it's a constant battle fighting w/ management to do the right thing.... not because of a political agenda or because it generates numbers but because it's the right thing to do and provide quality work! As for customer service, that is a thing of the past - It isn't even talked about or taught to new (often young) employees anymore. And that is a sad quality to lose considering most of them pay our salaries.... and it's the right thing to do! The only reason I am "neutral" about my overall working environment is because I try to make my eight hours at work the best I can w/ what I have. And I have a position where I

work w/ a lot of autonomy and work hard to forget about the numerous flaws that have grown in this place over the years. Otherwise, that score would be lower.

- Some of the negativity takes on a life of its own. I'm not sure how that is dealt with if that's what gives people their power and leverage. For example, in my workplace the biggest champions for the staff during our past two years of turmoil have been the most selfish in the preceding years and an attitude of "if you aren't in 100% agreement, you are suspect" was taking hold last year. My discomfort and stress at work was directly related to these staff member's behavior, not my supervisor's. Current disagreements with management seem to be about what? These staff members have always gotten what they wanted and too bad for everyone else. I feel that this is the most likely outcome in their current role as crusaders for non-supervisory staff.

- I think that supervisors and managers would benefit from on-going managerial training. I also believe we would all benefit from an annual 360 degree review process which takes into account feedback from our peers, supervisor, direct reports, etc. This would enable our group to provide feedback without retaliation.

In my work group the amount of work is not equally distributed equally among the team. My supervisor has told me that I have 1.5 times the work of my counterparts. Then explains that due to the way the positions are funded, said colleagues are not able to take on any additional work. Last spring, when the supervisor was given the resources to create an additional position to balance the workload, rather than doing that, our supervisor elected to create a new position to oversee social media. Rather than hire an expert in this area, they elected to move someone with minimal experience and knowledge into this position.

As for dealing with conflict, this is definitely not a strength of my supervisor. My supervisor has shown a very unprofessional, nasty/mean and emotional side in group meetings when someone has disagreed (respectfully) with said supervisor's opinion or questioned a decision. Additionally, I believe that my manager encourages and/or creates conflict rather than leading the team thru our differences.

- In the library, there seems to be a series of poor hiring choices made in selecting supervisors, and directors that have created a toxic environment in the library that has been inadequately addressed. I believe higher management has given too much blind trust in my supervisor Lee Ann Mueller, who has consistently mishandled personnel issues and destroyed morale, trust, and effective communication within our work group. Higher levels of management need to consistently and personally meet with those being supervised on how they feel their supervisor is interacting with them. Lee Ann Mueller has frequently misrepresented my work performance with upper management, who has blindly trusted her feedback without speaking directly to me regarding the issue. There is also no component in place to address a supervisor who treats employees poorly and is failing to uphold the city of Tempe's values.
- This survey is a start

- Supervision is a critical component for the city however, in the past including the past five years, there seems to be inconsistency in supervisor training or ongoing training. In the past, AGTS Supervisor Training was fairly common but today we use city training which seems to only address the past bad issues and not all issues, which AGTS training tended to do. Or sometimes we trust the new supervisor with no training and only train when they veer off course -- supervision should be consistent. As far as my area, there seems to be a disconnect between managers and subordinates sometimes due to too many employees reporting to a manager rather than dedicated supervisors or leads... while on paper it seems we are reducing the chain of command but really we are only reducing the hours or supervisor-employee connection time... when you cannot effectively interact with an employee, the employee is left to their own capabilities.
- Evaluate a person by the work that is performed by that person.  
Not how well they are like by the supervision in the department. Hire superiors that want to hire the right person for the job and not their buddy's.  
If it means hire from outside then make that change.  
Hire superiors that care about their employees.  
Hire superiors that want to make Tempe a better place to work and hear what employees have to say.  
The good old boy system is still alive and well in Tempe.
- Up and down communication; not just downward communication.
- Hold all supervisors to the same standard as ALL employees. Those employees who are below that level are treated not as equal employees, more like "the help".
- Everyone should be treated equal.
- Better people. More monitoring. Change people/practices as necessary.
- Making sure that all of the employees are doing their assigned area. Having a positive attitude towards there works so they can feel like they succeed.
- Supervisors and/or Managers need training. Employees need to feel safe.

#### 48. How could the City improve compensation and benefits for employees?

- Offer different health care insurance - The previous companies used provided far better service than CIGNA.
- The City's health plan administrator, Allegiance, is unethical and uses manipulative and arguably illegal tactics to deny employee claims. The City should hire a plan administrator that does not operate using a "deny-at-all-cost" strategy. Allegiance is shameless, and represents everything that is wrong with health care in America. Tempe should do better for its employees.
- Long tenured employees in some positions face salary top-out, thus making it very challenging to balance cost of living increases elsewhere without any further wage adjustments.
- I appreciate the compensation and benefits I receive.
- In my opinion, I think Admin staff are extremely underappreciated and under paid for the amount of work we do.
- Implement regular step increases without going through the motions of bargaining. Management's mind is made up, there's no changing it. Why waste time with bargaining when what employees want has already been deemed as unsustainable?
- Paid maternity leave. In order to take time off after having a baby you need to take unpaid days or use up all of your sick and vacation time. If your child should become ill after returning to work, you do not have any sick/vacation days left to cover the day off, which means unpaid days on top of medical expenses.  
Also, it would be nice for the city to have a designated (clean) place to pump breast milk. It is frustrating to have to pump in my car in a parking lot because there is not an adequate place to do it at work. Our insurance reimburses us for breastfeeding/pumping supplies, so it seems weird that the city does not have adequate places for mothers to pump.
- When doing market studies my position is lumped in with others that do fewer jobs than I do. I realize that my position is rare so maybe look at the job we do as a job description instead of lumping us in where we can fit in.
- Very good benefits.
- In regards to the wellness plan they should include a wider range of what physician's you can visit regarding preventative care. Including things such as visiting an internist, dermatologist for cancer screenings, podiatrist, eye exams etc. Many diseases can be caught by going to other types of physicians not just the well exams. A lot of positions are just lumped together and employees often do very different tasks that are not in job descriptions. I feel like the city really tries to not create very many job titles instead employees are combined in places they shouldn't be. Vacation accrual and sick time should be increased and sabbatical time should be at ten years.

- You should be paid based off of merit rather than number of years you have worked. Also years prior to becoming full time should have some type of value...
- The City should put non-fire and police employees on comparable step increases so that we can reach the top levels of our pay in the same amount of time as the police and firefighters. The so called step increases could be completely eroded if inflation increases. When the 15% increase that is to occur over 5 years is completed, I expect I will be lucky to actually move 5% up in pay after inflation and benefit premium increases are figured in.  
Firefighters and police officers are just as replaceable as the rest of us. We should be able to reach top pay in the same length of time it takes for them to reach it. This is unethical and wrong.
- I had my pay frozen for the first 6 years of my employment which I honestly should have left the department over but I didn't. The PD needs to be compensated better.  
Employees everywhere complain about their health care so nothing is new there, however having a third party run our healthcare for Cigna just seems to add more red tape and I'm sure additional fees to go through them. I also seem to see "everything" that gets sent for billing categorized as "ineligible" which means the health care is inadequate. Lastly, I would like to have a higher match into the 401K but that seems to be up to our negotiations with the TOA.
- There needs to be some way for compensation raises for merit and hard work.
- Consideration should be given to new employees who are long term government employees. Having worked in government for almost twenty years and receiving two weeks' vacation is ridiculous. Yes I agreed to come to Tempe and receive only the minimal amount of vacation but this is an area where I would feel better about working here and you asked. You have seasoned professional staff who are not Deputies or Directors who contribute significantly but receive the same consideration as an employee new to the workforce in terms of vacation time. Time off is an important component of our compensation package. You might say, your Union should negotiate. The board members on TSA are all long term employees who have little regard for new employees and their needs. I feel they just are looking out for themselves and not the greater supervisory group as evident of our recent negotiations and their lack of membership. I do hope the Benefits Team reevaluates Express Scripts. I have on going issues with this company and I can never seem to get the same answer twice. The same goes for Allegiance. Depending on who is processing my claim will determine the amount paid-for the same services with the same doctor. There seems to be no consistency in billing. I am happy with my Cigna providers (Doctors and pas). I am able to get timely appointments and lab results.
- I have been in my position for over 10 years. There are four other employees that came in after me and they all make more money than me. So staying in your position being devoted to your job doesn't pay in the City Of Tempe.

- Performance evaluations; there is nothing more deflating to a high achieving employee when they get the same pay increase as their fellow employee who is just scraping by or not. Even if it is a portion of the pay increase, there should be some type of "objective and measureable" evaluation tool that could be utilized every year - a percentage increase solely dispersed based upon an employee's clearly defined and measureable expectations.
- More full-time staff. The work load that I would be able to take on as a full-time staff would greatly benefit the department, and also cause less frustration when dealing with community members/city staff on time pressing topics. Sometimes working part-time the schedule will come out to having 5-6 days out of the office, unable to respond to emails or return phone calls to community members and staff members that I am working with.
- Have a variety of Medical companies to choose from. We have had Cigna forever.
- Obviously, everyone took a "hit" when the economy took a downturn. However, I feel that we have not rebounded as quickly as other municipalities. The costs for our medical plans have continued to increase, our benefits have continued to decrease (higher co pays/deductibles) and our wage increases have been minimal.
- Share the good fortune of a thriving City revenue growth in the same manor that cuts are made in a recession. One time bonuses should be more reflective of the work employees are doing to elevate our community above others economically.
- I think the city has a great pay and benefit package, especially compared to so much of the rest of our regions workforce, private sector in particular. I am appreciative of the stability, pay , benefits that the city seems committed to providing for staff.
- I know the City's health plan is "self-insured" but there are times when situations arise that need to be looked at individually, not by some random board, but by someone in HR. The amount of money the City has spent on claims for our household was astronomical this year because they refused to consider an alternative to what the plan allows. Had they considered the alternative, it would have been much cheaper at the end of the year, and the services required would have been provided to the member instead of an alternative that just kept requiring things that didn't work.
- Increase the City matching portion of deferred comp from \$30 to say \$60 or \$100; increase the Mediflex dollars from \$650 to \$1,000 or more since out of pockets costs have increased from \$500 to over \$6,000 per family.
- Some differential in job scope and responsibility should be recognized within job classifications, along with seniority, when considering compensation.
- Accurate market studies, based on job duties and responsibilities, not lumped in with a baseline job title. I also think a better understanding of the city's budget would be helpful. Not everyone understands why we can't give everyone 10% raises every year.
- I think it is fair right now.

- Move folks to mid salary range if they have been here 1/2 a career - say 10-12 years - if they have been performing well.  
Is there a merit raise program? If not, why not?
- Pay has not kept up with the times. Staff (outside of Fire and Police) receives short shrift with pay. We lost our COLA's, regular salary adjustments and receive the bare minimum when it comes to salary increases. This diminishes morale and has some staff looking elsewhere for employment. Healthcare benefits seem to shrink annually. The deductibles have become outrageous. We have to spend an inordinate amount of time jumping through hoops to assure we maintain \$25 per pay period by participating in the wellness program. This adds additional unhealthy stress when I have so much real work to do. I appreciate all of the leave time provided by the City, however I find myself unable to use it like I wish because of the heavy workload. I am not alone in this in my department. The amount of work upon return makes me hesitate to take time off.
- Look at increasing deferred compensation match.
- I am a new employee, but understand that other employees have gone several years without a raise. It is critical to incorporate raises, at least every few years, to maintain good attitudes on the job, as well as to retain good workers.
- More retirement and investment advising opportunities would be nice. If they exist, I'm not aware of them.
- I understand there is a balancing act between providing quality benefits to employees and managing costs of said benefits, but our current healthcare benefits are subpar. The Allegiance Management Group is slow to respond to requests, and generally seems understaffed. During multiple recent healthcare issues my family was stuck waiting weeks for 'approval' on necessary treatments, requested by doctors.
- Several years ago employees were asked to work more with less, furloughs were put in place and raises frozen all in an effort to avoid layoffs. Each employee did their part to get through financially difficult years. In doing so, our families struggled along with the sacrifices we made. Now that the economy has/is coming back, annual pay raises are slowly returning. Employees will not regain what was lost, understandably; however, the raises seem paltry and are so low that it is almost a slap in the face to all who gave up so much. The City should give serious consideration to increasing the annual raises and restoring to at least what they were prior to the economic downturn. Annual 5% is the minimum acceptable amount. This year raises are in the 3% range, this would be acceptable if alongside that the City would restore and give annual cost of living adjustments; this year the COLA may be 3%. Employee morale has suffered in the last few years and a sure way of improving is to give value to the work we do each day by giving reasonable annual raises. Another area of contention is the City wide benefits, equitable for all is what we hear, yet Fire/PD often receive much more in benefit than the rest of the City personnel. How about compensation in another way, lower monthly insurance costs, or increased insurance benefits by way of lower annual deductibles.



What of increasing vacation accruals, or sick leave accruals, any one of these would make employees happier.

- I have not had a raise or increase in pay in 8 years. I am a topped out employee. I understand no cost of living raises during the recession. After the recession when the city is doing so well financially, not so much.
- We endured 5% decreases in pay for 3 years in a row. We have yet to come even close to recovering that. We are now locked into 3% raises that barely cover the cost of living.
- The City of Tempe used to pride itself on standing out as an exemplary city in how it treated its employees. That mindset no longer exists and employees are treated as expendable tools. This shows in how our healthcare is increasing in price but going down in quality. The city is increasing the burden of healthcare costs that the employee has to take on and next year it will be even worse than what it is now.
- There are very few options offered through our insurance that cover natural areas of medicine. When an employee prefers to use alternative types of medicine, most of the cost is out of pocket.

I am paid significantly less than other city employees doing my same job in neighboring cities. Many of the jobs I'm asked to perform are normally taken on in neighboring cities by employees of a higher rank and pay. It's frustrating, especially when higher ranked employees in my area aren't performing duties they should be taking on.

- Use a step system for pay increases so that length of service is recognized as a part of the compensation package.
- Increase our benefits, like sabbatical leave every 10 years instead of 15, cover more of the cost of benefits, many of us went without a salary increase for several years and even two years of furloughs - when you get a small increase but your cost of the benefits go up, you don't get much of an increase.
- Haven't had a raise or any increase in pay in over 8 years. Work required or me increases monthly with no compensation increase.
- Healthcare is expensive, but I do appreciate how much the city contributes on my behalf.
- We still aren't being paid what we are worth. Anytime we get some token of a pay increase, the benefits go up in cost; we can't even catch up with the cost of living after the furlough years. Get rid of that ridiculous wellness program. I am just waiting for the day the start asking for my grocery receipts! I am a 6' 2" tall woman I will NEVER, and have NEVER, had the size waist they expect me to have to "meet their requirements"! What a joke! Talk about setting someone up to fail!
- Offer short-term disability and provide maternity leave.
- New employees should not be making a dollar difference as employees that have been there almost ten years. These employees should appropriately be bumped up to reflect all the years we missed in raises due to furloughs.

If certain employees never use the health care system why should they have to pay?

Acknowledge certain jobs do a lot more than what they are given credit for and pay them an equal amount to what their work is.

Giving supervisors a 24% pay increase while only give his subordinates a 1.24% could also help the morale specially due to the fact some already make more than double what the regular employees make.

Non fire and non-police employees should also have a top out plan in place so after 7 years we can also enjoy the benefits of a decent check, since there are quite a handful of us that even after ten years have never gotten a pay raise (only cost of living adjustments which is not much).

- It is unbelievable to me that the City of Tempe offers ZERO towards infertility or adoption. ZERO. There is assistance available to people who chose not to continue a pregnancy, or place for adoption, but NOT to someone who can't have children without medical assistance, or wants to adopt those children. Heartbreaking that Tempe would be so close minded.
- Treat ALL employee groups fairly rather than catering to a couple groups at the ultimate expansive of all others. Provide cost of living increases. Deliver on promises of compensation and retirement benefits made by hiring managers to those employees that started working for Tempe between 2006-2008 rather than brushing this problem aside. My concern would be that there will be an exodus from Tempe by employees hired from 2006-2008 when they hit their ten year anniversary and become fully vested. Is City Management truly ignorant to this problem or do they simply not care other than for their own agenda?
- Remove the penalty of the wellness program and the need to give our personal health information to third party vendors and all of their affiliates.

I realize that some of the health care costs are driven by changes in Federal laws, and that we have significantly better plans than most people, so please keep doing what is necessary to keep our existing benefits while containing costs. I have been blessed to use the same family doctor and dentist for 13 years, and was sad when my optometrist was no longer in the plan when we changed eye plans. I have gone to the doctor less due to increased costs, which may not be healthy, but when a mammogram leads to biopsies and follow up tests, I've found I've paid a LOT more out of pocket than in the past. A lot of things aren't covered, and the breakup of all specializations results in bills coming piecemeal for months after a procedure. Overall, Tempe offers some of the best benefits in the state of Arizona.

- There should be opportunities to advance so that a higher salary could be a possibility.
- Employees should be afforded the opportunity to progress in the position wage range based on annual performance evaluations. Little opportunity is provided for salary progression within a position pay range.
- Competition for Rx vendors. We don't have a choice right now.

- The City needs to find a way to incorporate raises or movement thru the pay range as it once did. I believe they also conducted studies to ensure that Tempe employees were in the top 25 percentile in regard to competitive salaries.  
Staying stagnant in a pay rate is very frustrating - and getting a descent raise once in a while for being a top performer is very rewarding and speaks to the degree to which you value your employees. I understand that we have gone thru some tough economic times, but when will we see any signs of the recovery. Tempe is a very progressive city and raises and salaries should reflect this reality.
- Take a look at benefits & pay for amount/quality of work performed. Night shifts should be paid a much more significant differential. Wellness leave should be more readily available for at-risk employees.
- As previously stated mid management and line staff need raises.
- Reestablish an effective pay schedule that would eliminate situations where employees have been with the city for over 15 years but have not obtained the top pay for their respective position.
- I wish the health care benefits/requirements were structured differently. Single employees do not receive the same percentage of City paid health premiums as families do. I don't remember the specific numbers, but if Tempe is putting in \$80 per pay period for a single person, they should only put in \$80 for a family, not \$220. Make it fair across the board. Also, I wish the requirements for the \$25 health care premium savings were a little more difficult. I can get my 100 points basically just by being alive. Make it challenging. The healthier people are, the more the City will save on doctor's visits, etc.
- Improve retirement education for employees.
- Find a better prescription benefit program, the current one is terrible. Express Scripts is very difficult to communicate with when there are problems, and there are many problems. When I telephone with questions I get a run-around, and I often get contradictory information. This is the most frustrating program I have ever used. I hate Express Scripts.
- Everything regarding the compensation and benefits of city employees suits me perfectly. Just remember to keep the tuition reimbursement program going. (PLEASE?)
- Give us significant COLA increase to help us catch up after five years of little or no raise when benefit and retirement costs continued to rise each year. Do away with the "bonus" and add to our step increases. The bonus is nice but doesn't give us the long term contributions that will increase our pension.
- Compensation and benefits are very good with the City.
- A market study helps, but if you are coming from the private sector, the salary is far from the mark.
- I believe there needs to be better options for health insurance; CIGNA is a horrible, overpriced plan. I am willing to pay a bit more to have a better insurance plan

- Paying less for health care benefits would help; however, overall the benefits and pay are very good.
- Currently we only get 8 hours of sick a month, after an amount of service time, for example 10 years it would be nice to get 10 hours a month. I work 10 hour days and I always go negative if I need to take a sick day. It would be better to be able to get compensated for the full 10 hours.
- Offer flex time.
- If a person is brought to the City from another organization to perform the same duties/responsibilities that they were performing with the previous organization, and there is a clear and concise step pay program, the employee should be matched to the step which would best honor their work experience in that position.
- I always thought that Great West was a better provider for deferred compensation than Nationwide. Benefits continue to decline, but that is not just the City of Tempe. The best we can hope for is that the decline is not as steep as the market in general.
- Since I have been here the City has taken away my retirement health benefits and raised the rates for health insurance while giving me fewer options. My costs are going up while the benefits are not.
- I'm a fairly new employee yet I have 23 years of experience doing my job. I was hired in at the lowest wage possible. To me that says my experience isn't valued.
- It does not seem that employees are paid for their experience and expertise. Instead, pay is based on how long one has been here and how much someone is willing to complain, go to HR, and get an undeserved promotion -- a promotion that did not increase job responsibility, only pay. There are people who do much less work than some of us but get paid more. This is, overall, a problem with government.
- Lower health care cost.
- Compensate those employees that have been working out of their pay class for years.
- I think many employees would prefer to see their jobs individually marketed and because that no longer happens there is a feeling that they are not being fairly compensated. I also think that positions that require higher levels of political involvement need to be compensated for that. The political involvement creates stress and pressure in itself in a way that other jobs do not feel.
- Take a realistic look, and detail your findings in your report. When looking at other areas to determine if the city offers a fair wage for a job title, do they look just at the job title of other areas or are they looking for more detailed information regarding the work actually done. I.e. an Admin Assistant or specialist in one city may have more duties than those of another city. Is the actual work being done taken into account?
- Offer a high deductible medical plan and put some money in an account offsetting the deductible. Have a higher benefitted dental program without the higher cost of orthodontia for children. Increase the match for Deferred Compensation.

Offer some type of disability benefit for new employees -currently not eligible until a year. Remove compassionate leave. Use benefits as a reward and get away from everything being based on seniority for non-union employees - relate benefits more toward job performance, the jobs themselves rather than only seniority. Stop the rich extra add ones, like 10% Deferred Comp for Executives and Public Safety. Stop treating the retirees BETTER than current employees with medical care when other governmental entities are not offering retiree healthcare coverage. Instead increase Group 3 contributions toward healthcare, encouraging employees to invest and save for a reasonable portion of future retirement costs. Stop paying for waiving health benefits and start a higher reward premium incentive for wellness. Consider separate smoker rates.

- Lower the health premium deductibles.
- Retirement Healthcare cost is a concern for me.
- I think the City should standardize packages throughout the different groups. One group is paid 60% for unused sick-time upon retirement while the others are paid 50%. One group receives longevity bonuses while the others don't. There is lip service by management prior to MOU negotiations but fixed positions during negotiations. It would be nice to have pay increases that exceed expected inflation. Let a group from the 6-sided partnership review and improve the benefits package. Eliminate or modify unnecessary benefit limitations, such as the 120 hour vacation usage to qualify for the 40 hour vacation payout. Develop a cafeteria type benefit package that allows employees choose options through different stages of their employment.
- Special situations should be understood, recognized, and considered, especially when a new market study comes around. Unique positions with little or no comparisons to other markets should be evaluated both by the market study and considered on its own merits (complexity, level of supervisory need, autonomy, trust).
- the city took away the wellness checks from employees that do not use the city insurance, does the city not care about the health of those employees or is the city just trying to know how much to raise the health care cost to the employees???
- Employees who do a great job should be rewarded. When good employees see that everyone (including bad employees) receive the same increase in compensation no matter the quality of the job performance, it is very discouraging. There are two employees in my office with the same job title and almost identical pay. One is amazing: efficient, upbeat, professional, covers for other employees, etc. The other is lazy, disrespectful, inconsiderate, and awash with feelings of entitlement. Why does this exist in any office?
- Have the city match to employee contributions to the 401k or 457 are the lowest i've ever seen, and I've worked for 4 cities and 2 universities. It would be better if it was a % and that percentage be reasonable based on industry standards. \$10 /\$20 /\$30 is arbitrary and inadequate. Although it is better than nothing...

- I am a part-time Rowing Instructor and have not received a pay increase since I started coaching for the City in 2007. \$15/hr was a good deal when I started but now that I am certified as a US Rowing Level II coach (the certification class was somewhere around \$300, which I paid out of my own pocket) I have not had any pay increase and I'm making the same amount that new coaches with 2 years of rowing experience get. I think as rowing instructors we're paid the same rate that Yoga and Pilates instructors make, but we're dealing with much higher risk situations given that we run our program on a body of water.

Increasing our pay to \$17-\$20/hr would make coaches much more willing to take on classes and volunteer to sub. Right now \$15/hr covers the cost of gas and that's about it. 9 years with no pay increase is not the way to retain coaches.
- True Merritt based pay system, based on individual skills, ability and contributions. Currently we are paid in the 75th percentile; I would not expect more than a 70% effort from any employee.
- As a part time hourly worker with 20 years of experience and a considerable amount of responsibility for safety, the wages paid are far below what would be considered average for this level of expertise and responsibility. Salary range for this position has not been increased in a decade.
- Increased employer-matching funds to promote 401K investments. More choices for healthcare plans. Continue to conduct market studies regarding position salaries.
- Consider employee discounts at City facilities, like parks and rec, golf courses, TCA, etc.
- Compared to private employer, my salary is quite a bit lower and it is taking me longer to step up through the range with the high range being lower than for similar employment in private sector.
- New employees coming in should be compensated according to their experience and not automatically started at the bottom of the pay range.
- There should be more health care options such as Mayo, Blue Cross & Blue Shield, etc. Eliminate the Cigna Death Plan health insurance.
- Give us the cost of living adjustment that we need to keep up with inflation.
- I am part-time.
- The information for the health care plan does not adequately explain exactly what an employee should expect to pay out of pocket. The information is vague. One of the other issues is that the benefit statement indicates "may be responsible for" amounts which is not standard practice. If a provider is contracted with the insurer then the amounts are contracted and should be specific, not subject to the provider adding amounts that allow the insurer to pass those off to the employee. Compensation wise, in comparison to private industry, my pay is significantly less than my compensation while in industry so it's difficult to compare.
- Offer performance bonuses for employees who meet pre-defined work expectations.

- One of the most demoralizing things that the City did was to remove step pay increases. In eliminating the steps, there is no chance for an individual to grow within their pay grade. If you are not one of the fortunate ones that have topped out in grade, you are stuck in neutral living with increases that are equivalent to 'cost of living' increases. Tempe expected a lot of employees during the economic downturn (furloughs, no pay increases, etc.) - senior management sees no need to reward individuals for all of the sacrifices they made to support the City. Too often I hear the phrase 'be thankful you have a job' - while I thank God each day for my job it would be refreshing to see the City actually try and reward its excellent employees.  
If the City cannot afford to do things as a 'City' - institute a bonus program to reward high performance individuals.
- I think this is one area the City does really, really well in. Thank you!
- I opted out of the City Health plan due to rising expenses and less coverage. I am on my spouses plan now as a result.
- Help employee reach their max salaries, especially those employees who stood by the City while it recovered from its worst recession.
- Major de beneficios medicos pagamos aseguranzas que hoy en dia casi no nos cubren nada y tenemos que salir pagando mas siempre. El pago tampoco para nadie es justo ya que llevamos anos asi recibiendo sentavos por aumento cada ano eso no se me hace justo.
- Start giving Cola raises instead of going 9 years with the same pay range. Unacceptable.
- Be Fair. If more work has been moved off of one employee who is leaving and placed on another employee and requires additional training...compensate them! Especially if the leaving employee was being compensated at a higher amount.
- While it is important to be fiscally sound, the city needs to realize that its employees provide the city with the reputation it has attained. As such, taking away old staples such as cost of living allowances and yearly raises is not conducive to a positive work environment and getting everything that you can from each employee. I have gone over 10 years without a pay raise or cost of living increase even though the economy calls for it.
- A cost of living pay increase every year.  
A gym membership discount program
- Unsure. I'm a volunteer. Free doctor's appt. If anything were to happen.
- Get rid of the Unions. It is a waste of time and money.
- Regular cost of living adjustments and raises that allow us to work our way up in our pay range. These used to happen automatically. Now, the unions need to fight for small increases every year. These help, but are not good enough to cover inflation and adequately compensate employees who have given many years to the city.
- The City is working to improve the compensation and I am satisfied that something is being done.

- Provide more opportunities for advancement and some incentive for superior performance
- The pay raises are eaten up by the rising cost of health insurance, and or increased amount of taken out by asrs. So you really don't see a raise.
- Go back to our 6% increases.
- The city could implement performance evaluations and give pay increases based on performance. I see employees who are not very good at their job receiving the same pay increase year after year as their co-workers who do the same job significantly better. This is the worst environment for moral and eventually the high performing employee will not be as productive.
- The city needs to ensure that workload is commensurate with classification across all departments. I am a supervisor doing the work of a manager, with little hope of ever being reclassified. It is disheartening to watch managers receive higher pay when they have significantly fewer employees/programs for which they are responsible. Again, we spend a lot of time conducting a market study comparing ourselves to other cities, however we do not compare ourselves to each other. This creates little desire for employees to invest themselves in their jobs - more work for the same pay??
- Get rid of the ridiculous idea that some highly skilled workers will come in at the bottom of the range, which is very low.  
Contribute more to deferred comp. Program for those that are saving.  
Encourage comp. Time for those who consistently work overtime just to get their jobs done instead of showing a total lack of appreciation!
- Temp employee, no benefit.
- A three percent increase yearly and less than that for the last seven years does not keep up with the cost of living nor health care costs. I think that the work City employees do and at the rate we are increasing the City can afford more!
- Provide free CLOSE parking.
- The health care plan has increased in cost significantly; we need to control the out of pocket surprises we are getting every time we need to use a medical facility. One employee got surprise bills totaling more than \$2,000 from various providers, and was told Cigna required an "accident report"...I am not sure how an accident report would affect billing, if we are seeking medical treatment under our insurance plan, we should NOT have to fill out additional paperwork just to avoid unknown expenses. I've stopped going in for certain exams because the costs of the procedures have gone up. My son is supposed to see a cardiologist annually for a routine monitoring procedure, however, the cost went from \$25 co-pay to more than \$500. I asked the Dr. To prescribe revisits every 4 years rather than annual to reduce my out of pocket costs. THIS IS INSANITY. Every medical expense goes up, less is covered, and more is out of pocket. I don't want medical bill surprises in the mailbox. The Allegiance "this is not a bill" statements are also stressful, according to their calculations, my chiropractor could be sending me bills for



hundreds of dollars that aren't covered. Their summary of benefits reads more like a "stay tuned you may have more bills to pay" statement.

- Complete market studies that are transparent and use actual comparisons in all cases where comparisons are available from the comparison cities. The "family" model should only be used when there isn't a reasonable comparison to be made with comparison cities. There should be a reasonable amount of time for staff to review market studies and to provide reasonable challenges when appropriate. The departments should participate in the market studies rather than just HR doing them in a vacuum, HR does the best they can but they don't always know who our counterparts are at the other cities. When a comparison City is dropped from a comparison for a position it should be documented why, the positions that were close but were too different to include should be listed and why they weren't used.
- I am only part time so I do not get any of these items or benefits.
- I have worked here for nearly 9 years and I am not even to the midpoint of the pay range. The fact that for several years we were given a reduction in pay and no raises has impacted my ability to continue to work here. If significant raises are not obtainable, then the city should contribute more to other benefits like retirement (401K) or health care accounts and/or give more vacation time.
- Allow employee groups that are not PSRS to truly negotiate instead of dictating what they will receive. Consider that the 75th percentile does not fairly compensate Tempe employees who give 100% and save this city money and more. I know Ken does not value institutional knowledge and does not want to compensate for longevity or productivity, but I have seen us spend hours (and excessive funds) fixing issues that would never have occurred if long-term employees were valued and encouraged to stay.
- For questions 45 and 47, in comparison to other employees in the same classification as I am, I do not feel that I am compensated adequately/reasonably/fairly. If I would have received 5% step increase per year over the past several years, I think I would feel a little better about compensation, but obviously that is not the case. Not only is the compensation inadequate/unreasonable, but the resources provided some employees to do their jobs compared to the resources made available to me and my work group are vastly different.

One way to improve compensation is to make everything equal for all work groups in the city. If PD was able to get a ""catch up"" clause last year so that all officers would be moved to the salary they would have been making without the furloughs and pay freezes and such, all groups should have been given the same thing. Why do some get caught up and not all? Is one person or one group more important than another?

Why have bargaining units if the city isn't going to bargain? It is a big waste of time and resources to have compensation and benefit negotiations if you really can't negotiate with the city.

- Access to use vacation time at the beginning of the fiscal year, and as the year progresses we earn it. In other words, the whole amount is allotted to us at the beginning of the fiscal year. If someone leaves, before they earn it is deducted from the last paycheck.
- They could pay the employee fairly for their job title and professional licenses they hold like other City's do instead of doing all they can to make sure your job title/supervisor status (or lack thereof) keeps you from being fairly compensated. I have the same title/responsibility as other city's employees, yet Tempe makes sure I don't match those on the JIMS (Job Information Market Study) by making my position non-supervisory so it doesn't compare to the other city's employees with the same title, because they are supervisory and my position with Tempe isn't. This was done solely to keep my pay scale lower.
- Encourage work units to offer flextime. Consider a city-wide 9/80 or 4/10 work schedule. Provide more assistance in charitable giving options, similar to how the United Way was previously administered.
- Allow a bidding process for deferred compensation. Have more than choice.
- Dump Nationwide. Great West was a much better company for our deferred comp benefit.
- I think the City could do a better job of putting more into the 401K or do a matching up to a certain point. I understand the finances/burden of the city would be hard.
- The only thing that bothers me is to see another employee in the same classification having to do considerably less work and still get paid what I do. I am fine until I see the work that they do as compared to others within the department.
- I was only advised recently I can manage my post-retirement investments for health care.
- Keep promises.
- I am part time, non-benefitted. The pay is much lower than similar positions at other cities.
- COT does a great job in benefits and fair pay.
- Our raises we receive are eaten up by the higher cost of health care
- As a police officer we work 4 10 hour shifts yet we only receive 8 hours of sick pay per month. I know this might be a negotiation issue between the TOA and City Management but it would be nice if the City would recognize the disparity in the work hours and simply provide us 10 hours of sick time per month to match our hours so it would be an even match for those times when we call in sick. This is a small issue and just a suggestion as I believe we receive great benefits here at the City.
- Have a high level medical plan that does not have deductibles. Co-pays are fine.
- Some pay and benefits have not changed in decades. For example uniform reimbursement, clothing allowance and stand by pay.
- Allow employees to attend out of state work or content specific conferences paid for by the City of Tempe a maximum of one time per year.

- Set goals by department that can be measured with cost savings or revenue increases for the city which if met results in bonus distributions to all city employees.
- Attracting and RETAINING quality line level employees with exceptional pay and benefits packages is directly related to the correct personal attitude, personal desire and long term physical and mental abilities to protect the community and complete a now 25 year career in the Public Safety and Justice field. Honestly would you complete these tasks / risk all such as your life, relationships, physical health or mental health for line level pay? As the first of the City Councils priorities there should be a clear understanding of the need for support in recognizing the dangers involved in Public Safety and the need to attract and retain the best to serve in Tempe. This can be improved by clear support from Council, not ignoring or insulting the P.S. professions and recognizing for example that no increase in pay in ~9 years is intolerable and insulting, not to mention forced furloughs with no repayment when times have vastly improved and no recurring cost of living increase. As one of the foremost professional Public Safety organizations in the country, state and county, Tempe P.S. line level employees who complete tasks and protect others should know they are valued and not be treated as just a number or as an "equal to any other employee" as has been stated by members of City Management. Leadership begins by recognizing the most needed areas and supporting them even if in a disproportionate allocation of respect, funding, benefits and attention.
- Benefits are great. Compensation is fair.
- Pay attention to part timers. They deserve better compensation and raises after many years of service.
- I think the pay and benefits are terrific. The only option that would benefit me and perhaps the City is the ability to 'cash in' some sick/vacation time and put it directly into deferred comp. For instance, an employee who has at least 10 years of service will get their sick time cashed out at 50%. I would like to cash out some amount (ensuring a base amount of several hundred hours is maintained) at 50% each year and take advantage of the investment opportunity of that money over time. At the end of the day, the City might save money since they are paying out at the employee's current rate rather than their rate when they retire). This would also be nice for vacation time.
- Benefits are appropriate, and many jobs have a salary range based on sound research. However, there are far too many employees that receive increases outside the annual process that puts them ahead of peers without an adequate process or oversight. This includes both a range adjustment as well as an immediate range. I think many times leaders assume others won't notice, however that is rarely the case.
- The work I do and the Degree that I have acquired through the City are no longer in alignment with the compensation I receive.
- If the city is going to move away from the 5% step increases then they should keep employees in line with their market, so when their market adjust more than a step increase they should move on the range to stay on track to reach their max salary in a

reasonable amount of time. Market adjustments are good, but when the organization doesn't move the employee to stay on track, they are pointless.

- Ms. Olsen is really good at explaining the benefits in a way I can understand!
- The benefit package is very generous.
- Too little pay.
- Medical coverage is sometime vague and confusing. Some coverage rates are poor, such as dermatology.
- Lump all leave time into a Personal leave account
- When the pay range is increased each year the same as my raise, I am getting nowhere fast in my pay range. That is not proving fair pay to employees. Especially when the cost of living is going up so much more than our wages.... Reinstigate full retirement benefits that were promised to me when I started working here.
- Compensation and benefits for employees outstanding at this time.
- Incentivize performance with bonuses and/or additional leave time.  
Provide access to city services like Parks and Rec. Facilities at a reduced cost. This will benefit the City as well as the employees by improving the welfare of the employees and their families; I think it should be considered as part of the Wellness Program.
- There is an issue I would like to see changed (you can start with me :) ). It's dealing with sick time. When you are with the city for 10 years, upon your departure you will receive pay for HALF of the hours you have in your sick time bank. With using minimal sick time hours, it takes about 10 years to accumulate 1000 hours. Over this 10 year period you have an employee who is at work daily, reliable, and has used very few sick days. Now comes the employee for 10 years who calls in frequently, abuses their sick time, is unreliable, and at the end of the pay period they get paid a full 80 hour week! Over the 10 years they get paid all those 1000 hours! The employee that is at work and does not abuse their sick time, upon departure will only get 1/2 or 500 hundred of that 1000 hours! Hardly seems fair. This policy encourages employees to call in sick and get that FULL PAY!
- Leadership - every project, process, pilot program and outreach effort requires coordination, follow up and follow thru. Please be mindful of that when you are adding new programs and initiatives constantly before you have even completed or evaluated existing ones. There should be some boundaries and limits set. An implementation strategy that allows a flow rather than a flood. We need to evaluate program and process successes and failures and to ensure return on investment before a slew of new ideas and initiatives are undertaken. All employees, including salaried employees, need time off and time away. More often than not we are here longer and longer and even when away from office on phones and devices checking and responding to emails and phone calls. This is impacting employee health negatively and contributing to a widespread sentiment of burn out.

- Pay employees fairly. We are losing exceptional employees to other cities. The 75th percentile seems low for a city that strives to be among the best in Arizona.
- I am certainly not paid adequately for the work I do. Not that I would be paid more even if all the appropriate people understood the work I do because the City does not pay for performance and because of the rigid pay scale system the City uses. I have tracked my actual time worked for months and will continue to do so. Despite working at least 50 hours per week for years it does not appear that the City truly appreciates the amount of effort required for my position nor the will to provide the necessary resources. Overall the benefit package is exceptional - compared to the private sector, and I am very grateful.
- I was originally hired on with the terms that I would have free healthcare in retirement and guaranteed raises for 7 years. After being hired the free healthcare in retirement was taken away rather quickly and soon thereafter raises were frozen. We were then given furloughs and when those were finally taken back we were told we got a "raise" however we had simply been given back what was taken away from us. It was then discussed during MOU negotiations that the step plan would now be 11 years instead of 7. Its frustrating to see how the PD is held to such higher standards than other work groups and expected to put out a certain work product but then the other work groups expect the same type of benefits we have.  
I would like to see some type of incentive based pay for PD employees based on physical fitness. We seem to have started a lot of "new" requirements for our new employees and I think a physical fitness aspect would be great. Also adding a yearly "bonus" for passing certain physical fitness requirements would help employees want to get in shape so they can get a yearly bonus. Even if we aren't given time to work out on duty it would be easy to get in a quick workout before or after shift, no matter what your life schedule is like. We do this wellness plan each year and I think a monetary bonus for being in shape, for the PD, would be great.
- Allow the employees to define what "fair" compensations means. The Asst. City Manager allows puts a 3% placeholder in the forecasted budget and ultimately that is what employees are given. I appreciate his conservative approach to ensuring the city is fiscally responsible; however, as employees we are asked to do more with fewer resources and always seem to make it happen. The city should value that and provided us raises that reflect that. Three percent does not cover the standard cost of living. We are well below the COLA. Tempe is a great city because there are many hard working employees that get the job done because our residents deserve that. In turn Mayor, Council and upper City Management should value that and pay us what we are worth.
- By being fair in pay compensation. There is a huge pay difference more than 15K in what I get paid versus what my peers make even though we do exactly the same job and hold same title.

- You can start by resuming yearly salary increases for your employees. The idea of freezing salary increases was to help with the economic downturn of 2008, which was only supposed to last a couple of years. It is 2016 now, and the economy has been steady for a number of years. It is time to start thinking of your employees. They deserve it after all they have gone through. I
- Additional outreach informing employees of benefits needs to be done especially to field staff. Deferred comp matching benefits are very minimal.
- The city will not attract the best talent by dredging at the starting salary of the pay grade as a rule. Compensation should not be solely based on how long someone is in a position. There is a reward for doing just enough work of average quality to get by such that a mediocre employee can top out on salary by entrenching themselves with the city for a couple of decades or more. Salary should have a reward component that attracts and rewards the TOP performers. To mitigate favoritism, there could be something like an independent review board that could review and approve all raises on a case by case basis using performance data. Some positions do not have a higher pay grade to which one could advance. They are effectively stuck, salary-wise, if they want to continue on with the city. More I, II, and II+ classifications could be created.
- The only fear in compensation is there is no current COLA for employees. This means raises are not really raises. They do not move us forward they only keep up with the cost of living.
- A higher matching deferred compensation would be nice.
- Degrees, certifications and professional development should be recognized through compensation, components of pay, etc. The City talks about life-long learning but does not reward the effort. Increase the tuition reimbursement benefit.
- The city needs to hire an independent third party to review the compensation plan. There are many discrepancies between required skills, education and overall performance in the various jobs. For example, a management assistant is paid up to \$90,000 who has no education or skill level. While a professional position requiring a college degree or even a master's degree and a specific skill level tops out at \$70,000. There is something inherently wrong with the pay plan at this City.
- I don't really know what is being done. But common sense dictates that we should try to be aware of what is going on and act in a fair and equitable manner for whatever the problem or situation requires. Honest and fair treatment is always a good plan!!!Patti Merrill
- Market study combines too many classifications into one, more is needed to have a fair market study and therefore you would be compensated fairly.
- When started with The City was told that we would be topped out in our pay range in 5-7 years somehow that still has not happened, with all employees I have talked about that have been here over 10 years.

- Make it easier for employees to rewrite or modify their existing job descriptions to include additional duties that evolve over time. Tie jobs to realistic market comparisons and select a more representative group of market survey cities. Many individuals commute over an hour to work yet comparable cities that far away are not included such as Tucson, Maricopa, and others. Review benefits packages offered by private employers, some are much more generous than the benefits offered by the city. Eliminate the pension spiking prevalent in the public safety sector, it is still a reality regardless of media coverage to the contrary. Eliminate the disparity in pay between public safety personnel and line employees; it leads to elitism and morale problems.
- I've been employed here for more than 15 years and I live less of a lifestyle with no raises, no cost of living increase, and increase in medical and simple inflation. Spend some money on the employees, not fancy painted streets or overly priced art from high end artist. Money can be re-allocated.
- Health Care plans are nickel and diming us to essentially pay some fee for absolutely everything. Every test, every x-ray, etc. It has served to create more paper and administrative costs.
- The current Union/MOU system does not appear to be providing equitable compensation. When you compare "total compensation" of employees in different work groups it appears to be unfair. An example is an employee earning an annual salary of \$70k in Public Works and an employee earning the same in the Fire Department. The "total compensation" is probably close to double for the Fire employee, right?
- Get a better health care plan.
- Improve the health plan.
- Improve the coverage options for eye care and dental.
- Matching deferred comp contributions.
- Cost of living adjustments seem to be behind that of other area cities. If there is a more timely way evaluate the Market survey and apply the results to Tempe employees, I think that would be appreciated.
- Cost of insurance is horrible. Not sure what the answer is for that. Cost of living increase would be helpful...we end up paying extra for our health insurance only to have it taken away for increases of insurance, ASRS etc... I've been here 30 plus years. Not making enough to retire. It frightens me. An incentive by increasing our salary to encourage retirement for staff over 30 plus years would definitely make me want to retire. You would save money in the long run.
- I wish that we had a choice to use mail order prescriptions or not. I hate getting prescriptions through the mail. I'd rather pick them up at Walgreen's. This avoids discrepancies and tardiness when my medicine arrives late. Please change mandatory pharmaceutical mailings.
- It seems like each year, health care costs go up, while what is covered goes down. Any miniscule pay increase we receive ends up going towards increased cost in health



benefits (both payroll deductions and out of pocket expenses) and/or retirement. Added to the issue is that the cost living has increased and our compensation has not matched the increase.

- While my compensation and benefits is satisfactory, I believe the city's compensation rules are 'safe' rather than fair or based on performance. Any type of merit system would be an improvement. Competitive internal/external recruitments combined with an ability for internal candidates to negotiate promotional salaries would promote fairness. There are numerous examples of external candidates being hired with comparable experience to internals at as much as 20% increases. In addition, individuals at the bottom of a salary range can be in their positions for years and have an internal (10% raise) who has never done the job surpass them. Combine this with our practice of intentionally reassigning high-paid staff to supervisors as a way of getting the supervisor a raise (7.5% over highest paid employee) reinforces a culture of circumventing rules for a personal agenda rather than paying for performance.
- Would it be possible to provide greater opportunities to flex time? My job position and responsibilities can often be seasonal. As a result, I may need to work significantly more time during some months over other months. Could there be a flex time off requirement for any overtime worked for exempt employees?
- Better deferred comp match for those who participate. \$10 per pay period is peanuts when I'm saving 10-15% of my pay on my own. Match is no incentive at all
- Obviously, anyone in the WORLD is going to say they are underpaid for the job they perform! However, as far as the City of Tempe goes - again, they can offer better incentives to employees. ....Re: health benefits, the ENTIRE city of Tempe could be considered a "family" and the premiums would be FAR LESS than to charge per family! -- think of a phone plan... You DON'T pay MORE because you have MORE people on the account. ... When you divide up the plan, you are actually paying LESS per person than to have a single person all by themselves! Reduce co-pays... Reduce costs for Rx's... OFFER cash bonuses.... This whole business about \$10/year for each 5/10/20 anniversary year is appreciated, but not enough!!! If the City were to take the FIRST ten dollars and put them into a deferred comp account (or similar interest bearing account)... That person who would have only gotten \$100 for ten years, may get \$500 for dedicating their lives to the City of Tempe, the first ten years!.....this plan should at least be OFFERED.  
Day #1... [ ] check here if you would like \$10/year at 5/10/20  
[ ] check here if you would like the city to pick a stock for you and gamble that you will make more/less than the \$10/year you would have gotten
- The only options I would like, if possible, would be the option to purchase more vacation time and a deferred/401k program that matched more, possibly based upon salary, not dollar amounts. (Understand this will still be low due to the AZARS system).
- Stop creating high level positions ... Appears good old boy network is resurrecting; stop hiring new employees from the outside at the top of the pay range, especially when they



are compensated significantly more than employees in the same position who have been with the city for more than 10 years--promoted employees don't receive the same compensation opportunities... Not fair!!!

- Pay a livable wage. \$10/hour is not.
- In conjunction with the market studies, department management teams should take a critical look at the responsibilities and expectations of their employees; if there are clear workload, expectation and job responsibility delineations between employees within the same team and classification, departments should attempt to make compensation adjustments accordingly, or clear the path to make the workloads and responsibilities fair and equitable amongst the team members.
- Additional matching to 457/401 would encourage more people to save for their retirement. I wish we could reward the employees who are the best performers by bonuses or by other means; our compensation does not encourage employee improvement. The market study evaluation does not help anybody, you can keep increasing the ceiling but if you do not receive any raises or very small ones, you can never achieve the top pay. Also the market study is not comparing the right positions, the supervisors in each area are more knowledgeable who their counter parts are in other cities and they could be great assistance to HR in this process.
- By closely studying the work an employee does compared to other cities. In our case compared to other cities we perform the duties of numerous people. And if you look the equivalent to the pay it is usually the duties that are the lower paid. In all I believe we have a strong well knowledged workgroup compared to other cities and the average person covers more than just their subject matter.
- There should be a merit system and people are compensated for the work that they produce.
- Increase 401-k matching percentage.
- The health care benefits are great and they meet the needs of my family. The City's pay is about 15% lower than the same position in the private sector, and this gap is widening. When you consider retirement, this compensation gap is even greater. As a result, I have to work part-time in the private sector, in addition to my full-time position here at the City, to account for this pay gap and maintain the same standard of living as just working in the private sector.
- More outside objective assessment of actual work duties of individuals so that those with like responsibilities are compensated at least somewhat the same.
- Go back to the 5% per year steps that were in place for years. Make things fair between all the bargaining units.
- I get an adequate amount of leave time, but it is difficult to be granted time off.
- Either return to the 5 % increase program or allow for higher raises to be given, there seems to be a 3% or less cap that has been put on our salary increase program by the

financial director with the agreement of the city manager. They present this to council like it the only option.

- I feel we have not been keeping up with cost of living and inflation within the last 8-9 years but certainly do appreciate and gratified with the step increases.
- Again more people... In one year I have done overtime that would pay another body... And there are several people who do the same every year.. Get more people spend less in overtime budget...
- Other employees who received step increases prior to 2008 make 10k to 20k more than I (19yrs employed with Tempe) . Because of wage compaction I am doing the same job as others at a significant disparity in compensation. They say take it up with the union, but this is why moral is so low. Health care costs are unbelievable, just routine care and blood tests can break the bank. We may have health benefits, but I am reluctant to use them for fear of the out of pocket costs.
- It is sad that mechanic wages have not kept up with inflation, but I don't expect this survey to change that.
- Quit raising healthcare cost every year...Also if you're going to give us a percent increase raise, make sure the bonus exceeds the healthcare increase so it feels like we actually got a pay increase.
- Change to performance based compensation.
- Workloads and scope of work should be considered more for compensation within job classifications, instead of strictly longevity and seniority.
- Our medical insurance leaves a little to be desired. The monthly cost is fair but the associated co-pays/deductibles is out of control. It has steadily gotten worse over the last 17 years I have been here.
- The COT has wonderful benefits. Of that, I'm most appreciative!
- Tempe's salary ranges have been at the 75th percentile of surrounding cities for many years now. Perhaps it is time we were at the 85th or 90th percentile. Why are we striving to be in third place? There are times when you need an advance degree to maneuver the health care plans. The out of pocket costs keep going up. It's like we are being nicked and dined to death. Does anyone care that providers are constantly looking for ways to make employees pay more than they should? Since Tempe is self-insured, if providers knew we had an oversight mechanism in place, perhaps they would abide by our plan document and not be so eager to rip off employees.
- The City needs to address the concerns of compensating tenure employees with experience vs. new hire employees with similar years of experience. It appears that new hires are being offered the job with a higher salary and tenure employees' salaries are not adjusted to match.
- Make it like it was 10 years ago.
- I believe two of the unions are not moving adequately through their ranges. I would appreciate if the City would consider looking at the length of time an employee has been

with the City and compare it to where they are in their range. Personally I have been with the City over 20 years (13 years in my current position) and I am not even to the mid-point of my range. Although I appreciate working for the City, their definitely appears to be inequities in the area of compensation.

- I know that the City is always searching for a better deal regarding health care. I also know that there is some degree of uncertainty in predicting future health care costs. It is a very difficult nut to crack, but I can say that switching providers frequently is very confusing on the end user and his/her dependents. While I'm fairly sure the City has tried different things, is it possible to enter into a longer term agreement with some entity? I would think that the wellness programs the City has developed would account for something as far as vendors are concerned, along with free mammary and prostate exams and other programs. It just seemed that we always have to pay more and get less, along with the confusion of a new administrator on top of that. Perhaps if we could double check what Risk pays out and implement some kind of program that actually cost you less when it is used less, like a sort of pro rate type plan?
- I would suggest that your incremental increases be reinstated, we have employees making \$4.00 more on the hour that a different employee in the same position.
- 1). Provide a raise more than once ever ten years.
- Get rid of the wellness program as it is deceptive and the information provided is totally useless. CHC staff have falsified documentation and used knowingly malfunctioning medical equipment and documented the information and provided them as fact of record. Staff is unprofessional and disrespectful.
- I am satisfied with the compensation and benefits for City employees. I have no problems with either as I have worked in a private sector before; therefore, I know our health plan is rich.
- Proved reasonable pay increases and restore the lost increases. Treat all employee groups equally.
- Pay for performance.
- Military is two and a half days per month---would we like to see more leave---yes. Is pay adequate?---again, since I have nothing to compare too....I don't know if "adequate"
- The city only cares about making sure that fire and PD get properly compensated, council does not seem to care about the rest of the city employees as it gives PD and fire whatever they want when they want it. While the rest of the city employees take all the cuts.

Let me say to council that PD and fire are not the back bone of the city. Without the core departments residents know immediately if their trash is not picked up, they know if the water does not come on, and they know it the traffic lights and roads have issues.

- To at least keep it the same as Fire and PD.
- I have health care through my spouse's job and opt out of COT health care plan.

- I do not receive benefits including deferred comp., vacation or sick time. I have been with the city for over 2 years as a temp part time employee, and I know that I have proven my commitment to this department. At some point in the near future, I would hope that my position is considered for these benefits. It would be a huge help to my family. When I take time off to be with my family, I have to go without pay.
- The City certainly has some real limitations here but I would offer the following suggestions:
  - 1) When we do compensation studies we tend to only use a select group of benchmark entities - east valley cities namely. We should do a more open comparison to include not just cities but other governmental levels including counties and school districts too. Some jobs can easily move between different levels of the public sector but HR seems to think they only move between cities.
  - 2) Provide a more meaningful COLA adjustment each year - we tend to have secured a much more conservative approach here where 2 to 3 percent is the norm. Recognizing the severe economic downturn we endured together, it seems that we would possible try to increase the COLAS now to make up for some of the loss and get a bit over the cost of inflation that we are now typically covering.
  - 3) Be more careful on bringing on new positions that are FUNDAMENTAL to our core needs. If this is more carefully controlled the City would have additional funds to provide in salary adjustments.
- Offer some type of paid maternity/paternity leave or short-term disability in its place. As it currently stands, you have to use almost all of your accrued vacation and sick before being able to take unpaid leave. Since employees usually have children earlier in their career, they don't always have a ton of time saved. Another option would be allowing them to use a mix of their accrued time with unpaid time so they still have some leave time left over once they're back to work to tend to a sick child, etc.
- Not raising our insurance to high. Most of us live on bi-weekly checks.
- Look at the overall job and improve on communication on compensation.
- Our benefits have changed so much, and the out of pocket expense/deductible is a little too much.
- The continuous increases in insurance rates with little explanation and the appearance that there is little "shopping" done to assist in lowering our rates, in addition to having to participate in a health screening each year to get a few dollars off my rate, appears extremely unsupportive of employees.
- Make medical benefits and pay compensation a little more fair across the organization, because today it's not.
- The pay should be increased for the amount of part time employees that are supervised.
- Reduce the amount I pay for healthcare dramatically.
- Improve healthcare benefits.

- Front line employees are always shafted when it comes to raises and bonuses. Certain positions should be evaluated based on the duties performed by the individuals and not all put in the same basket, so to speak.
- Increase them
- We need to revisit the fire department having a separate plan from all of the other city employees; I have noticed many deficiencies in coverage after we switched plans.
- There is too much inequity in the benefits provided to employees. We are all city of Tempe employees and there should be more equity in the benefits provided to all employees not based on which employee group you are assigned to. Eliminate all representative groups; as the only perceived power they have is what is given to them by the City Management and Mayor and Council. This system perpetuates inequality, low morale and an atmosphere of mistrust.
- In accepting this position I took a pay-cut from my former position. I accepted it because I wanted to live in Tempe, however was disappointed. My former position (also a government job) listed a salary range, and ended up hiring me on the high end of that range. Tempe explained the range is meaningless for new hires, as it's only a reflection of time served. This is misleading for recruitment. I work extremely hard and pull more weight than some of my colleagues, and it's not comforting to know that a performance based raised is not applicable. It makes me lack incentive over time.
- Thanks to The Wellness Program, I couldn't be happier with the low amount out of pocket for insurance! But our coverage can be frustrating. Doctor's offices are always confused by our insurance policy (the insurance card doesn't even have my co pays listed on it) and every time I go to a new doctor's office it's a struggle to explain to them how to bill. Furthermore, I've experienced a huge disconnect with our insurance company and the billing department at several doctor's offices. The scenario is usually: I ask the billing office to determine how much a procedure/treatment will cost me when billed through insurance, they come back with a figure, I agree to the treatment, & five months later I get billed three times the amount of what I was expecting. On one occasion my primary care told me my insurance wouldn't cover a simple allergy test because when they called to verify coverage, insurance said I hadn't met my deductible had to pay out of pocket. This had never come up before so I called them to ask what my deductible was in order to gauge how close I was to meeting it----and they reply that I don't even have a deductible. It really can be mind-boggling to figure things out with them. The worst part of our coverage, though, is that we are forced to use Express Scripts. After three fills of a monthly prescription I need, I of course was forced to fill the rest of my RX through Express Scripts. I planned ahead and requested a three-month RX be sent to them so I would have it in time. Their website said they had processed it and notified me I should receive it in a week. That date arrives, and I got another email saying it had been delayed and it would take another week. Then delayed another week. Then delayed another week. It took me a month to get my prescription filled. Thankfully I had thought far

enough in advance that I wasn't without my meds, but had I submitted it in a "normal" time frame I would have been out of luck for several weeks. That, and three months of my pills (which are soft gels and break down easily) must sit in my 110 degree community mailbox for hours after delivery---and who knows how long while in transit----before I can pick them up.

- Change our health care. I pay benefits for my family, but I can't afford to take them to the doctor because of co pays. This go's for dentist visits too.
- Simple- Evaluate each employee and pay them accordingly.
- Create steps in each category.
- Listen the benefits that the city offers are great if you are single and don't have any kids, we haven't had a good raise in forever, unless you are higher up but in all those years that we had budget cuts and no raises guess what everything else went up specially insurance so now we are supposed to be happy that we are getting a raise yeah it would be ungrateful of me to bitch about a raise , but guess what insurance is going up again and everything else too plus they want us to do more with less.
- Stop with everybody gets a raise or not, make it performance based.
- We are lowest group; we should be compensated equally as any other entry level positions.
- Allow employees to opt out of the pension plan.
- Treat all employees fairly not just upper management, fire and police.
- Pay is good, not great, but can be better. Be flexible with work schedules, offer telecommute, 10hr work weeks to all employees and not just a few because of circumstances. Revise the tuition reimbursement program to better reflect what it actually pays. Be realistic and fair with fringe benefits i.e. City cell phones. Offer efficient tools including email on cell phones so we can respond to citizens faster for night and weekend calls. The city operates 24 hrs, someone should be available 24hrs.
- I'd like to see more from city to deposit into deferred comp and higher matching ratios.
- We would all like better benefits, but let's be real. The economy will not allow it at this time.
- Commensurate compensation for duties and responsibilities. Review job classifications to see if employee is working within classification or beyond then compensate according (including back pay).
- Recognize that some jobs in the City are different that others and require a higher level of understanding and commitment. Pay accordingly.
- Use outside health insurance companies or lower deductibles for employees who don't use as many benefits as other employees. Do not make employees do the health screening to receive discount.
- Aside from raises negotiated by the union, I was told raises for work performance do not exist here.

- The sick leave compensation rate is significantly less, so if a person has a significant injury or family sickness it is difficult to make up the time. That would be my only suggestion, to revisit the accrual rate.
- There are providers who no longer accept our insurance indicating they are not paid in a timely manner by the insurance company.
- Health insurance, employees who have opted out should still be invited to participate in the biometric screening, being a healthy employee has numerous other benefits to the city besides low claim history.
- Employees with more years seniority should get better compensation.
- Each year we pay more for benefits and insurance keep going up
- Stop the one time bonuses along with a sum percentage of a raise and just have raises.
- I haven't had a raise or cost of living change in 8 years until this 1.4 percent raise this month.
- I think worthy Temps should get at least a yearly bonus as well. Few of them work harder than all of the full time employees I work with.  
Other than that I think I get paid very well for a custodian.
- As demonstrated by Andrew Ching, on the exceptionally good years, give a stipend to the employees. This says more than, "Thank you." This says, "You are a valuable member of our City. Your great efforts have not gone unnoticed. Here is a token of appreciation that will make a little difference in your life." That speaks VOLUMES!
- None great place to work with good pay
- The deductible and health care costs seem somewhat high for an employee only plan. I spent over \$1000 out of pocket this year. I think there has to be a better way around out of pockets costs.
- I feel the position I am in deserves overall better compensation.
- Start giving yearly pay raises
- Ensure that all employees' compensation and benefits are equal across the entire city organization regardless of job title.
- Cost of living has far outpaced compensation. While I am aware of the 2008 downturn (recession), I am also aware that the city and economy has rebounded.
- The city has been very generous in pay and benefits.
- Make it less of a hassle to sign up every year
- There is too big a pay differential between supervisors (who take all the credit) and the next line of employees (who do all the work). A good supervisor should want to see all their employees do better and find ways to help them- which only makes them look better but a good chunk of Tempe's supervisors feel threatened by good workers so they keep them down.

Our supervisor treats the pios better than the rest of her staff. She allows them to come and go as they please, send one tweet from home and call it a mornings worth of work, work at home while also taking care of their children (which goes against Rules and Regs-

she does this all the time herself). I think it's good to be flexible but she needs to be consistent with how treats ALL her staff and should follow the same rules she expects from us.

City manager clearly favors transit staff and that is a big negative to the other employees to see him pay such obvious favoritism to certain staff members. Really lowers his credibility.

- We receive 8 hours of sick time a month; however, our shifts are 10 hours. So it would be nice to receive 10 hours of sick time each month. I think the city should match 6% in regards to the 401K.
- Every year I have to pay a little more in monthly health insurance premiums and every year I seem to have to pay more out of pocket for office visits, lab tests, etc.
- I was hired under a pay structure which I have never been fairly compensated for. Freezing salary for a period of time may have been necessary; however once the city was back on its feet, Officers who signed contracts under the old pay structure should be given the salary's they were promised when hired and instituting a new pay structure should have been put in place for any new employees hired after that date.
- From my experience, no improvement is needed. Mediflex is wonderful and the pay is above average.
- Increase City's contributions to deferred compensation programs.
- To only invalidate mous when it is necessary and not just convenient.
- Competitive contribution or match by employer to employee 401K or 457 accounts Allowable time to be accrued in sick, vacation, and compensation accounts increased.
- More work bonuses to show that we are appreciated not just by word of mouth. Prove it
- As an employee that has been with the city for over 15 years a lot has changed from the initial benefits we received, which is understandable when you look at the economy overall, but I think if cost of benefits goes up so should pay, after being in same position for 10 years one would think that at that point they would top out in their respective pay range, there were a lot of years that employees took a pay cut because of benefits increases and retirement increases not to mention the furloughs, as for HR they have never explained how they changed the way mediflex was administered.
- I decided to work for City because of the benefits. These benefits were cut one year and it was one of the most important benefits which it was the health care after retirement. The fact of losing that benefit make you think when I will be able to retire since the cost of health insurance is so high and you need this benefit the most, when you get older.
- Instead of uniform reimbursement, have an allowance (on a check) or some sort of card available to use for uniforms and equipment. This would be easier for employees with financial strain (such as myself) to maintain an acceptable image for the community.
- Have yearly raises.
- The City could improve compensation and benefits for employees by making compensation more equal. (not the pay scale) Police, Fire, and non-sworn employees



should have equal pay increases as well as management. It's frustrating when you here that Fire, or PD, has negotiated better pay increases, and that management is getting a much larger percentage increase and bonuses due to good performance. It makes employees who have worked hard and performed well and received a smaller pay increase feel unappreciated. Especially when you hear directly from your manager about their large pay raise, and/ or other work groups, knowing you worked just as hard if not harder only to make them look better.

- Get a better health plan like we have had in the past that was also cheaper.  
Increase matching contributions for deferred comp.  
Increase pay to be at the head of other cities.
- Although the premium has only gone up slightly the past few years, the co-pay or deductible structure has steadily increased. Combine this with years of Furlough, low or no pay increases it makes unavoidable health issues very unaffordable. It would be nice to find a way to make our healthcare more affordable while offering the same, if not better coverage.
- Reinstigate annual Cola. Increases now amount to .75 before taxes. Slap in the face.
- Everyone that has been here ten years should be topped out.
- It would be nice to have a larger contribution match to deferred compensation. As a government employee and a taxpayer, there has to balance between benefits and tax revenue.
- Provide a pay adjustment when there is a range adjustment resulting from a wage study. Under the current practice there is NO WAY an employee will ever reach the top of their range during their career here at the City.
- I am an intern, so there is no compensation or benefits. The parking, ability to go to meetings, and training received are compensation enough for me. The experience of working in City Hall is a great privilege by itself. Although, it would be nice if we could be compensated financially as well. I completely understand that the City does not have money allocated for that purpose, but that's just a suggestion.
- Quit wasting money on pet projects.
- I could not be happier with the benefits that the City of Tempe offers me.
- Needs to be a more detailed market study, job descriptions of family grouping that is used.
- Please provide eye and dental benefits for full time temporary employees. It would be nice to receive paid Holidays for full time temporary employees too. The majority of the full time temporary employees work as hard and as much as full time regular employees.
- The City should allow UAEA and TSA to set up step increases similar to Police and Fire unions. I have been in my position 10+ years and have not reached the midpoint of my range. If a range has significant movement, those employees should be given a higher percentage so they can move through range. If it is not in the budget, then the bonus given to those who are topped out should be reduced or eliminated so ALL employees

can move through their ranges and keep with the market. I realize these are union negotiated benefits and I believe one union tried to address this issue but was shut down by management. It seems unfair those new employees hired are in at the new ranges while long time employees are falling down in their ranges.

- The City should place more value on the experience and years of service that long time employees provide and compensate them appropriately. A new employee should not be brought in at the high end of the pay scale and be making the same as a long term employee who has spent years working their way up the pay scale. This devalues the long term employee and their years of direct experience at the city.
- It isn't always about increasing compensation across the employee base as much as it should be about ensuring employees are properly compensated for their individual work and contribution to the organization.
- The health care coverage we had before the current Allegiance coverage was much better. The prescription coverage we get from Express Scripts is terrible. Order by mail takes too long and their call center is in some country where they speak bad English. Unfortunately, that is the only way that I can contact them and they do not know how to rectify problems. I have had to have HR get involved to get results.
- Benefits offered have decreased while costs increase. Employees in senior management receive pay raises without going through normal processes.
- Healthcare plan has too many exclusions. I have yet to be fully covered when receiving medical care.
- Sole resource for coverage has caused time off to not be "time off" due to 24 X 7 coverage. And this overtime is not tracked as being overtime in the software which would show how much extra personal time is being used for work. Work Life balance doesn't exist.
- The negotiation process between City Management and the TSA seemed to be conducted unfairly this year. Did city management negotiate fairly and in a timely basis? Also, the results of the market survey (especially the appeal process) were not communicated at all by Human Resources.
- The wage studies provide information that at times is very disappointing; my salary range keeps moving up but I know I will never even come close to the top of the range even after being promoted to my current position almost 10 years ago; the city should strongly consider adjustments based on market study for those of us in the middle of the range and not just those at the bottom/top. My range moved 4.99% based on recent study but I get no benefit from that.
- When co-workers in a lower position have a higher salary this is wrong. Pay for performance should be enacted or a re-evaluation of the overlapping salary ranges be done. Pay for longevity is a poor business model.
- 5 to 8 % annual raises. Been with the city 18 years, never had a cost of living raise since 9/11

- The deferred comp does not provide the ability to remove the funds and put them elsewhere when the storm clouds are brewing. You are only allowed to lose your money not protect it.
- I am grateful for the job I have and I get paid well for the type of work that I do. The City and the union have worked together to give us bonuses. At times, I do struggle knowing that I have worked for the city for 15 years and there is only a \$2 difference between me and the new hires. All of the knowledge, dedication and loyalty that I have for the city is not reflected in that. I have seen many people come and go from my department but I am still here. I get paid \$2 more than the next person that comes through is discouraging.
- The only real issue I see with compensation is that it is often unfairly distributed between the union groups when it comes to increases and bonuses. Increases/bonuses should be offered evenly for all city employees with the same constraints and rules instead of favoring or catering to one group over another.
- The medical insurance and fractured approach to service are confusing and problematic. As an example the prescription formularies are so restrictive some of my medications have had to be changed because they are not listed on specific formularies anymore. Some of the new medication choices are not as suitable for my needs and to purchase them over the counter and pay full price is not a financial option. My health needs should be directed by my doctors not the insurance company selling the medications. Also having a medical administrator, a different provider, and a separate prescription program makes things very confusing for the providers and the employee as well. Over all the bi-weekly cost is also very high in my opinion especially when based on the coverage and cost from my previous employer who had a much higher level of coverage. My opinion, there is room for improvement of cost and coverage.
- Getting paid more is always nice.
- I wish my position was full time. Passing off work in the middle of the day is tough. I think we have too many part-time workers.
- I think the city should have a more robust compensation program and focus on performance.
- The City could contribute more than \$30.00 a pay period for matching employee contributions to the deferred comp program
- Vision plan doesn't cover all of contact lens fitting and uses part of the \$150 a year allotted for contacts and/or glasses. People who stuck it out in the city during the economic down turn and stuck in the middle of the range aren't compensated for the time they were here when there were no increases. People at the bottom and top are being compensated but not the ones in the middle of the pay range.
- The City portion of the 401k contribution is only \$30. Has there been a peer community study (similar to salary ranges) to determine if Tempe is competitive?
- As a service worker I am constantly tasked with performing jobs and duties not in my job description, but that are in the mechanic job description, and I do not receive adequate

pay for the work performed. I believe that a restructuring of the job titles and duties would be helpful, as well as appropriate pay compensation.

- Finding a better health and Deferred Comp Plan.
- Restore what we lost in the down years like we were told
- I do not have insurance through Tempe as my spouse works for another city. I would appreciate the ability to participate in all the "fun" wellness events along with my coworkers please
- Recognize when surveys don't capture total compensation. Account for when our job classifications do more, with greater responsibility, than similar titles in other cities.
- I am a City Temp.
- I'd rather have one bank of PTO hours.
- I am satisfied with my pay and benefits.
- I feel very good about my compensation, and am not sure how it could be improved.
- I feel fairly compensated.
- I did not receive pay steps for years while with the City. The Pay steps that are now introduced have been helpful but there was money lost that I should have been making during the time pay steps were frozen. Matching \$10 for deferred comp is sad; the City should be more competitive. Police need to be paid more for the job that we are doing. It is getting even more dangerous. If the City wants Police employees to stay during the hard times, the pay should be better.
- Improve ways to increase pay. Benchmark for raises and also bonus pay
- I believe our current MOU is a great reflection of the Labor/Management process and how the city places a high value on their people.
- As a contractor, I do not use the city benefits. It would be helpful if contractors were also offered some type of incentive and allowed to participate in the pedometer program. Even if it's not for health insurance, it would be fun to be a part of a team.
- Re-evaluate job descriptions and make sure those who are working under that job description are doing that work. If they are working outside of the description re-classify the position. This should be done within each department.
- My job class is a dead end unless I choose to go to Supervision. I would create Technician levels 1, 2 and Senior to allow a career path and more pay in my chosen profession and experience.
- I don't feel the amount of leave I accrue is just. I receive a certain amount of sick time per month. I believe it takes two months for me to earn enough time to one shift off sick. The math doesn't add up for me. I am round sick people every day. I am in close quarters with them, they cough on me, puke on me, spread their germs on me, etc... I know I signed up for this job, and I love it, but I'm sure I'm more likely to get sick than the average employee. I am certainly exposed to way more things than the average employee. If I get sick and have to use 3 shifts off for sick, that equals six months of time needed to be covered. Way low in my book!!!!

- When you have an employee who has been in the position for more than ten years they should be topped out. You have department managers and directors that are topped out and have been in their positions for less than five years. By not giving the employee the opportunity to be topped out they lose the benefit of getting the best payout when retiring. Unfortunately we have a director in accounting that thinks we are overpaid yet he is topped out and makes top dollar.
- Employees that have been at the city for more than five years should be topped out before those that are topped out receive annual bonuses. Those of us not topped out, even after 8 years are getting the short end of the stick from the city.
- I believe that when it comes time for open enrollment employees who don't want to change or make any changes shouldn't be required to register in PeopleSoft. That way mistakes don't happen with issues involving insurance. Those who want to or need to change their status in the insurance area should be required to register. Those that don't need to change the city should just go with what the employee had the year before
- I know several individuals who seek new opportunities so they can receive the 10% promotional pay. These employees move from job to job with no real interest in doing a good job, just receiving more pay. As a result, there are employees who are compensated (within the range) more than employees who have done the job longer. So the employees who have been in the job longer work harder than the employees making more money! I don't know how to improve it, it's just another way some people learn how to work the system.
- When interviewing for the Position /Job we were told we would be topped out in 5years Employees hired about a year ago were told the same. Why does management continue to lie to the employees, there are employees that have been in this department for 15 years still not topped out.
- Pursuant to the fact that employees worked for years without pay increases with the hope of one day regaining that privilege, it would be great if a cost of living increase could also be a consideration when assessing pay increases now that the economy has improved.
- I am PT 20 and my benefits cost are a little more than double that of a FT 40 employee. It would be great if the city benefitted the same across the board for benefitted employees.
- Have not received my rate increases I was promised when hired. Been here 18 yrs and not even topped out.
- Never given a raise or incentive...
- Through this last pregnancy with my wife I feel like insurance is not covering much of what it did in the past.
- I feel that we should be getting paid for the amount of years I've been with the city I should be top out by now. Should give us cost of living easiest as well has 5%.
- I believe the City does a good job with benefits.
- Bonuses should be related to job performance not years worked and top out levels.

- Return of the COLA and consistent movement through our step increases.
- Disagreements noted were not necessarily that the pay was inadequate for the position, but that some positions are doing more than related to the job description. Because some of the positions are loaded up with positions that took on other responsibilities after the economic downturn, some are not being paid fairly compared to the duties they are actually performing.
- The City already is doing a good job in that regard. They have a steady increase planned over the next few years that is supposed to be sustainable.  
One suggestion that would be extremely helpful in recruiting new employees from other government agencies and to benefit current employees with previous service would be to recognize any additional ASRS and PSPRS qualifying time when calculating vacation accruals. This is always an obstacle when trying to close the deal with an external candidate from another agency. The City offers an increase in pay but that is offset by having to work more days per year. They may be receiving 21 days of vacation with their current employer and now they will only accrue 14 days a year. It may take a new employee up to 10 years to return to the same number of vacation days that they had at their previous employer. Making that change would be a positive in that it would provide us with a recruiting edge and make job offer negotiations easier. If the City decided to do so, it would need to also review and make adjustments to current employees in order to be equitable. It should be mentioned that Maricopa County has been doing that with new hires for years.
- Be fair to the grunts of the City...  
Take heed to Scottsdale and treat those who are the engine of the City fairly.  
Give raises that match or exceed cost of living increases. After the recent raise/bonus, some employees are netting less than previous check because of increase in insurance cost.
- Possibly provide more in matching for deferred comp.
- Personally, I believe some people are overpaid for what they do or don't do. Many employees whine about their pay and many of them are overpaid - especially for the job they have and their work product. This matter needs to be seriously looked at by the city. People should not get raises because they whine.... You earn raises!
- The overall economy is busted. Anything that would make a major positive change for the city and citizens won't happen within the current framework. If the city could do anything big, the state would interfere.
- The City could offer a better matching program for our 403B.
- Compare to other cities and be more in line with them especially the city of phoenix
- Two of the biggest complaints I hear is people have 1) no chance to reach the top of their range since the ranges (for some) keep moving up and, 2) in some cases, the ranges have adjusted that multiyear employees in the same job classification are only a few percent above the bottom of the range and, sometimes, a new person who can 'justify' a 10%

above the bottom of the range can make more than a 3-5 year person in the same classification. Having been here long enough to 'top out', I counter-argue that not topping out is a good thing but new people getting better income than 3-5 year people is hard to justify. Many years ago we had range adjustments but not sure if that's the best answer for #2.

- Great job.  
I love what Tempe offers me as benefits
- Reassess the medical plans.
- Since they took away the retirement health benefits, even from employees who had already been working for the City and had expected those benefits when they were hired on, increase monthly deposit from \$175.00 to \$250.00 or more.
- Return as much as possible to the longevity advancements and pay scale policies of the past, previous to the '09-'10 economy collapse.  
Return to wanting to provide working conditions and pay scale comparable to other municipalities in the state.
- We pay too much on monthly premiums and the benefits aren't the greatest.
- Adjustments to wages to reflect cost of living and time in and quality of work for part-time employees.
- Having to do reviews to determine where we stand for our raised.

## 59. How could the City improve employee engagement for employees?

- Being a tenured employee, I have personally proposed numerous ideas and projects, with supporting documentation. Sadly, it seems that those ideas are received, yet follow-up from management fails. This employee's desire to contribute to the advancement of the Police Department and City of Tempe has been expressed in multiple manners, yet it seems that although - again - the ideas and proposals are positively received, the adequate follow-up and follow through from management (inside and outside of my immediate work group) is not conducted. This type of interaction tends to weigh on an employee's self-esteem and worth as an employee. When a driven, talented, educated, and skilled employee makes numerous attempts at contributing to the overall goals of the City, and those attempts are essentially disregarded or snubbed, that employee understandably begins to feel disheartened. This also contributes to feeling pigeon-holed in one's long held position, thus creating a sense of great disappointment and ultimately no chance of career advancement.
- Good question! It seems as though people are not happy in their jobs and therefore provide the bare minimum of work/effort (or sometimes less) with no repercussions. Those of us who work hard, have a strong work ethic, and produce excellent results are treated the same as those who consistently fail to deliver, have terrible attitudes, and in some cases actively refuse to perform their assigned duties.
- I'm not sure this is possible. Employees who want to be engaged are. It's too late for the rest.
- Improve communication between management and line staff.
- True employee relations efforts beyond TPDN and Six-Sided Partnership.
- Oversee more communication inside the department
- By actually following through on some of the suggestions listed in previous statements and being proactive. And by having the department manager attend more division meetings and having more face time with employees. In the past, there were more meetings that all employees could attend (not just supervisors) that were conducted by department manager. Sometimes it feels like there is not a lot of information provided as to what is happening in the department.
- Since I am a self-motivated employee the lack of direction doesn't really affect me. I just go about being as productive as I possibly can. It is a bit discouraging to see employees in my work group who do as little as possible and it is just allowed to happen.
- I am optimistic about our new Chief. I hope I am right because our senior management at the Lt. And Commander level seems out of touch.
- In my department and division employee engagement is a focus and is often talked about with management and line staff. The Managers and Supervisors work to engage the employees and to let them have input about how we approach issues and provide services.



- Like I said earlier my particular department is more of a dictatorship then us working together. We were never involved in a the decisions and make changes reclassifications, what we're going to do next, any of those issues are never asked but there never listened and the upper management does what they think is right and not what we feel is right and we don't really have any choice in the matter.
- Better promotion of examples where employees provided input regarding an issue and the city acted on it. There is a sense of giving input but nothing is going to change from it.
- There could be more open communication and sharing of resources between departments with similar community reach, software needs, etc.
- Senior Management needs to gather information from all, listen to employees and not just make decisions because they feel their decision is final.
- Set good examples from the top down, starting with the City Manager's office.
- This seems to be hit or miss... There are a bit of disgruntled employees that I think should get more information and individualized attention but I also think that every staff has a responsibility to be pro-active and seek out engagement and advancement... It's a two way street
- Arrange more opportunities to meet other employees in other divisions.
- This is a futile goal. The supervisors must be held accountable for their work unit. I have seen supervisors in my work area show up at 10 and leave at 2 on a regular basis. They overspend and underachieve. Another supervisor works from home much of the time and communicates via email. Employee engagement is difficult when the supervisors aren't engaged.
- Management does not communicate. No leadership whatsoever. Nobody wants to hear our problems or deal with our frustrations. Conflict is handled inappropriately.
- There needs to be more communication between senior staff/management and everyone below them.
- Make sure every single employee knows they play important roles and that they can be proud of what this organization accomplishes
- Extremely little communication between divisions. Departmental communications is at an all-time low. Staff understands what is expected of us; however, we seldom are updated on important issues.
- Incentive programs or performance-based rewards would be huge.
- Improved communication. This is difficult within the department, very little communication flow between divisions, let alone other departments. Once again, there was a time where monthly or quarterly management meetings were held and information shared between department head, deputies, and supervisors/managers and eventually to line level staff. There have been no such meetings conducted in the years since the last City Manager and department head changes occurred.

- We are rarely informed about what is going on in our area. The decisions are made before we know about them. Our input is useless because the decision is based on a bid or the decision has already been made. The communication between departments is terrible and counterproductive.
- Outside engagements such as sand volleyball or flag football leagues could draw some interest and spark engagement.
- There is a lot of work to be done in communications - my area is not inclusive.
- Again walk the talk! We have staff members who have "always" done it this way and refuse to try something new. Leadership leaves it to consensus so nothing changes.
- Pay.
- Open discussion with an actual display of inclusion by implementing change.
- I think we are very heads down, plow ahead, try to keep up with the work. I have seen many situations where I scratched my head and wondered how things could go so far off track without simple phone calls and emails between work groups or departments. It baffles me how we have the tools to communicate and still have breakdowns in communication. (Tempe Beach Park splash playground and bike corral come to mind). Some employees are hesitant to get engaged/involved, because it leads to more meetings and committees and more time. We have a lot of meetings to discuss things sometimes for months, before things get fixed or changed. Sometimes it would be nice to have a decision made and implemented in a timely manner.
- This is very department specific and again goes to the department leaders actually having the leadership, managerial and supervisory skills that are needed.
- All employees need to be on board to support each other, instead of backstabbing and looking out for own interests.
- Upper management need to hear and respect the thoughts and opinions of their employees. Also they need to allow them to do the jobs they hired them for.
- Follow through would be the best solution to improve employee engagement. Simply appearing to listen and/or acknowledge a problem and doing NOTHING to address it simply creates further dissolution and a disgruntled work environment.
- There is an obvious rift between work units in my department and it starts at the supervisor level. Everyone is out for themselves. Supervisors don't communicate with each other. My work group does not have goals, so it's hard to be motivated about something that doesn't exist other than for my own personal satisfaction.
- Department management consistently makes decisions regarding work related issues without asking for input from department employees. He feels we are all stupid and that he is smarter than everyone else.
- Communication could be a little bit better in my department. Management DOES take time to listen to employees, though, so that's good. My work group is left to its own devices for the most part, so chances to be innovative and come up with something more efficient are pretty natural for us.

- Hold people accountable that refuse to do their job duties.
- "Previous comments apply in regard to communication. Communication has eroded and is extremely poor.

In regard to employee engagement: There are certain individuals that are high performing. These people take pride in what they do and reward others that are skilled in their craft. A mutual respect and admiration. These same individuals also love to learn. Those types of people are self-motivated and encourage others who want to learn. These individuals are also very self-assured. I have seen management exploit this type of employee. This type of employee I have seen rewarded and punished for their exceptional work. This type of personality is sometimes perceived by others as arrogant and a know-it-all. This personality also does not match up well with narcissistic personalities. The narcissist must compete, take credit, and claim responsibility for their work. Every situation is different as some accomplishments are allowed to be given. I have seen ideas and accomplishments taken and the employees from whom they were extracted were bullied to the point of asking them to resign. Although it's difficult to bully a self-assured person as they usually just frustrate the bully. These different situations are handled by management by reverting to the bullying tactics. This situation just happened to me with my manager this last January-February. The team usually, not always, sticks together. This causes more frustration. The team becomes referred to as "combative", "insubordinate", "disrespectful". My team has been and is referred to with these adjectives. Strangely verbatim from <http://www.workplacebullying.org>. My work group has been labeled broken, and then fixed, multiple times with no actual correction being made. Kind of interesting.

Another exert:

Targets are independent. They refuse to be subservient. Bullies seek to enslave targets. When targets take steps to preserve their dignity, their right to be treated with respect, bullies escalate their campaigns of hatred and intimidation to wrest control of the target's work from the target.

Targets are more technically skilled than their bullies. They are the "go-to" veteran workers to whom new employees turn for guidance. Insecure bosses and co-workers can't stand to share credit for the recognition of talent. Bully bosses steal credit from skilled targets.

Targets are better liked, they have more social skills, and quite likely possess greater emotional intelligence. They have empathy (even for their bullies). Colleagues, customers, and management (with exception to the bullies and their sponsors) appreciate the warmth that the targets bring to the workplace.

Targets are ethical and honest. Some targets are whistleblowers that expose fraudulent practices. Every whistleblower is bullied.

Therefore from the above example and exert the City's employees that are ethical, honest, and hard-working are targets. The most talented, independent, mechanic in

water has been 'placed' in a job He did not volunteer. Told to work specific hours and days. Historically the job did not require a mechanic or specific hours. It is my opinion and perception that this person was treated this way for the above reasons. Ethically and professionally dysfunctional in every way. Today that mechanic is not even acknowledged when our manager is giving tours around the plant. Literally shake this person's hand, but not His. On a positive note: That mechanic just laughs, shrugs and excels at any job. He helps anyone at any time and does not care who gets the credit. It almost sounds surreal. There are targets everywhere, but these are the most interesting to me. Still not illegal though.....

- Have management that is open to change, for better schedules, better supervisors
- Senior management does not communicate and solicit ideas from line level employees.
- Our department director only listens to himself.
- Quarterly reviews need to be re-instated!
- Training and dealing with poor performance.
- Upper management can do a better job with helping balance the work load by moving people to where they are needed most or adding people to departments that are overloaded with work. My work group is understaffed by 20%.
- We have two shifts... They are constantly at odds.
- Somehow, my department is always taking on more tasks from other departments. I would appreciate it if our managers could stand up for us and not agree that we should take on more duties.

See previous response about communication between work/unit divisions inside my department. Additionally, we make reasonable requests of other divisions inside my department, and they are ignored. Ignoring those requests for modifications to how things are handled at the front counter makes it harder for us to do our jobs. We have to take time out of our day to convince applicants to pay fees that should have been collected at the front counter (front end of things) when making an application. It's not part of my job to deal with money, yet I am constantly doing so. Again, the failure of other employees means I have to take on more responsibility to make things right.

- Allow time (maybe twice a year) for team building events in each department or division.
- Set goals and allow employees to understand how they are connected to Council initiatives. (Currently goal setting is discouraged.) Follow through on goals and accountability. Use technology and the print shop - find ways to encourage employees to innovate and improve processes rather than resist change. Hold managers accountable throughout the organization. Reward project improvements. Encourage key partnerships in procurement more so than the cost.
- Information is not free flowing in the Recreation Division - our Deputy Director does not hold staff meetings on a regular basis. Since employed; has only held one staff meeting in 3 years. Staff has to find out information from each other regarding promotions, protocol, announcements, expectations, etc....

- From a PD perspective. Once someone is promoted to a certain level, it feels it is their ideas that are tried without input or suggestions.
- We need more resources. We can't be fully engaged if we're barely keeping afloat.
- There is a trust issue in the department I work in; the work force does not trust the upper management. I was on a committee and everything we came up with was shot down by upper management and the upper management used their own plan anyways.
- Support good, loyal employees who work hard to do a great job. Get rid of those who do not.
- Some departments are good about communication, others are not. This generally follows tradition. Those that aren't sitting at a desk don't communicate as well as those that are at a computer every day. This is understandable. What is not acceptable is when requests for service are ignored or delays for months/even years or never taken care of. This exists mostly with public works type tasks/jobs. This may, at times, have to do with funding. But when something in a division facility or grounds needs attention, and that division does not have an adequate (any) budget for that type of thing, therein lies the problem. So, maintenance funding should be provided to the department that does the work, not the department/division that needs the work done (it often is unanticipated and hard to budget).
- Actively consider employee input, after all employees are the experts on their field. If their ideas are not feasible then inform and reasonably explain why their idea was not implemented.
- My division is the black sheep of my department. Some in my own department do not know that I belong to the department. Most of my department has no idea what I do. The only job satisfaction I get is due to the amount of involvement I have with other departments and their appreciation for the work I do. Honestly, I believe the best thing for my division is to be assigned to a different organization within the City. Morale is low in my division and my management has no plans to change that, nor do they care in my honest opinion.
- Q50. My opinion no longer matters, I have learned that it is better just to tell management what they want to hear, and the truth has only caused me mental pain and embarrassment.  
Q51. We feel that each work group is ""individually owned and operated"".  
Q55. Do you mean senior insecure dictators?  
Q56. "Outside of the box" thinking is highly discouraged; we only do things the way that they have always been done...
- Staff should receive some form of communication from department management on how the units interact - effectively or not; otherwise staff does know the level of effectiveness other than through casual conversations or gossip.
- Communication is increasing among departments within the past few months (which is a good thing).

- Promote non-work activities that foster relationships amongst employees.
- I am not sure what could be done. There is so much damage here, first thing need to repair the damage after that maybe the employee might feel comfortable to engage.
- Basic instruction for supervisors. Tempe is afflicted with a history of too much internal promotion and the approach to implementing personnel rules, requiring line level staff to be as productive and efficient as possible is met with resistance. The City's employees are too often closed to change and HR and the safe haven process enable that bad behavior. Introduce a Pay-for-Performance compensation program.
- Put someone in charge that can handle the job. There is a long history of my supervisor dodging any kind of management or leadership that would involve actually solving a problem after it being identified.
- More non-work related activities.
- Work to ensure interdepartmental silos are eliminated. Encourage ongoing employee feedback through quarterly town halls, a suggestion box, etc. Require department-wide meetings once a quarter to allow everyone an opportunity to catch up on what is happening inside and outside their department.
- More open dialogue.
- People approaching the minimum retirement date with TPD are typically so burned out from the years of mistreatment by the agency/city that they typically leave if they can afford to do so. Rarely do you hear people say they are staying here for anything more than the money they will make by staying. It's rare that people stay at TPD when they no longer need to financially, after reaching retirement age. NEVER because they like working here.
- Primero de los años que tengo jamás e tenido motivación por parte de los supervisores ,Buena comunicación no existe en mi departamento de custodial,y no puedo expresar a el directivo de mi departamento mis opiniones sobre temas relacionados al trabajo.
- Get the different departments working toward the same goal and all departments be in line with the City Council's goals.
- Asking for volunteers' feedback.
- There needs to be more effective communication between manager and staff. Right now there is almost none. No feedback, no follow through. Employees express concerns/opinions, but that's where it stops. And it's usually on a one to one (supervisor/employee) basis. No feedback/no decision outcomes or determinations presented back to employee. No feedback good or bad received about work performance. Would like to see manager more engaged with employees re: daily work being processed. More acknowledgment of work being performed (good or bad). Would like problems to be addressed in a timely manner and with the individual, not as an overall "group" issue. Would like to see the group/team have more input in decision making on a regular basis.

- If I could work with my Department Manager it would be great. She is fair, honest and seems to care. My Manager goes days without talking to me, has me do tasks that only benefit his work, and we have no foresight. The Deputy does whatever my Manager says so the department Manager only gets info she gets from them. She talks to me more than they do.
- Come up with projects where employees collaborate outside their normal work groups.
- Encourage innovative thought as to work flow and customer service interaction. Listen to line staff as to the everyday obstacles as well as successes.
- I have no input on decisions affecting my work. Nobody here is motivated.
- To have supervisors and leads that actually help get the cans /work load done so everyone can go home in a timely manner, hopefully by quitting time no later as a driver extended hours really wear a driver out.
- Our department has significant issues with regard to engagement and support from above. Decisions are made by top management (based on Council initiatives) without a lot of regard for how they affect staff. Also, there seem to be certain opinions that matter more than others, again, based on relationships with Council. If an initiative has "high visibility", it is addressed immediately and with many resources. We are always putting out fires, instead of dealing with issues in an even hand.
- Appreciate them and pay them what they deserve. Make up for income that has not kept up with the cost of living. Happy employees who feel that they are being paid "fairly" tend to be much more engaged.  
Upper management should "go to bat" for employees instead of shrinking in the wake of political inquisition.
- Discourage seriously unproductive behavior instead of protecting jobs.
- Communication is key, and basically there isn't any within the department or outside. It seems no one knows what other departments do or what other work groups do.
- Need face to face time with Council, Management, and other work groups. It is easier to work together when you know each other. The picnic was nice, but ineffective in creating a corporate culture of community. The environment has definitely changed over the last 20 years and feels less connected.
- Be fair in all decisions and activities.
- Everyone needs to be on the same page. I don't think everyone understands the big picture and our reason for existing as a department/division/work area. As stated in a previous question, make better hires. Don't move someone because of a reorg into a position they shouldn't be in. Having "leadership" skills or management experience, doesn't always make up for directly related experience/knowledge or common sense.
- Create an evaluation process and let's use it! More training for supervisors/managers is needed.
- Morale seems to drive employee engagement. Morale wanes and generally needs to be improved. Sorry, not sure how to do that!

- Get rid of the dead wood. I am tired of working around people who are either unable or unwilling to do their job.  
Actually listen to and consider employee feedback. I don't want to hear, "that's just the direction we are headed". If you can't explain why then maybe you shouldn't be headed in that direction.
- Communication needs to be better. Acknowledgement even in a small way is fantastic for morale.
- Have supervisory accountability.
- The different departments at the TCA do not play well together.
- Communication needs to be a two way street.
- At the police department, we have begun instituting small employee based forums where we come together to brainstorm ideas for possible changes that could be instituted. I have seen some great ideas come out of these forums and Senior Management has been very supportive of implementing those ideas when possible. I believe the rest of the city could benefit from these types of employee based forums/committees and it also makes you feel much more involved and appreciated.
- It sometimes feels as though employees use safe haven and the unions as convenient crutches for not doing their jobs. They are quick to complain when they are ask to simply do their work or go above and beyond to achieve excellence. This significantly holds us back.
- This area seems to be improving. I think however we rely too much on technology such as e-mails, twitter etc. that is not personable. More face to face time is needed to really develop relationships that build trust.
- Allow employees to attend out of state work or content specific conferences paid for by the City of Tempe a maximum of one time per year.
- Hold supervisors accountable for their decisions.
- Recognition for long time, good part time employees
- Many supervisors, managers and leaders across the entire City do not understand the type of culture that will encourage employees to be motivated. There is much room for improvement on this topic.
- There does seem to be a disconnect between new employees and veterans in my department. It would be nice to see perhaps a "job shadowing" day where each employee shadows someone in their department so they can understand a "day in the life". Perhaps that might encourage more collaboration and more understanding of what everyone does.
- That's up to the employee to 1st want to!
- Expressing your opinion in our department will get you written up with a E performance.
- Better senior management.... Out department Head and our deputy both are not qualified to be in their positions. It is embarrassing to be in meetings with customers



with them where they fully display their utter lack of knowledge and skills related to the jobs we have to perform.

- Employee engagement for employees satisfactory for now.
- Encourage regular (monthly or quarterly at least) "All Staff" meetings in each department to share information with staff regarding management goals, provide a forum for discussing employee ideas and concerns, recognize outstanding performance/service and allow social interaction among personnel who may not otherwise have an opportunity to interact.
- Have supervisors that take initiative to train employees on the procedures of the daily tasks and be CONSISTANT!!!
- Even when presented in the best way possible there is almost no senior manager at the City that wants to hear anyone else's opinion. And for the few senior managers that are polite enough to listen there is very little they can do to help. Senior management is very effective in professionally not addressing anything controversial and blaming it on politics.

Communication in general is terrible. Lots have changed including employees, titles, and responsibilities but there is no simple effective clearinghouse to find what and who you might need efficiently. The internal Intranet phone list is a cumbersome and ineffective. There are too many assumptions and misinterpretations. But there are also employees and divisions that actually do not know what field assets are theirs to maintain.

I cannot be more disappointed with the level of employee engagement at the City.

- Valued employees and they will be more inclined to be engaged and care about their jobs.
- By listening to employees and involving them before the decisions are made by managers that impact employees.
- Communication needs to be improved throughout the city.
- Clear, specific expectations and performance standards related to strategic objectives would motivate and help connect the dots for employees between their job duties and their work. That way we could team up to plan, innovate and accomplish the goals. I would like more input on decisions or plans to achieve outcomes so that instructions don't seem so dictated from above.
- Listen, act on feedback and issues in a timely manners. Recognize top performers and deal with low performers. Expectations need to be clarified and performance needs to be an active agenda item. Work on conducting meaningful staff meetings.
- Morale is very low due to a lack of caring and integrity by management. It feels like an each "man for himself" environment. Once again people are promoted to managers because they have either been here for a long period of time or are doing their managers' job so the same manager protects them by keeping them around and promoting them even if they are ineffective to the entire group.

- Ask your heart. Pray about what to do and then do it. Never be mean or bossy or arrogant. Always give your workers the benefit of the doubt. Listen. Give it time. And then do what you have to do.
- Hold all employees accountable for their actions, not completing work, not showing up for work. Reward the employees that do not call in sick let them turn some of their sick time into Vacation.
- Empower the employees, make an employee feel that their efforts and responsibilities are important. Do meaningful actions to reward employee efforts, walk the talk. Just telling a work group they did a good job does nothing to foster engagement, real actions mean something. Provide tangible rewards, bonuses, time off, buy a lunch every once in a while, make employees feel appreciated.
- This is difficult as the input utilized is normally if the Senior Managers like the employee giving the input, there is no fairness across the board for everyone in that regard. With respect to my job and those I need to maintain partnerships with I do work very hard to make certain that communication is good. But I cannot control the misperception from the senior management team - for example I recently participated in a meeting where my Supervisor promised that our area was going to be part of a solution or one of the team members at the table in front of the entire group and the next day when it was just us at the table stated something completely different that it would not be done. So it is extremely disheartening to be engaged and to feel that you are part of these partnerships that need to take place.
- Disband or reform the Safe Haven process. Support the use of personnel rules.
- By listening to them.
- Communication.
- Communication. I think morale is low due to lack of communication from Managers and deputies and that employee engagement decreases when morale is low.
- All I will say is this: My department and the City has made an extra ordinary employee to just an "ordinary" employee.
- Recognizing that workloads have increased, while compensation has not would help employees feel valued.
- Employees will be more engaged if they are rewarded on performance rather than longevity.
- There seems to be an issue with people working in silos. It would be nice if other departments could do "department fairs" like IT does. I would love to learn more about what all city departments can offer and are doing to better augment my work and by resources as a City of Tempe resident.
- I think the city should attempt to ask its supervisors/managing directors to meet regularly with their personnel and also to report back to these city managers about how each meeting went and what goals were achieved at each meeting. --if there is no goal to meet, even a monthly update would be okay.

Easier for ONE manager to meet w/many - than for that ONE manager to visit many via little conferences or meetings.

Also - don't CREATE issues when there are none.

If it ain't broke, don't fix it by creating senseless work or mini-sub committees!

Is there a job to be done? "Who's the best and/or who has time to take care of that.

Boom, staff D you're assigned... Now let's have a bbq to celebrate!"

The job went well? Great! --we thank D and award her with \$250 to be used at Tempe marketplace, downtown Tempe, gas from a Tempe vendor, etc...

- City employees must communicate more clearly and know what is expected of each person prior to working on projects
- Hold supervisors, Managers and above accountable!
- If employees are truly invested in the mission and strategic goals of the division and department, they are more apt to remain engaged. By involving employees at all levels of an organization in the strategic goal and planning process, you are generating trust, buy-in and guaranteeing that all involved have a vested interest in the process.
- On several occasions, decisions have been made by my supervisor or senior management that affects specific projects that I am working on. Better communication about key decisions that are made would be helpful. I don't feel the need to be involved in every decision, but at least communicate the decisions that are made. Encouraging employees to come up with better ways of doing their work would be very helpful.
- We need more communication from the upper management. In the past we had newsletters outlining projects impacting the City, goals the Council is establishing, and etc.
- By offering incentives. When you have a work group that works in the heat 10 hours a day and all too often gets overlooked there's certain things that matter to those work groups more than to others. For example if an operator in my workgroup has worked at 120 degrees for 10 hours. They sometimes would like to leave or go home maybe with a half hour to spare
- There are opportunities here for sure. The cross-over between departments is both an asset and a challenge right now, especially when it requires the use of shared spaces. The decisions are made at a higher level and often the input from those working in the shared spaces comes too late in the process. The late stage conversations end up creating duplicity in efforts. The duplicity slows the pacing of the work with re-do efforts, and the staff morale becomes taxed.

How to engage employees? Start with clear project goals, bring employees into conversations early, make sure roles of employees are clearly defined, and make sure goals in cross-departmental projects align to both departments.

- "Better raises (actually negotiate with bargaining units instead of coming with mind made up) due to this, bargaining units are mostly a waste of time and resources.

Improve morale (picnic doesn't cut it, although it was appreciated and good to have back) I think department managers and deputy managers need to shoulder some of the morale building.

Hire people that actually want to make a difference.

Get rid of the people just waiting around for retirement, clocking in and clocking out every day just to get a check and benefits until retirement.

- The walls of the different Divisions and department need to be brought down at the mid management level, where the problem seems to lie.
- Listen to what I say and not dismiss it in the next breath.
- Communication is poor between managers, supervisors and employees. If the employees were engaged with management, many issues could be worked out. There is little trust and confidence in the process. There is still a system of command and control in the management process. Just hidden behind a curtain of sensitivity.
- Boosting moral will always make happy employees...and happy employees put out better work and tend to work together towards the common good of the shop or workplace. Reaching out to employees and giving them support or trying to get them the tools they need without questioning why they need it helps too.
- Improvements have been evident since Chief Moir assumed command.
- Communication with building maintenance could be a little better, i.e., personal contact before and after a maintenance request is completed. Communication with custodial management and facility managers could be a lot better.
- I think we do a really good job of getting people engaged in The Fire Medical Rescue Department. I'm not sure about the rest of the city.
- More often than not, if I make a suggestion, I'm told "NO!" Particularly from management (not my direct supervisor.) I do not make many requests for changes - but when I do, there's usually a bona fide reason. Typically safety or health of myself, co-workers and public. In my particular area, a supervisor was recently hired from a retail setting with little understanding of the way our operation worked. Cheer-leader-type retail management doesn't work here. Many employees are 35+ years of age - not 17 year old high school students. Treating us as such is demoralizing.
- Senior managers should take input from employees to make decisions. Instead I feel like our suggestions are like "water of a duck". They slide off having zero effect. So, we just keep our mouths shut because we've learned our opinions don't matter.
- Make sure every department has something in place that engages employees, i.e. Newsletter, employee forums, time with the director or deputy. Public Works has an employee recognition program. The City should have a program whereby all employees have an opportunity to be recognized for going above and beyond.
- In order to foster employee engagement, it's important to use input from employees to help make that decision. However, it doesn't appear that way in the department.

Certain employees in the department will overtake the conversation when it comes to meetings while other employees are silent. It's important to take everyone's opinion in consideration. Decisions are made based on who's loudest and not based on what's correct.

- Take time to listen to the employee and his opinion. Senior managers give the impression they don't have time for you.
- 1). Show some appreciation and respect by providing raises more than once every ten years!!
- In my area, we had strategic meetings with our entire staff, including our supervisors. When we make suggestions, there are times when the employees ideas get pushed to the ground (not considered) by management staff. Therefore, what is the purpose of this meeting, if our ideas are not considered? When this happened, I think our staff lost interest on the purpose of this meeting. Supervisors need to be more considerate of ideas. Technology changes, as well as policies.
- Treat the employees better!!
- Senior managers need to be open with all communications.
- Employee engagement with Internal Services and the CFO could be improved.
- When asking for employee input, take it into consideration.
- Expressing my opinion for work related issues brands me as a "causing trouble", or "not a team player", or "only looking out for yourself"....it's best not to say anything.
- Being innovative is punished; you can only do what has been done before even though it does not work. The reality of life at the line employee level is shut up and do what I say or else.
- We all come from different backgrounds and not everyone will learn to interact the same way especially when it comes to doing our job/assignments. We need to hire people who are willing to work hard every day and with a smile.
- As a field person in charge of all sprinklers etc. in the parks and historical facilities north of the 60, rarely am I ask to attend planning meetings directly related to the work I do in the field.
- Communication may be key.
- I believe I have an awesome relationship with other departments and within. However, I have notice recently with new management some departments will not help another department unless overtime is available? The funny thing is, I've worked with that department under a different supervisor for the same reason/project and receive all the help and tools needed to get the job done. For others, don't have time, pay us and we can help? That's sad!
- Working with other groups or individuals is usually discouraged. Team work is discouraged.
- Increase staffing.

- Changes in management personnel would go a long way to improving employee engagement within Information Technology.
- Replace senior and middle management with competent people.
- Regarding question 58, I am satisfied with the level of employee engagement among employees in my work section. It is the communication from my immediate supervisor and higher levels in the department that is sorely lacking. Communication to me from my immediate supervisor, specifically, is non-existent for the most part.
- Encourage involvement.
- 55. As line employees we have absolutely no idea if this occurs.  
56. Encouragement to be innovative is punished and discouraged as supervisors and managers are comfortable with the city motto of " we have always done it that way so why change it even though it dose n not work", or "it's the TEMPE way". I have seen supervisors take credit for the work that line employees have done in an effort to benefit themselves and move up.
- There are extreme levels of performance within my department, with some employees working extremely hard, and others doing the bare minimum. This is not addressed or fixed which leads to resentment. Whereas my personal hard work is praised verbally, overall working for the City feels like an uphill battle in which City higher ups are frequently squashing innovation. Our department does not do half of the innovative things similar departments in other cities do, due to being shut down by City Administration, the PIO, Web Development, IT, etc.
- Please read first post.
- I have a lot of ideas that I don't share because I'm not asked and when I've given them in the past I've received nothing.
- Treat all employees with respect and quit saying things behind their backs.
- Supportive responses when accomplishments are achieved.
- More money, more vacation and sick time, bonuses, make it so that if everything keeps going up except our pay, maybe we can benefit some other way think about the regular workers and not just about the higher ups
- Communication is the first step, It is as if they feel that they do not need to worry about it or I will be ok with whatever decision they make
- Communication needs to be genuine and timely, not just when there is a problem. Management is out of touch and seems uninterested in our needs.
- Involve employees in the decision making process in the beginning and when the outcome involves the direct impact of the employees assigned duties and or tasks.
- Let them finish the projects that they have started. Not leaving projects undone to go satisfy someone else.
- Some members of departments do not proactively address issues and are too willing for others to take lead on issues that, although require a team effort, the issues clearly fall within their area of responsibility.

- More incentives for job well done and going above and beyond.
- Communication issues appear to be on a downward trend. As a work group we tend to be sliding out of relevance and consideration by many of the other bureaus in the department. As a bureau we need to continually force our way into conversations to make sure the resources, concerns, and limitations we bear responsibility for are taken into account by those around us who may not have the same level of understanding, particularly in terms of technology.
- Actually listen to what we have to say and not just do it the way they want to because they believe, based on their position, that they know best and we do not have the ability to come up or know the best course of action.
- We participate in labor management processes both with sworn on civilian work groups. While the civilian side is still working out kinks, it is still moving in a good direction. We also have a research and development team, committees for large purchases, and began a continuous quality improvement committee to review items that have gone through other committees and are an issue. This area, I feel we have excellent employee engagement.
- Offering raises. Awards for hard work being accomplished day in day out in 115 degree weather
- Internal services is often well down the road to decision-making and conversing with the 6 sided partnership, prior to discussing with the affected departments
- Lazy crybabies that are about to retire and don't want to work anymore, they are getting paid top money, do your job until you retire.
- Sometimes it is difficult to partner with other departments. Since they measure success differently they don't take into consideration how their work conflicts with other areas. Some measure success by how many people come through the door while others have to measure success by meeting revenue goals. The department focused on door count doesn't see the issue with offering free programming that is similar to that offered by the department that offers well priced programming to meet revenue goals which means there is a duplication of services and is very confusing to the patrons who use our services. There needs to be more dialogue and communication amongst departments to better serve our customers.
- Stop the hiring buddy system.
- Have a suggestion e mail that pertains to each individual department.
- Decisions are made arbitrarily at a senior command staff level with-out regard to line-level employees in-put or well-being.
- A full investigation should be held for the custodial department, from the temps, all the way to Reenie, on deciding who is an engaged worker. Most of the workers I know for a fact have at least 3 hours a day set aside for just sitting on their phones or watching TV. I know this from having worked with them. If they actually feared any punishment for

doing as horrible as they all do, then maybe would they actually work, and earn their money paid by the tax payers of the City of Tempe.

- I can't speak for all departments but generally, if you give people the tools they need; then let them perform; they can come up with some great ideas. It has to be an accepting environment. Some ideas will be not so good and others will be incredible. Praise all for the effort. Then initiate the good ones.
- Maybe do some type of audit in Business Solutions, or provide some tangible evidence that something is going to be done here to give relief to the employees. A good portion of this unit are just going through the motions, following the letter of the law but not the spirit of the law, and making IT very inefficient. If anyone gives an extra effort it is because we still want to help our customers.
- Supervisors should go out on field more often.
- The communication between our management with the labor is very pleasant.
- Council priorities are always conveyed, but not necessarily how those priorities are supposed to benefit the community. Often we just feel that we are responding to the latest whims of the latest council. It could be helpful to the community if council took input from staff when establishing their priorities.
- Opinions are continually asked for but never taken. If your opinion doesn't line up with our supervisors opinion, not only is it not taken but you usually receive a super long email explaining why your "opinion" is wrong. She goes through the motions just so she can say she asked for opinions.
- We have many dedicated, hard workers in our workgroup. Plus we get along well. I am very satisfied, except when a coworker doesn't take care of his responsibilities.
- By including them and really understanding their needs and showing and explaining that you are doing your best as Sr. Management. We all have different needs in our workgroups and departments. I just want to make sure that all of our needs are being treated fairly and doing what is right for the City and the patrons and not what is right for the Sr. Management. We deal with the public daily and we hear what they want.
- Create safe work environment. Stop work place bullying.
- Listen to the employees, don't just hear them, they know what works best on day to day dealings especially in their field of expertise, granted they don't have the full scope of what the whole picture or goal may be but the little things go a long way
- More events that brings the employees together. The annual picnic is a good start. Once a year have an employee be awarded movie tickets, lunch etc.
- The City could improve employee engagement for employees by hiring knowledgeable, educated, experienced supervisors and management that has GOOD listening and communication skills. Management that leads by example, shows and demonstrates appreciation for their employees. The Good Old Boy Club exists and is stronger than ever in Public Works. The last five new employees have all come from Phoenix getting top pay as a result of having worked for years with the current Management who also came from



Phoenix. Practices like these do not improve employee engagement and make the employees feel less valued. (Especially in meetings with these new employees listening to them keep referring to "Well in Phoenix we...") How about hearing out what the employees who have been working and serving this community for years have to say. We have history, experience, and knowledge, and are here and willing to help.

- Unfortunately within the PD, I would always hope for a shift, but know it's a culture. There's 2 things you can count on that hamper communication. A large number of sworn staff feel privileged/better than the civilian support staff. Also, in order to work between work groups, you must work thru your chain of command (military thinking) and let them work with the command staff to implement any change or introduce any ideas for consideration. There's really no room for line level staff or 1st line supervisors to reach out across the lines to other work areas.
- Staff will not speak up. Have been publically put down or intimidated too many times.
- Using incentives, such as trips or compensation, for goals that are reached in a timely manner.
- Have better supervisors that are willing to take advice from the people that are still in the field doing their jobs on a daily basis. Something's change and the old attitude of back in my day is a really bad why to communicate and encourage their team to go out and do the best job they can.
- Although there are "managers" in my department, there is no management actually being done. Management in my department is extremely dysfunctional and communication levels are zero. Senior managers in my department have vocalized that they are aware of the morale problem in my work group yet they refuse to do anything about it. Actually, since the low morale has been acknowledged by management, it has gotten worse. My managers, including senior managers, do not address important issues with the group as a whole. Instead, some employees are told one thing while other employees are told another thing. We are all then left to dispel any rumors on our own. Employees in my work group are not motivated to do their jobs. The joke among the group is that we are usually looking for other jobs instead of actually doing the one we already have.
- Asking employees for their ideas and implementing them or at least follow up on them are two different things.
- Decisions about any issue are decided long before we are informed. Sometimes our opinion is asked but the decision has been made before we are asked. Communication and interaction between departments is horrible. There are far too many different supervisors managers and so on so that each small work group has its own way of doing things so when the two come together the goal is not met.
- 50. I can express my opinions about work related issues to my department management team. I can express these to my Captain and he will hear me out but I feel that once he tries to take it to a chief level it falls on deaf ears. As for improvement don't forget where

you came from! Remember the battles and how you viewed everyone and how you wanted to be treated or talked to. Relax a little 90/10 rule don't sweat all of the small stuff. No one wants to look bad and no one wants to bring any ill will upon this city & dept.

- Employees who believe the organization is concerned about them as a whole person, not simply an employee, are more productive and satisfied in the work they do.
- The fleet manager feels we are all stupid and cannot make decisions. He thinks he is the best manager we have ever had and he doesn't want our opinions.
- Support ideas generated by staff. City management needs to do a better job setting expectations with Council on their roles and what's feasible with current staff and budget.
- Need cross department weekly meeting attended by each manager / lead to discuss what projects are expected, if there is any overlap with projects, and to determine if any possible resource conflicts.
- People in management need to be accountable. That's the position they're in.
- Keep my mouth shut. Or become a target.
- There is a significant lack of communication within our department from the department director and his senior management team; many decisions are made by dept director and the deputy directors in a vacuum with little to no input from the supervisors of each work group. There is a significant lack of leadership at the top of our department.
- No communication with senior management
- I am encouraged to give an opinion but I don't feel like it goes anywhere. I have many ideas and have given suggestions. However, the suggestions are not carried out. After a while I just give up. I just do as I am told.
- Asking for input in advance, actually acknowledging it and taking it into account when making decisions that will directly affect the employees would be good.
- Employee engagement and morale in my division are very low. This stems from lack of trust from work level employees to the upper management.
- Having more city wide works shops, retreats
- I've consistently noticed that hard work and 'going above and beyond' from myself and other members in my area goes unnoticed or unappreciated. I believe that moral is down due to the lack of recognition and development. I also believe that moral could be boosted if there was more of a coaching approach to how team members do their job. And, have hard work acknowledged. Constructive criticism would be helpful in team members' development as well.
- Better Communication.
- It just does not seem to me that fairness across the board is practiced in my department especially when we as a team see what other departments have going for them and we are like the forgotten children.

- I believe the majority of my department management team is open to employee input and can have professional conversations about work related issues. I do not feel comfortable communicating with Chief Silberschlag and Chief Garcia. I feel any suggestions that are contrary to their beliefs are met with hostility and aggression and fear of professional repercussions from them.
- Require and/or strongly encourage participation from supervisors or senior management.
- Within the PD we will have focus groups but many times management will not use the idea given and just make their own decisions. I would suggest when you put a group together to use the ideas and have them help roll out the idea.
- It is unfortunate but the ability to empower our membership to develop and manage programs beneficial to both the city and the organization are met with rampant indecision and discussion which derails progress. I believe this is due to a Management Team that feels they must carry the burden of these programs and ideas when experience has shown that empowered employees are highly more effective and seek additional opportunities to develop themselves and the organization.
- Make employees feel valued and appreciative for their work.
- With upper management my ideas are not considered, if it doesn't come from them then it is not a good idea. Communication is not good with upper management as well they don't give a clear answer of why things can't be done. Most of the time wrong information is passed along and you have to hear it from another person to get the actual info.
- I feel there is a very large wall between the crews and the Chiefs. We make suggestions and nothing gets done. If we complain about something that is implemented, we are labeled "bad employees" or "bad attitudes".
- We receive little support from senior staff members. If we do have comments or concerns, they are not addressed and no credit is given. After multiple attempts to inform senior staff of employee comments, concerns, and questions we do not get a professional and timely response. I feel my opinion does not matter and now do not even express my opinion due to lack of action on senior staff.
- There is absolutely NO communication among or "engagement" with employees in IT. Communication is discouraged and frowned upon. We get the feeling that the Department Head and Deputy Department Head have no regard for the welfare or well-being of the employees.
- Manage the managers and watch what they are doing. It is unbelievable the lack of concern in my department.
- Knowing what needs to be communicated and when it should be communicated. It's awful when changes are made in your division/department and you hear it through the grapevine. Listening to employee input and even if it cannot be implemented, circle back around and let the employee understand why. Employees think their input was disregarded if they never understand why an alternative direction was selected.

- Give us bonuses!
- Better communication between departments. For example at the Library where I work there is conflict with Parks & Rec because all our programs/classes are free and there is a cost for their programs/classes. They feel their programs/classes are more important than ours, so decisions get made at the department level about programs/policies with the point of view only considering programs/classes that have a fee. We have been very innovative with our programming including a Healthy Living Festival which upset Parks & Rec because they felt they were the health experts. We were told not to have another festival but then they didn't do the event the following year either. Better communication between departments with the idea being that everyone has something to bring to the City.
- Know what the employee is doing and value all employees, not just those who are doing the work that the public sees that results in kudos for the supervisor.
- I believe there is good engagement from the City already.
- Management needs to be able to communicate accordingly. Don't be so darn Bull Headed!!!
- Morale and trust are nonexistent.
- By setting office policies and procedures. We don't have that in our department and this causes conflict.
- Employees are engaged with each other, management is engaged with management, employees and management are not engaged at all.
- 49. Lack of follow up... I have to constantly ask/remind my supervisor for information I need to complete a certain task. There are some matters that have fallen over the wayside, unsolved and I'm tired of asking.  
It seems like supervisors are busy taking care of dog and pony nonsense (sometimes created by city council) and lacking on supporting their employees on the things they need to do their job effectively.
- 50. I can express all I want but there is hardly ever any follow up on it. Usually a waste a time, hence, why many express they have stopped trying. Nothing ever comes of it.
- 51. Communication throughout is lacking. Sometimes you hear it sometimes you don't. Often they communicate nonsense stuff that we can get elsewhere but not the issues that are going on in our area that often effect our work or keep us informed as to what is going on throughout our department.
- 54. I am often not asked for input but when I get wind of a matter I definitely offer it because I have seen the effects if I don't.
- 55. Our supervisor often fails to solicit input from us on matters. We have little to no input as to what effects us in our job. Our supervisor can be working on something he has little knowledge of yet often won't solicit information from certain people who are experienced or knowledgeable about the subject. Yet our supervisor might solicit info from those who have little or no knowledge on the subject or not solicit input from

someone with little or no knowledge on the subject. Our supervision doesn't have the experience or knowledge on several of the issues because he has never done our jobs before.

56. Myself and others have tried to bring up ways to fix matters that have been broken for years and have been discouraged because it may be too time consuming. Although it is slightly better, there are still a lot of broken matters in our department. It appears as though they want to fix the things that will make them shine to council but not the everyday matters we need to do our jobs more efficiently (i.e. Change old codes that need to catch up with the times).

57. There is only one of two people I could honestly pick out who are highly motivated about accomplishing our department goals and even those are very frustrated with the department, lack of leadership within and lack of support to accomplish those goals.

- All staff never agree on anything. When employee input is asked for it drags on for weeks, sometimes months, and nothing can be decided. Once a decision is made, then nobody claims it and everybody hates it. The next month when a change is proposed, the cycle starts all over again. At least, that's how it's been since 2008. I don't want a supervisor that steamrolls staff, but I'm not sure how things get done anymore.
- At the library, my co-workers and I communicate very effectively and function together in a highly supportive and organized way. This is despite my supervisor, Lee Ann Mueller who often withholds information from individuals, misrepresents the thoughts and feelings of my co-workers to me, and who makes decisions about mine and my coworkers job duties without considering employee input. Lee Ann consistently reassigns job duties without discussion, and threatens to reassign job duties if employees voice concerns or strong opinions about the work they are doing. Decisions made by senior management are done with input primarily from the supervisor, who we do not trust to adequately or honestly represent our thoughts and feelings. Upper management needs to consistently seek out the direct feedback from employees to ensure the voice of the employees is faithfully heard.
- This survey is a start
- Spend time with employees. Many years ago the department head of my workgroup would stop by to say hi and see how we were doing, today I may visually see a division head or department head every three to five months but have never been in a position to chat, etc. For six-plus months. On the contrary, some coworkers in my workgroup have communication with the division head beyond the chain of command including the odd situation where I have to plant an idea in this person's head since I know it won't go up through the proper chain.
- 56. I am encouraged to be innovative and come up with better ways to do things at work. The superiors in the department only lesson if they like you not how good of a worker you are.  
They lesson to someone if they like them.

I have come up with the same ideas before other employees and fell on deaf ears. So I had to go to employees that where liked to get the idea to superiors. And that employee got credit.

This is not high school you should not be judged on how well you are like by superiors. Judge someone on how well they do their job.

Different rules for different people is a live and well.

Superiors make the rules up as they go for they want to help.

- Holding senior management accountable and encourage them to be more engaged with staff.
- When senior management is making decisions on behalf of the employees, involve those employees affected in meetings to get input on the work they're doing.
- At least consider the opinions and suggestions of staff in making policy and procedures relative to working processes.
- Listen to those of us in the trenches.
- By not labeling us on what job title we hold with in the city.
- Train leads and supervisors on how to interact with employees, to motivate and encourage , not belittle.

### 63. How could the City improve peer relationships among employees?

- Enforce repercussions for bad behavior.
- Some employees are toxic and cause problems where ever they go. Stop moving these people around and acknowledge they poison the work place wherever they go.
- It is good
- What makes this department bearable at times is the peer to peer interactions. I really like the people that I work with at my level.
- You're always going to have problems occasionally with employees. But overall my group is really good.
- Depending upon who is involved will determine whether the conflict is resolved effectively.
- Facilitate a means to educate employees on job functions outside their department. A greater appreciation comes from understanding each others purpose.
- just continue being fair and transparent and encouraging all staff to do the same. I think some employees simply don't want to improve things.. for a variety of reasons, and that is hard to address
- Address performance issues with the specific staff having a problem, instead of making topics workgroup issues. Hold staff and managers accountable.
- Hire for the culture in the division, as well as for abilities and skills.
- More opportunities to meet and understand different jobs being done.

- Hold the people that cause the conflicts accountable. it is the same person over and over but management tells us to accept it because it is "just the way she is"
- Provide budget for bonding events outside of the workplace such as picnics at park, sporting events, etc.
- Share more employee bios/photos. Would like to know something more about all of those faces.
- Those people who have personality issues that contribute to interpersonal workplace relationship problems are never adequately dealt with.
- Peer relationships in our department are very good. Generally most everyone respects others rights and views.
- encourage peer engagement, provide/encourage opportunities for working together outside of work. Perhaps the City should look at doing what some of the major corporate companies do as far as creating a culture of and encouraging volunteerism. For example, Google encourages volunteering and match donations, or give time off to volunteer. This encourages peers working together and builds bonds that will carry back to the work environment.
- Introducing outside engagements such as sports leagues between departments, in a friendly manner, would be great.
- We are a work in progress. Things are better than they used to be but still need improvement
- Team building, being inclusive, walk the talk
- Nothing you can do. Some people won't change or don't think they are the problem. It gets old trying to always take the high road and work around them to make things work.
- In my department I have two ideas but I would rather talk in person.
- Make diversity, etc. training mandatory.
- We have a great team of employees. There are only a few conflicts, and one or two employees that seem to get treated with kid gloves, when problems arise management shies away from addressing the issue because they don't want to upset someone; as a result, everyone tiptoes around them to avoid upsetting the apple cart. What has surprised me is the attitude of some administrative staff towards professional staff, there is an expectation that they do not work for us but we work for them; to the point of admin. yelling at staff for not doing things the way they want or refusing to assist with an administrative assignment.
- I think it is pretty good now. Not enough exposure to provide a good answer.
- In my division conflict needs to be resolved in order to have a low stress working environment. Due to the nature of the job it is difficult to have a completely conflict free environment, however, when conflict arises it should be acknowledged and resolved.
- Go beyond acknowledging a problem employee and dismissing it as a matter of "that's just how they are" and begin to hold those individuals accountable.

- I work better with people in other work groups and other departments so I tend to avoid interacting with my coworkers unless it is absolutely necessary to complete a task. I cannot rely on my coworkers to complete tasks while I am out of the office. There is no trust since there is no accountability from our supervisor.
- The only issues that occur between co-workers in my department are there because of the aforementioned employees who needlessly create drama. They keep doing that because management is treating them too fairly. Beyond that, my peer/non-peer relationships are excellent.
- Peer relationships are difficult. The last Christmas party I attended was not a good experience for us "line" level employees. Peer relationships are confined to our immediate work group. I do have some relationships outside of the immediate work group. Overall a strange environment like I previously commented.
- Temporary employees are treated like invisible people, and they tend to be the ones dumped with work no one else wants. More effort should be made to discuss if they want to be a permanent employee. Help develop them.
- I work in a department of negative, unhappy, complaining women. I don't know what to suggest to make it better
- Supervision has missed opportunities to intervene and resolve employee conflict.
- Better management.
- People don't seem to like each other very much here. There is someone here that spends most of the day on the computer. We all know it but no one speaks up.
- Conflict is not generally resolved. People don't like conflict, so problems are ignored, and nothing gets fixed.
- Support direct supervisors, hold them accountable, require training and reward positive performance. Deal with conflict. Set goals. Increase communication across departments. Keep the direct supervisor and employee involved during the resolutions, even if it is brought to a higher level.
- Encourage open discussions without repercussions or disciplines. People are going to have differences in opinions and actions. It is vital for each person to learn those differences, respect them, and learn how work with them.
- Perhaps this is not the right place, but encouraging all employees to remove certain phrases like ""that's not my job"", or ""that's not in my job description"", also ""that's not my problem"" or ""I don't care"". To put a positive spin on it, we need to encourage employees to get the job done no matter what it takes, to assist others (and thus get assistance at times) to help get the job completed accurately and timely.  
A simple example would be to not forward a caller to another department or person that might be able to help or answer the question. Instead, take the person's name and phone number/email, then seek out and find the answer or person that can answer the questions, then have that person contact the individual with a promise to let you know



how it went so that the original employee doesn't feel obligated to follow up with the caller to ensure resolution to their questions.

- No amount of training or seminars can really change the root behavior of lazy, inconsiderate, gossip-mongering employees who care little about the tax-payers that they serve. So what can the City do? Hire good strong leaders from within your organization who know the people, the problems and the solutions. That seems too simple, yet that route is frequently ignored.
- They are good already!
- Q60. some do, most are only interested in seeing others suffer and enjoy causing confusion and miss-information.  
Q62. The only thing I see city employees get excited about is the date that they become eligible for retirement.
- Working with college students varies. The bar to being hired into these positions is very low and is essentially non-competitive because the salaries are so low. Many of these kids are unreliable and lazy, lots of conflict ensues related to this. I would strongly encourage the city to increase salaries to draw experienced professionals.
- Performance reviews for each employee would help structure the work units
- Tempe is very anti management. There needs to be more support for management from the city manager and HR. Too often, high performers are not rewarded for the work they do while low performers are given the same pay raises. This encourages poor performance.
- My supervisor has allowed my co-worker to be rude and unprofessional to me and other staff. When brought to the attention of management, it is ""handled"", yet nothing happens. I've been told, ""he didn't really meant that....."" ""don't ask for a silent witness, it looks as though we can't handle it....."" ""I will get him to apologize, will that be ok?"  
it goes on and on.
- Provide a wider variety of opportunities for employee's from different departments to get acquainted and interact with each other.
- Hold department or work group team building events (paintball outings, etc.). Play fair. Execute policies consistently. Leave no room for allegations of favoritism or the appearance of impropriety.
- dedicandose a trabajar y hacienda lo suyo me refiero a cumplir y terminar sus tareas y no dejar darle mas trabajo alas demas personas pero todo eso depende del supervisor por que no sabe dirigir su personal.y esto provoca frustracion y habeces cancancio por parte de los demas companeros porque se vuelve estresante,siempre terminar el trabajo de otros mas flojos que son consentidos o favoritos por parte del supervisor.
- customer service training at least once a year
- Create all employees the same, do away with the numerous "cliques".

- If supervisors would address employee's problem behavior or problem work performance, and work to correct the problem directly and timely, it would alleviate a lot of tension and frustration that is created for other staff. A lot of friction is caused, not because the employees do not get along, or have personality issues, but because someone's bad behavior is not being addressed by their supervisor. It's allowed to continue year after year, no matter how much everyone complains and it causes a lot of resentment. Issues like poor productivity, poor customer service skills, time management issues, lack of initiative/motivation. It's very de-motivating for others. I also think that if people were acknowledged for good behavior that that would create improvement for everyone also.
- The bad eggs are just moved around. Get rid of them instead of catering to them. If one person is having a problem with numerous individuals, it is not a work group problem but an individual problem.
- Treat each other with respect
- More social/fun activities. The employee picnic last year was great! Glad that we are doing it again. More stuff like that.
- favoritism is a problem
- I feel management has created a separation between them self and the drivers. We are told to take matters up with our union rep. The peers need to be more there to aid the driver and lighten the work we need to have safe acts to the trash removal cans replaced when damaged alleys cleared of obstruction wires razed, trees cut back, piles that are in alley must be located so drive can still drive though without hitting, drivng over them. This needs to be someone's responsibility and just another thing to put on the driver
- Employees don't have the opportunity to see each other, outside of their immediate work groups. My work group gets along with each other and respects varying opinions, however because our relationships with others in our department are weak, their is little cohesiveness. There is no reason to stand up for each other because we are strangers. Instead, we often feel pitted against each other for attention from management, and for valuable, limited resources.
- My peers are not the problem. Upper management of this City is the problem. There is no confidence in them, and they are perceived by many employees as self-serving and ineffective.
- In my experience I have not had to deal with this. As an employee I want the respect of others so I treat others with respect and try to avoid conflict and deal with it as soon as it arises if it does come up.
- The prior colors program was a great tool for communication techniques with different personalities. A lot of the relational issues stem from management example in the culture that is created; if management allows members of a workgroup to be verbally abusive (and in fact promotes those people) then the message is sent that using foul language, treating others disrespectfully, condescending, etc. is acceptable, and in fact

encouraged. I should not have to listen to a management level staff member drop F bombs and yell at employees they disagree with, nor should I have to be yelled at by Admin who don't want to do their job and think someone else should do it.

- Have training on Sustainable Measures. Saving my own paper towels from the restroom waste can to dry pout and keep to clean up coffee spills and such and then compost it! Behold look at what else we might do with food waste and soiled paper towels and such: [www.HomeBioGas.com](http://www.HomeBioGas.com)
- Luckily, I work in a highly productive, close-knit work group. We have developed strong relationships with others in various city departments that enable us to do our jobs well. I know that other city work groups are not as fortunate as we are and suffer from significant dysfunction that typically starts at the top and trickles down.
- Be fair. Compensating people in the inner circle differently than the rest causes resentment and distrust. Do not allow employees to be compensated beyond what others are making in their workgroups or employee groups. Do not let individuals create positions for themselves that result in promotions when they are not the best fit for the position.
- My work group works well together.
- Hold employees accountable for their job performance!
- When someone is promoted or has an internal job change it would be nice for all to celebrate their success by way of an announcement from their supervisor. I often times don't see this happening. An employee usually is promoted or has a job change and it isn't ever announced or maybe not until it has to be.
- Don't just tell people to be nice to each other. Identify and resolve the underlying problems.
- Supervisors' need more training on ethics and accountability.
- Thankfully I work with a great group of peers
- Foster a spirit of support and collaboration rather than being territorial and competitive.
- Allow employees to attend out of state work or content specific conferences paid for by the City of Tempe a maximum of one time per year.
- Senior management should approach conflicts fairly.
- Departments are insular. Feels as though there is ""competition"" between some depts. and therefore co-operation is limited.  
Not sure how to break down those barriers, but help is definitely needed.
- Peer relationships are so strongly influenced by the culture they exist in, that it is very difficult to create pockets of highly effective teams that get along well and produce great results. It seems the longer someone has worked for the City, the harder it is to resist this culture.
- Some employees at City hall act entitled to direct others outside of their work group and it creates tension and misalignment
- That's up to the employee to 1st want to!

- There is a mix of employees in the organization. The ones who have been here for 10+ years have difficulty with change and wants keep business as usual to resist change. This often jades the attitude of the newer employees. There needs to be a consistent messaging to change and improve for the better that is supported by the City Manager's office.
- We are totally awesome... just need the Deputy director and director to either learn their jobs or quite so we can hire people who are actually competent and want to actually help Tempe improve.
- Peer relationships among employees improving and Ok for now
- I believe that in most areas of the City this is not an issue.
- I very much enjoy working with my peers! They're a great team!
- I am very grateful for my peers and my peer relationships at the City of Tempe.
- Treat employees fairly.
- This has to happen organically. It should not be the city's responsibility to improve peer to peer relationships. The city provides great resources for employees to do this on their own. (TPDN, Brown Bag lunches, etc.)
- By opening up communications between different areas in the department. Supervisors create silos among groups which create problems and poor communication. One of the supervisors is so controlling and insecure that he/she instruct their employees to not speak/talk to other folks in other areas. If some employees still do, then they are being scolded by their supervisor.
- Employees need to treat each other with respect and when it is not happening it needs to be addressed.
- My area needs more effective conflict management and resolution. Aggressive and passive aggressive behaviors should not be tolerated in a professional environment. Performance standards could focus us on the task at hand so that there is less finger pointing about whose job something is to do and more about what we're trying to accomplish by leveraging each of our own resources toward a common goal.
- Employees who have worked here 15, 20, or more years tend to feel invincible in their jobs and tend to push the limits on what is respectful with other employees. Great to have unions protecting these employees but tough to pinpoint how to effectively change negativity or those set in their ways.
- Some employees in the city feel they can make their own rules (don't have to comply with team decisions in work groups or project teams); have displayed angry outbursts to employees and management; make producing a quality work product difficult (by not sharing important information, intentionally deceiving others); yet they are not confronted or managed by their superiors. They should be removed from their position if unwilling to perform in an appropriate manner.
- Provide better communication skills training. Employees should be encouraged to resolve issues and find solutions before contacting the union about an issue.

- Manage with integrity.
- Seek to resolve conflict in a timely manner. Show kindness and mercy. Be fair. Be brave. Sometimes you have to admit you were wrong. Smile more. Pray.
- Have some type of attendance policies.
- I wish I knew, it makes me sad to feel so disheartened about being near Senior Managers that are not trustworthy while daily trying to do a job that I love.
- Perform audits of the Safe Haven and Internal Audit processes, conducted by an outside neutral party.
- Employees who will not work need to be held accountable for it.
- Holding employees to the same standard of performance and sharing the load that some employees carry.
- Require conflict resolution classes that also include conflict identification and intervention techniques for all supervisors and also offer this as an option for other Cot employees.
- Each person has their own personality. If there is a personality conflict, this shouldn't be ""news"" to a supervisor.  
(Those who know, matter... those who think they know, don't matter.)  
That supervisor should speak w/the parties involved in a timely manner and meet daily/weekly until resolution.  
Sometimes, counseling/training and just getting heard is a good resolution.  
However, if there is no resolution... there should be an opportunity for movement w/o passing on that ""bad"" person to another department or area.
- Involve different staff members to work on group projects-in and out of unit, division, departments.
- In my work group there are some unique and lingering issues. My daily goal is to impact positive change. I do feel supported in my efforts.
- That kind of comes more from immediate supervisors and how they set up work flow, encourage communication between staff, understanding of each others job duties etc. I'm fortunate to have a very good immediate supervisor.
- sometimes too much bickering about who does what and why instead of just doing the job. Lot of people worry too much about "their" responsibilities and goals rather than take the time to see the big picture and realize many times some glory might have to be sacrificed for the overall good of the department's mission/values/vision.
- There is a tension between those just starting in the City and those who have been here a long time. Its hard to come in and contribute when you are constantly faced with people actively resisting change. There are so many amazing employees that are trying to make Tempe the best place it can be, but their work is hampered by the minority who don't want to change the way they do things or who don't see the benefit of meaningful change. It ends up hurting morale and makes it hard to attract the best candidates for

positions in the city when a few people can stop progress (or make progress so hard that people don't want to work here).

- Have management take interest in their employees.
- More interaction, this is key in all that we do
- if we didn't have so much over time to fill (voluntarily or mandated ) I think our relationships with each other wouldn't be so sharp
- Treat everybody the same. Managers and supervisors should distribute work fairly and treat everybody the same.
- I'd say setting up a new employee tutor program in each department could help integrate the new employees more quickly and give existing employees a chance to welcome them. Sometimes coming into a new work situation can be intimidating, and having that first initial ice breaker with someone who has been there for awhile could help.
- By not making this a fear-based organization.
- Keep emphasizing that peer mediation is available when employees run into conflicts. Make sure supervisors don't bury their heads in the sand hoping that an issue will magically disappear if they ignore it long enough.
- Customer service skills and how to handle issues are necessary!
- Employee Events
- Address rumors and gossip that rise to the level of being vicious and career damaging. Stop sweeping things under the rugs and have adult conversations
- as I mentioned previously with a fellow co-worker---was not resolved. I was not the only one seeing the actions this person was doing....but no one wants to "complain" so I look like the "non-player"
- does not matter you are not going to do anything
- department meetings/lunches, team building
- There is always people gossiping about our own co-workers. We don't have much communication with in our own group. makes it tough to work with people that are negative.
- Stop having favorites
- We are learning the City way to co-peer with one another. It's not about who likes who, who did what, or whatever. It's about getting along and setting aside differences, be open minded, allow yourself, our generation are changing with the times and we have to move with them on the positive side. That's being diverse.  
I learned in a seminar that; is it worth it, can you live with it, will you die from it, or you'll just be OK with it and that's workable.  
Because we were all trained differently, brought up with deferentially, look different. So that we can be diverse.
- Outside of Information Technology yes, but within that division no.
- Replace middle and senior level management.

- Question 62 is not easily answered. Any answer is not adequate without some explanation. However, I do feel respected by my co-workers. I do not feel respected by my immediate supervisor. As a matter of fact, I have never felt as devalued as an employee, in any job in my working career, as I do now working under my current supervisor.
- more interdepartmental meetings and work groups
- Whereas relationships within my own department have been fine, relationships outside of my department have been unprofessional, with observed instances of favoritism, hostility, and petty rivalry. This is made worse by a lack of general consistency. If there were guidelines for when and why certain City departments were supported more than others, that would at least eliminate some of the feelings of confusion.
- Promote/acknowledge programs that are team involved at City Manager's Announcements.
- I do not think the city can improve this.
- Supervisors and managers need to be more fair with all employees, not just those they like more. Not playing favorites.
- Ensuring that supervisors and managers are holding all employees to the same standards, procedures, and policies. Repeatedly myself and other team members have reported that some team members have not been following our written processes and procedures. This has been on going for over a year with multiple reports, however our management team has not enforced these rules and procedures on said individuals. There has been sufficient evidence in regards to phone records, login time, ticket resolution, etc. to support these claims, but still nothing has been done to ensure these individuals follow the policies that have been written and ratified for the whole team. Perhaps department directors could survey the employees to verify this is being done?
- 
- Resolve compression pay concerns and assign tasks for temporary detail to same or lesser employee class. Offer flexible work schedules to other employees if offered to another employee in same class. Cap growth of hiring friends/family and allow employees in lower classes to experience interview panel.
- I do not believe it is possible for the City to improve this area as the City does not have anything to do with it.
- Peer relationships are maintained well and if issues arise between departments, we handle them in a professional manner. I enjoy working not only within our department but with employees within the City.
- stop supporting employees that have a track record of creating mischief, grief and dark behavior. the effect to the balance of hard working, committed and optimistic staff is cumulative and lasting.
- be fair
- Performance Reviews

- Policies about gossip, discipline, hostile work environments should be revised and strict. Not only that but all supervisors and managers should take these cases seriously.
- Hard for me to say. I only have the rose colored glasses the Tempe Fire Medical Rescue department developed for me. The dynamics of other departments would be speculation at best.
- I think the relations between our peers would improve if our management would allow it. One group of individuals are constantly being run down by management to keep the groups apart or wary of each other.
- Some long term employees are often disgruntled and not engaging with new employees
- Police officers treat communications/dispatch personnel with disrespect on a daily basis - fix that attitude.
- We get along very well even though the IT Manager of Business Solutions has directed new employees not to speak with certain employees and tells them she is disappointed when they do. Communication is controlled at every level which creates a lack of trust between employees and management.
- Ensure that all employees practice common courtesy and respect for each other across the entire City organization.
- Fire Department has a great close work relationship between one another.
- I'm unsure. There is a co-worker that is very disrespectful to myself and others. It has been communicated, but because the department head is friends with that person upper management will not address it.
- For the most part, employees in my work group get along.
- When supervisors treat everyone with respect and create fair work loads, it trickles down on the whole atmosphere of the work place. If someone is overloaded, they may feel overly stressed and not very sociable, etc. My supervisor is very kind and approachable.
- Peer relationships in workgroups I feel is determined by the immediate supervisor to some degree. He/ She create the vibe, flow and sets the tone of what is expected from the workgroup. If the Supervisor is passive and doesn't deal with conflict then the workgroup could have a negative vibe or if they are able to handle conflict there would be a level of respect even if employees had a disagreement.
- pot lucks
- a short morning meeting to discuss expectations
- In my work group the employees have a GOOD working bond. We can all relate with each other since we face the same work related challenges. We have to stand together for support since we get very little to none from the management. We work together as a team to accomplish our work goals and communicate well within the group to show support and keep everyone in the loop. The Colors training is a good tool for understanding each individual worker, our differences, and increased communication.



- I thought bringing back the employee picnic was a great 1st step. The mentoring program is a great thing. I like the City Manager updates. Perhaps an expanded employee newsletter.
- As stated before, possibly hosting social events for all departments.
- You can't improve on it. It's up to the employee to fit in and earn his or her respect.
- A large majority of the reason why I dislike my job so much is because of my co-workers. However, I believe that if there was actually some supervision and management in my department, my co-workers and I would get along much better. There is no conflict resolution among my work group. Some of my co-workers are dues-paying union members and I am bullied to become one as well. I am told that my opinions don't matter if I am not a dues-paying union member. I have been told by certain co-workers that other co-workers have gone behind my back in an attempt to get me in trouble and undermine my success and progress in the workplace. I strongly feel that the senior managers in my department are only interested in numbers and are not interested in resolving conflicts among their subordinates. I also feel that the senior managers in my department are too busy trying to protect and polish their own reputations rather than care about the morale in their areas of responsibility.
- More department gatherings, parties and activities.
- The guys and girls that I work and live with are great.
- Characterize people by their actions and you will never be fooled by their words.
- management runs and hides from conflict instead of resolving issues.
- Outside city management, we have awesome employees that are doing great things.
- more fun, external team building "meetings"
- management tries to turn us against each other.
- have people in senior management who care
- I feel it is a hostile environment for new employs
- Q61 is essentially the same as Q32.
- In many cases there is only so much management can do. But if they treat everyone fairly and don't play favorites, and if they truly listen with an open mind then that is a good place to start.
- I work with dozens of employees on a fairly regular basis and find most of them to be respectful to me, however, I think departments throughout the city need more exposure to diversity training, with a focus on LGBTQ and people with disabilities. There also needs to be more tolerance of people from Middle Eastern and Asian, particularly East Asian, descent.
- improve the level of trust between labor and management
- I'm very satisfied
- Ginny's Mentor Program is effective and should be fully supported.
- I have been treated very well.
- Keep doing things the "Tempe Way"

- City manager never says hello or acknowledges anyone other than the "group" he's with. He has never said hello to me even after I speak first. He's very rude to the employees that work for the city. He promotes the people he wants to promote without any explanations to others
- I have had nothing but positive experiences working across different work groups within the city. The sworn personnel within the Fire Department embrace a strong family bond and take every opportunity to promote each other when indicated. This characteristic is unfortunately disparate amongst some parts of the organization largely due to Empire Building and clique groups that have isolated themselves from the levels of diversity in how we approach service delivery.
- There are some employees that you would only be around during the work day. "Mandatory fun" would not resolve personal issues.
- I work with several different departments, and it's not unusual to hear an employee say "that department doesn't know what they're doing". I've overheard city employees saying something similar to contractors. As employees, we need to back each other up, and the reason some don't is because they have no idea what the other departments do. Networking, such as TPDN, is helpful, but we need to come up with more awareness across the city.
- Stop the bully style management. I know there are several drivers are psychiatric care due to fear of losing their jobs
- Better communication between departments.
- How classes for us on how get along with different types people.... The lead to stop favoritism because that causes animosity....
- Better training for supervisors so they are able to resolve conflicts within their work units. Better training for employee so conflicts don't escalate.
- There are a few isolated exceptions. Some groups have a bit of arrogance to their areas as if the other parts of the department or city is not as important as theirs.
- It is difficult at times because of past incidents and history between employees. Depending on the group and its willingness to let go of the past, improvement is always possible. Unfortunately, turnover is often the best salve for interpersonal conflict and irritation. Addition through subtraction. Don't underestimate how important new hires are in changing office dynamics. Hiring smart, self-reliant, and emotionally mature (EQ again) individuals can turn the tide quickly.
- the bad apple oversees planning.
- Again, better leadership in our department and having office policies and procedures.
- Disrespectfulness is high and when having a conversation if someone walks away or walks in front of me or insists that I do something now is unfortunate
- Peer relationships can be managed by effective managers. When employees are treated fairly, efficiently and with consistency (especially when dealing w/ discipline matters)

they are resolved quicker. Typically, this minimizes time for excessive gossip and time for such matters to fester and get out of hand.

- I think this begins with our supervisors and leaders, the examples they set and the way they lead. When employees see their supervisor do or say something or treat others unprofessionally, they think they can do this too.
- I often wish there was a component to recognize and share praise for my coworkers for their efforts, which often go above and beyond what is expected of them. Success at the library has often come only through the great efforts of employees who deserve to be recognized.
- employ and retain managers and supervisors qualified to deal effectively with conflict resolution
- More supervisory contact time. Since many in my work area report to a manager that reported to a supervisor six years ago and with managers not able to give time to department/division level issues and subordinate issues that one or both fall into chaos or disrepair.
- Stop having different rules for different people .  
make the same rules for everyone .  
Stop superiors from making up the rules as they go.  
Same rules for everyone
- to difficult to say but one thing is that knowing that were all adults people still like to gossip about one another and it makes it hard for us to trust our own co-workers.

78. If you have any other comments that you would like to make, please write them in the space below.

- Perhaps improve employee morale and education opportunities by offering a direct tuition billing from education institution to the City. This would greatly relieve employee financial stress and apprehension in pursuing higher education. Often, out-of-pocket, up-front tuition expenses may not be manageable for some employees; however, the desire to learn and further achieve academic and career growth should not be stalled by financial roadblocks. Additionally, it would greatly benefit the City and its community to expand the scope of certain job requirements when considering internal applicants for promotions or career movement. Too often, highly valued, experienced, dedicated, and talented employees are passed up for potential promotions because of what their current job descriptions indicate. Furthermore, countless employees have been denied the opportunity to qualify or interview for certain positions because the screening process seems to be all too one-dimensional and tunnel-visioned. Consider those employees who may not necessarily “fit right inside the box” of the exact job qualifications or years of experience – within reason, of course. Quite often, those employees possess skills that may be overlooked, thus denying that employee a great opportunity to make a positive impact on the City and the community.
- I also think that years as a temp should count towards years of service. I think temps are often overlooked simply because of the “temp status”.

- Stay motivated to do my job. I have another job (due to lack of income from the City) and I make twice what I do with the City, for doing easier and much less work. Due to inconsistent communication between management and line staff, I have received many different messages about opportunities for increased pay/position within my program for the last 16 months. The fact that I am so passionate about what I am doing keeps me employed with the City, but I feel like that has been used against me in an effort to keep my pay low and without benefits. Because of my job classification, I don't have access to some of the ancillary benefits of working with the organization. Management has been unable to successfully provide me information on the possibility of job movement, or give me a realistic understanding of the situation. Communication is dismal at best, which makes it difficult to make autonomous decisions, understand vision and mission, and work for the residents of the City effectively. Management seems like a fictional character at times, even to my supervisor. Services are not effectively and efficiently delivered because of the lack of communication, inequality, and lack of strong leadership.
- Additional funds for employee training and conferences for positions that merit it. The exchange of ideas and learning of new skills with peers around the country will only help Tempe.
- Safe work environment is a huge concern for a huge amount of employees at the City. Some areas have cameras and police visibility and others are lacking. There needs to be more emphasis placed on this as a priority for employees especially those working at public facilities where a large amount of the public attends daily and the City (not the department) should pay for this. I'm really confused as to why this hasn't happened yet. Also, before the City starts moving work groups there needs to be an assessment done regarding spacing. A work group was moved to a very small inadequate space that the City put together quickly without the use of an engineer and without a lot of concern for what the needs were and if the space could handle/hold the employees. They are having problems with cooling the space and it seems like the building is not up to code or following industry standards regarding cooling, electrical, etc.
- The comments I have made reflects my desire to improve my department. Even though my area needs a great deal of improvement, I enjoy my job and what I am doing greatly. One note: the supervisor over my area rarely answers email.
- Only thing I would like to mention is the parking. It is fairly difficult and time consuming to have to park a half mile away unless I pay for parking. I am a single mother and can't afford to pay over \$500 per year to come to work and be able to park by our building. It takes me over 10 minutes each way and is very hard walking that far in the heat after a long day of work. I really do wish we could somehow find closer parking or be able to park in the covered parking garages without having to pay.
- Create a wellness program that isn't punitive. American Airlines has a great program. You get dollars (similar to mediflex) added to a debit card for each portion of the wellness program that you complete. You can then use that card to pay for your co-pays, Rx's, etc. It encourages employees to participate in the plan and makes it easier for employees to get the care they need when they know that they have funds on hand to pay their co-pays and Rx's if they fall ill.

It will also eliminate the unnecessary paperwork that is currently required to get a Mediflex reimbursement.

- The City used to really value their employees and the hard work they did; staff believed it. Now, it seems like they say the words, but they are just that, words; no sincerity.
- Coming from the private sector, I absolutely appreciate how my coworkers and I are treated. Communication in my area has made for an environment conducive to not just doing our jobs, but growing and improving them. With some time under my belt now, I can say I'm still truly impressed by many people who work here. Obviously, there are some people who take advantage of "the system", but for the most part, people are grateful.
- In terms of employee retirement. Right now the City will often get ample notice of an employee's retirement date – enough time to hire the replacement employee and to train them. However, I think that the City is trying to do a cost saving measure of not even starting the hiring process until the employee is officially retired. This, first of all, leaves the work group short one employee for a considerable amount of time – ultimately, this may save money in not having to pay an employee for a while, but greatly disrupts what the work group can accomplish because the other employees have to try to do their own job and help out with the vacant spot, things can get missed, the existing employees are overburdened and I don't believe it is the best way to serve our citizens/customers. And second, the knowledge that the retiring employee has could be more beneficially used to train his/her replacement rather than taking the institutional knowledge with him/her. It allows for a proper training/mentoring process versus the new employee getting perhaps a bit of sparse/haphazard training from the employees who had to cover this position until the permanent replacement was hired. The new employee is then left in a position of sink/swim, which is not a welcoming/effective way to begin employment, taking them longer to get up to speed and to be able to carry their weight. If we are "right sizing" the organization, then it is not okay to let employees bare the weight of a missing person for 3-6 months (or more). We are not "right sized" during this time, we are "undersized/under staffed"!
- My director does a tremendous job of communication and support. She is strong and provides the leadership needed to do my job well; however, my deputy lacks leadership, doesn't communicate a vision or priorities, is not a problem solver, and does not advocate for his division. He lurks in the shadows and avoids conflict or decision making. His division will never rise to a level that represents Tempe as it should be represented as long as he is in his position. He is proof that making six figures does not a good leader make.
- Morale is at an all-time low in this department. Many of us would leave if we could find another job.
- Create a few more city-wide get-togethers – like the employee picnic: Angels, Sun Devils, Cardinals games – perhaps buy lottery.
- I have owned and operated my own right-of-way consulting firm for over 22 years prior to closing it and going to work for Maricopa County in 2012, and then more recently, coming to work for the City of Tempe last year. That required me to oversee and facilitate consultants as well as my own staff while performing real estate functions for various governmental agencies. I had to evaluate workloads and staffing along the way. Once I got into the job functions and

began working with the Project Managers here at the City, each one had stated that their workload was too heavy and all of their desks are filled with paperwork. Now several people having accepted positions in other areas of the City or outside the City leaving gaps in the flow. My job has been vacant for some time and there are requests from several other areas to perform functions for them due to a split of the division a while ago. I'm working with my immediate supervisor to update processes and to help with the work flow, but too many of us are performing administrative functions along with our core functions, which need to get done. There are areas where an administrative assistant would help by removing that level of work from those who are expected to provide higher level activities, such as the engineers and project managers.

- The City of Tempe used to be a place where one could look to for job security and be encouraged that if you worked hard, and did everything that was expected of you, you could begin in an entry level position and work your way up the ranks to a management/director position. All the while earning excellent pay, with annual, significant pay raises and great benefits. Unfortunately, it is my belief that upper management has fostered a negative culture and environment where the lack of communication is the standard. Equity and fairness as it relates to pay have gone by the wayside and we have become cogs in a wheel. I am encouraged by this survey in the hope management will review everyone's requests/suggestions and act on them. This may mean that those who stand behind the word sustainability, or those whose mindset that everyone should just be grateful for a job, can see beyond the obvious and come up with methods to give employees hope. The hope for an open communicative culture, hope for increased wages and/or benefits, hope that no matter your position you are valued and are given the opportunities to move yourself up and beyond where you are now.
- I find it inexcusable that I am expected to do my job which requires extensive internet use but the City provides one of the worst internet access imaginable. It is slow, freezes constantly and is a cumbersome outdated version. I will be right in the middle of a transaction and the whole thing freezes up. The same goes for using the office software which also will freeze up in the middle of a project. So much for providing tools that encourage a productive work environment.
- Maybe somebody should look into the turnover rate at the court and why it is so high. Why approximately 16 people have quit in approximately 2 years. Why people who have worked for the court for less than a year interview for new positions outside of the court if they don't quit first.
- Overall, the Police Department and the COT is a great place to work. The Police Department struggles with its upper management and has a "we know best" attitude. This is not the case with all of the upper management, however. Most employees are very excited to see what change occurs with the new Chief.
- In discussions about equality within my work group, relating to work load and skill – I have had 2 supervisors tell me to lower my expectations of other workers in that same work group. That turned me completely off to their ability to supervises #1, care and/or acknowledge the effort put in by others that have a higher skill level #2, and not care enough about the unfairness that creates when others are not able to do their job or won't learn, and supervisors start giving

someone else more work based on their higher skill level instead of dealing with the problem #3.

- I love Tempe, but I believe there needs to be positive change within City Management in order to be a progressive City which other Valley cities and others look to as the example. City Management is missing the opportunity to make this a great city for its residents, businesses, employees, etc. The City of Tempe is missing an extraordinary opportunity having ASU in our City and not utilizing the resource for information that could be provided by ASU staff and students. For example, utilizing or fully utilizing student interns; and partnering with ASU on projects, ideas and/or research.
- Due to the length of time I've worked here, I have seen many managers come and go, some worse than others. I've not had any as great as the one I had when I started, however, and as mentioned earlier, no meaningful employee review since 2001. I am not motivated externally to go above and beyond, I am motivated internally to do my best, stay late and get the job done well; this has resulted in me enduring some pretty miserable managers in the past. So the question about improvement of the environment, there is not benchmark date to the question, is it better than the prior manager, yes, however, our manager just resigned.... So I get the thrill of change yet again. It has been the only constant in this department.
- Make a separate survey for volunteers.
- I had a great experience working with and for Kate Hanley, Dara Gibson, Caterina Mena, Cindy, Kathy, and the others at Tempe Community Council as an Independent Contractor as a part-time Administrative Assistant in 2014-2015. The people in that office fully support each other as a team, and are an asset to the City. I jumped at the chance to volunteer in my field of digital marketing and public relations at Tempe Center for the Arts, but I had no idea that the office atmosphere at Tempe Center for the Arts would be so different from TCC. TCA was such a negative experience in what was a toxic environment for me emotionally (and for other past employees I have met since then). Also, as mentioned, I never had my own computer to work on there (Don said one was not available), although I spent almost all hours working on a computer. It made it very hard to complete my work when a computer was not always available, and I was frequently on various computers, each with different programs, making it hard to pick up where I left off and get as much done as I could have otherwise. There was not exit interview with Human Resources to pass any of this information on when I resigned. I gave more than two weeks' notice, but then was coldly dismissed one morning when I arrived. I was told by my supervisor that my work was great, they had been very happy with it, but that I was a complainer about not having a computer, that they all had computer problems. I was told to collect my things and walked out to the door. I have large networks in person and online, and am a Tempe resident of 26 years, but I have no desire to attend or promote any events at TCA anymore or to volunteer my time and talents as a docent or usher or any other way. Volunteers and part-time employees who work overtime for no pay should be cultivated and encouraged not shot down. When cultivated and encouraged, there is a likelihood they will be long-time assets to the City. On the plus side, my earlier-than-planned exit from part-time city



employment allowed me to spend more time with my mother who passed away a few weeks after my last day at TCA.

- I've always been impressed with the quality of employees with whom I've worked over the years. I volunteer with the Friends of the Library.
- I love working for the City of Tempe, but there are some glaring issues that need to be resolved. I believe with better communication and a set standard a lot of the issues could be resolved. Also, infractions such as lying should be handled accordingly. Integrity is an integral part of what we do and we are held to a higher standard because of our line of work. Whether it's working on the streets or in the jail, if someone does not have integrity, there is no guarantee that they are performing their job duties in a professional manner.
- My only concerns are that employees should be permitted training options for skills outside of their job description, and that management in MY department needs to soften up in some areas and crackdown in other areas. Beyond that, while I don't like my current job (mainly because of the job title and lower pay unfit for a college graduate), everything the city has available for me is excellent. I do enjoy working for the City of Tempe, and I do plan to get at least a 10 year retirement out of it.
- The City of Tempe is still a great place to work, but some of our recent policies show a disconnect between the City Council and the citizens, and then the employees are caught in the middle. I would use the direction or lack of direction in the way we deal with the homeless issue as an example.
- Please understand that the comments provided are my opinion and my perception. I am very happy with my work for the City of Tempe. I am a citizen of the City of Tempe and provide a service proudly to my family and neighbors. I truly feel that my bosses are the citizens of this City.
- Provide safe and free parking for City employees.
- The rules for compensation change depending on who you are and how well you are liked. The HR rules are broken all the time for certain individuals to get more money. People who perform poorly are rewarded more than those who actually do their job.
- In certain job positions there should be incentives (pay or otherwise) to become an expert in a specific field. Right now, other than personal satisfaction, phone calls on the weekend, and a larger workload, there are really no incentives to becoming an expert in a specific area at your workplace. Examples of these fields in the police department would be a handwriting analysis expert, animal cruelty investigator, fire investigator, etc.
- As a new department, I feel that upper management is trying to pull all the groups together and it will just take time. City management seems to be taking strides to improve employee morale and education. I don't feel that council sends any positive appreciation for employees... I only hear what they don't like or want changed.
- The City of Tempe is a decent place to work in general, but it is not as good as it used to be.
- Pay raises based on job productivity promotes people to go above and beyond more than the "everyone gets the same" mentality. Why should I work hard, and do a great job, when I get the



same pay raise as the person doing nothing (just sliding by). The “everyone gets the same” mentality promotes mediocrity, not excellence.

- Some of the questions asked are neither yes nor no and no qualifier space was available. Space to comment should be available with each question asked.
- The City of Tempe seems to have an excessive amount of absenteeism, FMLA and leave. The two year job protection is excessive and inhibiting needed job replacement. It’s difficult, yet I’d like to see Top Management better balance Seniority and current job performance – balance the “family” culture with change and welcoming new employees and innovative changes. We can accomplish both, building a better and satisfied workforce that also improves the safety and service to the community. These comments may not make sense at first, but I think they are important. 1) Stop treating people like hourly employees. Start treating everyone like professional, exempt managers (even top executives because of the way we operate our PeopleSoft system act and are treated like hourly employees). 2) Stop rewarding seniority and start rewarding performance. 3) Stop excessive executive benefits and start a wider benefit differential in choice for the healthy. Consider a policy whereby the City Manager is paid with Comp & Benefits no more than 5 times the lowest paid employee – leading by example. 4) Stop rewarding mediocrity and start setting and expecting high performance. 5) Instead of the current view of WIFM in Committees, let’s ask what would be better for my group, the City and the community?
- A previous question asked if I had applied for a different position in Tempe. Since 2008 I was approached by my director who let me know that he was working on an improvement to my current position (a re-class). Well, you can easily do the math that it has been 8 years with nothing that has been accomplished. That is not to say efforts towards a change haven’t been made. Three directors later and efforts are currently underway. As in 30 months of actively trying to get HR to actually do something. I feel that HR has been balking, setting it aside, waiting to see if someone will come back and re-open the dialogue, like a wound that almost heals and then festers again. The bad thing about that is the scar can be much worse if there is a returning problem. I have been very fortunate over the past two decades, having managers and directors that proactively assisted and improved my career both with challenging/rewarding work to do, and ensuring that my position and changes to my position were improved..., except for the past 8 years. The stalemate at HR, and maybe at my departments’ end somewhat, has been frustrating at times. I have witnessed positions that I used to hold leapfrog past me in compensation because a re-class to my position 14 years ago was too unique to adequately compare to other positions in the market studies. What was designed to help me stay at a unique and possibly more elite position has become an anchor to hold me back from fair and just compensation, annual market increases (for which they have a different term), and bonus opportunities. I have now been promised for over 10 months that the review of my position is “next in line”, and that I will be required to go through a competitive re-class if this is to happen, putting my career in jeopardy that I have created and “lived” longer than most of my children’s existence or longer than most employees currently at the City of Tempe. I can’t say that I am not bitter, but I can say that I am not very bitter. I value and appreciate my job, my career, with the

City of Tempe. I have been blessed, and so has my family, through my continued employment here at Tempe. I place much value at my work, the relationships I have here (both as a mentor and as one of the mentored), and I love getting the job done and helping others, even if it is not part of my job description. If we had more people willing to “do”, instead of pointing to someone else to “do”, we would all have more success and fulfillment in our careers. Thanks for listening to my rant, but ultimately, my thanks and my work philosophy. This is all important to me. God bless you all.

- The quality of work in my department is outstanding by every division. The only issue that causes problems is the lack of resources to adequately do our jobs or to have our full attention on the core responsibilities of our jobs. For example, if our staff members are doing multiple jobs because cuts were made and never restored, then we are forever playing catch up or not doing the tasks to our best abilities. Related, if the equipment and facility is outdated because our budget never changes or goes down, we can't replace or maintain items and we "made do". I have had to spend considerable time finding other ways to get things done because of this neglect. Fix that, and any low marks on this survey would change to positive.
- Rowing coaches take on the highest risk of any part-time rec instructors. We are all constantly aware of the dangers inherent in running water practices, especially as more and more boating traffic is drawn to the lake each year, and we work hard to ensure the safety of all of our participants. Please consider a pay raise as a gesture of acknowledgement that the City recognizes and appreciates the effort the coaches put in to making COT boating programs safe and fun for participants. \$15/hr in 2007  $\neq$  \$15/hr in 2016.
- Hopefully Senior City Management takes the information from this survey seriously. The current City Manager has done damage to the quality of life for an employee and it is not as good of a workplace as it was when I first started. There is definite room for improvement within my department and I am sure there is in all departments. I really hope the time I took to complete this survey was not wasted. I made sure to take the survey while on City time so I at least get paid for any time I have wasted in case I am unfortunately correct that City Management really does not care about employee morale (they have not shown a reason to think otherwise) and this survey is just yet another dog and pony show.
- This job could be a "dream job" but management has ruined that!!!  
Trust? Should we trust management? Let me give you several examples of why we may not trust them.  
When security cameras were installed employees were told that the cameras were for security only and would never be used for disciplinary actions, in reality they have been used for disciplinary action and they have also been used to review when an employee has been injured on the job.  
Vehicles with GPS, when the city started installing GPS systems we were sent an email telling us that these systems would not be used to discipline employees that they were only to be used for mapping to improve route efficiency, from what I have seen this is not the case.  
E-Perform, when we were introduced to this system by HR in meetings, we were told that e-perform would not be used as a disciplinary tool, really!!!!

[REDACTED]

Also, you have a so called engineer who is the deputy of the water department who can't properly identify the direction that water flows on a slope and none of her underlings have the guts to correct her when she makes incorrect statements.

What amazes me is the number of employees in my area that have no interest in participating in this survey, they have just lost hope.

I feel uncomfortable getting collection notices for payments from our vendors and wish that the city would develop a more efficient payment method!!!

I'm amazed that you haven't asked about cover-ups and corruption, but I guess that you can save that for another survey.

- Great bosses, great staff in permanent positions with the city. Due to low salaries the department has no choice but to hire unqualified and unreliable people which makes for a very frustrating work environment.
- I would like believe that some good will come out of this survey and there would big changes in how the city management treats the employees in the future.
- The CD Planning Division is broken. Significant change is urgently needed. Very significant change.
- Senior management needs to look around and see the low morale level of City employees and find ways to once again make the City what it was when I was so proud to be offered a job. We have gone from an innovative and proud work force to one that is constrained because we have a 'bean counter' mentality. Only the bottom line seems to be important anymore. While fiscal responsibility is important, people are critical. Let's start looking for ways to reward those that excel and once again create the 'Tempe' atmosphere of old.
- Thanks, Tempe, for listening and always trying to do better! I'm lucky to work here.
- I know the grass isn't greener on the other side of the fence, as a general rule, as other cities have their own issues. However, I do wish I had chosen to change police department's earlier in my career so I could leave being proud of where I spent my career. Ironically, I was told by senior officers/supervisors 20 years ago, when I was a new employee, to go to another agency ASAP and not to feel any loyalty to TPD. Like many others, I didn't take it that seriously and waited too long before looking at moving to another agency. I feel more like I'm at the end of a long prison sentence (in some ways) than I am to be proud to be finishing my career at a good police department. Like many others I have seen leave TPD recently, I have no desire to have a retirement party at work or participate in any out-going rituals that used to be the standard routine. I would like to just leave unnoticed and not make any kind of fuss about retiring. The day after a person leaves, most people don't remember you were even here for 20+ years anyway so why make a fuss over leaving. Instead, most people still here after a retiree leaves

just feels envy that their friend was able to get out and they are still stuck here.

I don't think all things are bad at TPD and I don't consider myself "disgruntled", like management likes to stereo-typically label senior employees. Instead, most people seem to leave just burned out from years of unfair treatment. This career choice can be a "fun" career if employees are treated properly. However, mistreatment has been the standard for SO long at TPD people lose hope of improvement after years and years of hoping for a better work environment. I have personally had a few years, scattered among my 20+ years at TPD, where I really had a great time working at TPD. Sadly, those years are few though over the course of an average career at TPD.

- I think Tempe is a great place to work. However, there is always room for improvement and growth. I believe the issues within my department stem from management not allowing their employees to do their job. Also, direct management never getting feedback or ideas on how we can make this the best place. Many people feel their input if solicited will not matter.
- que se puedan hacer ajustes con los de mayor senioria al momento de al escojer nuestrsa vacaciones ya que por lo general siempre es un relajo cada ano y en especial cuando se tiene familia fuera de este pais nunca se otorga la oportunidad de verlos en meses como diciembre puesto que los supervisores y los que tienen mayor senioria siempore estan en esa lista y para mi no se me hace justo. deberia ser rotativo para ser justos.
- Be fair, across the board. You should not have to be in an inner circle to get treated fairly.
- I've seen other areas within my department receive more frequent upgrades, improvements, renovations, etc., while other areas get overlooked or put off for future fiscal years. It would be nice to see facilities and areas be considered equally, and those that are typically overlooked be provided with adequate funding to obtain necessary tools and equipment for staff, as well be able to offer engaging services and spaces to the community,
- When filling open positions, consider looking at people who may not be a person to strengthen a "clique" but will treat people equally and stay clear of the "important group of people".
- I love volunteering.  
However, when I actually visited Bridalwreath as a guest on open day I got a rude ginger haired volunteer serving me. Staff were nice, though. I'm thinking she ought to be trained on customer service or waitering.  
I'm hoping guests don't feel offended ever by me as I felt by the woman making my lunch.
- When I came here we were innovators, now ideas are looked at as threats instead of opportunities. I don't think it's an upper management problem in my area. It is a mid-level manager who is retaliatory and makes everyone in the work group just strive to do as little as possible. Tempe is a great place, it is just a few. Sad thing is this is just going to be like every other "new" thing. Stop promoting from within (if they are the best candidate they can get the job) hold Supervisors accountable let them go if they can't change, then employees next.
- It is extremely difficult for non-supervisor employees to promote to supervisor positions. Supervisory positions require experience supervising other employees, which non-supervisory employees by definition do not have. Additional training, certifications, volunteer supervision, etc. doesn't seem to help the simple fact that if you don't supervise employees, you are not

qualified to supervise employees. Something needs to be done to make it easier for non-supervisors to promote and become supervisors.

Thank you for doing this survey! Tempe is overall a great place to work.

- I have been volunteering for the Tempe Public Library for about 5 years now and it has for the most part always felt like a very safe and friendly environment. When I first began volunteering I worked very closely with Alicia Hancock and she always made her expectations of me very clear and has taken time to form a relationship with me outside of the professional setting which has been nice, she has very much become a mentor of mine. This past winter I got the opportunity to work more with Micah Corporaal and he has been such an amazing person to work with. Within the first few months of meeting him he was able to greet me by name which was something that I had never experienced before. While Micah does have very high expectations of the volunteers at the library he has always made it such a friendly environment and is working diligently to improve the teen center so it can become more of a place for teens to study or just relax in a safe environment. I definitely plan on working more with the Tempe Public Library in the future.
- I grew up in the City of Tempe and couldn't be any more proud to work here. I brag about this place all the time. Truthfully, since Andrew Ching took over as City Manager, things have only gotten better. Interdepartmental relationships are better, employee benefits are better, and moral is better seemingly amongst all departments.

Thanks Andrew. You're doing a great job for a City that I love.

- I believe the City of Tempe is over doing the temporary employment and being very unfair to have the temporary employees doing the same work as your benefited employees.
- I have worked in many different areas within the City and the work environment has been somewhat different in each area. Some have been bad and some good. It usually was certain employees and supervisors that made the difference.
- I love working for the city, and I love my job. I work hard to ensure that my work group and the programming we provide are excellent, without regard for compensation. However, the longer we go without adequate compensation or parity with other work groups, the harder it is to motivate staff and even harder for people to stay with the city for their entire careers.
- Provide free parking that's close to the building. If we cannot afford the parking fees, we have to walk 10 minutes (sometimes more) when it's 115+ degrees outside... which is ridiculous when there is a parking structure extremely close that can be utilized. I think parking is a huge issue for city employees.
- I filled out a survey earlier, but neglected to include these comments, which is why I submitted no answers to the above questions, I merely wanted to take the opportunity to provide more meaningful feedback for the survey collection without skewing the data collection.
- Indeed I would really like to take over from Pete Smith as Water Conservation director when he retires soon.
- There definitely is an inner circle/Good Ole Boy network on third floor. This was evident at the company picnic when the inner circle flocked together and avoided the rest of the attendees.

It's also evident when certain employees are paid out for more than 40 hours of vacation when they are not terminating or when they just ask for more money and get it.

- Things in the Police Department seem to be better now that Chief Moir has arrived.
- I enjoy working for the City of Tempe as I live in Tempe and really enjoy what I do on a day to day basis. Everything isn't bad as my survey responses might indicate, but there are many areas for improvement. When I was first hired and for several years after I was hired, almost everything was better. It also seemed that fairness was something that was considered when making employee decisions, but it doesn't seem like it anymore.
- As previously stated, we need a performance evaluation process for everyone. Employees need to be held accountable for their performance. In my time here, I have watched several employees ignore their job duties and get away with it for long periods of time despite other employees, myself included, going to management, the diversity office and HR. It appears that the city is afraid of employee lawsuits so poor performance ends up being acceptable.
- I volunteer in the FRIENDS Bookstore. My experience there in that job has been wonderful and satisfying EXCEPT for the changes which library management made to the premises. The reduction in space has created such chaos and difficulties that I must say it seems that this endeavor has little meaning or value to city officials. It would have been appropriate to at least include the Friends board and bookstore manager when the decisions were being made.
- It would be helpful if a city-wide work space needs assessment was done to assess current space usage, compared to staff levels and future wants/needs. At one time, it was the intent of the City Council that the third floor of the 525 building be tenant space, and not City offices. Moving those offices could present a revenue opportunity.
- COT is a great place to work. As with any group of people, there are challenges and those challenges, in our case, come from poor supervisors or managers. Generally, people are not held accountable for poor work due to complacency. The problem seems to come from those who have been in their jobs for years; change should be encouraged to create enthusiasm, creativity and higher morale...or move on! I love Tempe though as a place to work and live.
- This was an amazing place to work when I first came here but the level of bureaucracy has become overwhelming. I used to be able to call a coworker with a simple request and get it done in 5 to 10 minutes. Now I have to submit a requisition online and wait 2 days for the same thing. I like getting things done and I find this very frustrating.
- Code Compliance.
- Take a hard look at this department's management and previous complaints never effectively resolved - when you make a bad hire fix it!
- I love working for the best City in the State of AZ. Thank you.
- We definitely need a pay raise and cost of living raise and the insurance benefits should be better at a lower cost and completely get rid of express scripts (mail order) we need to be able to use local pharmacy's and not mail order!
- Allow employees to attend out of state work or content specific conferences paid for by the City of Tempe a maximum of one time per year.

- How is it that an employee group must pay an outside financial specialist to conduct a financial audit to determine if city finances are managed correctly only to discover that millions of dollars are known to be available and hidden, when caring for employees is supposed to be such an important task? How is it that this must occur for some workgroups to obtain pay raises when line level employees who do the difficult and actual hard work have gone for years without aid?
- In all fairness, each department has their own issues due to different work environments, personalities, etc. But in all Tempe is a great city to work for.
- I really believe that our city needs to acquire space to house our expanding workforce.
- I like the cities policies, and when I attend city-wide meetings I feel encouraged and engaged. It's my department and direct supervisor that I am completely unsatisfied with.
- My employment with the City of Tempe is satisfying and the job is rewarding.
- It's been great working here, wish I started years ago
- It is difficult for me to answer a lot of the questions because I have been working here less than a year.
- The City is a great place to work but advancement is impossible.
- Part-Time wages is something that we need to look into as a department. We have a wide variety of pay ranges within the department. There does not seem to be any consistency between work groups for jobs that are very similar.
- I believe that by and large the City does an excellent job providing the means to a gratifying work experience for employees; I believe my work group is far behind the curve in this respect. I believe this is in large part to decisions and biases from management, but the management Team in my department is currently undergoing drastic changes and I am told there is a major re-org coming. I am hopeful that the many issues that negatively impact my work experience will be addressed by the new management team and that I will have a voice in the re-organization.
- I'd like to say I work in the detention facility. Working with inmates can be challenging as it is. I'd like to see supervisors get along with each other, be supervisors and encourage line staff. Thank you for your time and asking my opinion on these matters.
- RE: Question 69.  
I am intrinsically motivated to go above and beyond.
- Employees need to be heard when we have suggestions to make things better
- Thank you for doing this survey. We should do these often and use feedback and data to improve the working environment for our employees. Any chance to solicit feedback from employees is a good thing.
- This survey had a comment section for ways to improve each category. That is very important. I would have like to see additional space to share successes in these areas. I work for a division of the C.S. Department that I feel is very successful and there may have been things to learn from how we do it from the positive aspect. Hearing success stories is often a good way to identify how to find success in other areas.
- Coordination and better communication between departments and various work groups should be improved. Some focus only on solutions beneficial to their group and avoid cooperating to



provide better service to the community; what's missing is a dedication to serving the public in the broadest sense. I think this is worthy of attention by city leaders.

- Would like to see the City Manager communicate directly with employees about priorities, special projects, and key items. Information from department directors is not trickling to employees in a consistent, timely, thorough manner.
- I thoroughly enjoy working for the City of Tempe and am thankful for all the opportunities I have been given over the years. Andrew is a caring City Manager and demonstrates Tempe's unique values.
- I can only address my department; however, I worked for another city where integrity and professionalism was expected of all employees. I feel that coming to this city has put me behind in my career both in my skill level and compensation ability. Being a professional employee but being in the UAFA has really hurt my earning potential. In the five years I have been here I have realized an hourly increase of \$1.35 an hour. I was receiving an average of 6% from my former employer during my 15 years in that position. I came to this city with excellent endorsements from my former employer and several years of professional government experience. This has not been utilized in my position here.
- Ken Jones and Andrew Ching demonstrate our city's values on a day to day basis.
- I don't work for the city. Not officially. I am a free-lance artist and musician. I also work as a birthday party clown and I write poetry. I have dealings with city officials from time to time. I have always been impressed with the professionalism and optimism of most of the employees and volunteers with whom I have had contact with. Keep up the good work.
- My current opinion is directly related to my current position. There is no communication with supervision who does not take input from line level employees even though the current supervisor has no experience in this field. Vocal employees who are attempting to assist the problem are met with being removed from the position for generic reasons which cannot be validated. Very good employees quickly turn in a bad environment such as this.
- From what I've been told, it is the responsibility of City Council to set policy and the City Manager to manage the city. Over the past 10 years, I have noticed a consistent change in this regard. It seems that the City Council is now weighing in on many decisions that used to be handled at the department/division/group level. This is concerning, as it makes it very difficult for staff to get work done and limits staffs ability to make decisions, which is what they are paid to do. It is very frustrating, but as long as the City Manager reports to the Council and Deputy Directors are "uncovered" the fear of losing one's job is very real...so it makes sense.
- There is still favoritism in the workplace. Seems that anytime a position opens up, everyone knows who is going to get it because they favor the person who has applied. Sometimes not every position requires a degree. Seems like there is too many chiefs and not enough Indians! Top heavy again!
- Please help Police Communications. They have ongoing mandatory overtime and have it for over 10 years. This year (April 2016) for Telecommunication's Week they were not acknowledged by their supervisors or management. It is a shame and I am glad I am away from that environment.



- It's hard for an organization to make significant and lasting change when everyone believes it is someone else who needs to change.
- I very much appreciate this survey and the set-up. It is user-friendly and makes me feel like my voice can be heard.
- Good survey!
- As a part-time employee that doesn't receive benefits, please stop sending me emails about the benefits received by full-time staff. I'm tired of getting emails about wellness programs that don't apply to me, that I can't participate in because I'm part-time.
- In the last couple of years our Public Works director has made some very smart hiring choices when it comes to management. To show a different level of management I think he's showing and proven that it works. I wish the city would consider like my department has sometimes hiring from outside as long as the applicant is the strongest applicant is sometimes the best idea.
- It is important for workers to feel that they make a difference and that the work they do matters. It is also important for a worker to feel that they are compensated properly. When the supervisor's salary range is so far above the next below, it causes dissension and distrust of how the city manages the workers.
- Coming to the City 8 months ago was a decision based on wanting to give back to and support my community in the most tangible way I know; as well as providing better health care benefits to my family. I pour every level of effort I have into my work and I truly enjoy what I do, as I have done at every point in my career. The work-place learning opportunities have been really wonderful, the folks I work with have been genuine and very helpful, and the challenges have been exciting. The only down-side is the lack of compensation, as I have held this position in the industry for well over a decade and I have never made this little money for this level of responsibility.
- Thank you for taking time to survey employees.
- There are many things I love about working for the City and some things that are very frustrating. I do feel like programs located closer to downtown are recognized and treated, in general, better than those located further away. I do appreciate my immediate work team and supervisors and have enjoyed working with them over the years.
- It would have been nice to have the survey completed prior to union/bargaining unit negotiations.

There are some really good employees in the City from entry level positions such as custodians all the way to department managers. One of the problems, however, is there are lots of unmotivated incompetent employees in the City as well.

There are things that go on that seem a little fishy or shady. Some positions listed come out as competitive reclassifications, but others have just been reclassified without posting. Some people have been offered a position with another organization, next thing they somehow get a big pay raise to stay with the City. During reorgs, people were essentially moved into lateral positions or some even were promoted (based on salary range) rather than having a "true" hiring process and making the best hire.

- Working for the City of Tempe has changed tremendously from when I started 15 years ago and a lot of it is because of the changes brought in by new managers and employees. The "it's how it's always been done" mantra seems to be almost gone and this has allowed things to change for the better.
- Whenever the City does a Market study for positional pay increases, there should be some type of interactivity with management on job description / duties for each position in their Department also it should be very important to treat every position equal in the City on step increases. (Other areas benefiting more on step increases in the past).
- A family member applied for a public works position 5 months ago... calls to check the status... no one seems to know what is going on with that department. He applied with another city and within 10 days he was contacted for an interview... same position different city... what's the hold up with Tempe's hiring system?
- Very disappointed that the direction of the city has gone for employees. I really like the career choice I made, but the work environment has made it difficult to stay. Managers make decisions out of fear, and are always worried what 3rd floor will think. This is no way to run an organization. It has become too political.
- Give the employees a reason to like this place again...
- The City of Tempe is a great place to work and I have always felt very lucky to work here.
- I am very thankful and extremely proud to be employed by The City of Tempe. I think there are always things to improve on but I don't believe any city has it better than us.
- The COT used to be an awesome place to work. I \*LOVED\* coming to work each day. Since the major re-org, I have to really psych myself up each day to come to work. The morale in my area is horrible. The "fix" has been to have an ice cream social or build a burger party. I'm AMAZED that this passes ANY kind of Management test. While talking out of one side of the management mouth, we want employees to be healthier. The other side says, "Let's keep you fat and hopefully happy." That mentality is a Band-Aid fix and not a real solution for the problem. Throwing money at a problem does not inherently SOLVE the problem. PEOPLE solve problems. If I cannot go to a supervisor and ask for 3-4 chairs to be moved so my co-workers, myself and the public we serve can feel more safe and at ease - and hear the word YES - there is a problem. When I took up a similar issue with THAT person's supervisor, I was also told 'NO!' Are we waiting until someone gets hurt or killed before we take the safety of staff and the public seriously? That mentality is unconscionable to me!
- We are constantly asked to add more red tape to our jobs: log your hours (no one even looks at this closely. Is this new customer request a service request ticket, is it a project or a mini project, or perhaps is it an initiative? By the time we figure out what it is, we complete the work so our customers don't look at us like a bunch of goons.
- I believe that 90% of the time Tempe is a very positive place to work and employees at all levels do what is expected of them. It is only a small percentage of the time where things could definitely be better. Thank you for the opportunity to express my views and opinions.
- Employee recognition also seems to be a problem within the City. There seems to be inconsistency regarding how supervisors and managers can recognize employees amongst

departments. Some departments are using City funds to buy gift cards and lunches to provide incentives and motivate employees while other departments, managers and supervisors have to fund with their own money. The City should provide a clearer process for employee recognition.

- Hold employees responsible for their actions
- When I first started working for the City, I was proud to be a part of a team that seemed to care about getting things done properly. In recent times, however, it seems as though the City has taken to promoting Managers that don't really care about the most important asset-people. It also seemed that the City took advantage of the Financial Crisis to take on the attitude of, "Be happy you have a job", which is not a good motivator at all, especially after I personally was almost demoted over it and also suffered the furlough pay along with everyone else. Even now, the COLA raises are nothing what they were, and any increase at all only covers insurance premium increases. If all the employees have to be subjected to this, then they can at least be treated with some respect and be told they are doing a good job when appropriate. I feel the current upper management looks down upon the people that actually make things happen, and also makes their own rules as they see fit. It is sad to say, but I don't think I have much of a future here and would jump on the chance to retire or move on to a different organization. I feel the employees are pretty much last of the list of selfish managers, and the pay scale seems to reinforce that train of thought.
- 11 months ago 2 full time benefitted positions opened up, and senior management pulled those positions. In this department building safety you had 2 temps, trained, bilingual and in their 30s, and you lost both employees. Take a look at the age of your building inspectors; you lost the 2 great people and the future of this department.
- I'm very pleased with the department leadership. I am very disappointed with some Director level leadership that deals with internal issues as well as the City Manager level offices. It is back to the good old boy system with new players, but the same type of favoritism.
- recently we in patrol were told not to return to the station until 10min prior to end of shift....no impounding can be done, administrative duties, calling victims or anything can be done WITHOUT being held over past our off duty time. We are expected to be at work on time....how about the city work for employees to be off work and walking out the door on time (barring any emergency conditions or priority 1 paperwork) at a minimum, at least 20min (preferably 30min would be ideal) gives us time to unload our vehicle and conduct any misc. work procedures needing accomplished.
- It is clear that if you are not PD or Fire Dpt. you are not valued by the city.
- Regarding the employee parking policy. New employees are required to park in the Farmer Lot which is about a 1/4 to 1/2 mile from your work location. Summer time is really tough not to mention when it rains and storms. I really wish the City could provide more reasonable parking for all employees. When this policy was originally created, I believe it applied to all new employees who would then be moved to better parking conditions based on seniority. However, at some point the policy was changed to exempt department directors or deputy directors or whatever the exemption covered. I just think it is very unfair to exempt a certain position class from this policy. I get the concern management had in trying to recruit good

quality department directors to the City and by allowing them a reasonable parking place would be an attractive enticement for them to join the City versus making them park 1/4 mile from work. I totally get that. However, if the parking condition is not good for department directors it should not be good for any employee of the City. The argument that department directors do more job related travel and as a result should have a closer parking space does not wash as I know many supervisor and management level employees that do more driving than director level employees; We do have car-pool vehicles that can be utilized which makes this point moot. My point - the parking policy should be entirely based on seniority or it should not be - one or the other. When you create an exemption - you inject a level of unfairness. If we think the parking situation is not acceptable for one level of employee - it should be considered unacceptable for all employees.

- I would like our supervisor to acknowledge is by our job performance that is being done on a daily base. Being treated with respect not like robots we all have feelings. I hope that our department gets better throughout the next years to come.
- In my position I utilize a notebook/laptop to remotely access my central irrigation control in my office. I requested a new computer/laptop as the unit I have now is years old and has a screen that is fading away. The new unit was ordered, over 6 months ago. This is a stand-alone computer for remote access that has no connection to the city network. Still haven't seen it. IT has to realize that not everyone is on the network and that field staff need the same support as those on the network. Their approach to customer satisfaction and service leaves a lot to be desired.
- My commits was based on the beginning of my promotion. If we want to make a better workplace environment, I feel we need to put in a little more first-hand training and not just for a week or so. A month of training for supervisors and lots of mentoring. One on one. For staff as well.
- I do enjoy working for the city of Tempe. I feel like have a great job/position; it is at times difficult to be in this current environment. I know things can be much worse somewhere else. Some of the personalities and egos and dishonesty make it difficult...otherwise this can be a great place to work.
- My dissatisfactions are with a couple senior management individuals rather than with the work that I do. My job is great; I would just like to do it with a higher level of effectiveness and efficiency. I think some major changes within the senior management team could really prove valuable to the City over time. Employees within Information Technology have actually given up on any positive change being made within the division because the individuals making the changes are the problem and have been for many years now. There is a saying that goes like this: only a fool would think you can continue doing the same thing and expect different results. In closing, I hope that the time spent filling out this survey proves over time to be beneficial to myself, the Information Technology Division, and most importantly the City of Tempe. The City is a great place to be employed, but we can do better. Let's shoot for "Tempe" being an excellent place to be employed. Thank you!
- Working less than one year for the city.

- I have worked for the City of Tempe for a long time. My current supervisor leaves a lot to be desired. I receive little to no communication from my supervisor. The communication that I do receive is in dictating to me that I do certain job duties in a way that forces me to perform these job duties in a manner that is not 100% adequate, and refuses to listen to me when I try to explain why it is not 100% adequate, because this person thinks they know everything, when they do not. (And I have received confirmation from others, who are knowledgeable and experts about the specific job duties, that the way I am trying to do it is the correct and proper way to perform those job functions.) Most other communication from my immediate supervisor is non-existent. I have seen favoritism and coaching in hiring decisions. This is so wrong on many levels! It is hard to work for someone I do not respect. I do not believe that my department management would be the least bit interested in hearing complaints from employees about supervisors. If they did, I believe that they would always side with the supervisor, regardless of the details of the complaints. Tempe used to be a great place to work! No so much anymore.
- "The COT should actually be one of the best employees in the valley. I'm proud of the job that I do but at the same time worry that at least in my observations that overall moral
- Is lousy and getting worse, It's unrealistic to expect any employee to perform well and want to do even better unless they feel good about their work environment. My concern for the future of the COT is great."
- The City of Tempe is the best city in the state of Arizona, I feel proud and fortunate to be employed with the City Of Tempe!
- "The city has apparently taken the direction of blame everything on the employees and stand back and claim it was them not us. We see this in every training meeting where we have to sign off that we were trained so that management can sacrifice us at any time. Employees are now in the position of guilty because you are accused and we see a clear mandate of that from management, the city manager, and council, because we live it every day. Resources to employees to address these issues are a joke and have been for years as supervisors and managers simply rubber stamp whatever comes their way.

As employees we have noticed a trend that years ago employees that retired would generally come back in other positions or help the city in different ways, but now employees cannot wait to retire and are running out the door saying do not ever call me for anything ever again. That behavior is a direct cause of poor leadership and specifically extremely bad management. Lately employees have been getting pressure from management to "" RECOGNIZE"" each other for awards because apparently that will make things better. As an employee I DO NOT WANT an award for doing my job. Employees go above and beyond every day because we take pride in the work we do and that is reflected in how the city looks and operates. Awards for the sake of "there is money or a benefit of some type" are MEANINGLESS and quite frankly insulting, and equated to "everyone gets a trophy because everyone is a winner". We employees are not Politically correct mindless drones and as such feel demeaned by the apparent belief by management that they can distract employees from the real problem issues in the city by placating employees with meaningless awards.

Like I said TEMPE used to be the city that every other city looked at and tried to copy, but now TEMPE would rather lead from behind and we as employees see it.

- Love working for the City of Tempe and proud to have the opportunity. Very thankful for the support I and the department I work for receive. Thanks for everything you guys do! This is the first organization I've worked for where I have legitimately felt respected as an employee and a person.
- I will be seeking outside employment due to the problems I have witnessed working here. It is sad because I feel like I can contribute much more if the environment were healthier. An audit of how departments are receiving support for infrastructure, technology, marketing, and inter-departmental collaboration is in order. My dissatisfaction with the City primarily lies with the departments above my own and their behavior.
- Too much state authority over what we can do and how we do it. If someone would take the time to see Non-program production vs. State production they would take the authority away from the state and let the cities run the show.
- Tempe is experiencing growing pains to become urban. This means staff from every department will be involved in forecasting and implementing new programs. This is a great time for Tempe to advance strategies that will give us a great reputation to our constituents and business leaders. I believe this survey is a good start to identifying the gaps/issues staff has and for management to have the opportunity to recommend best practices for future strategies.
- Want to address hiring practices in public works. I have noticed many retired city of Phoenix employees are getting hired as supervisors or above. It does not say much for our training to hire from within. In public works, they are using old retired Phoenix ideas, not new ideas. This speaks badly for city of Tempe as a whole.
- I am grateful I have a job and make a living, but the fact is that there is a need to be more involved from upper management. In our dept., we have a dept. head that said to our entire work group that we should be grateful that she fought to keep our dept. intact and we should be grateful to her that we still have jobs. This makes going to work that much more stressful from day to day. One person should not have that much control over what happens to an entire group of people.
- Looking forward to seeing the systemic changes within the organization. As with any and all progress, time will tell. Employee satisfaction should not just be measured by compensation but rather faith that someone is listening and is actually willing to put in the effort into making the employment conditions better. Thanks for taking the time to review the results and as I was honest with you in my selections and opinions, I hope you will be honest with me in working towards progress.
- Your time as a temp should count towards your city time, esp. if you are paying into your AZ retirement.
- When somebody has a conflict or doesn't perform well in their duties or has an accident instead of being dismissed of the duties I believe they should be able to practice and show their proficiency rather than just being dismissed .
- Q. 69  
Does the City's working environment and leadership encourage you to go above and beyond the minimum effort that is required for your job?

It really is a personal thing, it doesn't really matter which working environment or the current leadership, and for me it's always been my work ethic.

- I absolutely love working for the City of Tempe and take a tremendous amount of pride in what we do here. I feel we are a progressive City that listens to its employees and especially in recent years has shown support and appreciation throughout. We have a unique working environment where the departments truly support each other, something very few Cities have based on conversations with outside cities.
- I live and work in the city of Tempe and have no plans of ever changing.... unless I could live on the beach somewhere.
- I am a proud city of Tempe employee.
- The City of Tempe is a great city to work for and I feel blessed to work for the city I grew up in.
- I do feel that supervisors within our department want to do what is needed and what is best for our work environment. I do feel however that the "powers" that can make this happen really don't feel that it is a priority. It seem is something effects the downtown area closest to city hall that always takes priority, but more outlying areas really don't matter as much. The needs I refer to are safety concerns that affect not only the employees but the general public. It almost seems that if it's not happening on Mill St. then it really doesn't matter.
- Overall, I think the hiring process for new positions needs to really look at those candidates that have the educational background in the field for the position that is open. Too many times it seems like people are put into positions out of convenience and personal preference rather than being the best person for the job. Everyone that meets and exceeds the requirements of new positions need to be offered an equal opportunity to advance and be considered for the job. People who are best suited should get the job. They should not just advance because it is most convenient.
- Very few complaints since working here. Absolutely fantastic department run by a fantastic city. I am very proud and privileged to work for both.
- Having one employee accountable for their actions, tools, vehicles instead of the entire department.
- There is a particular temp that I know who is the only worker that I would consider better than myself. But I know that he has background issues that would prevent him from being hired. Is there any system we can make to at least compensate our senior temps more for their hard work if they aren't able to work for the city? Or can the City provide leeway for workers that have been here multiple years? I don't think it's fair that the full time people I deal with are worse than a temp, but get paid more. Pay intensives should be taken place for how well you perform your job maybe. Also I would like to say that the custodial department has been absolute hell for me and I feel most of the treatment I received was not in compliance with city policy, or in compliance with THE LAW for that matter. Please look into this.
- I was lucky to be hired by the City of Tempe. I know not every department has run as smoothly as ours (for the most part). We do have unique dynamics that change many of the ways we deal with our fellow members. I wouldn't trade it for the World...I am one of the extremely fortunate ones.



- I think the city does a great job of caring for employees.
- The IT Business Solutions manager doesn't show the employees any trust or respect on dealing with people or knowing our jobs. And in return many of the employees no longer respect or trust her. And I don't believe IT Management has the leadership skills to address or correct this problem. The ISD Director even commented on why IT personnel never speak in division meetings; it is because we have been conditioned not to. But nothing was done. A job candidate once asked the Business Solutions Manager in an interview what is your management style? The Manager gave a nervous laugh and said I don't know and stammered out an ambiguous answer. Distrust and a lack of respect from IT Management will continue to plague Business Solutions until a drastic change is made and continued over a period of time.
- The disciplinary review committee issue has to be resolved quickly so that discipline issues can be addressed appropriately.
- I came to work for the city of Tempe thinking it was a better place and now I kind of regret it.
- The City of Tempe has been good to me and I am grateful to be a part of a very progressive and successful organization.
- I would classify myself on the low end of satisfied with my job, not completely dissatisfied, but feel I could accomplish more.
- I enjoy working for the City of Tempe. My supervisor and coworkers are helpful, hardworking and respectful. Some who have visited or joined our work group comment how well we get along, with no backbiting... It makes a difference in how you feel and the amount and quality of work you are able to provide.
- Would like to start an employee rotation system we use to have going here at TCA. Could use a break from the late night 4pm to 2:30am schedule and switch to 6am to 4:30pm schedule for like 6 months how it use to and is supposed to be. That would be fair
- There seem to have been a great number of new hires from other city's recently which has brought morale down for employees looking to advance their careers with the city, some of which I have seen that had great potential and are dedicated employees, they were told that experience beat them out, but if you don't give someone the opportunity, they will never be able to gain the experience and or show what they are capable of doing for the city.
- It is my perception that some positions that open within in the city already have someone in mind.
- I've had the privilege to work for several different departments within the city through my career. I was pleased to see City Manager Will Manley work hard to do away with the Good Old Boy System that seemed to exist years ago. Unfortunately, I've seen this practice in more recent years and it seems to be stronger than ever. I have watched jobs and positions be created for specific individuals, and management go through the hiring process as a mere formality. We are now experiencing this in Public Works Field Ops. It's more than a coincidence the number of new employees who have come from the City of Phoenix. I have seen a lot of GOOD valuable employees take early retirement, quit, and transfer to other department/ divisions as a result of management/ management practices. I value my job with the City of Tempe, and am proud to be employed and serve this community. I, like so many other employees, wish there were a



sense of fairness within the work place. Work is so much more enjoyable, and employees will work harder when they have GOOD leadership and management that they can respect.

- It doesn't make a difference if I recommend a position to a family member or friend because for every position management already has someone in mind.
- Referring to the past page deletes my responses.
- I wish there was more structure across the board. It seems like each department has their own rules.

Our pay is an issue. It has taken me 15 years to reach a topped out mechanic wage! That is way too long.

We need more opportunities to earn raises not just receive them.

I feel like the upper management plays by their own rules a lot of the time. "Do as I say not as I do" kind of attitude.

- When I came to Tempe I had 16 years in ASRS and needed 12 more years. With six years left the health Insurance benefit was taken away. I'm now eligible to retire and cannot leave due to the cost of health Insurance. I think the city should have taken into consideration those who were close to retirement not just years of service. This will forever leave me with hard feelings toward Tempe.
- I appreciate this opportunity to work with some great people. Everyone in Internal Audit gets along so well and treats me with a lot of respect, like a colleague. I feel like I am friends with all of my co-workers. We also get a large amount of high quality work done. Thank you for allowing me to work with such highly-esteemed individuals. I am learning so much and becoming more confident every day in my future line of work.
- Better leadership and we have to get rid of the good old boy network!
- At this point, literally the only reason why I maintain my employment with the City of Tempe is because a better opportunity has yet to present itself and I need to pay my rent.
- I have worked for the city in the past and coming back was an easy decision. In my time back there have been some management changes, some software changes that have caused some difficulty in completing the work. Sometime a new manager wants to make a mark on the department. We just hope it isn't a black mark... at this time the issues are getting darker as time passes. Hopefully there are some changes in the future that will correct the direction our department is going.
- Thanks - have a great day.
- I'm disappointed because when I was hired I was offered health coverage after retirement and then it was taken from me. I was short by 1 month and I feel that any existing employee should have been grandfathered in. After all, that is the main reason I chose to work for the City of Tempe. Do you think that was very fair?????
- I love my dept. and I am proud to call myself a Tempe firefighter! But I feel that we could do some small things around here and morale would greatly change remember the higher you go in this career you don't just work for the city you also work for your employees! So listen to what they have to say. We are all pretty smart in our own ways and love this career. Thank you Greg Berkel.

- I don't like working here because my fleet manager is uneducated and ignorant on how to manage people and a fleet. He did not meet the minimum requirements to get the job yet he got it. As a result the supervisors are following his lead and the shop has become counterproductive. Employees are wasting time performing ridiculous tasks for the whims of the fleet manager. He does know how to fill out paperwork to win the top 100 fleet awards, but if the organization that issues the awards were to audit this place they would revoke the award.
- Would be nice to have at least more temp full time positions, be nicer to have full permanent positions.
- It's okay to tell Mayor and Council no while still being innovative and open to new ideas. City management seems to be "yes" people no matter the impact or no benefit to the community. There's no support of employees or recognition of professional opinions when offered.
- I am mostly dissatisfied with my job because it was not the job I chose. I was bumped from my original position, went to a job I really enjoyed, working with people that I really worked well with and got bumped into a job I very much dislike. I have tried on occasion to move to another position, been qualified to do the job, only to learn someone else with less experience got it. I don't use half my degreed skills working in the job I'm in now, I just feel "stuck".
- I told both my son and my nephew not to apply for jobs they are qualified for.
- I believe our City creates a great environment to pursue your goals. I have always been treated fairly and with respect.
- Upper management has a poor track record.
- I am very happy with the benefits that I receive working for the City of Tempe. In addition, I feel fortunate to have the job I have and would recommend employment at the C.O.T. I look forward to a long career and one day retiring from the City. Thank You.
- I am very proud to work for a new team in my department and a supervisor who is a great mentor.
- I am delighted I do not work in solid waste anymore as the new leadership is the worst I've ever seen in the last 14 years. Clean house in the management of that dept., starting at the top
- The City of Tempe is an amazing place to work and I am very thankful for the opportunity to work here. I think the city does a great job of caring for its residents and I am happy to be a part of it.
- I absolutely love my job and love working for the City of Tempe. The only complaint I have is that my supervisor is continually allowed to treat the staff and prisoners with such disdain and disrespect, to the point that new employees have left the department rather than be treated so poorly. In over 25 years of working with the City of Tempe, I have never encountered a supervisor (or employee) who is so continually rude, disrespectful, ridiculing employees and calling them names, without any repercussions. It is disheartening to work in an environment where a supervisor is allowed to treat fellow employees in this manner.
- The City Charter is very specific with respect to providing specific direction to permanent staff yet various members of council violate this provision on a routine basis without being held accountable. Additionally, members of the Council routinely use the police department as their personal security/police force and have resources assigned to their needs and pet projects

without understanding how it negatively impacts the ability of the department to dedicate resources to citizens with matters which are a higher priority. Furthermore, members of Council and the senior city leadership team fail to support and recognize police employees for their efforts and contributions to the city. The police department is understaffed, undervalued, and unappreciated.

- Thank you.
- I LOVE my job.
- I've tried 3 times in 4 years to come back to a full time position and all 3 times the job went to external candidates with less experience and education (some of which the city paid for!) than I have. I'm a nice person! I'm qualified! 12 years in and my career here is a big disappointment. So, whatever. I love Tempe, but y'all don't love me.
- I am very proud of the City I work for and the department I work for. I look forward to completing my career here in full. I am surrounded by a higher concentration of high quality people than I have ever experienced in any carrier elsewhere.
- This is a great city to work for!
- I would love to evaluate the aggregate comments with our respective department and see how we can improve. Because we can always improve our environment we work in.
- How is this anonymous if these types of questions are being asked?
- I believe that City Manager Ching cares about city employees and is moving the city in a better direction. As a police employee I have hope for the future with the new chief and hope they will lead the way in address some of the weaker/selfish managers with city departments.
- There has been a steady downfall of morale within the office. Supervisors do not show respect to staff members, misleading information on new positions were continuously stated, the lack of communication between staff and supervisors is an unresolved issue, working hours have been reduced to staff members then lied to about the real reason why the hours were reduced, contractors continuously get paid relatively later than full/part time staff, senior staff members have had hours reduced while new incoming members are provided close to a full time schedule, and even though many of these issues have been brought up to senior management, there has yet to be any resolution and the only information provided is "we will look into it".
- I hope that my workgroup gets a full time qualified Electrician position. We need one and Contractors only can know so much about our specialized work areas.
- I do love my job and I do love working for the City of Tempe. The pride I have in this City is immense. I love working for the Fire Department as well. My issue is with the senior staff and their inability to realize they are creating the wall and making it bigger every day. We come to them with issues and they are not dealt with. This happens quite often and it's not okay. You can't hold your workforce to a higher standard than you do for your senior staff. We have had safety issues that have been ignored. They seem to make new rules ever day because they are afraid the public will complain about something. I work with the public and know we have a very good relationship with them. Some of these issues are - working out in the daytime after the scheduled one hour workout time. Sometimes we run calls and don't get a chance to work out during that time. The Chief is so afraid that someone will complain. No one will complain that a

firefighter is working out, I'm pretty sure they would be thankful that the guys are staying in shape. If someone does complain, the Chief should use that time to educate the individual on how stressful our job is and exercise is great for our health, and for our overall job performance. He should let that person know that he is proud of his guys for working out rather than watching TV. There are a lot of other issues just like this that I will not get into, but they know there are issues.... Also, they are so worried that we are going to end up out of control like the Phoenix Fire Department. They implement rules based on things that happen in that department. Again, it's because they are afraid of complaints. We have become a complaint (worried) driven department. I feel the line crews have done an outstanding job with the relationship with our public and the senior staff does not treat us as such.

- New employee to the City of Tempe.
- Our building/complex is unsafe. There are many people using drugs in and around the complex. I don't know if the city is doing anything about it or not. I feel that security alone cannot keep up with the criminal activity in and around the complex. There are patrons (adults and children) using the same restrooms that criminal activity is happening in. Recently, one drug user was passing out in the lobby with children nearby. Employees are out in the open with nothing between them and the public. There are no safety measures in place that we are aware of. In another building I formerly worked in there were silent alarms (even one on the floor). There is nothing in this building.
- Managers should not be allowed to have their partners and roommates working for them. This makes for a very unstable work environment.
- Work in detention.
- I feel that there is so much animosity in our department because of the favoritism. We get a lot of temps that add to the problem; they get treated better and we have to constantly watch them... They don't listen, are always late, and they allow them to get away with it. They lie to them to come in hung over.
- I am proud to work for the City but I'm not sure I would recommend it to someone else because in the 22 years I have been here the City has become very bureaucratic. It used to be that the City allowed employees to think outside the box and be innovative and there was much more collaboration with different departments but now it's very frustrating to try to do something a little different. There seems to be less communication between departments because each department has become very isolated.
- The management of my department has significantly gone downhill in the last 5 years. They don't care about us; they don't communicate with us; they don't facilitate our getting the training we need to do our jobs in a successful manner; there's extreme favoritism involved in all promotional selections; and the "good old' boy network" is alive and well in IT/HR. We can't offer constructive criticism about anything for fear that we'll be screwed in the future. Things have sure changed in the City, and not for the better.
- Thank you for doing the survey. It demonstrates the organization's continued interest in its employees as well as in creating a positive work environment.
- Play by your own rules.

- Why did the planning director substitute his report and approval for the one prepared by the staff? Ask around for details on that.
- I once was proud to say I worked for Tempe, but sadly that isn't the case anymore because of where our lack of leadership has taken us. Tempe has some very knowledgeable professionals that cannot give/make their professional input or if they do it is not valued. Tempe use to be the City other cities would try to immitate, but that is not the case anymore, we look to see what the other cities are doing instead of being the leader. Instead of setting the bar we are trying to reach it.

I contribute a portion of that to City Council, having their own agendas and not doing what is BEST for Tempe. We have become "settlers" (just like the commercial), we settle for whatever comes across the desk, instead of demanding a high quality development!

- Please note that my answers are based on the current situation. We currently do not have a Manager in our office and we are in the processing of hiring one.
- There was a time I was very proud to say I worked for the City of Tempe. That has changes as our "leadership" has changed. I put "leadership" in quotes because I don't believe we have had true leadership in the past (approx.) ten years. The City of Tempe is no longer on the pedestal it used to be and is no longer the role model for other cities to mirror. I contribute a lot of that loss to our lack of upper management, department supervision and even our city council. Many employees have lost their passion for their jobs which has been taken over by frustration. Our leadership believes in quantity over quality (the numbers game). We have completely lost the concept of customer service. When new (often younger employees) are being trained, they are not taught the art of customer service. A concept I believe Tempe used to pride themselves on. Now all I hear is how difficult Tempe is to work with. I don't think we should kiss people bottoms by any means, but the whole concept of fairness, consistence etc. we should have in our management should be shared with the citizens of Tempe who we work for - who pay our salaries.
- I personally believe that whatever has changed for the worse can be undone and change for the better. At least, I hope so. I don't want to throw away all of my years with the city to start somewhere new and discover the same problems.
- Overall, I love working for the City of Tempe. I really enjoy what I do and how I am able to help make Tempe a better place for residents, visitors, employees, etc. I feel that it is my teammates and clients and our combined success that drives me to worker harder than I have to, to go above and beyond in my job. My supervisor will say that isn't your job. Unfortunately, it is a job that needs to get done to ensure our success as a City.  
There are some challenges in my workgroup. I hope that this survey hopes to bring them to light and (hopefully) resolve them. "
- It saddens me that so many of my coworkers, including myself have had to struggle with the decision of whether or not to continue working for the city due to the toxic work environment that we have experienced, and continue to experience at the library. The number of talented employees that have left the city, retired, or are currently planning their retirement as a direct result of failure of the department is alarming. It has only been the support of my coworkers, my love for the community and my passion for my work that has sustained me. I refuse to be bullied

out of my job, community, and passion, so I endure. Desiring only to produce the best work I can serving my community, and yearning for the support desperately needed. We have come to expect struggle and frustration, and concepts like job satisfaction, feeling valued, true appreciation, and worth seem like privileges not meant for us, rather than basic needs and rights for employees. There is a sense of desperation and hopelessness when there is no avenue for employees to address the concerns and challenges they face with their supervisor. I share this with the hope that, this time my words will be heard by someone who will care enough, and am vigilant enough to be the advocate for positive change that we have been unable to attain through our own efforts. Thank you.

- I still believe in the City of Tempe organization and it was very consistent from the 1980's to 2009 but something went awry after that, be it the economy, staff in place, the layoffs and furloughs or something intangible. The organization has increased transparency but transparency is not communication and transparency cannot replace goals, objectives, getting the job done or making the best place to live, work and play - people make that occur. I have been a believer that the most disorganized group can get more done if we have good leadership, followership, and real communication than the most organized group with none of that... and with too much constant change and minimal stability of the organization, we risk injuring to permanently damaging the hearts, minds and souls of the organization.
- Tempe could be the best place to work with some changes.  
I like my job, just not how I have been treated for trying to come up with new ideas. When you try to change things, you're labeled as a troublemaker. Tempe should embrace changes
- Seniority should mean something in an organization. However, management seems to respond to and bad behavior seems to be rewarded in the workplace (especially if those employees have seniority). Employees who work diligently at their jobs seems to go unnoticed. This is reflective by the fact that the City of Tempe doesn't have a true performance management system. The current system has managers/supervisors input goals and is used to E-log an employee's performance. It is supposed to be an open dialogue between supervisor and employee. Well, I have never received a goal and/or e-log from my supervisor since being employed with the City of Tempe.  
This has been a disappointing realization for me that seniority, as opposed to job performance is given more importance and is treated as such at the City of Tempe.
- I appreciate the survey so that ALL employees can provide their input.
- The City Hall parking garage fee is very expensive. I can't believe courts will not pay our parking dues, but they will pay lawyers', visitors' and defendants' parking. I also can't believe we have to pay for filtered water in our department.
- Many of the least appreciated employees are in vital positions as the face/representative of the City with NO recognition or compensation.
- Co-workers that don't want to work and be a part of the team shouldn't be here in general. They make the rest of us look like we're unable to do our own job. Also gossiping has a lot to do with it.

